

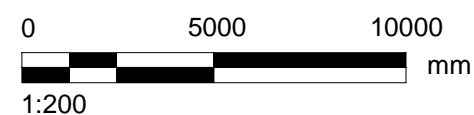
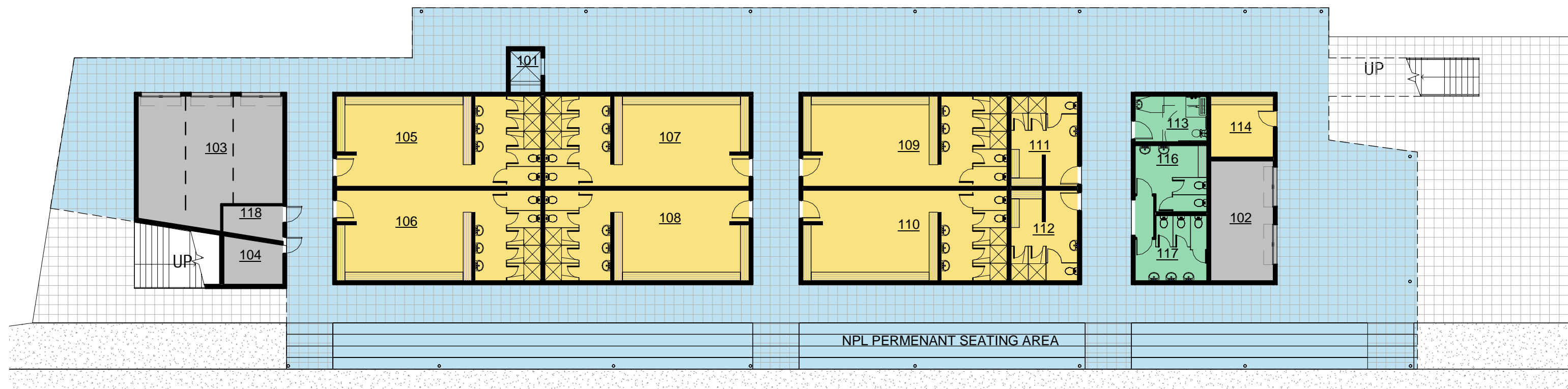
Legend

- 1 Duncraig Leisure Centre
- 2 Duncraig Library
- 3 Duncraig Community Centre
- 4 Mildenhall
- 5 Undercroft Bridge Club (leased)
- 6 Sorrento Soccer Club (leased)
- 7 Sorrento Bowling Club (leased)
- 8 Sorrento Tennis Club (leased)
- 9 Percy Doyle Football Teeball Clubroom
- 10 Tennis Courts
- 11 Bowling Greens
- 12 Croquet Courts
- 13 Pitch 1
- 14 Pitch 2
- 15 Pitch 3
- 16 AFL Oval









Residents
approximately
30-35 metres away



AREA LEGEND

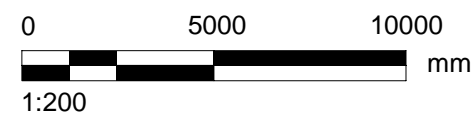
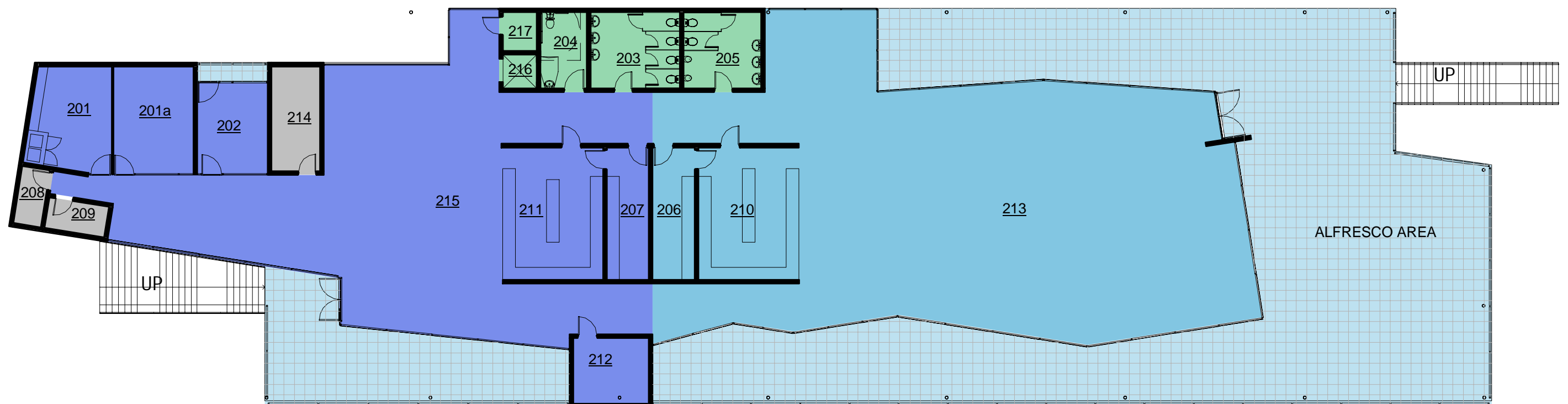
| | |
|---|------------------------|
|  | CHANGE AREAS |
|  | PUBLIC AMMENITIES |
|  | STORE |
|  | COVERED EXTERNAL (UCA) |

ROOM SCHEDULE GROUND

| Number | Name | Area |
|---------------------|-----------------------|--------------------|
| 101 | LIFT | 3 m ² |
| 102 | STORE | 20 m ² |
| 103 | STORE | 47 m ² |
| 104 | CLUB STORAGE | 7 m ² |
| 105 | CHANGE ROOM | 50 m ² |
| 106 | CHANGE ROOM | 50 m ² |
| 107 | CHANGE ROOM | 50 m ² |
| 108 | CHANGE ROOM | 50 m ² |
| 109 | CHANGE ROOM | 50 m ² |
| 110 | CHANGE ROOM | 50 m ² |
| 111 | UMPIRE ROOM | 16 m ² |
| 112 | UMPIRE ROOM | 16 m ² |
| 113 | PARK UAT | 9 m ² |
| 114 | FIRST AID ROOM | 10 m ² |
| 116 | MALE PUBLIC TOILETS | 12 m ² |
| 117 | FEMALE PUBLIC TOILETS | 11 m ² |
| 118 | SERVICES | 5 m ² |
| Grand total | | 456 m ² |
| FECA (GROUND FLOOR) | | 525 sqm |
| UCA (GROUND FLOOR) | | 658 sqm |






| | |
|--------------|----------|
| FECA (TOTAL) | 1259 sqm |
| UCA (TOTAL) | 1076 sqm |

FECA = FULLY ENCLOSED COVERED AREA
UCA = UNENCLOSED COVERED AREA



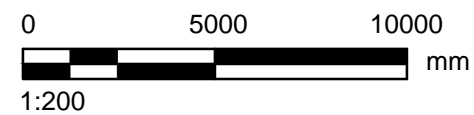
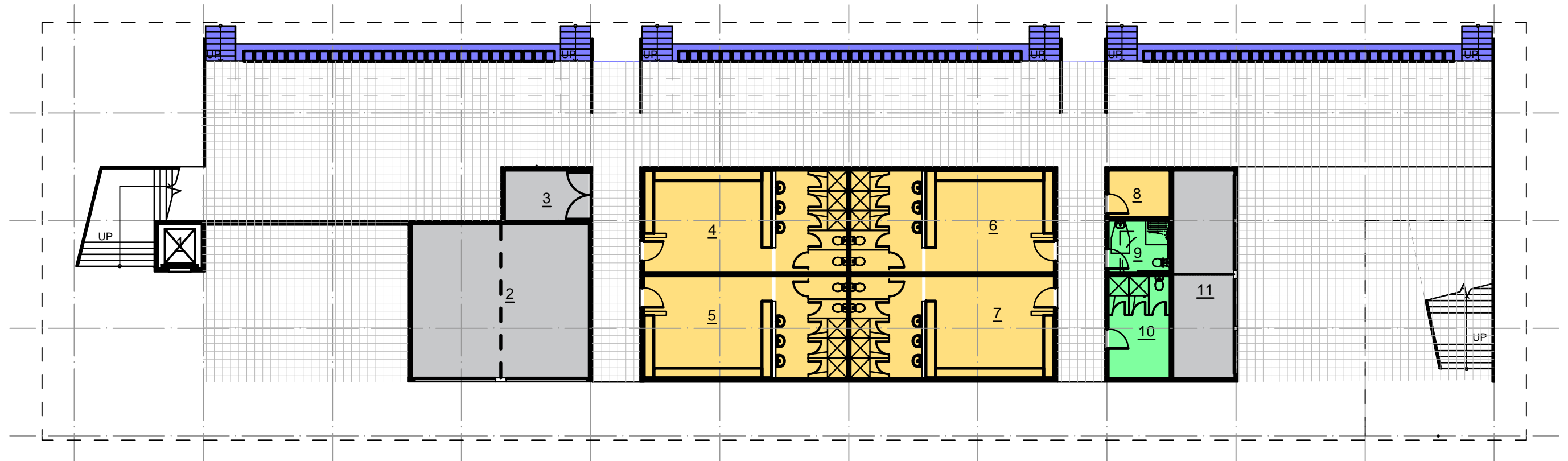
ROOM SCHEDULE LEVEL 1

AREA LEGEND

| | |
|---|------------------------|
|  | CLUBROOM |
|  | FUNCTION AREAS |
|  | PUBLIC AMMENITIES |
|  | STORE |
|  | COVERED EXTERNAL (UCA) |

| Number | Name | Area |
|--------------------|---------------------------------------|--------------------|
| 201 | MEETING ROOM | 19 m ² |
| 201a | MEETING ROOM | 20 m ² |
| 202 | OFFICE | 15 m ² |
| 203 | FEMALE TOILET | 16 m ² |
| 204 | UNIVERSAL ACCESS TOILET | 8 m ² |
| 205 | MALE TOILET | 13 m ² |
| 206 | FUNCTION ROOM KITCHEN STORE | 12 m ² |
| 207 | CLUBROOM KITCHEN STORE | 12 m ² |
| 208 | CLEANERS | 4 m ² |
| 209 | STORE | 4 m ² |
| 210 | FUNCTION ROOM KITCHEN / BAR / SERVERY | 21 m ² |
| 211 | CLUBROOM KITCHEN / BAR / SERVERY | 27 m ² |
| 212 | MEDIA | 11 m ² |
| 213 | FUNCTION ROOM | 273 m ² |
| 214 | TENANT STORE | 12 m ² |
| 215 | CLUBROOM | 180 m ² |
| 216 | LIFT | 3 m ² |
| 217 | LIFT MOTOR ROOM | 3 m ² |
| Grand total | | 653 m ² |
| FECA (FIRST FLOOR) | | 734 sqm |
| UCA (FIRST FLOOR) | | 418 sqm |





AREA LEGEND

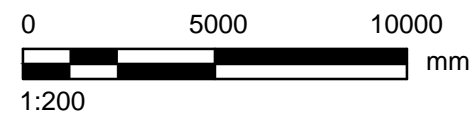
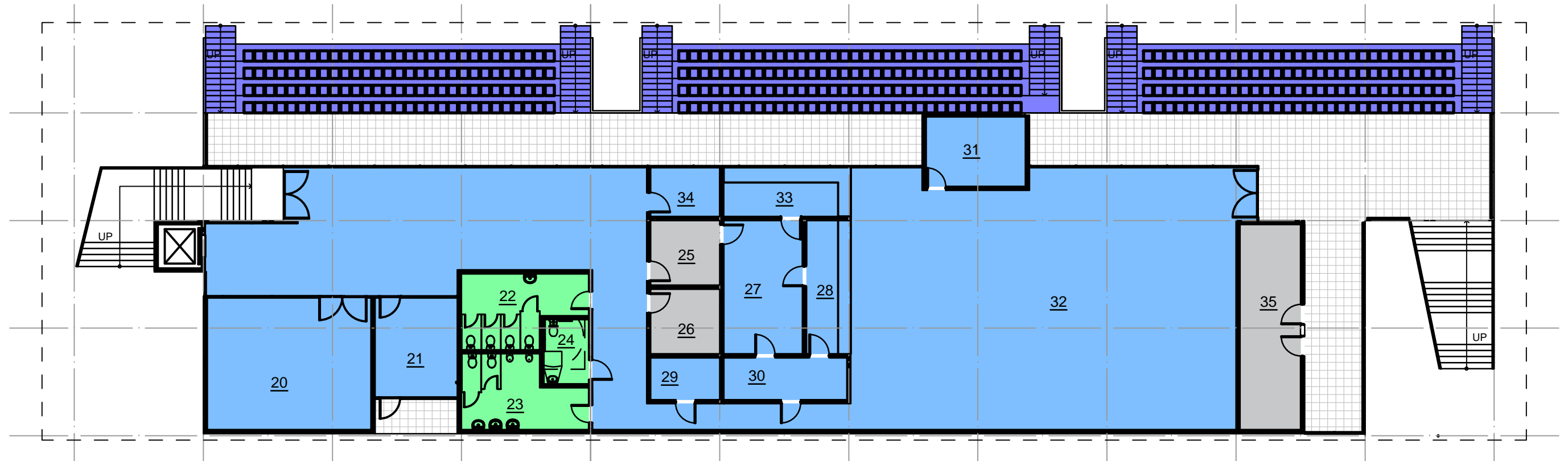
| | |
|--|------------------------|
| | CHANGE AREAS |
| | PUBLIC AMMENITIES |
| | STORE |
| | COVERED EXTERNAL (UCA) |

ROOM SCHEDULE GROUND

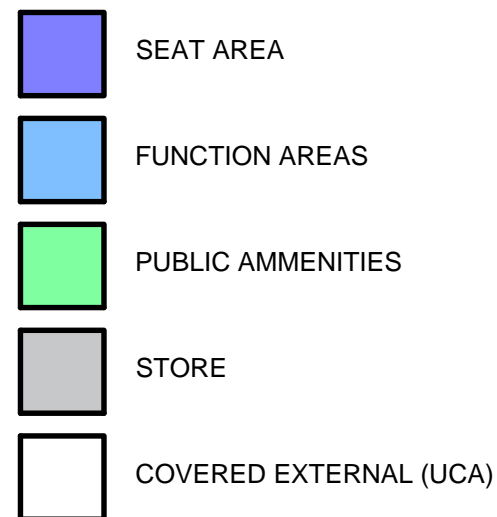
| Number | Name | Area |
|--------|---------------------|--------------------|
| 1 | LIFT | 4 m ² |
| 2 | EXTERNAL STORE 1 | 58 m ² |
| 3 | SERVICES | 9 m ² |
| 4 | CHANGE ROOM | 44 m ² |
| 5 | CHANGE ROOM | 44 m ² |
| 6 | CHANGE ROOM | 44 m ² |
| 7 | CHANGE ROOM | 44 m ² |
| 8 | FIRST AID ROOM | 6 m ² |
| 9 | UAT TOILET | 7 m ² |
| 10 | UMPIRE ROOM | 13 m ² |
| 11 | STORE | 27 m ² |
| | NLA | 300 m ² |
| | FECA (GROUND FLOOR) | 337 sqm |
| | UCA (GROUND FLOOR) | 627 sqm |

FECA (TOTAL) 964 sqm
UCA (TOTAL) 1273 sqm

FECA =FULLY ENCLOSED COVERED AREA
UCA = UNENCLOSED COVERED AREA



AREA LEGEND



ROOM SCHEDULE LEVEL 1

| Number | Name | Area |
|--------------------|---------------|--------------------|
| 20 | MEETING ROOM | 47 m ² |
| 21 | OFFICE | 17 m ² |
| 22 | FEMALE TOILET | 17 m ² |
| 23 | MALE TOILET | 17 m ² |
| 24 | PARK UAT | 6 m ² |
| 25 | STORE | 10 m ² |
| 26 | STORE | 10 m ² |
| 27 | KITCHEN | 22 m ² |
| 28 | SERVERY | 12 m ² |
| 29 | COOL ROOM | 6 m ² |
| 30 | FOOD STORE | 11 m ² |
| 31 | MEDIA | 15 m ² |
| 32 | FUNCTION ROOM | 215 m ² |
| 33 | KIOSK | 14 m ² |
| 34 | CLEANERS | 5 m ² |
| 35 | STORE | 8 m ² |
| | NLA | 432 m ² |
| FECA (FIRST FLOOR) | | 627 sqm |
| UCA (FIRST FLOOR) | | 711 sqm |

FECA =FULLY ENCLOSED COVERED AREA
UCA = UNENCLOSED COVERED AREA

NPL Stadium Feasibility - Percy Doyle Reserve



NPL Stadium Feasibility - Percy Doyle Reserve

Client: City of Joondalup

ABN: 45 129 809 838

Prepared by

AECOM Australia Pty Ltd

3 Forrest Place, Perth WA 6000, GPO Box B59, Perth WA 6849, Australia

T +61 8 6208 0000 F +61 8 6208 0999 www.aecom.com

ABN 20 093 846 925

08-Sep-2017

Job No.: 60538576

AECOM in Australia and New Zealand is certified to ISO9001, ISO14001 AS/NZS4801 and OHSAS18001.

© AECOM Australia Pty Ltd (AECOM). All rights reserved.

AECOM has prepared this document for the sole use of the Client and for a specific purpose, each as expressly stated in the document. No other party should rely on this document without the prior written consent of AECOM. AECOM undertakes no duty, nor accepts any responsibility, to any third party who may rely upon or use this document. This document has been prepared based on the Client's description of its requirements and AECOM's experience, having regard to assumptions that AECOM can reasonably be expected to make in accordance with sound professional principles. AECOM may also have relied upon information provided by the Client and other third parties to prepare this document, some of which may not have been verified. Subject to the above conditions, this document may be transmitted, reproduced or disseminated only in its entirety.

Quality Information

Document NPL Stadium Feasibility - Percy Doyle Reserve
60538576
Ref p:\605x\60538576\6. draft docs\6.1 reports\final report\60538576_npl
stadium feasibility study_final report.docx
Date 08-Sep-2017
Prepared by Jake Spiteri
Reviewed by Rachel Thorpe

Revision History

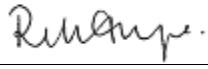


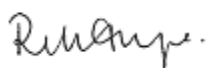
| Rev | Revision Date | Details | Authorised | |
|-----|---------------|----------------------|------------------------------------|---|
| | | | Name/Position | Signature |
| 1 | 14-Mar-2017 | Interim Report | Rachel Thorpe Senior Consultant |  |
| 2 | 12-Jul-2017 | Full Draft | Rachel Thorpe Senior Consultant |  |
| 3 | 10/08/2017 | Final Report | Rachel Thorpe Senior Consultant |  |
| 4 | 08-Sep-2017 | Updated Final Report | Rachel Thorpe Senior Consultant |  |

Table of Contents

| | |
|---|----|
| Executive Summary | i |
| 1.0 Introduction | 1 |
| 1.1 The Feasibility Study | 1 |
| 1.2 Vision for the Project | 1 |
| 1.3 The Approach | 2 |
| 1.4 The Site | 2 |
| 1.4.1 Percy Doyle Facility Audit | 3 |
| 1.4.2 Site Analysis | 3 |
| 1.4.3 History of Football (soccer) at a State and National level | 7 |
| 1.4.4 History of Sorrento Football Club | 7 |
| 1.4.5 History of Joondalup United Football Club (JUFC) | 7 |
| 2.0 Situational Analysis | 8 |
| 2.1 Document Review | 8 |
| 2.1.1 City of Joondalup Strategic Community Plan 2022 | 8 |
| 2.1.2 City of Joondalup: Site Review Report: Percy Doyle Master Plan (2011) | 8 |
| 2.1.3 Percy Doyle Reserve Needs and Feasibility Study (2012) | 8 |
| 2.1.4 Football West Strategic Plan 2014 – 2016 | 8 |
| 2.1.5 Sorrento Football Club Strategic Plan 2015 – 2020 | 9 |
| 2.2 Demographic Analysis | 9 |
| 2.3 Industry Trends Analysis | 10 |
| 2.3.1 National Participation | 10 |
| 2.3.2 Western Australian Participation | 10 |
| 2.3.3 City of Joondalup Participation | 10 |
| 2.3.4 State Participation – Football West | 11 |
| 2.3.5 Regional Participation – NPL WA (National Premier League Western Australia) | 11 |
| 2.3.6 Sorrento Football Club Participation | 11 |
| 2.4 Football (soccer) within Western Australia | 13 |
| 2.5 Catchment Analysis | 15 |
| 3.0 Stakeholder Consultation | 19 |
| 3.1 Summary of Consultation | 19 |
| 3.1.1 Initial Consultation and Engagement | 19 |
| 3.1.2 State Sporting Association – Football West | 20 |
| 3.1.3 Sorrento Football Club | 20 |
| 3.1.4 Joondalup United Football Club | 20 |
| 4.0 Options and Opportunities Analysis | 22 |
| 4.1 The Case for Development | 24 |
| 5.0 Concept Plans | 25 |
| 5.1 Landscape Charter and Concept | 25 |
| 5.2 Facilities – Design Charter | 25 |
| 5.3 Summary of Site Concept Plan | 25 |
| 5.4 Additional Option Explored | 28 |
| 6.0 Management Model Options | 30 |
| 6.1 Consultation Output | 30 |
| 6.2 Current Football (soccer) Facility Management Benchmarks | 31 |
| 6.2.1 Summary of models | 31 |
| 6.3 Management Options | 32 |
| 6.4 Management Option Recommendation | 36 |
| 6.4.1 Recommendation Summary | 36 |
| 7.0 Operations Model Options | 38 |
| 7.1 Assumptions | 38 |
| 7.2 Income and Expenditure Summary | 39 |
| 8.0 Recommendations | 41 |
| 9.0 Conclusion | 42 |

| | | |
|--|--|---|
| Appendix A | | |
| Document Review | | A |
| Appendix B | | |
| Percy Doyle Football (soccer) Facility Audit | | B |
| Appendix C | | |
| Site Analysis | | C |
| Appendix D | | |
| Benchmarking and Trends Analysis | | D |
| Appendix E | | |
| Stakeholder Consultation Report | | E |
| Appendix F | | |
| Project Design Charter | | F |
| Appendix G | | |
| Concept Plans | | G |
| Appendix H | | |
| Risk Analysis | | H |
| Appendix I | | |
| City of Joondalup Community Facility Specification | | I |
| Appendix J | | |
| NPL Feasibility Costings | | J |

Executive Summary

The purpose of this report is to determine the feasibility of developing a regional football (soccer) facility/ National Premier League (NPL) Stadium which will be home to the Sorrento Football Club (SFC) and where all NPL and higher games will be played within the City of Joondalup (City). This investigation is to determine the user needs, opportunities analysis, accommodation schedule requirements, concept design, management and operation modelling for the development of a NPL Stadium at Percy Doyle Reserve (Percy Doyle).

The vision for the NPL Stadium at Percy Doyle is to:

- Provide a functional and resilient facility which will cater for the needs of football from grass roots to elite level, within the City;
- Ensure the development delivers a return on investment from a multiple bottom line perspective, social, economic and environmental;
- Create a facility that is positioned within the reserve that can perform various functions simultaneously;
- Create a facility that strengthens the City's football (soccer) clubs to provide community based and pathway programs for the sport; and
- To create an integrated and symbiotic open space for sporting, active and passive recreation activities.

Percy Doyle is bound by Warwick Road, Marmion Avenue and Chessell Drive, Duncraig. The majority of the site is Crown Land vested in the City for the purpose of parks and recreation and is the largest active sporting park in the City of Joondalup (22.83 hectares). Percy Doyle is identified as a Regional Park both in form and function as it services the surrounding suburbs in the northern corridor.

The reserve has four active grassed sporting grounds, substantial sporting infrastructure and ten buildings that currently service both the local community and over 40 sporting clubs and community groups. On completion of the project, the site will be considered a functional and formed public open space, providing sports and recreation to a regional population catchment, due to the lack of large public open space within the City of Joondalup.

The following salient points were identified during the site analysis phase, which will inform the feasibility:

- The challenge for this project will be to establish accessible entry to the south eastern portion of the subject NPL site.
- Poor access for all, with restricted entry points;
- Current pitch 2, restricts high level competition due to its orientation (east to west);
- Abutting residential development and future flood lighting positioning;
- Incorporate natural topography for spectator viewing areas;
- The topography is steep with varying (four) levels changes. Potential to make use of topography to create a multi-purpose facility overlook the both pitch 1 & 2; and
- The site will require significant service upgrades and earthworks to create a more sustainable and functional site.

The feasibility study has assessed the need for the development of a National Premier League (NPL) Stadium at Percy Doyle. It became clear during the consultation process that the development of the NPL Stadium is justified as:

- It meets an identified need in the local and broader regional community to NPL level competition within the City and to evaluate the club currently experiencing issues associated with a lack of dedicated NPL level infrastructure;

- The participation growth within football (soccer) is substantial (especially within the female competition and participation). There is the potential to generate further demand for the use of the facility based on SFC and JUFC participation and pathway programs alone;
- Would offer significant benefits to the football (soccer) community within Joondalup and the region;
- Would assist in strengthening relationships and pathway networks for the football (soccer) community;
- It is generally acknowledged that a centralised accessible facility can be of greater benefit to the community and clubs / user groups;
- Through consultation with state sporting associations, City of Joondalup clubs (NPL) and the City of Joondalup, there is a future push and increase in participation from NPL teams, Women's NPL (licenses from SFC for 2018) and the FFA introduction to new NPL junior league teams. This future proofing provides the overall development for the development of an NPL Stadium at Percy Doyle Reserve; and
- It utilises an established management/facility operator which is responsible and accountable for the provision and management of the facility. This ensures that the long term viability is secured and equitable access is achieved;

Overall the case for development of a NPL Stadium at Percy Doyle Reserve to service a variety of local, regional and State level football (soccer) competitions has been proven and should be progressed further:

- The City lacks the availability of regional open space with the capacity to accommodate to likes of regional and elite level competition. Percy Doyle is seen as the only available reserve which can achieve the type of facility needed for NPL level competition.
- The City is not in a position to consider a "status quo" option, as this would result in duplication of facilities and a poor return on investment. It would increase inequitable access to facilities, reduce SFC and other City Football (soccer) club's ability to increase participation, offer pathway programs and respond to the changing participation (female) in sport.
- There is a need to further master plan the site, when a location and facility type has been established throughout this feasibility study by the City. The master plan study will generate further capacity for the City to gain funding and ensure the project is planned and budgeted for.
- To sustain and cater for the growth within the sport and increase the use of NPL level and higher competition. Coupled the current pitch condition (over the period of the season) and requirements for 'rest periods' for renovation and resources required to maintain the quality of the pitch. A synthetic/hybrid "show" pitch surface should be considered.
- To enhance the revenue, pathway programs and social participation demands for football (soccer), soccer boxes for small sided football and futsal have been proposed. The location should be adjacent to other synthetic surfaces to capture the value and benefits of the development.
- The Building Asset Condition reports highlighted the condition of the current SFC club room and AFL / Tee ball club room on Percy Doyle. Both identified the facilities are past their practical life and require significant investment to upgrade them to cater for the requirements of modern sporting environments.
- The need to cater for the changes in sports and football (soccer) participation, competition and provide NPL level facilities within the City in the most economic and efficient manner.

The following summary describes the concept plans for the feasibility for an NPL Stadium at Percy Doyle as shown in figure 1:

- The landscape concept shows the development of the "NPL compliant" synthetic pitch to be moved to the top eastern pitch of the Percy Doyle Reserve football (soccer) site. The field will need to be reorientated north to south; therefore the original show pitch one will now be considered a community use pitch.

- New facility club rooms to be two stories with undercover seating, developed in the centre of both pitches, creating multiple opportunity use at one time. Existing club rooms to potentially be demolished to make room for removable/ portable hard stands.
- New access roads to be developed at the southern part of the primary pitch connecting to the new club room facility. This access road will be for deliveries/ emergency uses only.
- Entrance to the site to be located at the northern central point.
- Entire primary pitch site to be fenced off.
- Development of dual use path through public open space, connecting entrances to the site as well as to park amenities.
- Installation of park amenities, to encourage activation of public open space adjacent to the primary pitch.








1.0 Introduction

1.1 The Feasibility Study

The purpose of this report is to determine the feasibility of developing a regional football (soccer) facility/ National Premier League (NPL) Stadium which will be home to the Sorrento Football Club (SFC) and where all NPL and higher games will be played within the City of Joondalup (City). This investigation is to determine the user needs, opportunities analysis, accommodation schedule requirements, concept design, management and operation modelling for the development of a NPL Stadium at Percy Doyle Reserve (Percy Doyle).

The following components are critical to the development of the feasibility study:

- Assess how the reserve currently meets the needs of all the users – special consideration to the SFC;
- Identify current trends of similar regional precincts with state level football (soccer) NPL facilities;
- Identify needs based on current evidence provided by the City and associated stakeholders;
- Determine whether the current operations of clubs meet the needs of users now and into the future in an efficient manner;
- Identify potential options for the site and provide justification to the City;
- Establish key partnerships with associated stakeholders to enable broad support for the proposal;
- Provide guidance on a management model approach for the site and with stakeholders mindful that SFC will remain on-site tenants of Percy Doyle;
- Provide final recommendations for the Percy Doyle site; and
- Consideration of the proposed development and any conflict with surrounding uses.

The following components will be assessed throughout the feasibility study:

- Location and use of buildings within the precinct and surrounding areas;
- Condition of the existing buildings and playing fields (specific consideration of the SFC facility);
- Access and egress to the site;
- Parking and traffic management; and
- Capacity of existing facilities.

1.2 Vision for the Project

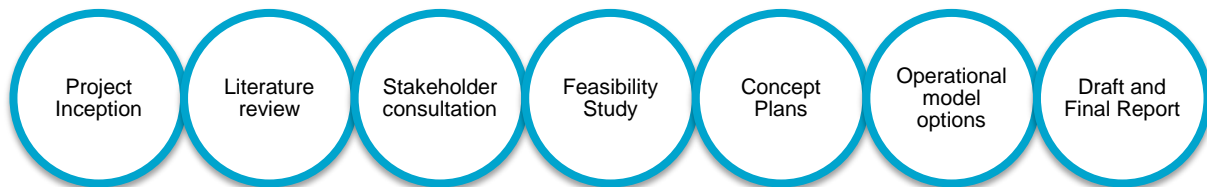
The vision for the NPL Stadium at Percy Doyle is to:

- Provide a functional and resilient facility which will cater for the needs of football from grass roots to elite level, within the City;
- Ensure the development delivers a return on investment from a multiple bottom line perspective, social, economic and environmental;
- Create a facility that is positioned within the reserve that can perform various functions simultaneously;
- Create a facility that strengthens the City's football (soccer) clubs to provide community based and pathway programs for the sport; and
- To create an integrated and symbiotic open space for sporting, active and passive recreation activities.

1.3 The Approach

The following diagram outlines the methodology for the development of a National Premier League Stadium at Percy Doyle.

Figure 2 Phased methodology for the feasibility study



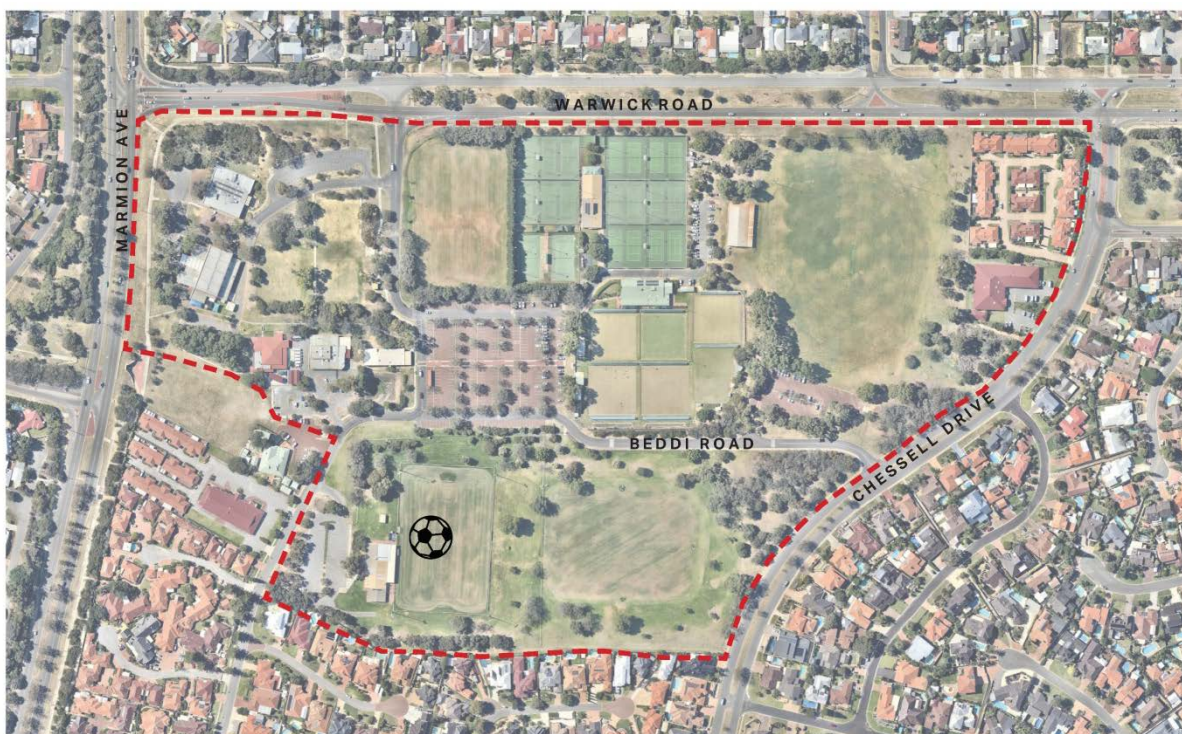
1.4 The Site

Through previous work, the City has identified the strategic growth of football participation within Western Australia, particularly the North West region and Joondalup suburbs.

Percy Doyle is bound by Warwick Road, Marmion Avenue and Chessell Drive, Duncraig. The majority of the site is Crown Land vested in the City for the purpose of parks and recreation and is the largest active sporting park in the City of Joondalup (22.83 hectares). Percy Doyle is identified as a Regional Park both in form and function as it services the surrounding suburbs in the northern corridor.

The reserve has 4 active grassed sporting grounds, substantial sporting infrastructure and 10 buildings that currently service both the local community and over 40 sporting clubs and community groups. On completion of the project, the site will be considered a functional and formed public open space, providing sports and recreation to a regional population catchment, due to the lack of large public open space within the City of Joondalup.

Figure 3 Percy Doyle Reserve, Duncraig (Source: Nearmaps)



1.4.1 Percy Doyle Facility Audit

The Percy Doyle football (soccer) site consists of two senior playing fields; the main pitch is north to south and the top pitch is east to west facing. The site has associated infrastructure for NPL club usage by the SFC (main tenants) and temporarily for other NPL teams (Joondalup United Football Club and other associated sporting teams) for game days. Infrastructure includes:

- Clubroom facility
- Equipment Shed
- Seating structure – approximately seats 80 – 100 patrons
- Shaded seating structure – approximately seats 60 – 80 patrons
- Kiosk servery – accessible from indoors and outdoors
- Wooden seating structure
- Players benches
- Change rooms
- Function space
- Public accessible toilets
- Lighting infrastructure
- Fencing/ signage and scoreboard
- Entrance/ driveway access and car parking

Refer to Appendix B for the full Percy Doyle Facility Audit.

Summary of the Facility Audit

- The current facilities are adequate for the usage for the SFC and other NPL teams;
- Ageing infrastructure;
- Lack of flexibility and diversity within the facilities;
- Reduced ground quality, from year round use; and
- Change rooms do not cater for the growth in female sport, specifically for higher level female competition.

1.4.2 Site Analysis

Throughout the site analysis, both regional and local context of Percy Doyle was taken into consideration. The Regional Public Open Space (POS) is a mixture of both sports and recreation. It is one of the largest pieces of POS within Joondalup and services a regional context for both the north and south.

The site has historically changed over time with many dated facilities including sporting ovals, bowls and tennis club, library, leisure centre and community centres. Percy Doyle is centrally located to major roads such as Marmion Avenue and Warwick Road with close proximity to the freeway as well as Greenwood and Warwick train stations. The regional context is shown in Figure 4 which outlines surrounding land uses and points of interest within the City.

Figure 5 depicts the subject site within Percy Doyle, and its associated land uses. The image encompasses the high level of usage and defines the reasoning behind its regional form and function. The figure outlines adjacent Primary and district distributor roads¹, recreational uses, residential housing, access and egress and site boundary.

¹ Main Roads: WA Road Hierarchy.

The following points were identified during the site analysis phase:

- The challenge for this project will be to establish accessible entry to the south eastern portion of the subject NPL site.
- Poor access for all, with restricted entry points;
- Current pitch 2, restricts high level competition due to its orientation (east to west);
- Abutting residential development and future flood lighting positioning;
- The incumbent SFC use pitch 2 and 3 for training, competition and overflow.
- Incorporate natural topography for spectator viewing areas;
- The topography is steep with varying (four) levels changes. Potential to make use of topography to create a multi-purpose facility overlook the both pitch 1 & 2; and
- The site will require significant service upgrades and earthworks to create a more sustainable and functional site.

Refer to Appendix C for the full site analysis on the Percy Doyle site.

Figure 4 Regional Context Site Analysis for Percy Doyle Reserve (Source: Nearmaps)



Figure 5 Percy Doyle Reserve (Source: AECOM/ Nearmaps)



1.4.3 History of Football (soccer) at a State and National level

A timeline of the history of the sports from a State and National level is demonstrated within Appendix A.

1.4.4 History of Sorrento Football Club

The following summary outlines the history of the SFC²:

- Established 9 February 1972.
- Official launch was supported by the City of Wanneroo.
- The club started with 77 junior players and a total of 9 members at its establishment.
- The colours matched the Sorrento Primary School i.e. turquoise, black and white.
- Majority of the junior players were sourced from Sorrento Primary School.
- The initial teams consisted of the under 8, under 13 and under 16 year age groups.
- Marri Reserve at Ayton Way, Duncraig was the home ground of the SFC – still remains a lively part of the clubs playing fields and usage.
- The club moved to Percy Doyle in Duncraig in 1979.
- In 2005 agreement at the Annual General Meeting to adopt the name SFC.
- Now a leading club within the WA Premier Division.

1.4.5 History of Joondalup United Football Club (JUFC)

The following summary outlines the history of the JUFC:

- Formed in 2000, within the Perth amateur leagues.
- Successful application to play in Football West State League Division 2 in 2014.
- Additional to the Sunday amateur league, the club takes part in social, master, juniors and NPL divisions.
- After winning State League Division 1 in 2016, the club was promoted to the NPL competition in 2017.
- The club is affiliated with international partner Celtic Football Club.

The following statements can be determined from the history of football (soccer) in WA, the City of Joondalup and Percy Doyle Reserve:

- SFC has significant history at Percy Doyle, moving to the site in 1979;
- JUFC starting using Percy Doyle in 2017 as a temporary arrangement, due to advancing into the NPL competition;
- Football West is the overarching state sporting association governing football (soccer) competition within WA; and
- Football (soccer) has a strong history in the City of Joondalup and across WA.

² Sorrento Football Club Strategic Plan 2015 – 2020 (SFC)

2.0 Situational Analysis

2.1 Document Review

A number of key strategic documents were reviewed to develop the feasibility study. The key elements from each document are identified below. A detailed analysis and breakdown of each document reviewed is included at Appendix A.

2.1.1 City of Joondalup Strategic Community Plan 2022

- City of Joondalup is a Local Government in the Perth Metropolitan region, resulting in the need for facilities, services and infrastructure to cater for a large population catchment and demand for regional level facilities.
- All developments and opportunities must consider the following principles:
- Governance and leadership;
- Financial sustainability;
- Quality urban environment;
- Economic prosperity, vibrancy and growth;
- The natural environment; and
- Community well-being

2.1.2 City of Joondalup: Site Review Report: Percy Doyle Master Plan (2011)

- The review report enhances and highlights the benefits of multi-purpose facilities.
- Looks at rationalisation of buildings with poor usage and condition, to create passive recreation facilities which can accommodate for a larger variety of activities, sports and recreation, therefore multi-use.

The following items are to be considered in the development of opportunities for the site:

- The current facility requirements remain unchanged;
- Football West, SFC and JUFC will continue to promote participation and pathway of football programs into the future.
- Facilities need to cater for changing competition structures and types (female participation) specifically change rooms to accommodate for all levels and genders.
- Football (soccer) participation is a continually growing sports/ recreation activity within Joondalup, WA and Australia.
- The City has resolved to continue planning for the possible NPL site at Percy Doyle, in isolation of the remaining Master Plan.
- It is considered to be a regionally classified parks and recreation open space under the Metropolitan Region Scheme and the City's Local Planning Scheme.

2.1.3 Percy Doyle Reserve Needs and Feasibility Study (2012)

The feasibility outcomes and recommendations have not been actioned for Percy Doyle Reserve Master Plan. The study focuses on the combination of a library, leisure and community centre with a special focus on increasing the need, size and layout of all functions to accommodate for a growing demographic within the City.

2.1.4 Football West Strategic Plan 2014 – 2016

- Football West are currently undergoing a review of the facilities, operational development plan and competition structure;
- The facility requirements and structure will predominately remain unchanged focusing on the following attributes:

- Growth and promotion of football (soccer) within WA;
- Enhance the experience of service delivery of the sport in all aspects;
- Ensure players, coaches and referees receive adequate development pathways at all levels; and
- Advocate and position for lobbying and leadership within WA.

2.1.5 Sorrento Football Club Strategic Plan 2015 – 2020

- The SFC have a vision “to be recognised, respected and acknowledged as a leading football (soccer) club within Western Australia”.
- The SFC are a continuously growing club and entity, who want to provide the best training, facilities, development, links and relationships and encourage more opportunities for players within a safe and suitable environment.
- SFC want to increase female participation through the purchase of an NPL license for a women’s league.

2.2 Demographic Analysis

The following section outlines the key demographic data from high level analysis of the surrounding demographic of Percy Doyle, provided by City of Joondalup. Refer to Appendix D for the full demographic analysis.

City of Joondalup

The City of Joondalup is a Local Government within Metropolitan Perth, with a population forecast for 2017 of 165,307³. It consists of the following suburbs:

Burns Beach, Kinross, Iluka, Currambine, Joondalup, Ocean Reef, Connolly, Heathridge, Edgewater, Beldon, Mullaloo, Kallaroo, Craigie, Woodvale, Hillarys, Padbury, Kingsley, Woodvale, Sorrento, Marmion, Duncraig, Greenwood and Warwick.

Although the City of Joondalup is a densely populated area, there is still potential for growth within some suburbs due to infill and future development opportunities. By 2036 the City the population forecast is said to be 180,812⁴.

The following section summarises the main points from the demographic analysis:

- Both Duncraig and the City have similar age structures and household types with the following key trends;
 - High level of elderly population within the locality, also said to increase over the forecasted years;
 - The highest percentage of household type is couple families with dependants; and
 - A change in demographic to lone person households over the forecasted years.
- Increase in elderly population reflects the decrease in forecast for couple families with dependants; and
- The future trend of higher density living is reflected through the increased percentage in lone person households within the City.

The following points are noted:

- The demographics and forecasted population changes indicate that the facility has a greater district and regional catchment;

³ Forecast ID, 2017

⁴ Ibid.

- The demographic analysis states there will be a continued growth of junior participation within football (soccer) and sport in general, which is supported by the cultural background of the City's population.

2.3 Industry Trends Analysis

An analysis of the most recent sport and recreation trends has been undertaken and based on knowledge of the industry and data obtained from a variety of representative bodies. The following trends are specific to this feasibility study for the development of an NPL stadium at Percy Doyle Reserve and support the ongoing demand for football (soccer) facilities.

2.3.1 National Participation

Research undertaken by the Australian Sporting Commission as part of the national population tracking survey (Ausplay) identified football (soccer) as the highest participated club sport within adults and children, with 4.5% of the population playing within a club. A further breakdown revealed:

- Male adult (aged 15 years and over) population have a higher participation rate in football (soccer) (9.1%) than females (Less than 4%).
- Football (soccer) is rated the 6th most popular activity for adults with 5.8% of the total population participating in some form.
- Football (soccer) is rated the 2nd most popular activity for children (aged 0-14 years) organised out of school hours, with 14.7% of the total population participating in some form.
- Football (soccer) is the most played, organised sport in sporting clubs within Australia.

The Ausplay results were based on a sample, which outlines a subject to sample error. The sample error is measured by what they refer to as standard error (SE) and margin error (MOE).

2.3.2 Western Australian Participation

The following summary outlined by Ausplay on the participation rates for sports and recreation within 2016.

- Football (soccer) is rated the 9th most popular activity for adults with 4.6% of the total population participating in some form of football (soccer) sport/ recreation.
- Football (soccer) is rated the 2nd most popular activity for children (organised out of school hours) with 13.9% of the total child population in WA participating in some form of football (soccer), sports or recreation.
- Football (soccer) is the 5th most organised sport within a sporting club within Western Australia.
- Male adult population have a higher participation rate in football (soccer) (7.7%) than females (1.5%).

2.3.3 City of Joondalup Participation

The following facts are outlined by Football West participation data for football (soccer) within the City of Joondalup.

- The City of Joondalup is home to 3 NPL teams, the SFC, JUFC and ECU Joondalup.
- There are a number of other Football (soccer) clubs which may in the foreseeable future be relegated or promoted into the NPL competition, furthers the need for NPL level facilities. It is likely that the current NPL clubs will seek to obtain a female NPL license, therefore increase overall participation and membership growth within the sport.
- There is a high demand for junior participation within the City, with some football (soccer) clubs turning players down as they do not have the capacity.
- Women's leagues are growing rapidly within the City as well as Western Australia
- There are 6 football (soccer) clubs and three NPL football (soccer) within the City.

Participation Trends: Sports and Recreation

The table below outlines the participation trends for all sports and recreation within Australia. Showing that 5.8% of the population of adults participates in football (soccer) it is the 6th most popular activity/sport within Australia.

Table 6 Most popular activities for Australians (Source: Ausplay 2016)

| Adults – Top 20 activities | Population estimate | Percentage of population |
|----------------------------|---------------------|--------------------------|
| Walking (recreational) | 8,397,408 | 42.6% |
| Fitness/ gym | 6,317,614 | 32.1% |
| Athletics, track and field | 3,115,027 | 15.8% |
| Swimming | 2,852,924 | 14.5% |
| Cycling | 2,302,614 | 11.7% |
| Football (soccer) | 1,141,027 | 5.8% |
| Bush walking | 1,058,061 | 5.4% |
| Golf | 1,022,127 | 5.2% |
| Tennis | 946,790 | 4.8% |
| Yoga | 866,679 | 4.4% |
| Basketball | 667,006 | 3.4% |
| Cricket | 643,919 | 3.3% |
| Netball | 630,638 | 3.2% |
| Surfing | 528,058 | 2.7% |
| Australian football | 496,829 | 2.5% |
| Pilates | 489,731 | 2.5% |
| Fishing (recreational) | 412,049 | 2.1% |
| Touch football | 402,756 | 2.0% |
| Canoeing. Kayaking | 312,664 | 1.6% |
| Dancing (recreational) | 269,798 | 1.4% |

2.3.4 State Participation – Football West

- Requested of Football West(three unsuccessful attempts to receive this information)

2.3.5 Regional Participation – NPL WA (National Premier League Western Australia)

- Requested from Football West (three unsuccessful attempts to receive this information)

2.3.6 Sorrento Football Club Participation

Sorrento's current club membership is:

- Players 5 – 17 years 586
- Players > 18 144
- Non Playing Members approx. 1,500
- Coaches (Junior) 38
- Coaches (Senior) 13

The information has been obtained through previous studies, consultation, case studies and a variety of representation bodies including State Sporting Associations; State Government Departments.

2.3.6.1 Design Trends for Particular NPL Site

Design guidelines are the requirements for an NPL structure within Western Australia, outlined by the FFA and State Sporting Association (Football West).

The proposed NPL model for Western Australia requires:

- 12 current NPL clubs to retain their junior NPL teams incorporating additional (4-8) Junior Only clubs (aged 12-16).
- Geographic location is a key criterion – to fill regional gaps within metropolitan Perth (increase accessibility and participation to NPL clubs both junior and senior).
- Facilities (mostly) irrelevant for junior clubs, more specific to NPL clubs.

Junior NPL Requirements

- 5 teams from aged U12 – U16s
- Technical Director (C), qualified coaches, constitution, AGM and Public forum.
- Youth Development Program is well resourced and a major priority for the pathway programs for junior players
- Coaches must have the following licenses per age group:
 - TD – C Licence
 - U14s – 16s – C licence
 - U12s – U12s – Youth licence
- All coaching qualifications must match Senior NPL in 2017.

NPL Requirements

- 8 teams – First – U12s
- Technical Director (C), Qualified coaches and L1 Sports Trainer
- Constitution, AGM and Public Forum
- Financial information
- Required oval and club facilities
- Reporting requirements

The Facility Requirements are of the following:

Football West have stated that initial facility attention will focus on spectator seating and perimeter fencing (separation from field of play and for sponsor signage/board). It is envisaged that the level of quality associated with facilities at NPL clubs will gradually increase over time. Initial proposals identified include:

- Perimeter fence of about 900mm tall with mesh in-fill (or other)
- Technical Areas inside fence
- Space for NPL logo (and sponsorships)
- Permanent seating structure for 120 viewers
- Separate team change rooms (toilets and showers)
- Referee, match official change rooms (with toilets and showers)
- PA system for voice and music – must be able to be heard throughout the ground
- Scoreboard with unique names
- Treatment table

Facility Design Influences

Football (soccer) facilities of any level should be sufficiently flexible and cater for:

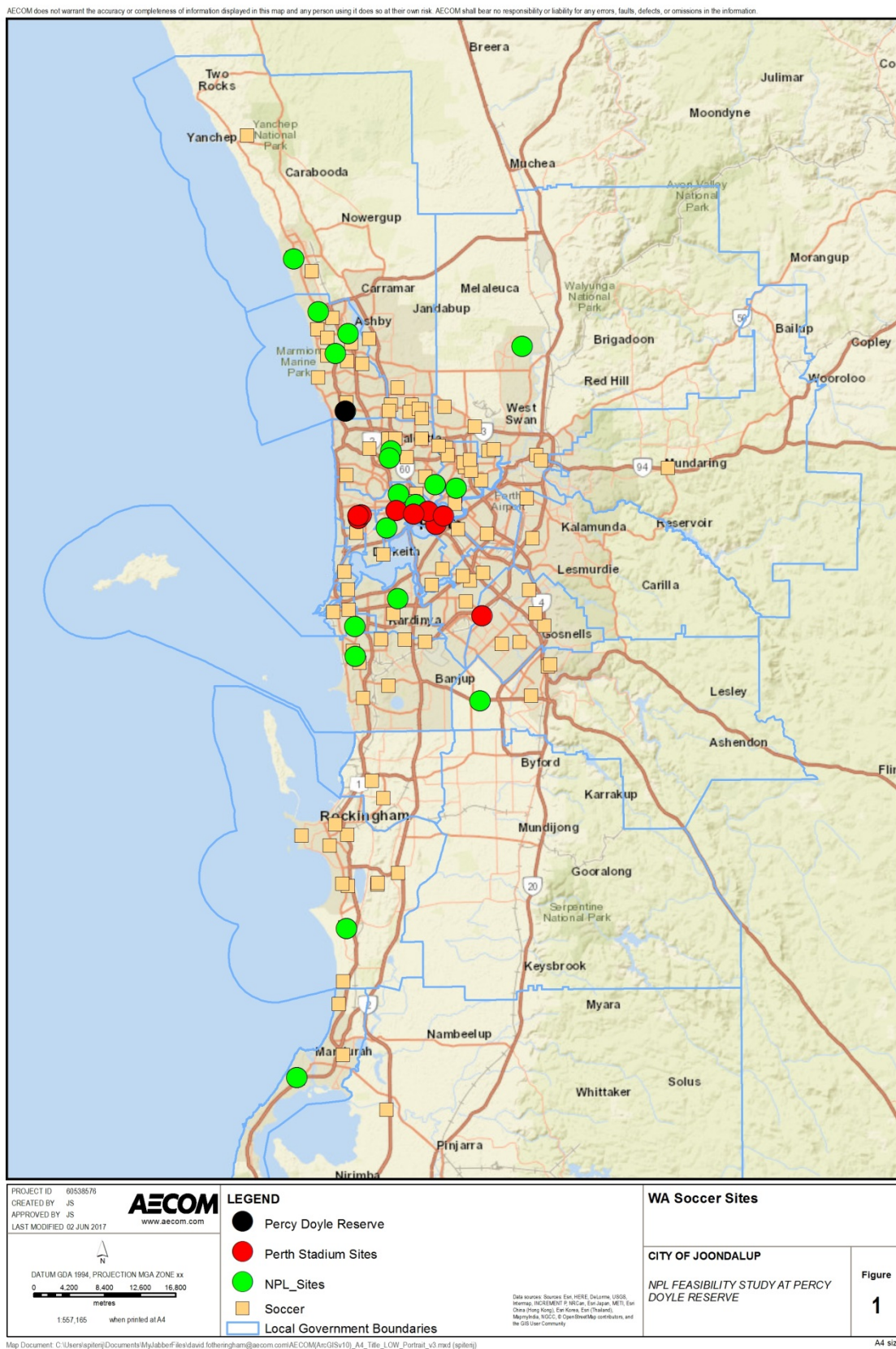
- Both men and women's participation and competition. This will require the provision of flexible changing accommodation and shared services to support all competitions and elite athlete development.
- Identifying opportunities of multi-use and multi-purpose facilities and functionality.
- Providing optimum access for fans (access for all), corporate hospitality and administrative functions.
- Incorporating potential income generating opportunities which operate outside of match day activities.
- Incorporating opportunities to share infrastructure with other sports.
- Minimising environmental impact and building to Environmentally Sustainable Design (ESD) principles.

2.4 Football (soccer) within Western Australia

Throughout the Community Facility Guidelines prepared for Parks and Leisure Australia (PLA), all public open space, community facilities and sports on public open space were geographically mapped on an ArcGIS map. All the information was provided from the metropolitan local governments of Perth, Western Australia. The data was manipulated to be presented to PLA as part of the Community Facility Guidelines for future local governments to benchmark all facilities, public open space and sports on public open space. This information has established benchmarking and trend analysis for the NPL feasibility for Percy Doyle Reserve.

Figure 7 outlines all football (soccer) sites within the Perth Metropolitan area, NPL sites currently competing within the 2017 competition and all Perth Stadium sites.

Figure 7 NPL Sites within Perth Western Australia (Football West)



2.5 Catchment Analysis

The analysis looked at wider catchments for Percy Doyle Reserve. Two separate catchments were considered, in regards to drive times. A 30 minute drive time was looked at first, due to the Regional hierarchy level of Percy Doyle Reserve. After this a 15 minute drive time catchment was used for comparison as a district level catchment for the collocated facilities at the reserve. The catchment analysis was undertaken using a tool called Route360⁵.

The following key points can be noted in regards to the Catchment Analysis map:

- Majority of the NPL facilities are within the wider 30 minute driving catchment – showing how it's a regionally spread competition.
- The catchment reaches nearly as far as Yanchep to the North and Spearwood to the south.
- The 15 minute driving catchment only reaches approximately 50% of the NPL sites
- Large provision of football (soccer) within both level catchment areas.
- Majority of the Stadium sites are outside of the 15 minute catchment – located more centrally within Perth metropolitan.

15 minute Population Catchment Analysis

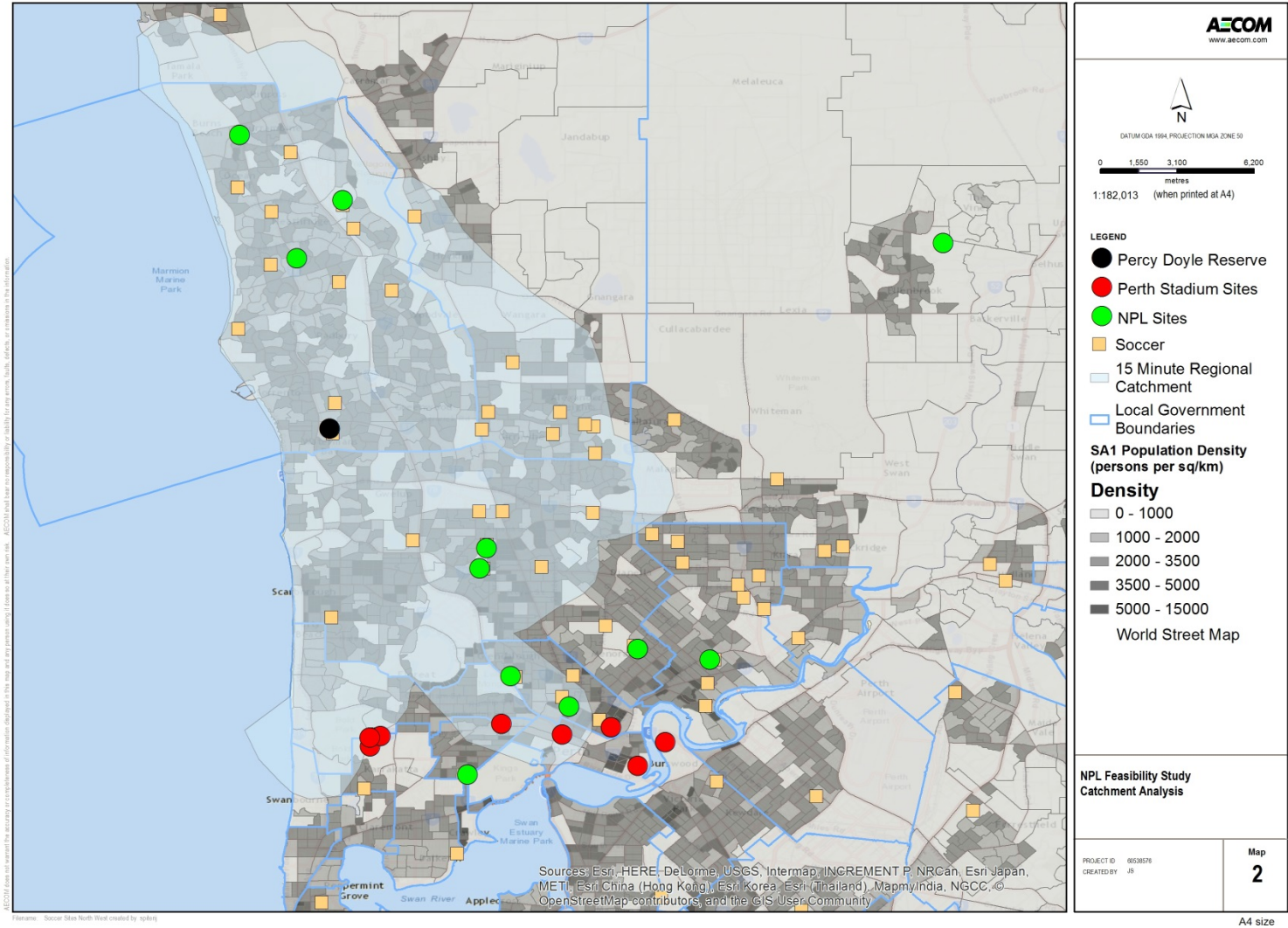
The catchment analysis for the 15 minute driving catchment is particularly for that of a district level facility, although the analysis shows the more clearly the direct surrounding catchment for the Percy Doyle Reserve. As shown in Figure 8, Percy Doyle Reserve is located in the middle of the 15 minute light blue shaded catchment. The population density within the catchment is medium to high throughout the entire catchment area.

The following key points can be noted from Figure 8:

- The highest population densities are located in close proximity to water catchments (Swan River/ Coast line)
- Distributed spread of population density from north to south
- There is a medium to high population density located directly around Percy Doyle Reserve.
- Large scales of Perth's north population are located within the 15 minute driving catchment.
- Perth stadium sites are located in closer proximity to the Swan River/ higher population densities to service the needs of both the north and south populations.
- Even distribution of football (soccer) provision in all areas where population density is either medium to high.

⁵ Route360 is a route planning mapping tool available online to assist with catchment mapping.

Figure 8 15 Minute Population Catchment Analysis Map (15 Minute Drive)



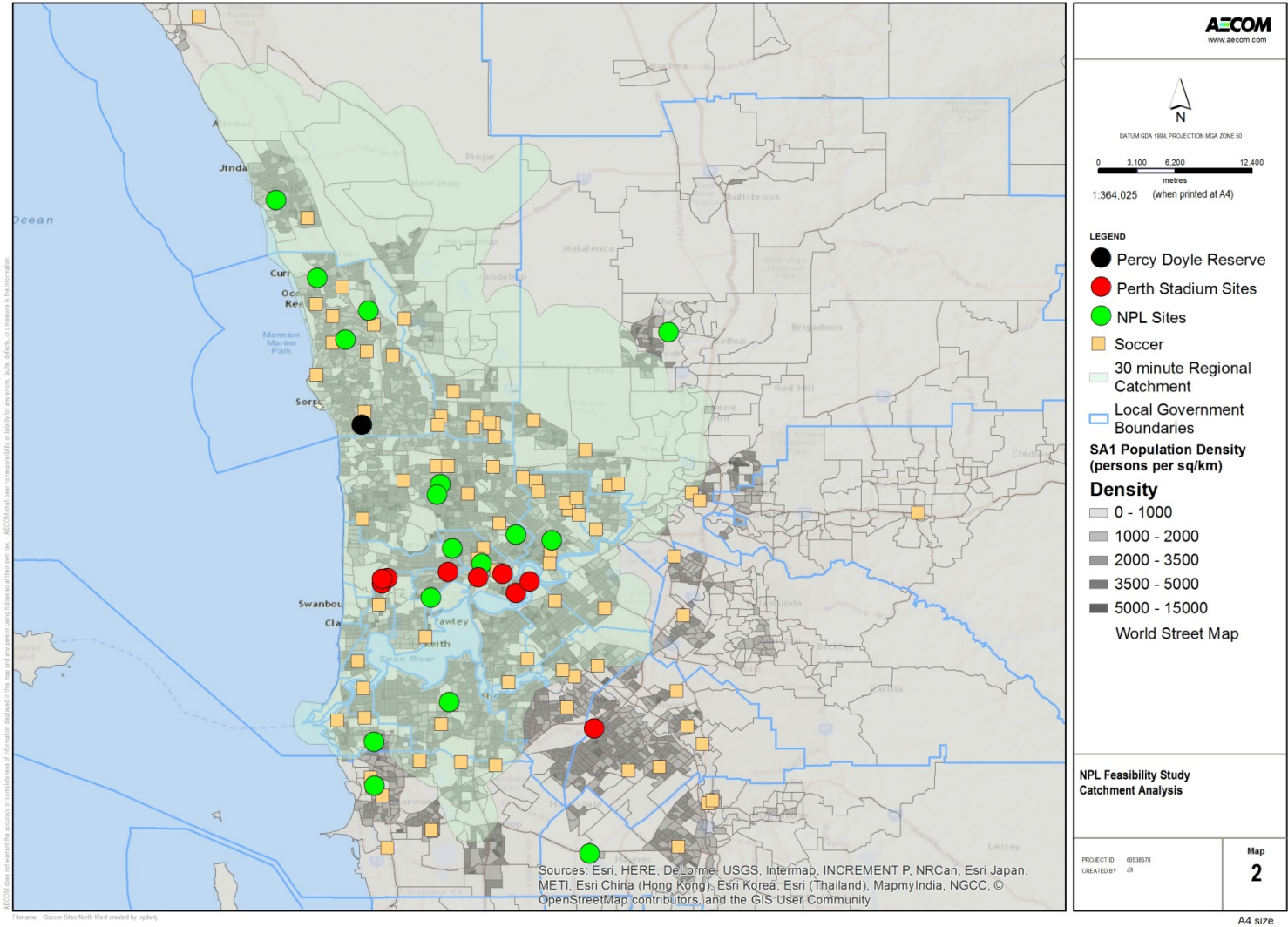
30 minute Population Catchment Analysis

The catchment analysis for the 30 minute driving catchment is particularly for that of a Regional level facility much like Percy Doyle Reserve. As shown in Figure 9, Percy Doyle Reserve is located in the middle of the 30 minute light green shaded catchment. The population density within the catchment is medium to high throughout the entire catchment area.

The following key points can be noted from Figure 9:

- The highest population densities are located in close proximity to water catchments (Swan River/ Coast line)
- Distributed spread of population density from north to south although in the east
- There is a medium to high population density located directly around Percy Doyle Reserve.
- Percy Doyle Reserve provides for majority of Perth's metropolitan Region apart from a few southern suburbs.
- Perth NPL Stadium sites are located in closer proximity to the Swan River / higher population densities to service the needs of both the north and south populations.
- Even distribution of football (soccer) provision in all areas where population density is either medium to high.

Figure 9 30 Minute Population Catchment Analysis Map (30 Minute Drive)



3.0 Stakeholder Consultation

This section outlines the consultation undertaken with primary stakeholders. It references the partnerships, the required spaces and associated needs.

3.1 Summary of Consultation

A key part to the development of the concept plan for the multi-purpose regional NPL stadium facility at Percy Doyle was to obtain feedback and notions from associated stakeholders and user groups to identify their needs and issues with their current and future structure, facility requirements and use of Percy Doyle.

The stakeholders engaged throughout the project were all met on a 1 on 1 workshop basis with the City of Joondalup involved throughout. These stakeholders included:

- City of Joondalup
- Football West
- Sorrento Football Club
- Joondalup United Football Club
- The ECU Joondalup football club were consulted, although they declined to be involved due to their newly signed lease with ECU Joondalup Campus.

3.1.1 Initial Consultation and Engagement

The following initial consultation and engagement was sought from the City as a key part to developing the report. Key ideas and background information of Percy Doyle were developed throughout this consultation, resulting in a clear vision and scope for the concept for the Percy Doyle NPL stadium site. The following key points were derived to date:

- The original Percy Doyle Master Plan has not been implemented and is currently on hold.
- SFC is the long term tenant (Community based/ NPL) with the current lease being recently renewed, with approximately 15 – 20 years remaining on the lease.
- The Vision looks to establish a multi-purpose facility at Percy Doyle Reserve, with the capability of hosting NPL level competition or higher (potential international FFA and or A-league) and have the capability to be accessed by multiple users at one time.
- The need to explore turf options, either synthetic and or natural turf. This will increase the need for high level turf management model needs to be articulated. (grass/ synthetic)
- Currently Percy Doyle Reserve has 13 NPL home games per season. The oval is currently used by 2 clubs across 3 teams each therefore hosts a total of 39 games a year not including regular training usage on pitch 1.
- Throughout October to January the ground undergoes intense maintenance treatment, for the next season.
- Explore all options for the concept plan - potential to make the second playing field the main pitch, therefore the pitch direction will need to be changed to North/ south facing.
- The current power and sewerage is looking to be upgrade, the City is undertaking current refurbishments to most buildings at Percy Doyle.
- Pitch 1 has 350 lux lighting infrastructure with backup generator power.
- Current lighting infrastructure for pitch 2 is 150 lux without generator usage (suitable for training)
- The City is looking to enhance Percy Doyle to be a regional facility, for the use of multiple sporting clubs and community functions.

3.1.2 State Sporting Association – Football West

The following consultation was undertaken with Football West, which focused on the current restructure, and review of the Football West Strategic Plan as well as the current usage and growth of Percy Doyle, SFC and JUFC.

Furthermore, these key points were taken from the stakeholder consultation:

- Percy Doyle is home to 78 senior matches from the two respective clubs (SFC & JUFC)
- Along with 55 junior matches (SFC only)
- There are also masters/ seniors games played at Percy Doyle, overall approximately in excess of 200 games played per season on pitch 1 (not including cup matches).
- The current review of Football West is looking at governance, structures and financing at all levels, including the NPL.
- The City is currently seeking alternative sites to move the JUFC.
- Allocation and bookings of the reserve pitches is done through the City, although booking of the club room infrastructure is through the SFC as they current hold the lease agreement with the City.
- Football West holds FFA cup matches and state team games at NPL facilities, which gives potential for future matches at Percy Doyle.

3.1.3 Sorrento Football Club

The SFC has been the tenants for the football (soccer) clubrooms at Percy Doyle since 1979. The clubs vision is: "To be the first team to consistently finish in the NPL finals and challenge for the league titles, as well as regularly qualify for the FFA cup." The following key points were outlined from the consultation.

- The SFC uses the clubrooms facility and three pitches at Percy Doyle as well as Marri, Mawson, Flinders and Hillarys parks as overflow sites.
- The SFC has affiliations with the Australian Association of Football (soccer) Clubs, Sheffield UTD in United Kingdom and JUFC.
- The club wishes to grow and improve coaching infrastructure, improve amenities for members and spectators and have the ability to host major games. E.g. FFA cup games, International and state touring teams.

The following requirements were established by SFC in regards to their facility needs

- Establish a pitch which can adapt to weather conditions – potential for synthetic turf
- Flood lighting is adequate but operational costs are high to run 350 lux off the current generator, approximately \$2,700 per game.
- Need for adequate undercover seating at the clubroom, with improved change rooms and gymnasium.

3.1.4 Joondalup United Football Club

The JUFC are the most recent team to be promoted into the NPL competition, in 2016 they had their most successful season, winning the State League Division One and the State Division One Reserves. The team currently plays NPL level games at Percy Doyle, on a temporary basis, hiring the field from the City and club room amenities from Sorrento Football Club.

The following key points were outlined from the consultation:

- Currently the JUFC is based at four parks across the City of Joondalup:
 - Prince Regent Park, Heathridge
 - Charonia Reserve, Mullaloo

- Beldon Park, Beldon
- Percy Doyle, Duncraig
- To be a sustainable club, there is a need for a home ground facility with adequate change and club room facilities.
- Prided family and community focused club, with plans for increasing development over the coming years.
- They wish to continually compete at the highest level, NPL competition.

Refer to Appendix E for the Stakeholder Consultation Report. The following implications have been considered for Percy Doyle:

- The site will continue to cater for high participation of football (soccer) at all level;
- Ground use will not diminish;
- The City has resolved to investigate the feasibility of Percy Doyle Reserve being a regional football (soccer) facility which holds all NPL or higher levels of competition;
- Football West confirmed that the facility requirements for NPL were unlikely to be changed and that Percy Doyle would be considered for NPL fixturing into the future;
- Football West noted that both SFC and JUFC are managed and governed successfully;
- Pathway programs within all levels of each club will continue to expanded into the future (female participation specially);
- All clubs are looking to be sustainable into the future, operating the clubs in a professional and profitable manner;
- The Council has resolved to progress with the development of a sporting and community facility to be located at Prince Regent Park in Heathridge at which JUFC will be a seasonal hirer. This facility will provide a home for JUFC to base their community operations from, but not serve as an NPL facility. This facility is subject to the outcomes of a community consultation process, and an external funding request through CSRFF
- There is a normative need for a regional football (soccer) facility with the capacity to hold various levels of football (soccer) competition simultaneously.

4.0 Options and Opportunities Analysis

The following outlines the quantified need explored in the previous sections of the study. This is a high level analysis and does not include the detail of the facility or service, size, capability or workforce requirements. It does, however, provide recommendations in respect of the partnerships explored throughout the consultation and needs analysis process.

The needs analysis, site analysis and consultation of services / facilities within the City and Perth Metropolitan area have identified the following opportunities and the alignment with potential partners:

Table 1 Option and Opportunities Analysis

| Opportunity | Justification |
|---|--|
| Creating a regional football (soccer) facility | <ul style="list-style-type: none"> The City intends to only invest in one NPL facility to cater for all NPL clubs within the City. The capacity and location of Percy Doyle within regional contents supports the development. Demographic changes and participation rates within football (soccer) are increasing and this trend is unlikely to change. Football West and associated clubs on Percy Doyle are supportive of the development |
| The development of a NPL stadium at Percy Doyle site | <ul style="list-style-type: none"> Topography of the land creates an opportunity to develop a multi-purpose facility, which allows simultaneous uses. Regional context of the facility. Surrounding major roads and transport opportunities. Aligned to the City's strategic community plan. |
| Shared/ Multi-purpose sporting facility – Centrally located clubroom on Percy Doyle Reserve | <ul style="list-style-type: none"> Existing facility is ageing and doesn't allow for growth. Provide an efficient and sustainable facility which can be managed and operated by various parties. Encourages funding opportunities. Caters for the changing demographic and participation changes in football (soccer) (females in specific). Increases the diversity of usage of the facility, and potential return on investment. Allows for simultaneous uses. |
| Synthetic turf facility | <ul style="list-style-type: none"> Increase usage all year round of the facility. Encourage a diverse range of sport and recreation opportunities for the site. Improve life cycle and maintenance costings. Reduces requirements of rest periods. Allows the City to effectively manage and budget for the replacement of the facility. |
| Increasing the recreational amenities and assets | <ul style="list-style-type: none"> Lack of active recreational amenities within the reserve, such as playgrounds, water fountains, dual use paths, shade, seating and BBQs. Increase the health and wellbeing of active users/ and local residents. Compensates for decreased open space (fenced football (soccer) pitch). Increasing spectator viewing opportunities Enhancing all recreation opportunities. |
| Floodlighting | <ul style="list-style-type: none"> Increase the usage and patterns. Monitoring and metering of use. Potential to facilitate NPL level and higher competition (televised). |

| Opportunity | Justification |
|---|--|
| | <ul style="list-style-type: none">Increased opportunity for pathways and training sessions. |
| Increased participation in the sport of football (soccer) | <ul style="list-style-type: none">Improving the health and wellbeing of the communityProviding greater opportunities to participate in the sport from a greater segment of the community. |
| Minimise the overall Whole Life Impact to the City | <ul style="list-style-type: none">Improving efficiencies within rationalisation of facilities passed their practical lifeThe development of a resilient, shared use facility would minimise the overall multiple bottom line impact to the City.Increase utilisation of the facility.Brings more visitors to the City |

4.1 The Case for Development

The feasibility study has assessed the need for the development of a National Premier League (NPL) Stadium at Percy Doyle. It became clear during the consultation process that the development of the NPL Stadium is justified as:

- It meets an identified need in the local and broader regional community to NPL level competition within the City and to evaluate the club currently experiencing issues associated with a lack of dedicated NPL level infrastructure;
- The participation growth within football (soccer) is substantial (especially within the female competition and participation). There is the potential to generate further demand for the use of the facility based on SFC and JUFC participation and pathway programs alone;
- Would offer significant benefits to the football (soccer) community within Joondalup and the region;
- Would assist in strengthening relationships and pathway networks for the football (soccer) community;
- It is generally acknowledged that a centralised accessible facility can be of greater benefit to the community and clubs / user groups;
- Through consultation with state sporting associations, City of Joondalup clubs (NPL) and the City of Joondalup, there is a future push and increase in participation from NPL teams, Women's NPL (licenses from SFC for 2018) and the FFA introduction to new NPL junior league teams. This future proofing provides the overall development for the development of an NPL Stadium at Percy Doyle Reserve; and
- It utilises an established management/facility operator which is responsible and accountable for the provision and management of the facility. This ensures that the long term viability is secured and equitable access is achieved;

Overall the case for development of a NPL Stadium at Percy Doyle Reserve to service a variety of local, regional and State level football (soccer) competitions has been proven and should be progressed further:

- The City lacks the availability of regional open space with the capacity to accommodate to likes of regional and elite level competition. Percy Doyle is seen as the only available reserve which can achieve the type of facility needed for NPL level competition.
- The City is not in a position to consider a "status quo" option, as this would result in duplication of facilities and a poor return on investment. It would increase inequitable access to facilities, reduce SFC and other City Football (soccer) club's ability to increase participation, offer pathway programs and respond to the changing participation (female) in sport.
- There is a need to further master plan the site, when a location and facility type has been established throughout this feasibility study by the City. The master plan study will generate further capacity for the City to gain funding and ensure the project is planned and budgeted for.
- To sustain and cater for the growth within the sport and increase the use of NPL level and higher competition. Coupled the current pitch condition (over the period of the season) and requirements for 'rest periods' for renovation and resources required to maintain the quality of the pitch. A synthetic/hybrid "show" pitch surface should be considered.
- To enhance the revenue, pathway programs and social participation demands for football (soccer), soccer boxes for small sided football and futsal have been proposed. The location should be adjacent to other synthetic surfaces to capture the value and benefits of the development.
- The Building Asset Condition reports highlighted the condition of the current SFC club room and AFL / Tee ball club room on Percy Doyle. Both identified the facilities are past their practical life and require significant investment to upgrade them to cater for the requirements of modern sporting environments.

5.0 Concept Plans

The outcomes of the site analysis, the need to cater for the changes in sports and football (soccer) participation and competition and provide NPL level facilities within the City in the most economic and efficient manner. The following concepts have been developed in relation to the findings and considerations of the analysis, consultation and feedback from the City.

5.1 Landscape Charter and Concept

The site will have the capability to host events, NPL level and higher games of football (soccer) with the potential to be televised. The concept design has created the NPL site to integrate a more inclusive site so that two games / users of the facility can use the site at one time, as well as creating both a sports and community function for the City.

5.2 Facilities – Design Charter

The following key design elements were established from the situation analysis and consultation and presented to the architect for the development of the NPL facility. The considerations were outlined in the development of the accommodation schedule (design charter). Refer to Appendix F for the full design charter:

- Water/ climate/ environmental considerations
- Energy conservation
- Water conservation
- Improve alternative transport opportunities
- Facility trends
- Landscape envelope
- Building footprint
- Crime prevention/ Environmental design

Refer to Appendix G for floorplan designs.

5.3 Summary of Site Concept Plan

The following summary describes the concept plans for the feasibility for an NPL Stadium at Percy Doyle:

- The landscape concept shows the development of the “NPL compliant” synthetic pitch to be moved to the top eastern pitch of the Percy Doyle Reserve football (soccer) site. The field will need to be reorientated north to south; therefore the original show pitch one will now be considered a community use pitch.
- New facility club rooms to be two stories with undercover seating, developed in the centre of both pitches, creating multiple opportunity use at one time. Existing club rooms to potentially be demolished to make room for removable/ portable hard stands.
- New access roads to be developed at the southern part of the primary pitch connecting to the new club room facility. This access road will be for deliveries/ emergency uses only.
- Entrance to the site to be located at the northern central point.
- Entire primary pitch site to be fenced off.
- Development of dual use path through public open space, connecting entrances to the site as well as to park amenities
- Instillation of park amenities, to encourage activation of public open space adjacent to the primary pitch.

Figure 10 Option 1 - Percy Doyle Landscape Concept Plan



Figure 11 Option 1 - NPL Site landscape design



5.4 Additional Option Explored

On delivery of the concept provided in Figure 11 the City took the opportunity to explore an alternative location within Percy Doyle Reserve. This area is currently used for Australian Rules Football League (AFL) and Tee Ball.

The alternative location consists of an AFL oval and a clubroom (Percy Doyle Football Teeball Clubrooms) that is managed by the City as a hired facility. Infrastructure includes:

- Clubroom facility
- Kiosk servery – accessible from indoors and outdoors
- Change rooms
- Function space
- Public accessible toilets
- Lighting infrastructure
- Car parking

The following summary describes the concept plans for the additional option for the NPL Stadium at Percy Doyle:


- The landscape concept shows the development of the “NPL compliant” synthetic pitch to be developed within the southern part of the current AFL oval. To the northern part of the AFL oval, the development of three junior synthetic pitches.
- New NPL facility which includes community function space and NPL game day functions (only). The facility will be two stories with undercover seating, developed within the centre line of the primary synthetic pitch. Existing club rooms to be demolished and revegetated to create better access.
- New access roads to be developed off Beddi Road, creating connection to the sporting precinct. The road will be connected to the current access road connecting the Percy Doyle main car park to the tennis/ lawn bowls club. This access road will be for deliveries/ emergency uses only.
- Entire primary pitch site to be fenced off.
- Development of dual use path through public open space, connecting entrances to the site as well as to park amenities
- Instillation of park amenities, to encourage activation of public open space adjacent to the primary pitch

Refer to Appendix G for the indicative building floor plans, aerial concept and perspectives.



0 20 40 60 80 100

AUTHOR: MM
CHECKED: RT
PROJECT NO: 60538576
SCALE: 1:1000 @ A1
DATE: 04.09.2017



6.0 Management Model Options

6.1 Consultation Output

The following represents an overview of the outcome of consultation with the Sorrento Football Club (SFC) and Joondalup United Football Club (JUFC) in respect of potential future management options for a new football (soccer) facility. The subsequent sections then identify the management options available for the future development of the NPL Stadium at Percy Doyle and the advantages, disadvantages and issues with each.

The most important aspect is for the facility to facilitate all NPL games within the City of Joondalup (City). Therefore the ability to develop a multifunctional, shared use facility, while maintaining the home of SFC is paramount.

The preferred option for SFC would be to have control over the facility and employ a manager to manage the food & beverage, catering, kiosk and function suite. The Facility Manager will be responsible for booking the playing fields, stock, income generation and staffing.

SFC priorities:

- Ability to obtain income from the facility;
- All training will take place at the football (soccer) facility at Percy Doyle – with improved surfaces there will be no need to use off-site training playing fields (except in exceptional circumstances);
- SFC would prefer to manage and maintain the playing fields and will exercise controlling rights subject to an agreement for JUFC to use the main pitch and associated infrastructure for every home game and occasional Thursday pre-game training sessions;
- Public toilets – likely to be provided and locked until game day unless an agreement can be reached with the City to manage and control access in conjunction with the broader open space development area on site;
- Other dedicated club space would be the bar area accessible to the club and function area;
- SFC would prefer a split of operating costs (80/20 split - pro-rata payment to ensure neither club is financially disadvantaged); and
- As SFC is the incumbent, the SFC changing facilities are similar size to the existing and or improved. Include the necessary facilities to expand SFC's participation in the NPL competition (female competition and touring competition). The other change rooms are for JUFC (game day) changing facilities and a basic away change-room to be available as well.

JUFC priorities:

- Need to accommodate NPL home games and last pre-game training session prior to NPL home game day;
- Ability to obtain funds from NPL games day activities;
- A shared function area would be considered essential with management of that area outside of the clubs control (through management of the City);
- Sponsorship – the ability to share sponsors boards may be acceptable with either roll-on roll-off boarding and / or electronic signage, the cost of which could be shared. There is no prospect of sharing sponsors and income derived from sponsorship which will need to be kept separate; and
- Game day expenditure and income – each club to be responsible for its own game day and receive the financial benefits which are generated by their respective performances except for when the clubs play each other, then a fair split is to be agreed. Clubs have sufficient capacity, knowledge and experience to manage the game day operations.

6.2 Current Football (soccer) Facility Management Benchmarks

Three case studies have been identified with different management solutions which may be applicable to the NPL Stadium development on site, refer to Appendix D for a full review of each management model. The three management solutions explored:

- Local Government Managed via direct employment
- State Sporting Association
- Sporting Trust (made up of all users groups)

6.2.1 Summary of models

Whilst all of these benchmarks have strengths and weaknesses it is clear that the solution reached is unique to the set of circumstances pertinent to each site. The key driving factor is the relative control the owner of the site exercises and the level of risk which is then handed down to the respective user groups. In essence the main factors are:

- Where a local government is the owner of a site and is prepared to take control, the risks associated with club use is minimised.
- Where a local government owns the site and wishes to divest the risk, this is of greater concern as the need to maximise the commercial return becomes paramount.
- The importance of maintaining discrete infrastructure for the sole responsibility of partner clubs is important to ensure the co-location operates as smoothly as possible.
- Appropriate cost apportionment for the facilities used by partner user groups is critical to ensure no one party is disadvantaged or treated inequitably.
- A separate business entity with responsibility for the delivery of specialist non-core football (soccer) business, ideally should be engaged from which income can be derived. This provides a benefit in:
 - Sharing and reducing risk.
 - Avoiding excessive staffing costs and providing the most cost effective solution associated with the full facility management obligations.
 - Ensuring that club resources are focussed on the football (soccer) business entity and any ancillary marketing and use of infrastructure is managed by specialists who may be able to work across a number of facilities to maximise exposure and be more cost effective.
 - Providing a guaranteed return provided any agreement is subject to clear performance targets.
- Being clear on ongoing maintenance obligations and the roles and responsibilities for undertaking these aspects of the business.

A decision however needs to be undertaken on the sharing of facilities. A clear understanding of access rights and usage parameters is required from the outset.

6.3 Management Options

Taking into account the information within the benchmarking analysis and upon review of industry trends, previous project experience and benchmarking, six potential options for the overall management of the proposed NPL Stadium at Percy Doyle are as follows:

- 1) Management by the local government (City of Joondalup).
- 2) Management by an established Independent Trust (e.g. Venues West).
- 3) Management by a Sports Association representing the key tenant club(s) or users.
- 4) Management by the Football West in partnership with other service providers.
- 5) Management by an independent management group (i.e. YMCA, Belgravia Leisure)

Table 2 summarises the advantages and disadvantages and issues analysis conducted for each management option:

Table 2 Management Model Option – Advantages, Disadvantages and Issues

| Management Option | Advantages | Disadvantages | Issues |
|---|---|---|---|
| Option 1 – Management by the City of Joondalup | <p>Opportunity to maximise focus on sport, recreational and community benefit, diversity of usage and access.</p> <p>Leverage other events and opportunities through Football West and in particular coordinate event sharing between other City reserves.</p> <p>Would remove risk associated with club operations and potentially underwrite operations on site.</p> <p>Ability for the City to manage the access to ensure equity and quality of the facility.</p> | <p>This option would potentially detract from the viability of the clubs using Percy Doyle.</p> <p>The potential to maximise the commercial return on site would not be considered as core business and would be best placed in the hands of a day to day specialist / club management body</p> | <p>The City is very unlikely to assume management of the facility.</p> |
| Option 2 – Management by an established Sports Trust. i.e. Venues West | <p>There are Trust's which exist already that have expertise in this area</p> <p>Cost effective solution by potentially utilising and expanding an existing structure</p> <p>Potential to co-opt members with a strong commercial understanding</p> <p>Most likely to ensure that the role of clubs is maintained</p> <p>Ability to gain specialist management expertise.</p> <p>Singular focus for management group.</p> <p>Minimise public risk associated with management of site.</p> | <p>Could detract from the viability of the clubs using the site.</p> <p>May impact on diversity of use with a greater focus on community activity.</p> <p>There are a limited number of specialist management groups and available expertise.</p> <p>Need a very clear delineation of risk and responsibility (i.e. maintenance, accessibility and event management).</p> | <p>There is limited commercial opportunity for a management group.</p> <p>Sports Clubs are more likely to have a reduced role on the management of individual facilities.</p> <p>It is unlikely that a body such as Venues West would consider taking on a NPL Stadium facility. The current portfolio of facilities is unlikely to be expanded based on current knowledge.</p> |
| Option 3 – Management by a Sports Association representing the key | <p>Understand the tenant and site issues.</p> <p>Likely to maximise commercial benefit to clubs involved in management.</p> | <p>Could detract from viable usage by other users of the site – namely for community events and for passive recreational use of the reserve unless the City are party to</p> | <p>Sports Clubs are more likely to have self-interest in managing facility and may not be fully conversant with broader City of Joondalup events. This therefore would</p> |

| Management Option | Advantages | Disadvantages | Issues |
|--|--|---|---|
| tenant club(s) or users (including the City of Joondalup). | <p>Potential to co-opt members with a strong Commercial understanding.</p> <p>Most likely to ensure that the role of clubs is maintained.</p> <p>Consortium could appoint professional manager/management to manage facility on their behalf.</p> <p>Likely to have a stronger commercial focus than other options having a greater pool of specialist expertise within the football (soccer) industry.</p> | the consortium. | <p>require City involvement and support.</p> <p>There would potentially be a need to establish a secondary franchise / management body with responsibility for managing shared services / functional areas within the site.</p> <p>Heads of agreement would need to be drafted with the co-tenant to ensure that there is access and use is appropriately protected and secured.</p> <p>Arbitration would need to be set up which is fair to all users.</p> <p>Potential of NPL teams being relegated resulting changes to the terms of reference and members to the sporting association.</p> <p>The City is currently not a sitting member of any other sporting association.</p> |
| Option 4 – Management by Football West acting under independent Management | <p>They understand the tenant issues and the operational nuances with NPL, TV obligations and commercial rights.</p> <p>They are likely to maximise the commercial benefit to Football West.</p> <p>Link with other independent entities and potential cost effective sharing of staff resources and resourcing.</p> <p>Football West could co-opt / appoint additional professional manager/management to manage the facility on their behalf.</p> <p>Specialist expertise within the football (soccer) industry.</p> | <p>Could detract from the Football West structure and destabilise other NPL clubs if Percy Doyle were to be preferred as the main finals and development ground.</p> <p>May not have the necessary commercial expertise to maximise the commercial return.</p> <p>Football West has expressed no desire currently to manage the facility.</p> <p>Potential conflict between the games development body and NPL teams.</p> | <p>Potential conflict with their role as guiding the Football West and overseeing football (soccer) development in the state.</p> <p>Potential conflict in funding the ongoing development of football (soccer) in all communities if funding was to be directed to Percy Doyle NPL Stadium.</p> <p>Conflict resolution would be a key issue which would need to be resolved and established through a separate entity if it was to be seen as fair and equitable.</p> |

| Management Option | Advantages | Disadvantages | Issues |
|--|---|---|--|
| Option 5: Management by an independent management group (i.e. YMCA, Belgravia Leisure) | <p>Provides ability to gain specialist leisure venue management expertise.</p> <p>Single focus for the management group.</p> <p>Minimises public risk through established and developed operating systems.</p> <p>Provides opportunities for integration with other services within their control.</p> <p>Revenue from the facility likely to be optimised.</p> | <p>Clubs have a reduced role in management of the facility.</p> <p>Likely to be a higher overall cost than other options.</p> <p>There is limited commercial opportunity for a management group.</p> <p>Facility management company (if a not-for-profit group) may not have the capacity to fund future maintenance and upgrade obligations – this will be the responsibility of others.</p> | <p>Would need explicit management and performance agreement in place which protects the interests of the clubs which may reduce the financial viability for the management group.</p> <p>There would need to be a very clear delineation of risk and responsibility.</p> <p>Need to clearly define maintenance and operational responsibilities.</p> <p>Facility management company may focus on profit rather than community and club benefit.</p> <p>Possible expectation of Management Group for facility branding.</p> |

The above options indicate that management by the City and an established sports association / trust are unlikely to be viable solutions for this site. Whilst Football West could potentially provide a solution by launching the establishment of a management body, the potential conflict with their role within the Football West and responsibilities to other clubs may preclude full management involvement as there may be a perception of undue bias. Whilst this is a perception which could be addressed, it may nevertheless adversely impact on the long term viability of the individual clubs who need to maximise potential income from the site.

Whilst management by a locally appointed not-for-profit body could be a viable solution, it is not evident that a mechanism is in place, or could be put in place, which would protect the interests of the football (soccer) clubs who are going to be the main users.

The handing over of site management and operations to an independent management body may also not be the most cost effective solution and would not necessarily provide the clubs with the financial return necessary to secure their long term future.

6.4 Management Option Recommendation

Table 3 assesses the benefits of each of the management options presented in the Table 2 above, using a ranking criterion:

Green: High benefit

Amber: Average benefit

Red: Low benefit

The scoring system below reflects the extent of the benefit of the Management Option:

- 1 is considered low benefit
- 5 is considered high benefit

The following management option criteria are defined as:

City: this refers to the City of Joondalup

Clubs: this refers to Football (soccer) clubs that reside within the City

Financial: the operational cost and the economic return on investment

Social: is the benefit to the community, sport and equity of groups

Environmental: is the enhanced benefit and reduced impact to the environment

Table 3 Management Option Assessment Scoring

| Management Option Criteria | Option 1 – City of Joondalup | Option 2 – Sports Trust. | Option 3 – Sports Association | Option 4 – Football West | Option 5 – Independent management group |
|----------------------------|------------------------------|--------------------------|-------------------------------|--------------------------|---|
| City | 4 | 4 | 5 | 4 | 3.5 |
| Clubs (SFC & JUFC) & Sport | 3.5 | 3 | 5 | 4 | 3 |
| Financial | 4 | 3 | 4 | 3.5 | 3 |
| Social | 5 | 3 | 4 | 4 | 4 |
| Environmental | 5 | 4 | 3.5 | 4 | 4 |
| Summary (Average) | 4.5 | 3 | 4.5 | 4 | 3 |

6.4.1 Recommendation Summary

The following summary explains Table 3 – The benefits of each of the management options. The following options have been ranked the most appropriate for the future NPL Stadium facility at Percy Doyle Reserve. Option 1 - Management by the City of Joondalup and Option 3 Management by a Sports Association representing the key tenant club(s) or users (Including COJ), the reasons for this option are due to the following:

- Option 1 and 3 provides the greatest return on investment for the City.
- These Options provide the greatest benefit to the City and the community, that is not to say that there are issues to overcome within each; that is:
 - The City, except for the Craigie Leisure Centre, does not directly manage community sporting facilities.
 - If Option 3 was pursued the membership to the association and terms of reference would have to be amended each time a Club was relegated in or out of the NPL competition. Coupled with the fact that the City has traditionally not been a sitting member of sports associations.

- Clear delineation of roles and responsibilities for the operation and maintenance of the facility.
- Option 1 provides greater certainty for equitable access, social benefit and financial sustainability of clubs.
- Option 3 is in keeping with the current practice of managing other leased facilities with multiple users.

7.0 Operations Model Options

7.1 Assumptions

The following assumptions have been made in respect of the income and expenditure related to the development of the NPL Stadium:

General

- Assumed that key matches and major events will be relocated to new facility;
- Assumed that other small sided/ futsal football (soccer) sports will use the facility when available – this will be limited but a nominal sum is provided;
- It is assumed that the new facility will still be designed to training and will provide general community access;
- It is assumed that the City will either use a detached management sports association as part of the Management Model;
- Due to existing demand, facility management will hire pitch space, rather than directly run competitions;
- The facility will be community commercially managed (i.e. management will adopt a user pays philosophy to facility use, via the implementation of hire fees, and entry, via the implementation of entry fees for all competitions);
- Financial projections excludes loan servicing and depreciation costs;
- The facility will build relationships and alliances with potential user groups, state sports organisations, community groups and the corporate sector.
- Cash flow projections allow for a 2.5% CPI increase per annum. (The application of this rate allows for annual inflation); and
- Discounted cash flow projections are calculated at 7% per annum to indicate the Net Present Value of the cash flow analysis. The application of this rate allows for the diminishing value of currency over time.

Income

- Usage is based on current competitions and current demand as identified within this report;
- Usage of the hybrid (mixture of synthetic and natural) surface includes 5 hours for 2 matches for clubs on Saturday from 12:00-5:00pm and 5:00-10:00pm on Saturdays and Sundays and one session of 5:00-10:00pm weekdays. This will be during the league season which comprises 22 weeks. This would give a carrying capacity of 45 hours for competition use which may in reality also be accommodated on the third generation (3G) pitch. This will permit sufficient capacity to operate club training and development programs;
- Use of the 3G surface is estimated at 30 weeks at 30 hours in reality this may be spread across winter and summer seasons and this figure is taken as the average over the year. This will permit sufficient capacity to operate training and development programs;
- Based on a previous competitor analysis the general industry standard recommendation for hire for synthetic turf pitch are \$130 per hour as an average cost (excluding GST) and grass is \$40 per hour, per team per season. The grass pitch hire is reflective of WA local government charges for rectangular grass pitches;
- Grass pitch usage is estimated at 30 weeks of 15 hours multiplied by 2 (being maximum capacity for the main football (soccer) season. In reality the use will differ from winter to summer use and this figure reflects the variation. This will permit sufficient capacity to operate training and development programs;

- Football (soccer) Competitions (State League and Cup games) setting up, kiosk arrangement and crowd / player control is assumed to be carried by the facility management;
- It is assumed clubs will be able to charge entry fee and obtain receipts from café/ kiosk activity. A nominal income has been included to respond to the use of the kiosk when clubs do not man the facility – this also includes a nominal management fee for part time staff.
- Total competition weeks per annum for each competition are based on advice from Football West and SFC;
- Operating income will achieve growth of approximately 5% per annum, as the facility usage develops, following the establishment of the proposed facility; and
- No other special events are accounted for.

Expenditure

- Staffing levels will be comparable to those at similar independently managed facilities;
- The facility will generate income from the hire from key user groups/tenants;
- The facility floodlights will be switched off when the pitches are not in use;
- Maintenance and equipment replacement costs will be controlled in line with expenditure levels in similar facilities;
- Wage rates are modelled on similar facilities and benchmarked against the industry standard where possible;
- Gas and electricity expenditure are estimated based on floor area and industry benchmarking which includes commercial, community and public infrastructure. A median figure is used; and
- Start-up costs and furniture, fixtures and equipment (FFE) costs have not been included in the analysis.

Wherever possible, comparative data has been used from similar facilities within the Eastern States.

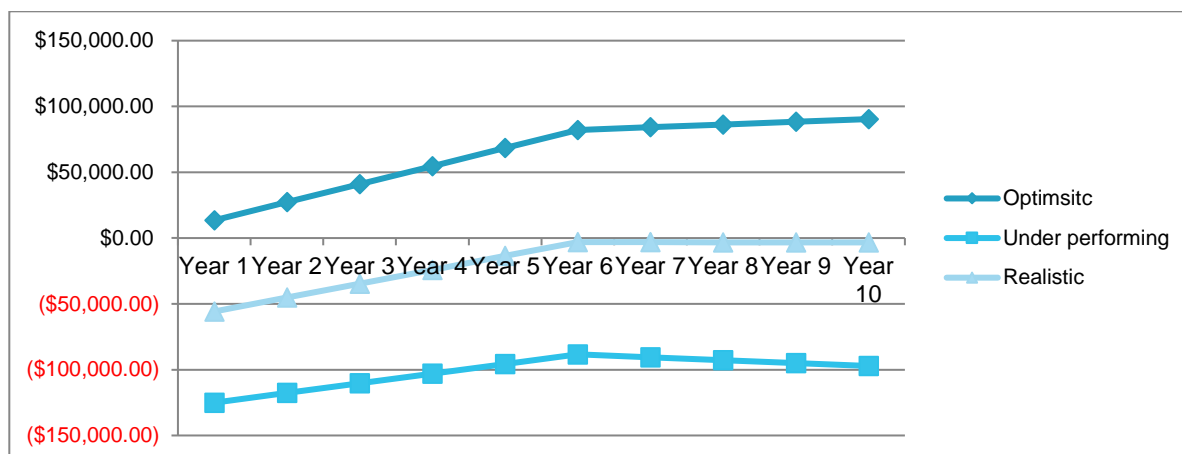
7.2 Income and Expenditure Summary

The sensitivity (income and expenditure) analysis is provided below for a under performing, optimistic and realistic growth scenario. The analysis incorporates all of the detailed assumptions and projects a likely growth based on a percentage of operational functionality.

Table 4 Sensitivity Analysis of the operation of the NPL Stadium

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|------------------|---------------|---------------|---------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Optimistic | \$13,494.75 | \$27,229.60 | \$40,964.45 | \$54,699.30 | \$68,434.15 | \$82,169.00 | \$84,223.23 | \$86,277.45 | \$88,331.68 | \$90,385.90 |
| Under performing | -\$125,089.75 | -\$117,741.60 | -\$110,393.45 | -\$103,045.30 | -\$95,697.15 | -\$88,349.00 | -\$90,557.73 | -\$92,766.45 | -\$94,975.18 | -\$97,183.90 |
| Realistic | -\$55,797.50 | -\$45,256.00 | -\$34,714.50 | -\$24,173.00 | -\$13,631.50 | -\$3,090.00 | -\$3,167.25 | -\$3,244.50 | -\$3,321.75 | -\$3,399.00 |

Figure 13 Sensitivity Analysis of the operation of the NPL Stadium Graph



Under performing Summary

| Financial Summary Data | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Total Cash Position | -\$401,089.75 | -\$393,741.60 | -\$386,393.45 | -\$379,045.30 | -\$371,697.15 | -\$364,349.00 | -\$366,557.73 | -\$368,766.45 | -\$370,975.18 | -\$373,183.90 |
| Total Operational P&L position | -\$125,089.75 | -\$117,741.60 | -\$110,393.45 | -\$103,045.30 | -\$95,697.15 | -\$88,349.00 | -\$90,557.73 | -\$92,766.45 | -\$94,975.18 | -\$97,183.90 |

Realistic Summary

| Financial Summary Data | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Total Cash Position | -\$331,797.50 | -\$321,256.00 | -\$310,714.50 | -\$300,173.00 | -\$289,631.50 | -\$279,090.00 | -\$279,167.25 | -\$279,244.50 | -\$279,321.75 | -\$279,399.00 |
| Total Operational P&L position | -\$55,797.50 | -\$45,256.00 | -\$34,714.50 | -\$24,173.00 | -\$13,631.50 | -\$3,090.00 | -\$3,167.25 | -\$3,244.50 | -\$3,321.75 | -\$3,399.00 |

Optimistic Summary

| Financial Summary Data | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Total Cash Position | -\$262,505.25 | -\$248,770.40 | -\$235,035.55 | -\$221,300.70 | -\$207,565.85 | -\$193,831.00 | -\$191,776.78 | -\$189,722.55 | -\$187,668.33 | -\$185,614.10 |
| Total Operational P&L position | \$13,494.75 | \$27,229.60 | \$40,964.45 | \$54,699.30 | \$68,434.15 | \$82,169.00 | \$84,223.23 | \$86,277.45 | \$88,331.68 | \$90,385.90 |

The sensitivity analysis based on current fees and charges, the facility at 75% capacity from the first year of operation and an increase of 5% per year for 10 year reveals, only the “optimist scenario” returns a positive operation figure.

The “realistic scenario”, based on the assumption of use the facility identifies a continued operational loss over a ten year period. This is also dependent on the management model pursued by the City, which will impact the usage and thus the potential for a greater financial return on investment.

8.0 Recommendations

The following highlights the key recommendations which have emerged from the feasibility study for development of the NPL Stadium at Percy Doyle Reserve:

- Taking into account the current needs identified throughout the report, the development of a NPL Stadium is required. The 'Status Quo' scenario is not viable as the lack of provision would not achieve the desired outcomes of SFC and potential future clubs. It is unlikely therefore to meet the continued facility need for NPL level competition and community use within the local area;
- The development of a new integrated facility and operating model is recommended as it has been developed in accordance with stakeholder needs, a comprehensive industry analysis and an analysis of identified facility gaps;
- Any new infrastructure must be the subject of both a robust governance structure but also a sustainable operational and management model to ensure infrastructure is sustainable into the future. It is recommended, initially, that a sports association approach be adopted to facilitate access to the facility at desired times in accordance with agreed access criteria. This will also require:
 - The appointment of an independent manager with appropriate venue management skill sets and appropriate reporting/accountability structure (marketing, sponsorship, program development, partnership development and asset management capabilities).
 - Diversifying the revenue streams for football (soccer) and management of costs to improve financial sustainability of the ongoing management and replacement of the playing surface.
- Implement effective small sided football (soccer) / futsal competition and training;
- With an enhanced level of infrastructure there is the potential to increase fees commensurate with the cost of the service being provided;
- The need for one consolidated base for NPL competition/games has merit based on the evidence presented through the future growth of the sport. The facility should incorporate all aspects of the games developmental programming, competitions and SFC administrative functions;
- Further analysis will be required into the programming and management of the facility to ensure the playing surfaces are able to accommodate the full range of competitive games and development programs without resulting in overplay and damage to core infrastructure;
- The NPL Stadium should be adopted as the game day venue for all existing NPL level clubs within the City and emerging State level competitions;
- The NPL Stadium should be managed by a specialist and professional Facilities Manager, ideally as an extension of the City's leisure & cultural services business unit. The Manager should be specifically skilled in the management and development of the facility and solely responsible for the day to day operational requirements;
- The City need to explore a range of funding models in order to deliver the NPL Stadium. These are to include Federal and State level opportunities and in addition, secure alternative funding sources through commercial partnerships and football (soccer) community fundraising; and
- A viable asset management strategy needs to be endorsed by the City taking into account forecast lifecycle costs. A capital asset management plan needs to be integrated within this process and subject to ongoing review.

9.0 Conclusion

The following implementation plan is provided as a guide to enable the City to consider the next phases of the development subject to the NPL Stadium project being endorsed. It also acts as a broad guide to the required process:

Figure 14 Implementation Plan for the development of NPL Stadium at Percy Doyle Reserve



Management of the facility

The optimum solution based on the analysis appears to be a combination of option 1 and 3 where the interest of the lead proponents SFC are protected: This, however, would require a role to be played by the City of Joondalup to oversee proposed vision of the precinct and mediate any disputes relating to management of the facility. This would be either:

- The establishment of a sports association including SFC, JUFC and any other NPL club within the City and potentially the City (to provide the strategic direction and secure the ongoing management of the facility on behalf of both clubs). Therefore the sports association would not be secure, if teams within the City are relegated from NPL level competition. This may involve either the appointment of a facility manager which would report to a committee.
- The overall management of the site by SFC as the incumbent club subject to clear roles and responsibilities being established in relation to usage of the playing fields, club buildings and associated facilities. This also may involve either the appointment of a facility manager which would report to a board and the selling of management rights to operate defined shared facilities (which are deemed to be non-core club functions). This would however still require a level of involvement by the City to oversee the proposed vision of the precinct and mediate between any disputes relating to management of the facility).

The above recommendation takes into account the current circumstances which need to be resolved through negotiation. The main considerations being the value of existing incumbent club – SFC and the outcomes the City wishes to achieve from the NPL Stadium (which is essentially a regional football (soccer) facility).

Appendix A

Document Review

Appendix A Document Review

| Document | Objective | Main considerations to NPL Feasibility Study |
|---|--|--|
| Football West Strategic Plan | <p>Vision: To make The World Game, The Local Game</p> <p>Mission: To grow the sport and support anyone who wants to kick a football (soccer).</p> <p>Football West will:</p> <ul style="list-style-type: none"> • Develop Strong customer focus and a service delivery ethos • Ensure structural and philosophical alignment with all stakeholders • Deliver Financial and organisation sustainability through effective corporate governance • Be Passionate about improving football (soccer) | <ul style="list-style-type: none"> • There is a need to ensure that the feasibility study considers and aligns with the vision, mission and objective throughout the project. • The strategic plan aligns with the objectives of Football Federation Australia. |
| Football (soccer) in Australia: Strategic Plan Snapshot 2011-2015 | <p>The document outlines why football (soccer) matters to Australia and confirms the following:</p> <ul style="list-style-type: none"> • It is the world's most popular game and Australia's most popular organised team sport with 1.7m participants. • The fastest growing participation sport for women. • The sport offers domestic and international pathways <p>Participation figures in Australia indicate that there has been a growth of 600,000 participants in Football (soccer) between 2000/01 and 2009 and has a higher participation rate than all club sports both adults and children combined. Female's participation in 2009 ranked second to Netball compared to all other sports.</p> <p>A summary of FFA achievements at a national level since they had taken control of the game highlighted that the sport:</p> <ul style="list-style-type: none"> • Introduced a national football (soccer) development plan • Improved its standing in international football (soccer) and • Had grown revenues from \$25m to \$80m <p>As part of this process four integrated pillars had been established –</p> | <ul style="list-style-type: none"> • The feasibility study must consider and be supported by the National Strategic context and most critically ensure that the sport is not compromised by the development of a facility which could impact adversely on the financial imperative of developing a sustainable sport. • The development of the A-league and the broader football (soccer) community needs to be undertaken in tandem with one part reliant on the other to increase revenue, participation and secure financial stability. |

| Document | Objective | Main considerations to NPL Feasibility Study |
|---|---|---|
| | <p>National Team and elite Player Development, A-League, Football community and the Asian Cup (which Australia is due to host in 2015). The Strategic Framework focussed on a number of key objectives for the 4 pillars of which the development of the A-League and growth in participation amongst the football (soccer) community were critical. All of which have a financial objective of a positive financial outcome and independently sustainable FFA.</p> | |
| <p>Women's Football (soccer) Strategic Plan 2014-2016</p> | <p>This Strategic Plan provides the policy framework to maximise participation, consolidate the national club competition and drive greater achievements at the international level for women's football (soccer).</p> <p>The Strategic Plan comes at a time when women's football (soccer) has made a significant contribution to the game's breakthrough into the mainstream of Australian society. At the elite level, the Matildas became the first Australian national football (soccer) team to become Asian champions, winning the 2010 AFC Asian Women's Cup. At the national level, the W-League entered its 6th season in 2013 with eight clubs and a growing profile, being one of the few women's competitions in the world to have live free-to-air TV coverage. At the grassroots level, over 100,000 girls and women play football (soccer) in Australia.</p> <p>The ratio of 1 in every 5 players being female puts women's participation at record levels, but there are huge opportunities for growth ahead. Importantly, in a very competitive sports marketplace in Australia, the high female participation base and world-class elite female players provide football (soccer) with a telling point of difference from every other Australian sport.</p> <p>The key objective of the Strategic Plan is to make football (soccer) the most played sport amongst Australian women and girls, while supporting the elite female players in senior teams to participate in domestic leagues and on the international stage.</p> | <ul style="list-style-type: none"> • It is essential to ensure the objectives and strategies for Women's football (soccer) are included and considered within the feasibility study and acknowledge that women's participation and competition is considerably higher than men's participation at present. Based on the development across the world, the level of participation in the women's game is unlikely to diminish. • A new facility must be sufficiently flexible to cater for both men and women's participation and competition. This will require the provision of flexible changing accommodation and shared services to support all competitions and elite athlete development. |

| Document | Objective | Main considerations to NPL Feasibility Study |
|---|--|--|
| Football (soccer) Stadiums Technical recommendations and requirements (FIFA 2007) | <p>The document focusses on football (soccer) stadium design around the world. It re-iterates the fact that stadia development has evolved greatly over the past decade, being transformed from mere venues for football (soccer) matches to multifunctional event facilities. Such facilities bring advantages for all target groups. Improved transport connections, greater security and contemporary infrastructure also attracted many families to the stadiums.</p> <p>It advocates that it is in the interests of fans, government agencies (such as state sporting associations/ LGAs) and investors alike to have economic, ecological and socially sustainable stadium design. In combination with a long-term event portfolio and flexible infrastructure, they can help to create substantial added social value. Their design can help meet a host of economic and ecological objectives, in particular reducing emissions and waste products and delivering a sustainable water supply.</p> <p>Players, fans, media representatives and sponsors are all important stakeholders also their efficiency and functionality.</p> | <ul style="list-style-type: none"> The document highlights best practice in design, management and operation of Football (soccer) Stadiums. The document has been used to inform the design of the facility and in particular: <ul style="list-style-type: none"> The need to wherever possible identify opportunities to use space multi-functionally. Incorporate potential income generating opportunities which operate outside of match day activities. Incorporate multipurpose opportunities where ever possible. |
| Original Home of Football (soccer) Concept Design: Concept Booklet | <p>New Stadium and Training Grounds for Football West The design consists of two primary elements:</p> <ul style="list-style-type: none"> One element provides for spectators to immediately engage with the playing field. All accommodation, ticket counters, kiosks, offices and tenancies are grouped together The second element provides for the playing component. <p>As part of the development the architects proposed a collection of initiatives including reducing energy consumption, generating power, collecting water, reducing water use and selecting materials that are durable and minimise impact to the environment.</p> | <ul style="list-style-type: none"> The basic principles of the stadium and training ground are fundamental to any new development. Due to the concerns in respect of climate change and water use a number of aspects are critical to the development of playing pitches and associated buildings. All buildings and associated infrastructure should, wherever possible minimise their environmental impact and build in Environmentally Sustainable design principles. |

| Document | Objective | Main considerations to NPL Feasibility Study |
|--|---|--|
| <p>Hawker Oval Redevelopment (HORED) Synthetic Turf Project</p> <p>Report on Redevelopment of Hawker Enclosed Oval (grass pitch, without lighting) to Hawker Football Centre (FIFA 2 star synthetic pitch with lighting): 2008 to 2014</p> | <p>This project focusses on the provision of synthetic turf and its potential use as a direct replacement for natural grass. It alludes to previous studies which have shown that the technology enables the playing capacity and function to respond like natural grass. FIFA recognised this in 2004, changing their rules to allow international games to be played on synthetic grass that has been accredited to their quality certification process.</p> <p>The three reasons are generally given for installing a synthetic surface in sport. These are;</p> <ul style="list-style-type: none"> • Climatic: Under drought and/or water restrictions it can be difficult to provide a safe and suitable natural grass surface. Synthetics are not affected by the weather. • Usage: There is a limit to the hours natural turf can be used before there is a significant impact on surface condition. A high quality natural turf surface may only be able to be used for 20 to 25 hours per week before it starts to deteriorate. Synthetic surfaces can sustain significantly higher use than natural grass (60 hours plus per week). • Maintenance: Maintaining a turf surface can be time consuming, expensive & generally requires a qualified person. Synthetic surfaces generally require lower ongoing maintenance than a natural turf surface. <p>An advantage of a synthetic sports surface is that they can be used to collect water (surface runoff and drainage) through water harvesting, following rainfall and this can be used to irrigate adjacent turf areas, nearby trees and garden beds or used for cleaning the facility.</p> <p>The business case highlights that the weekly income potential ranges from \$3,672 (Monday to Friday) and \$2,560 at weekends in winter and \$2,840 (Monday to Friday) and \$1,456 at weekends in summer with an annual gross hire income of \$281,472. The expenditure is estimated at</p> | <ul style="list-style-type: none"> • The provision of synthetic surfaces enables a facility to be used more intensively and when combined with good floodlighting can operate for in excess of 60 hours per week. • The most important considerations in the development of synthetic surfaces is: <ul style="list-style-type: none"> - The use of water and potential for water harvesting and water re-use. - The type of surface to be considered – a hybrid surface or full synthetic, 3G or 4G construction etc. - The maintenance regime which is required to be costed into any proposal. - The provision of a sinking fund to ensure that the surface can be replaced as a minimum every 10 years and the shocks replaced at approximately 20 year intervals. |

| Document | Objective | Main considerations to NPL Feasibility Study |
|--|---|--|
| | \$175,500 (including \$60k for a staff member) giving a surplus of \$105,000. Approximately \$45k to 50k is recommended to be allocated from the surplus to a sinking fund to secure the replacement of the synthetic facility. | |
| Building Australia Football Community: Review into Sustainability of Football: November 2011 | <p>The document states that the success of the A-League is a key to the future of football (soccer) in Australia. The next phase for FFA is identified as a period of consolidation for the future and a focus on helping the A-League clubs build strong and deep links with the community. The important components are:</p> <ul style="list-style-type: none"> Examining the costs and structures within FFA and the A-League with a view to achieving stability and long term sustainability and to build on the A-League product. It is also essential to protect and nurture the other business arms of FFA, including women's football (soccer), junior development and community outreach programs. Setting a clear budget and reporting accountabilities for the A-League should minimise the risk to these essential parts of FFA's business. | <ul style="list-style-type: none"> The document highlighted the need for A-League franchises to become more of an integral part of the development of the game and be significantly involved in the broader football (soccer) community. |
| City of Joondalup 2022 – Strategic Community Plan 2012 - 2022 | <p>Outlines the long term vision until 2022 for the City of Joondalup as it continues to grow and develop into the future.</p> <ul style="list-style-type: none"> The city of Joondalup is a local government in WA, the Strategic Community Plan looks at how the City will grow as a region It outlines how the City will address its issues, such as pressures on regional transport networks, existing infrastructure and natural assets. <p>The City of Joondalup wishes to create "A Global City: bold, creative and prosperous."</p> | <p>Joondalup 2022 is divided into six key themes. Each theme is defined by an Aspirational Outcome and within each outcome it has been broken up into objectives and strategic initiatives. The following points are all relevant to the feasibility study for the NPL stadium to be located at Percy Doyle Reserve.</p> <p>Governance and Leadership</p> <ul style="list-style-type: none"> Active democracy: Community that engages with the city. Corporate capacity <p>Financial Sustainability</p> <ul style="list-style-type: none"> Major Project Delivery: effectively plan for the funding and delivery of major projects Effective management: Conduct business in a financially |

| Document | Objective | Main considerations to NPL Feasibility Study |
|--|--|--|
| | | <p>sustainable manner.</p> <p>Quality Urban Environment</p> <ul style="list-style-type: none"> - Quality open spaces: ensure urban and green spaces which are attractive, well utilised and enrich the lives of the community. - Integrated spaces: Ensure connection to transport, and all spaces allow movement across the city. <p>Economic Prosperity, Vibrancy and Growth</p> <ul style="list-style-type: none"> - Primary Centre Status - Activity Centre Redevelopment: multi-purpose and diverse spaces. - Destination City - Regional Collaboration <p>The Natural Environment</p> <ul style="list-style-type: none"> - Environmental resilience: adapt to changing local environmental conditions - Community involvement: Community take ownership of natural assets and support preservation/ conservation - Accessible environments: appreciation for local natural assets <p>Community Wellbeing</p> <ul style="list-style-type: none"> - Quality facilities: highest quality which reflect the needs of the community now & into the future. - Community spirit: active residents - Community safety: residents to feel safe and confident in their ability to travel and socialise within the community. |
| City of Joondalup Percy Doyle Reserve Master Plan Needs and Feasibility Study | The City of Joondalup was seeking to determine the need and feasibility of combining a number of separate community facilities within one building on the Percy Doyle Reserve. The existing infrastructure included a library, leisure centre, bridge club, seniors centre and community centre. The | <ul style="list-style-type: none"> • The final feasibility study was developed in close consultation with City officers to ensure that the end product met their needs and delivered a product which could then be taken to the next phase in finalising the development options. • A detailed specification for internal and external facility |

| Document | Objective | Main considerations to NPL Feasibility Study |
|--|---|--|
| | <p>scope included</p> <ul style="list-style-type: none"> • A Needs Assessment for a Combined Library / Leisure / Community Centre (including the possibility of a City Customer Service Centre) including <ul style="list-style-type: none"> - Needs and Demand Analysis - Supply and Gap Analysis • A Needs Assessment for a Gym/Fitness Centre including <ul style="list-style-type: none"> - Needs and Demand Analysis - Supply and Gap Analysis | <p>components was provided which informed the subsequent development of site concept plans.</p> <ul style="list-style-type: none"> • The production of a Feasibility Study for a Combined Library / Leisure / Community Centre (including the possibility of a City Customer Service Centre) including. <ul style="list-style-type: none"> - Details of what facility components will be required to meet the needs of the existing facility user groups and accommodate future increasing use. - Details of facility component size requirements to meet the needs of the existing facility user groups and accommodate future increasing use. - Details of design and facility layout recommendations to meet the needs of the existing facility user groups and accommodate future increasing use. |
| <p>City of Joondalup: Percy Doyle Reserve Master Plan Stakeholder Consultation – Report of Findings (April 2011)</p> | <ul style="list-style-type: none"> • The City of Joondalup conducted consultation with the current users groups of the ovals and buildings of Percy Doyle Reserve. • A number of workshops with clubs and groups was undertaken to seek feedback on the facilities they use within the project. | <p>The following outputs from the stakeholder consultation identify common themes with the feasibility study for the NPL Stadium at Percy Doyle Reserve</p> <ul style="list-style-type: none"> • Consolidation of function areas to be more flexible to meet community needs. • The needs for each sporting area (external playing field) to be serviced by spectator areas and changing facilities. • Multi-function room areas will need to be considered from a variety of aspects <ul style="list-style-type: none"> - Functionality - Usage - Requirement for location adjacent to core activity - Supporting infrastructure - Security - Supporting external passive recreation infrastructure/ BBQ/ Picnic areas |

| Document | Objective | Main considerations to NPL Feasibility Study |
|---|---|--|
| City of Joondalup: Site Review Report: Percy Doyle Master Plan (2011) | <p>A major consideration is the population within the surrounding area of Percy Doyle reserve is getting older and as a result the need to cater for mature age activities and passive recreation will be in greater demand.</p> <ul style="list-style-type: none"> - The report highlights the benefits of multipurpose facilities – allows opportunity for community interaction and expanding. - Accommodate for larger variety of activities as they are multi-purpose. | <p>The challenges faced at Percy Doyle Reserve:</p> <ul style="list-style-type: none"> - Consolidation of infrastructure where possible - Alignment of buildings which serve similar function - Need to rationalise those buildings of poor condition. - Provision of passive recreation facilities – dual use paths/ BBQ facilities/ play areas. - Current layout is restricting expansion of the number of sports accommodated at the site. - Extent of car parking across the reserve (estimated 800 bays throughout the reserve). |
| City of Joondalup Council Minutes 13.12.16 | <p>The Council have requested the Chief Executive Officer to prepare a report for consideration to designate Percy Doyle Reserve as a NPL stadium site for the use of Sorrento FC as its home ground and by other City of Joondalup clubs for NPL matches. The report should include:</p> <ul style="list-style-type: none"> - Potential scope of project - Cost estimates and timing - Consultation with Football West, Sorrento Football Club, Joondalup United Football Club and ECU Joondalup Football Club. | <p>Council also requested the WALGA to advocate on behalf of the City of Joondalup to engage with Football West, to work together to assist in funding and providing football (soccer) facilities within the respective districts.</p> <p>The outcome of the working group was to:</p> <ul style="list-style-type: none"> - Foster collaboration between the associated Football (soccer) clubs and the City of Joondalup - Develop an overall strategy to enable all clubs endure growth and participation of Football (soccer) within the City. - Identify funding needs/ opportunities and avenues for future clubs within the City. - Provide the opportunity and environment for players to develop their development as well as increasing the overall participation of the sport. |
| Sorrento Football Club Strategic Plan 2015 – 2020 | <p>The Sorrento Football Club's mission is to encourage and facilitate participation in the appreciation of the following:</p> <ul style="list-style-type: none"> - Field competitive teams in the all of Footballs West's competitions (NPL, senior competitions of social, masters, women's leagues and non-competitive junior teams). | <p>The main consideration within the Sorrento NPL Feasibility Study:</p> <p>To improve club facilities, the following considerations have been identified within the Strategic Plan:</p> <ul style="list-style-type: none"> - To upgrade the training & playing facilities at Percy Doyle |

| Document | Objective | Main considerations to NPL Feasibility Study |
|----------|--|--|
| | <p>Vision: Sorrento Football Club to be recognised respected and acknowledged as the leading football (soccer) club within Western Australia.</p> <p>The Plan has broken down in detail how it is going to achieve the above goals. The Plan is broken up into Statement Plans, strategies to be achieved, a timeframe to test against and who is going to be responsible for the outcome.</p> | <p>Reserve.</p> <ul style="list-style-type: none"> - To source more training pitches - To protect main pitch excessive usage - To maintain a licensed club facilities (alcohol license) - To develop a building plan to move SFC into state of the art facility - Improve the playing/ training pitch surface, re-turfing, top dressing, levelling and fertilizing - Improve the presentation of the Clubrooms and its facilities - Continue to improve links & relationship with City of Joondalup. - Develop and provide a range of club merchandise for members and supporters. |

History

The timeline in Figure 15 shows the history of, what is now known as, Football Federation Australia (FFA). The FFA is the governing body of football (soccer), Paralympic, futsal and beach football (soccer) within Australia. The FFA is based in Sydney and has 9 State and Territory member federations and over 100 districts, regional and local zones and associations. These federations are (in no particular order):

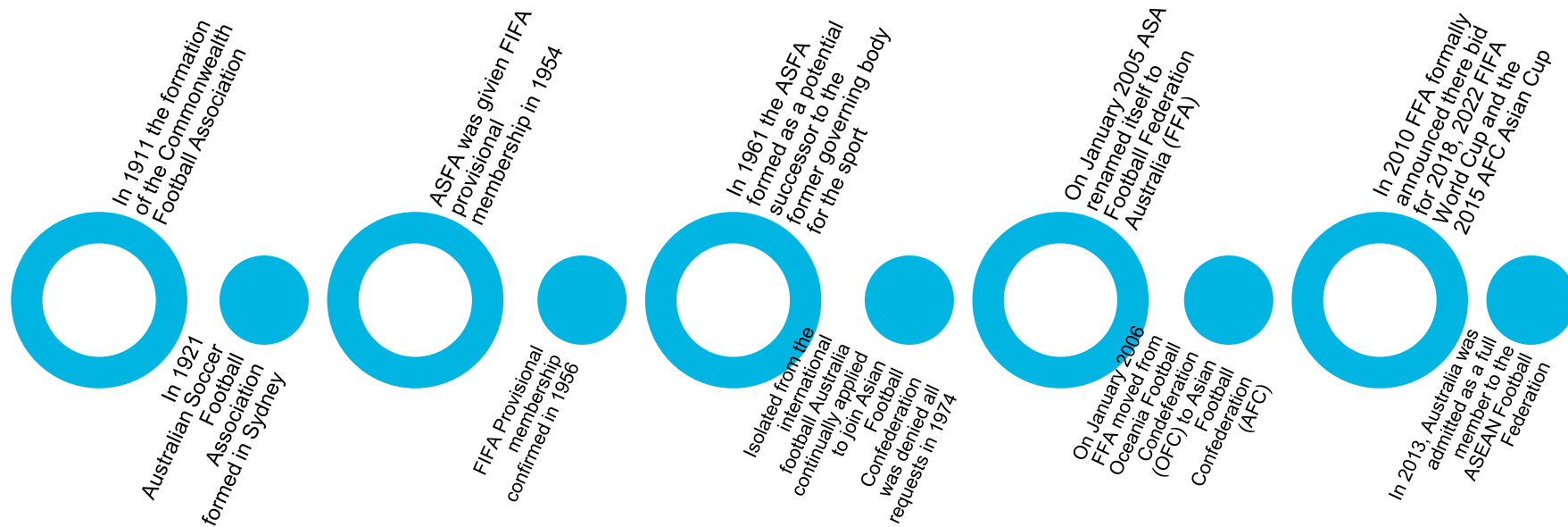
1. Capital Football
2. Northern NSW Football
3. Football NSW
4. Football Federation Northern Territory
5. Football Queensland
6. Football Federation South Australia
7. Football Federation Tasmania
8. Football Federation Victoria
9. Football West

In Australia, football (soccer) is run all year round, depending on the level of competition and league. The professional leagues usually compete during the summer season and the semi-professional / amateur / junior leagues compete during the winter months. The Australian league involves one national top tier, known as the A-league, which is managed by the national FFA body with many leagues run out of each state / territory. The A-league is not linked with promotion and relegation to lower leagues, whereas the lower leagues are. In all other levels of competition within Australia, promotion and relegation varies depending on the individual States system.

The process of promotion and relegation involves transferring teams between divisions based on their performance in their respective seasons (usually the current season to date). The top ranked teams within the lower division are promoted to the higher division for the next season and the two lowest performing teams in the higher division are relegated to the lower division. This process exists within the NPL competition at Football West. An example of this process is; Joondalup United Football Club finished at the top of the lower division for 2016 and now competes in the NPL league for 2017.

Australia does not follow this system within all leagues, with no movement of teams within major and minor league competitions.

Figure 15 FFA Historical Timeline



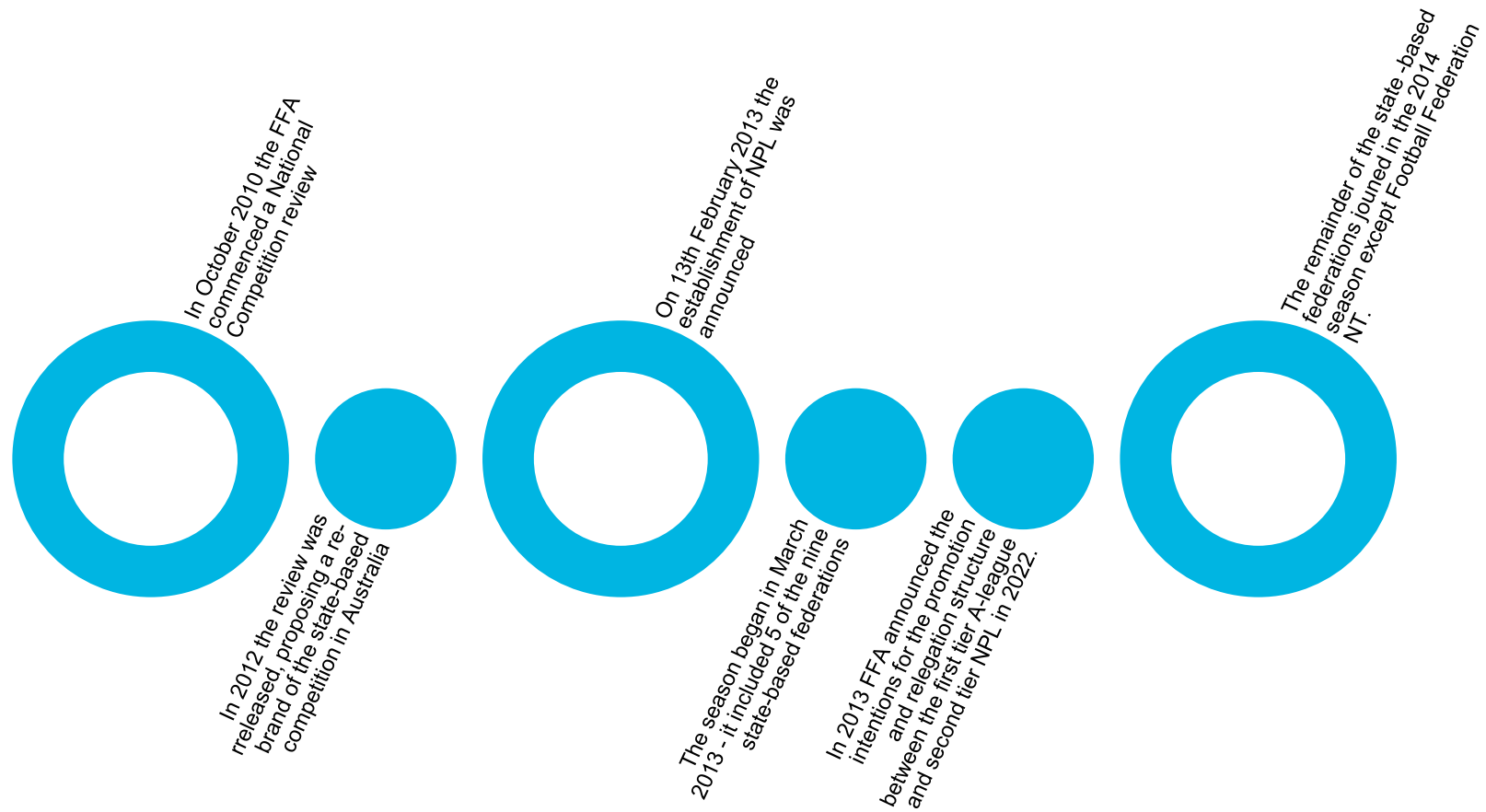
History of NPL

The NPL is the national football (soccer) competition within Australia. It is the second tier competition below the A-League competition. The NPL has 8 associations around Australia. These associations are (in no particular order):

- Capital Football
- Football Federation SA
- Football Federation Tasmania
- Football Federation Victoria
- Football NSW
- Football Queensland
- Football West
- Northern NSW Football

The history of the NPL competition is outlined in Figure 16.

Figure 16 NPL Historical timeline






Appendix B

Percy Doyle Football (soccer) Facility Audit




Appendix B Percy Doyle Football (soccer) Facility Audit





Table 5 Facility Audit of Percy Doyle Football (soccer)





The following facility audit looks at the landscape and built condition of Percy Doyle Football (soccer) infrastructure.


| Area | Context | Images |
|--------------------------------|---|--|
| Pitch – Sorrento Football Club | <ul style="list-style-type: none"> - Main senior oval for the site - Major lighting infrastructure which has recently been updated - 1970s dated club room infrastructure with kiosk/ toilets / undercover area. - Ground in good condition with banking on the eastern side of the oval/ minimum shade - A few mature trees located around the site |  |
| Equipment Shed | <ul style="list-style-type: none"> - Small equipment shed located on the southern side of the club rooms - Small tin shed |  |
| Seating Structure | <ul style="list-style-type: none"> - Seating Structure for approximately 80- 100 patrons - Steel structure with no shading - Plastic seats - Located to the south side of the club rooms |  |

| Area | Context | Images |
|----------------------------|--|--|
| Shaded seating | <ul style="list-style-type: none"> - Seating structure for approximately 80 patrons - Steel Structure - Plastic seats - Located under the shaded area of the club rooms. |  |
| Kiosk | <ul style="list-style-type: none"> - Indoor kiosk area with outside access - Bar facilities - Drinking fenced off area |  |
| Wooden seating structure | <ul style="list-style-type: none"> - Wooden seating structure for approximately 20 patrons |  |
| Back of house – Club rooms | <ul style="list-style-type: none"> - Small natural slope to the club rooms - Toilet facilities located to the southern side of the rooms - Club room facilities located within the middle - Change rooms on the southern side - Poor access for all |  |

| Area | Context | Images |
|---------------------------------|---|--|
| Drive way entrance to site | <ul style="list-style-type: none"> - Driveway entrance with gate. - Solid bitumen/ asphalt |  |
| Pedestrian entrance | <ul style="list-style-type: none"> - Gated entrance for pedestrians/ visitors and patrons - Small shed for the purchase of tickets |  |
| Sorrento Football Club Car Park | <ul style="list-style-type: none"> - Approximately 80 formalised bays - Limited shade within the car park - Poor configuration of car park entrance - Poor wayfinding and lack of signage |  |

| Area | Context | Images |
|--|--|--|
| Overflow parking | <ul style="list-style-type: none"> - Currently used for overflow parking - Potential for 20 more informal spaces - Damage to grass |  |
| Pedestrian Access Way (PAW) on the northern side of the site behind the oval | <ul style="list-style-type: none"> - PAW behind the site - Does have the potential to allow patrons/ visitors to get into the game without paying fees - Allows connection to residential area next to the site |  |
| Site overview | <ul style="list-style-type: none"> - Large lighting structure - Permanent perimeter fencing surrounding field – meeting NPL guidelines. - Steep embankment around the oval on the eastern side of the site – minimal shading/ has potential to be viewing area. - Club rooms / seating |  |
| Pitch 2 | <ul style="list-style-type: none"> - Steep embankment on the western and southern sides - Large mature trees throughout top second oval site |  |

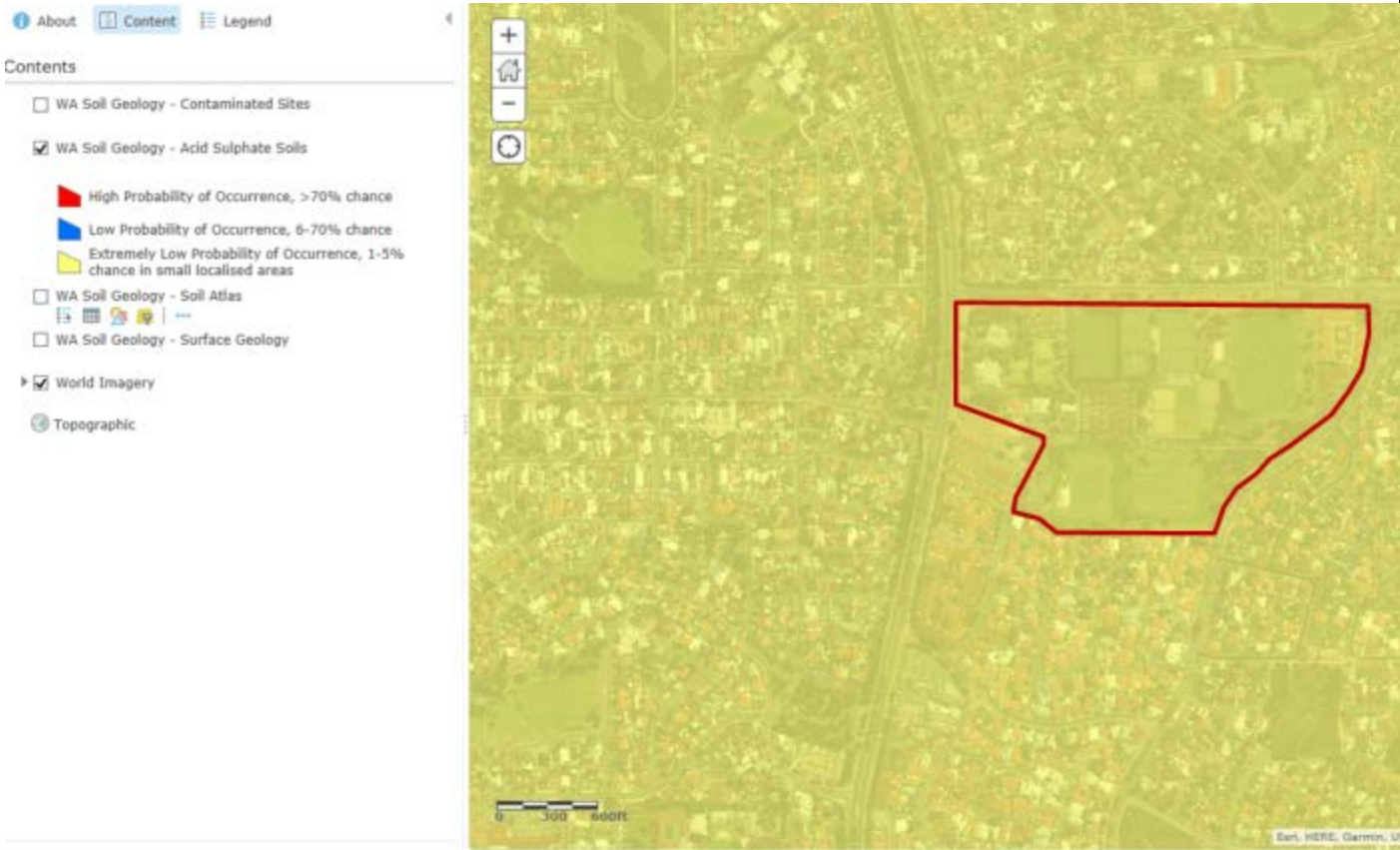
| Area | Context | Images |
|-----------------------|--|--|
| | <ul style="list-style-type: none"> - Training lighting infrastructure | |
| Alternate car park | <ul style="list-style-type: none"> - Football (soccer) club car park – does get utilised throughout the season as overflow car parking - Limited wayfinding - Path infrastructure is shaded and fit for purpose - Traffic calming measures (speed bumps) |  |
| Sorrento bowling club | <ul style="list-style-type: none"> - Adjacent bowling club - 4 bowling greens and 2 croquet courts and associated club room amenities - Mostly utilised during the week - Consistent usage/ car park utilisation etc. |  |
| Secondary entrance | <ul style="list-style-type: none"> - Secondary entrance to the site. - Poor pathway connection and access for all - Poor signage - Steep embankment to the site - Limited shade |  |
| Signage | <ul style="list-style-type: none"> - Poor use of signage |  |

| Area | Context | Images |
|---------------------------|---|--|
| Percy Doyle main car park | <ul style="list-style-type: none">- Central main car park- Allows access to surrounding facilities- Poor wayfinding- Average shading- No formalised paths- Lighting infrastructure- Poor surveillance |  |


Appendix C

Site Analysis

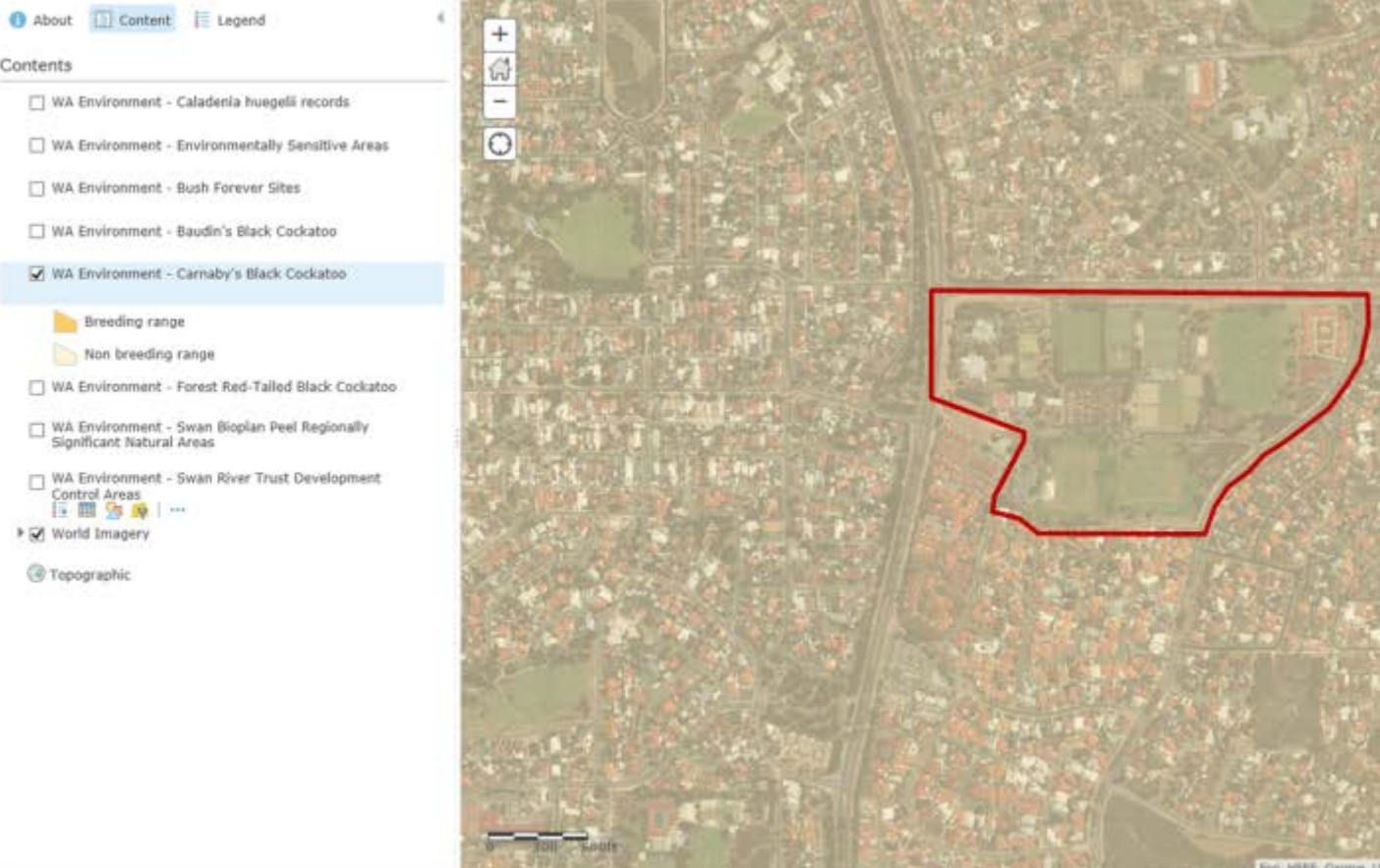
Appendix C Site Analysis

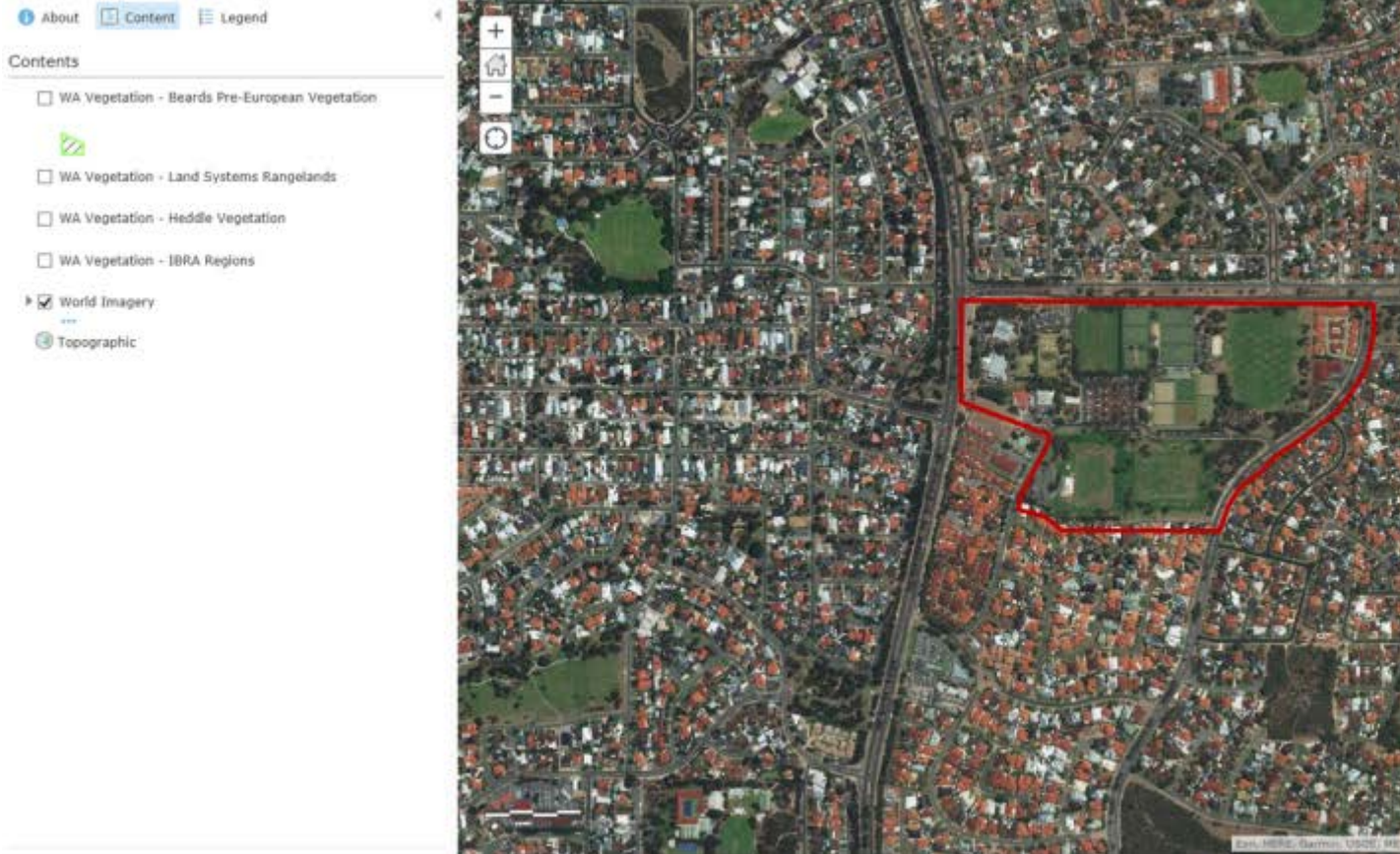
| Site Analysis | Image/ Source | Explanation/ Comment |
|------------------------------------|---|---|
| Soils Geology & Contaminated Sites | <p>Figure: Acid Sulphate Soils</p>  <p>The figure is a map titled 'Figure: Acid Sulphate Soils'. It features a legend on the left side with the following items:</p> <ul style="list-style-type: none"> <input type="checkbox"/> WA Soil Geology - Contaminated Sites <input checked="" type="checkbox"/> WA Soil Geology - Acid Sulphate Soils <ul style="list-style-type: none"> ■ High Probability of Occurrence, >70% chance ■ Low Probability of Occurrence, 6-70% chance ■ Extremely Low Probability of Occurrence, 1-5% chance in small localised areas <input type="checkbox"/> WA Soil Geology - Soil Atlas <input type="checkbox"/> WA Soil Geology - Surface Geology <input checked="" type="checkbox"/> World Imagery <input type="checkbox"/> Topographic <p>The map itself shows a satellite image with a red outline of a specific area. The area is mostly yellow, indicating 'Extremely Low Probability of Occurrence'. There are some blue and red patches within the outlined area. The map includes a scale bar at the bottom left (0 to 500m) and a copyright notice at the bottom right (© 2017 HERE, Garmin, Ltd.).</p> | <p>The figure shows the acid sulphate soils for the surrounding areas of the site, there is low to moderate probability of outcome for the soils of the area (Yellow). This has a low probability to of needing to be taken into consideration if development occurs in the future.</p> |

| Site Analysis | Image/ Source | Explanation/ Comment |
|------------------------------------|-------------------------------|--|
| Soils Geology & Contaminated Sites | <div>Figure: Soil Atlas</div> | The figure indicates the Soil atlas for the site which is B24 & JK9 |


| Site Analysis | Image/ Source | Explanation/ Comment |
|------------------------------------|--|---|
| Soils Geology & Contaminated Sites | <p data-bbox="405 387 698 419">Figure: Surface Geology</p>  | <p data-bbox="1836 387 2054 1193">The figure indicates the surface geology for the site which is symbolised to be Qdct, known as Tamala Limestone formation. This is within the regolith, sedimentary carbonate group and described as: Unconsolidated to strongly lithified calcarenite with calcrete/ kankar soils; Aeolian. Locally quartzose, feldspathic or heavy-mineral bearing.</p> |


| Site Analysis | Image/ Source | Explanation/ Comment |
|---------------|---|---|
| Water | <div>Figure: Ground Water Contours</div> <div><div><div>AboutContentLegend</div><div>Contents</div><div><div><div><input type="checkbox"/> WA Water - Watercourses</div><div><input type="checkbox"/> WA Water - Watercourse Areas</div><div><input type="checkbox"/> WA Water - Sub-Catchments</div><div><input type="checkbox"/> WA Water - Catchments</div><div><input type="checkbox"/> WA Water - Lakes</div><div><input type="checkbox"/> WA Water - Public Drinking Water Source Areas</div><div><input type="checkbox"/> WA Water - RAMSAR Wetlands (03/09/2013)</div><div><input type="checkbox"/> WA Water - EPP Lakes</div><div><input checked="" type="checkbox"/> WA Water - Groundwater Contours, May 2003</div><div><div><input checked="" type="checkbox"/> WA Water - Groundwater Contours, Historical max</div><div><div><input type="checkbox"/> WA Water - Geomorphic Wetlands - Swan Coastal Plain (Classification 2014)</div><div><input type="checkbox"/> WA Water - Geomorphic Wetlands - Swan Coastal Plain (Evaluation 2014)</div><div><input type="checkbox"/> WA Water - Geomorphic Wetlands - Augusta</div><div><input type="checkbox"/> WA Water - South Coast Significant Wetlands</div><div><input type="checkbox"/> WA Water - FPM 100 Year ARI Floodplain Development Control Area</div></div><div><input checked="" type="checkbox"/> World Imagery</div></div></div></div><div></div></div></div> | The following figure shows the ground water contours for the site and precinct. |


| Site Analysis | Image/ Source | Explanation/ Comment |
|---------------|---|--|
| Environment | <p>Figure: Carnaby's Black Cockatoo</p>  | <p>The figure shows the site is not considered under the Black Cockatoo distribution breeding range.</p> |

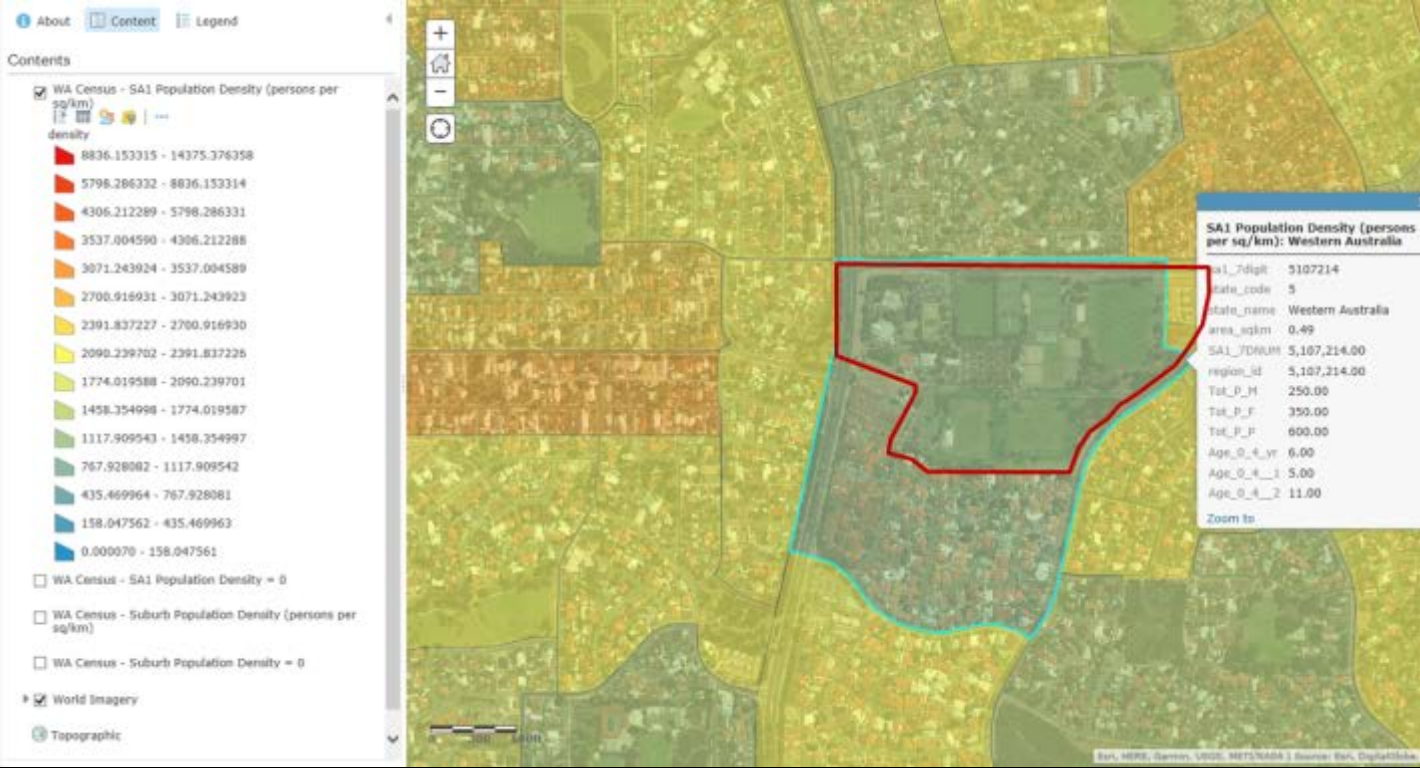
| Site Analysis | Image/ Source | Explanation/ Comment |
|---------------|---|---|
| Vegetation | <p data-bbox="407 391 891 422">Figure: Beards Pre-European Vegetation</p>  | <p data-bbox="1841 391 2049 574">The figure indicates that the area has clear vegetation in association with Spearwood.</p> |

| Site Analysis | Image/ Source | Explanation/ Comment |
|---------------|---|--|
| Vegetation | <p>Figure: Heddle Vegetation</p> <p>The figure shows the Heddle vegetation of the area, which is considered to be Cottesloe complex central and south.</p> | The figure shows the Heddle vegetation of the area, which is considered to be Cottesloe complex central and south. |

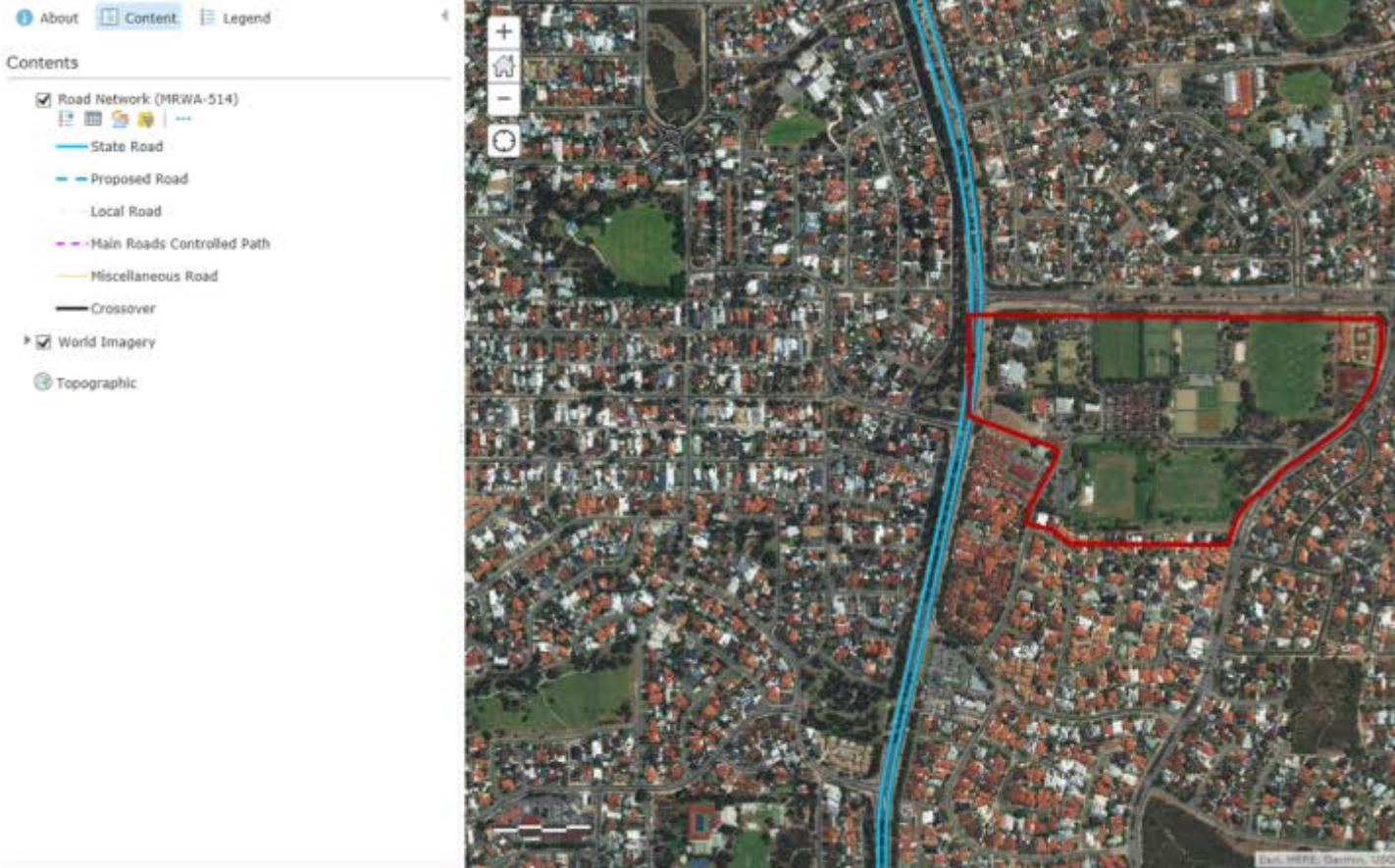
| Site Analysis | Image/ Source | Explanation/ Comment | | | | | | | | | | | | | | | | | | | | | | |
|---------------------|--|-------------------------|--|------|-----|--------|-----|----------|-------|----------|------|--------|-----|----------|--------------------|----------|-----|--------|----|-------|----|---------|--------------|---|
| Vegetation | <p>Figure: (Interim Biogeographic Regionalisation for Australia) IBRA Regions</p>  <p>The screenshot shows a web-based map application. On the left, there is a 'Contents' panel with a tree view. The 'WA Vegetation - IBRA Regions' folder is expanded, showing a list of regions including Ashburton, Augustus, Avon Wheatbelt P1, Avon Wheatbelt P2, Berkeley, Cape Range, Carnegie, Central, Central band, Nullabor Plain, Chichester, Dandaragan Plateau, Dune Field, Eastern Goldfield, Eastern Hallee, Eastern Murchison, Eastern, Muralinga, Ediel, Fitzgerald, Fitzroy Trough, and Fortescue. The main map area shows a satellite image of a coastal region with a red outline highlighting a specific area. A data popup window titled 'IBRA Regions: Perth' is open, displaying the following information:</p> <table><tr><th colspan="2">IBRA Regions: Perth</th></tr><tr><td>OUT_</td><td>575</td></tr><tr><td>OUT_ID</td><td>575</td></tr><tr><td>SUB_NAME</td><td>Perth</td></tr><tr><td>SUB_CODE</td><td>SWA2</td></tr><tr><td>SUB_NO</td><td>323</td></tr><tr><td>REG_NAME</td><td>Swan Coastal Plain</td></tr><tr><td>REG_CODE</td><td>SWA</td></tr><tr><td>REG_NO</td><td>69</td></tr><tr><td>STATE</td><td>WA</td></tr><tr><td>Area_ka</td><td>1,138,648.43</td></tr></table> <p>At the bottom of the popup, there is a 'Zoom to' button. The map also includes a scale bar and a north arrow.</p> | IBRA Regions: Perth | | OUT_ | 575 | OUT_ID | 575 | SUB_NAME | Perth | SUB_CODE | SWA2 | SUB_NO | 323 | REG_NAME | Swan Coastal Plain | REG_CODE | SWA | REG_NO | 69 | STATE | WA | Area_ka | 1,138,648.43 | <p>The figure indicates the IBRA regions; the region is considered Swan Coastal Plain, and sub-region of Perth.</p> |
| IBRA Regions: Perth | | | | | | | | | | | | | | | | | | | | | | | | |
| OUT_ | 575 | | | | | | | | | | | | | | | | | | | | | | | |
| OUT_ID | 575 | | | | | | | | | | | | | | | | | | | | | | | |
| SUB_NAME | Perth | | | | | | | | | | | | | | | | | | | | | | | |
| SUB_CODE | SWA2 | | | | | | | | | | | | | | | | | | | | | | | |
| SUB_NO | 323 | | | | | | | | | | | | | | | | | | | | | | | |
| REG_NAME | Swan Coastal Plain | | | | | | | | | | | | | | | | | | | | | | | |
| REG_CODE | SWA | | | | | | | | | | | | | | | | | | | | | | | |
| REG_NO | 69 | | | | | | | | | | | | | | | | | | | | | | | |
| STATE | WA | | | | | | | | | | | | | | | | | | | | | | | |
| Area_ka | 1,138,648.43 | | | | | | | | | | | | | | | | | | | | | | | |

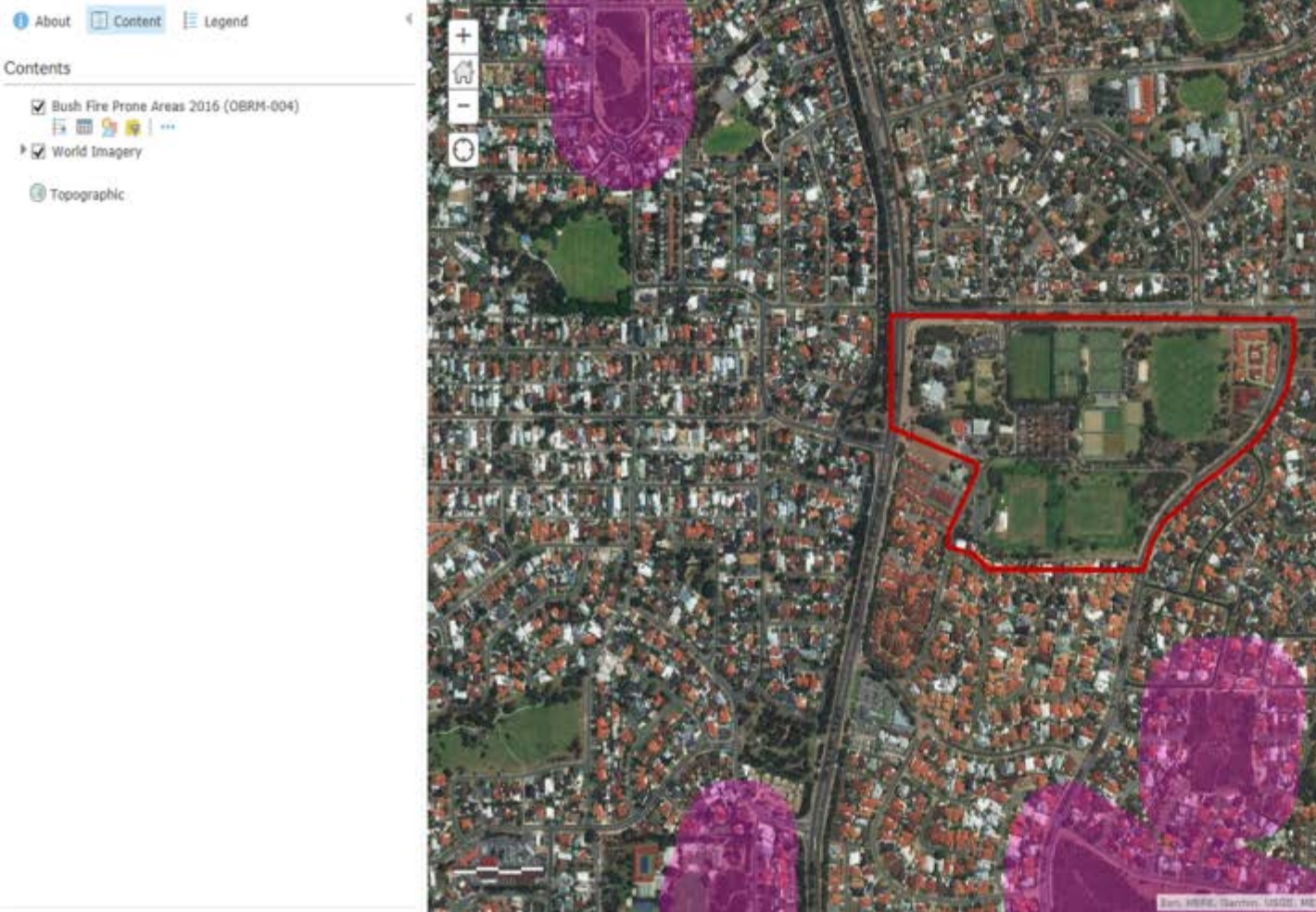
| Site Analysis | Image/ Source | Explanation/ Comment | | | | | | | | | | | | | | | | | | | | | | |
|---------------|--|-------------------------|-------------|--------|------------|------|----------------|------------|---------------|--------|--------|------------|---------------|----------|---------------------------|----------|------------------|---------|------------------|---------|------------------|------------|--------------|--|
| Native Title | <p>Figure: Registered of Native title Claims</p>  <p>The screenshot shows a web application interface for native title claims. On the left, there is a 'Contents' panel with several items: 'WA Native Title - Schedule of Native Title Applications (03/09/2013)', 'WA Native Title - Register of Native Title Claims (03/09/2013)', 'World Imagery', and 'Topographic'. The main area is a map with a red outline highlighting a specific region. A pop-up window titled 'Register of Native Title Claims (03/09/2013): Whadjuk People' is open, displaying the following information:</p> <table><tr><td>FCNO</td><td>WAG242/2011</td></tr><tr><td>TRIBNO</td><td>WC2011/009</td></tr><tr><td>NAME</td><td>Whadjuk People</td></tr><tr><td>DATELOADED</td><td>June 23, 2011</td></tr><tr><td>STATUS</td><td>Active</td></tr><tr><td>DATESTATUS</td><td>June 23, 2011</td></tr><tr><td>RESTATUS</td><td>Accepted for registration</td></tr><tr><td>DATETODC</td><td>October 11, 2011</td></tr><tr><td>DATERED</td><td>October 12, 2011</td></tr><tr><td>DATERTR</td><td>October 12, 2011</td></tr><tr><td>DATERNOTES</td><td>June 6, 2012</td></tr></table> | FCNO | WAG242/2011 | TRIBNO | WC2011/009 | NAME | Whadjuk People | DATELOADED | June 23, 2011 | STATUS | Active | DATESTATUS | June 23, 2011 | RESTATUS | Accepted for registration | DATETODC | October 11, 2011 | DATERED | October 12, 2011 | DATERTR | October 12, 2011 | DATERNOTES | June 6, 2012 | The figure indicates the registered native title determinations named; WHADJUK people. |
| FCNO | WAG242/2011 | | | | | | | | | | | | | | | | | | | | | | | |
| TRIBNO | WC2011/009 | | | | | | | | | | | | | | | | | | | | | | | |
| NAME | Whadjuk People | | | | | | | | | | | | | | | | | | | | | | | |
| DATELOADED | June 23, 2011 | | | | | | | | | | | | | | | | | | | | | | | |
| STATUS | Active | | | | | | | | | | | | | | | | | | | | | | | |
| DATESTATUS | June 23, 2011 | | | | | | | | | | | | | | | | | | | | | | | |
| RESTATUS | Accepted for registration | | | | | | | | | | | | | | | | | | | | | | | |
| DATETODC | October 11, 2011 | | | | | | | | | | | | | | | | | | | | | | | |
| DATERED | October 12, 2011 | | | | | | | | | | | | | | | | | | | | | | | |
| DATERTR | October 12, 2011 | | | | | | | | | | | | | | | | | | | | | | | |
| DATERNOTES | June 6, 2012 | | | | | | | | | | | | | | | | | | | | | | | |

| Site Analysis | Image/ Source | Explanation/ Comment |
|---------------|--|---|
| Transport | <div><div><div>Figure: Transport</div><div><div>AboutContentLegend</div><div>Contents</div><div><div><input type="checkbox"/> WA Census - SA1 Population Density (persons per sq/km)</div><div><input type="checkbox"/> WA Census - SA1 Population Density = 0</div><div><input type="checkbox"/> WA Census - Suburb Population Density (persons per sq/km)</div><div><input type="checkbox"/> WA Census - Suburb Population Density = 0</div><div><input checked="" type="checkbox"/> WA Transport - Road Centerlines</div><div><input type="checkbox"/> WA Transport - Forrestfield Airport Link (Indicative)</div><div><input type="checkbox"/> WA Transport - Ferry Stop</div><div><input type="checkbox"/> WA Transport - Ferry</div><div><input checked="" type="checkbox"/> WA Transport - Bus Stops</div><div><div><div>School</div><div>Standard</div><div>Standard/CAT</div><div>CAT</div></div></div><div><input checked="" type="checkbox"/> WA Transport - School Bus Services</div><div><input checked="" type="checkbox"/> WA Transport - Standard Bus Services</div><div><input checked="" type="checkbox"/> World Imagery</div><div><input type="checkbox"/> Topographic</div></div></div></div><div></div></div> <td><p>The figure indicates the surrounding road and associated transport networks. The most direct train service (Butler line) runs along the Mitchell Freeway. Two train stations are within the Percy Doyle Catchment Warwick station to the south east and Greenwood station to the north east of the site. There are multiple bus services within close proximity to the site, connecting the site to the two associated stations and surrounding residential areas. The main bus services run off Warwick road.</p></td> | <p>The figure indicates the surrounding road and associated transport networks. The most direct train service (Butler line) runs along the Mitchell Freeway. Two train stations are within the Percy Doyle Catchment Warwick station to the south east and Greenwood station to the north east of the site. There are multiple bus services within close proximity to the site, connecting the site to the two associated stations and surrounding residential areas. The main bus services run off Warwick road.</p> |


| Site Analysis | Image/ Source | Explanation/ Comment |
|---------------|--|---|
| Census Data | <div><div>Figure: SA1 Population density 2011</div></div> | <p>The figure indicates the population densities within the surrounding areas of the site, the site is surrounded by mainly medium to low residential housing – zoned R20. This immediate area is shown as level 5 densities due to majority of the zone are parks and recreation</p> |

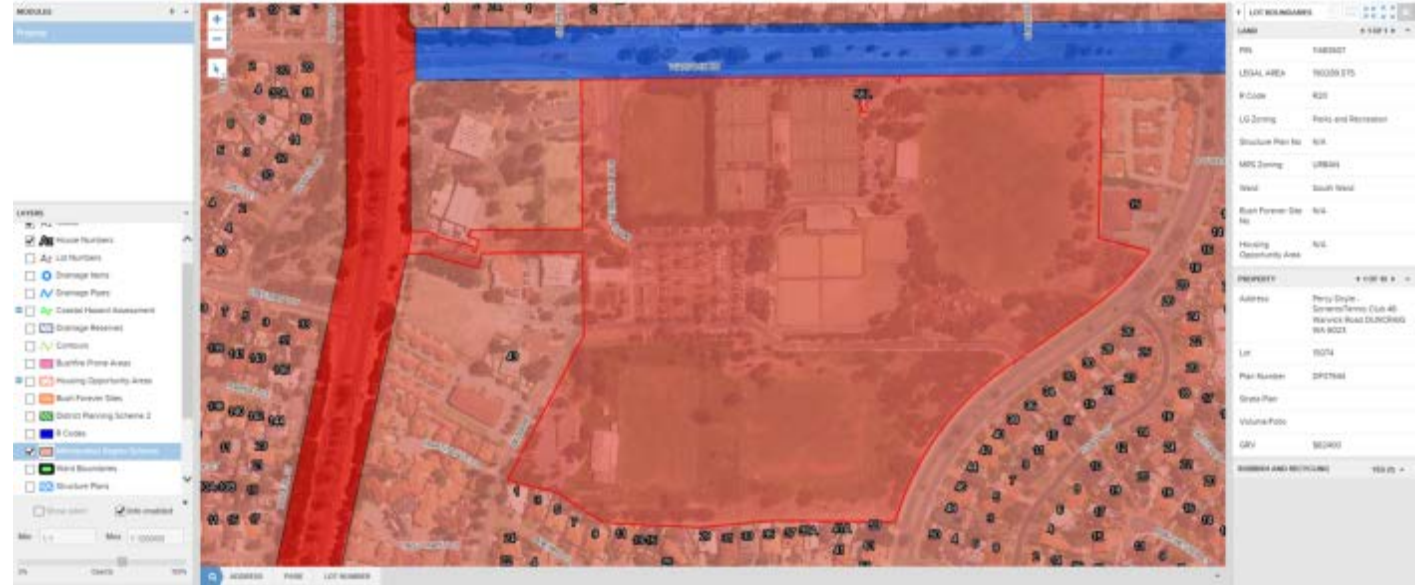
| Site Analysis | Image/ Source | Explanation/ Comment |
|---------------|--|----------------------|
| Census Data | <div><div>Figure: SA1 Suburb Density</div><div><div><div>AboutContentLegend</div><div>Contents</div><div><div><div>WA Census - SA1 Population Density = 0</div><div><div><div><div><div><div>WA Census - Suburb Population Density (persons per sq/km)</div><div>Density</div><div><div><div>2672 - 5004</div><div>2246 - 2871</div><div>1858 - 2245</div><div>1508 - 1857</div><div>1194 - 1507</div><div>922 - 1193</div><div>699 - 921</div><div>507 - 698</div><div>324 - 506</div><div>205 - 323</div><div>122 - 204</div><div>69 - 121</div><div>31 - 68</div><div>10 - 30</div><div>0 - 9</div></div></div><div><div>WA Census - Suburb Population Density = 0</div><div><div><div>World Imagery</div><div>Topographic</div></div></div></div></div><div><div>Suburb Population Density (persons per sq/km): Duncraig</div><div><div><div>SSC_CODESSC59231</div><div>SSC_NAMEDuncraig</div><div>STATE_CODE5</div><div>STATE_NAMEWestern Australia</div><div>CONF_VALUEVery good</div><div>AREASQKM7.65</div><div>region_idSSC59231</div><div>Tot_P_M7,449.00</div><div>Tot_P_F7,577.00</div><div>Tot_P_T15,026.00</div><div>Age_0_4_yr490.00</div><div>Age_0_4_m492.00</div></div><div>Zoom to:</div></div></div></div></div></div></div><div>The Figure indicates the current suburban density within the surrounding areas of the Percy Doyle Reserve. Duncraig as a suburb has a high suburb population density per sq/km.</div></div></div></div></div></div> | |

| Site Analysis | Image/ Source | Explanation/ Comment |
|---------------|--|---|
| Road Networks | <p data-bbox="407 391 683 422">Figure: Road Networks</p>  | <p data-bbox="1841 391 2049 949">The Figure shows there is a high traffic volume state road located to the west of the site (Marmion Avenue) – this will create high traffic volumes originating at the Warwick Road intersection and therefore highlight a traffic management constraint for the site.</p> |


| Site Analysis | Image/ Source | Explanation/ Comment |
|----------------------|---|--|
| Bush fire management | <p data-bbox="409 391 840 422">Figure: Bush Fire Prone Areas 2016</p>  | <p data-bbox="1841 391 2049 1098">The following allocated areas within the surroundings of the Percy Doyle site have been identified as Bush fire prone land (BFPL). The land is identified by the local government authority (LGA) which can support a bush fire or is subject to bush fire attack. Therefore the map has been prepared by the LGA and certified by the government.</p> |

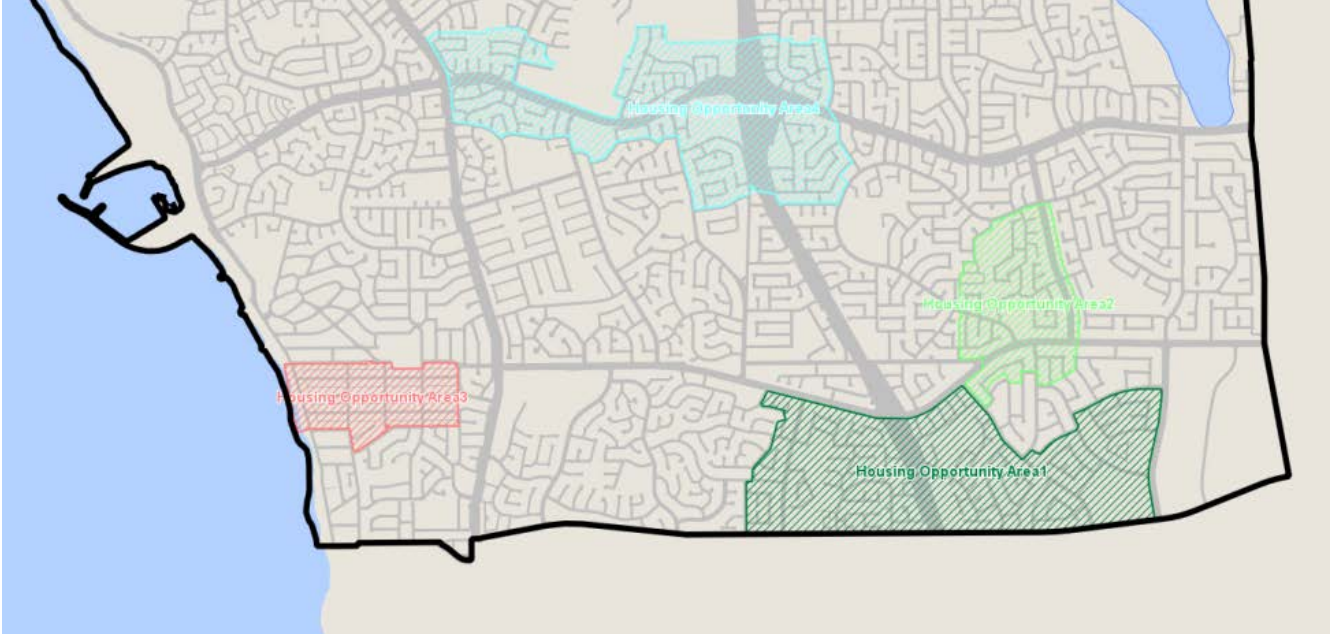
| Site Analysis | Image/ Source | Explanation/ Comment |
|-----------------|--|--|
| Land Topography | <p>Figure: Land Topography for Percy Doyle Reserve</p>  | <p>The figure shows the land topography contours for the Percy Doyle site. The image shows a detailed map of the surface features. The map shows steep surface changes on the NPL site with a change of 20m from the north eastern corner of the site to the south western corner. There are four major level changes which will create constraints to development of the site within these areas.</p> |

| Site Analysis | Image/ Source | Explanation/ Comment |
|---------------|---|--|
| Drainage | <p>Figure: Drainage Items and Pipes</p>  | <p>The following figure shows the Drainage items and pipes within Percy Doyle Reserve. As you can see majority of the drainage services are located at the middle of the site to the west of the central car park.</p> |

| Site Analysis | Image/ Source | Explanation/ Comment | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------------------------|--|----------------------|--|------|--|-----|---------|------------|------------|--------|-----|-----------|----------------------|-------------------|-----|------------|-------|------|------------|----------------------|-----|--------------------------|-----|----------|--|---------|---|-----|-------|-------------|---------|------------|--|-------------|--|-----|--------|---------------------------------|--|---|
| Town Planning Scheme | <div>Figure: Metropolitan Region Scheme</div>  <table data-bbox="1621 421 1807 1008"><tr><th colspan="2">LOT BOUNDARIES</th></tr><tr><td>LAND</td><td></td></tr><tr><td>POS</td><td>1480007</td></tr><tr><td>LEGAL AREA</td><td>100000 STS</td></tr><tr><td>R Code</td><td>R20</td></tr><tr><td>LG Zoning</td><td>Parks and Recreation</td></tr><tr><td>Structure Plan No</td><td>N/A</td></tr><tr><td>MRC Zoning</td><td>URBAN</td></tr><tr><td>Ward</td><td>South Ward</td></tr><tr><td>Bush Forever Site No</td><td>N/A</td></tr><tr><td>Housing Opportunity Area</td><td>N/A</td></tr></table> <table data-bbox="1621 692 1807 1008"><tr><th colspan="2">PROPERTY</th></tr><tr><td>Address</td><td>Percy Doyle Surrey Street (Lot 40) Warwick Road DUNDAS WA 6021</td></tr><tr><td>Lot</td><td>10074</td></tr><tr><td>Plan Number</td><td>DP17000</td></tr><tr><td>State Plan</td><td></td></tr><tr><td>Volume/Pole</td><td></td></tr><tr><td>GVN</td><td>800400</td></tr><tr><td colspan="2">SUBSIDIA AND RECTANGLES 100 STS</td></tr></table> | LOT BOUNDARIES | | LAND | | POS | 1480007 | LEGAL AREA | 100000 STS | R Code | R20 | LG Zoning | Parks and Recreation | Structure Plan No | N/A | MRC Zoning | URBAN | Ward | South Ward | Bush Forever Site No | N/A | Housing Opportunity Area | N/A | PROPERTY | | Address | Percy Doyle Surrey Street (Lot 40) Warwick Road DUNDAS WA 6021 | Lot | 10074 | Plan Number | DP17000 | State Plan | | Volume/Pole | | GVN | 800400 | SUBSIDIA AND RECTANGLES 100 STS | | The figure indicates the sites and surrounding sites within the City of Joondalup's metropolitan Region Scheme. With the site being categorised as urban, Parks and Recreation. |
| LOT BOUNDARIES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LAND | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| POS | 1480007 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LEGAL AREA | 100000 STS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R Code | R20 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LG Zoning | Parks and Recreation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Structure Plan No | N/A | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| MRC Zoning | URBAN | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ward | South Ward | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Bush Forever Site No | N/A | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Housing Opportunity Area | N/A | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PROPERTY | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Address | Percy Doyle Surrey Street (Lot 40) Warwick Road DUNDAS WA 6021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lot | 10074 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Plan Number | DP17000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| State Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Volume/Pole | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GVN | 800400 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SUBSIDIA AND RECTANGLES 100 STS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

The figure indicates the sites and surrounding sites within the City of Joondalup's metropolitan Region Scheme. With the site being categorised as urban, Parks and Recreation.

| Site Analysis | Image/ Source | Explanation/ Comment |
|----------------------|---|--|
| Town Planning Scheme | <p>Figure: Residential Design Codes</p>  | The surrounding area is zoned R20 – Urban under the residential design codes. With zoning of Urban under the Metropolitan Region Scheme. |

| Site Analysis | Image/ Source | Explanation/ Comment |
|---------------------------|---|--|
| Housing Opportunity Areas | <p data-bbox="407 391 817 422">Figure: Housing Opportunity Areas</p>  <p data-bbox="407 1061 593 1093">Red : Sorrento</p> <ul data-bbox="407 1093 1792 1220" style="list-style-type: none"> • Coastal view and beach access • Bus services on Marine Terrace and West Coast Drive connecting to Hillarys Boat Harbour and Warwick station. • Has an opportunity for greater housing choices, use of laneways/ bus services and surrounding local amenities. • R20/25 <p data-bbox="407 1220 728 1252">Blue: Greenwood Station</p> <ul data-bbox="407 1252 1792 1412" style="list-style-type: none"> • Connection between major transport networks and hub. • Major cycle routes running along the rain line both north and south. • High local amenity creating connection opportunity for residents to surrounding infrastructure and open space. • R20/ R60 is recommended within 400m walkable catchment of Greenwood station • R20/R40 remainder of housing | <p data-bbox="1841 391 2049 606">All areas have been established within the City of Joondalup's housing strategy – Opportunity areas 1 - 4</p> |

| Site Analysis | Image/ Source | Explanation/ Comment |
|---------------|--|-------------------------|
| | <p>Light Green: Greenwood Village</p> <ul style="list-style-type: none"> • Greenwood Village is one of 3 district centre within the area • Dedicated cycle lanes provided • High frequency bus services connecting to Warwick station. • Potential for a mixed use zone directly facing Greenwood centre • Potential for R20/R40 housing within closer proximity to the District centre and high frequency public transport. <p>Green: Davallia Road to Warwick Centre</p> <ul style="list-style-type: none"> • Site currently surrounding major shopping centre (Centro Warwick and Warwick Station) • Wanting to connect people to these particular places (Transport hub/ high frequency bus services/ major cycle routes to CBD/ dedicated cycle lanes and schools, shops parks etc. • Two local Primary schools and high quality local parks with recreational opportunities • Old housing stock with infill opportunity • R20/R60 recommended around 400m walking catchment of Warwick station/ and Warwick secondary centre | |

Asset Condition Audit for the Sorrento Football Club – Sporting Facility**Table 6 Sorrento Football Club Component Condition Collection (Undertaken by COJ Internal Staff) 24/09/2016)**

| ID | Asset | Room | Room Overall | Ceiling Condition | Floor Condition | Wall Condition | Fixtures & Fittings Condition |
|------|---------|-----------------------------|--------------|-------------------|-----------------|----------------|-------------------------------|
| 1922 | 1000098 | Area01 | 3.25 | 3 | 3 | 4 | 3 |
| 1923 | 1000098 | Bar | 2 | 2 | 2 | 2 | 2 |
| 1924 | 1000098 | Change Room | 4 | 4 | 4 | 4 | 4 |
| 1925 | 1000098 | Changing Room Wc | 4 | 4 | 4 | 4 | 4 |
| 1926 | 1000098 | Club Room | 3.25 | 3 | 3 | 4 | 3 |
| 1927 | 1000098 | Entrance Hall | 3 | 3 | 3 | 3 | 3 |
| 1928 | 1000098 | Changeroom | 4 | 4 | 4 | 4 | 4 |
| 1929 | 1000098 | Female Toilets | 3.25 | 3 | 3 | 3 | 4 |
| 1930 | 1000098 | Female Toilets External | 4 | 4 | 4 | 4 | 4 |
| 1931 | 1000098 | Hall | 3 | 3 | 3 | 3 | 3 |
| 1932 | 1000098 | Kitchen | 3 | 3 | 3 | 3 | 3 |
| 1933 | 1000098 | Male Toilets External | 4 | 4 | 4 | 4 | 4 |
| 1934 | 1000098 | Store | 3 | 3 | 3 | 3 | 3 |
| 1935 | 1000098 | Store 2 | 3 | 3 | 3 | 3 | 3 |
| 1936 | 1000098 | Visiting Team 2 | 4.25 | 4 | 4 | 5 | 4 |
| 1937 | 1000098 | Visiting Team Changing Room | 4.25 | 4 | 4 | 5 | 4 |
| 1938 | 1000098 | Walkway | 3.25 | 3 | 3 | 4 | 3 |
| 1939 | 1000098 | Referee Room | 4.25 | 4 | 5 | 4 | 4 |
| 1940 | 1000098 | Physio Room | 4 | 4 | 4 | 4 | 4 |
| 1941 | 1000098 | Cool Room | 3 | 3 | 3 | 3 | 3 |
| 1942 | 1000098 | Male Toilets | 3 | 3 | 3 | 3 | 3 |
| 1943 | 1000098 | Office 1 | 3 | 3 | 3 | 3 | 3 |
| 1944 | 1000098 | Office 2 | 3 | 3 | 3 | 3 | 3 |
| 1945 | 1000098 | Duct | 3 | 3 | 3 | 3 | 3 |
| 1946 | 1000098 | Change Room Toilet | 4 | 4 | 4 | 4 | 4 |
| 1947 | 1000098 | Verandah | 3 | 3 | 3 | 3 | 3 |

| ID | Asset | Room | Room Overall | Ceiling Condition | Floor Condition | Wall Condition | Fixtures & Fittings Condition |
|------|---------|-----------------|--------------|-------------------|-----------------|----------------|-------------------------------|
| 1948 | 1000098 | North Elevation | 3 | NA | NA | 3 | 3 |
| 1949 | 1000098 | East Elevation | 3 | NA | NA | 3 | 3 |
| 1950 | 1000098 | South Elevation | 3 | NA | NA | 3 | 3 |
| 1951 | 1000098 | West Elevation | 3 | NA | NA | 3 | 3 |

Table 7 BAMP Model Condition Overall Condition Rating, Source City of Joondalup

| B2114 | Sorrento Football Club | Sporting Facility | Structure | Roof | Services | Fixtures |
|-------|------------------------|-------------------|-----------|------|----------|----------|
| | | | 3.39 | 2.50 | 2.80 | 2.40 |

The Change rooms Walls and Referee Room Floor both scored poor condition and through the consultation with the club the change rooms need upgrading and have passed their practical life.

Table 8 AFL & Tee Ball Component Condition Collection (Undertaken by COJ Internal Staff) 09/12/2015)

| ID | Asset | Room | Condition | Ceiling Condition | Floor Condition | Wall Condition | Fixtures & Fittings Condition |
|------|---------|-------------------------|-----------|-------------------|-----------------|----------------|-------------------------------|
| 1723 | 1000087 | Changeroom 1 | 2.25 | 2 | 2 | 3 | 2 |
| 1724 | 1000087 | Changeroom 2 | 2.25 | 2 | 2 | 3 | 2 |
| 1725 | 1000087 | Male Toilets | 2.50 | 2 | 2 | 3 | 3 |
| 1726 | 1000087 | Duct | 3.00 | 3 | 3 | 3 | 3 |
| 1727 | 1000087 | Female Toilets | 2.50 | 2 | 2 | 3 | 3 |
| 1728 | 1000087 | Kitchen | 2.00 | 2 | 2 | 2 | 2 |
| 1729 | 1000087 | Community Group Store 1 | 3.00 | 3 | 3 | 3 | 3 |
| 1730 | 1000087 | Hall | 2.50 | 2 | 2 | 2 | 4 |
| 1731 | 1000087 | Furniture Store | 3.00 | 3 | 3 | 3 | 3 |
| 1732 | 1000087 | Community Group Store 2 | 3.00 | 3 | 3 | 3 | 3 |
| 1733 | 1000087 | Community Group Store 3 | 3.00 | 3 | 3 | 3 | 3 |
| 1734 | 1000087 | Community Group Store 4 | 3.00 | 3 | 3 | 3 | 3 |
| 1735 | 1000087 | North Elevation | 2.33 | NA | 2 | 2 | 3 |
| 1736 | 1000087 | East Elevation | 2.33 | NA | 2 | 2 | 3 |
| 1737 | 1000087 | South Elevation | 2.00 | NA | 2 | 2 | 2 |

| ID | Asset | Room | Condition | Ceiling Condition | Floor Condition | Wall Condition | Fixtures & Fittings Condition |
|------|---------|----------------|-----------|----------------------|--------------------|-------------------|-------------------------------------|
| 1738 | 1000087 | West Elevation | 2.33 | NA | 2 | 2 | 3 |
| 1739 | 1000087 | Roof | 3 | NA | NA | NA | NA |

An overall condition rating was not supplied.

Appendix D

Benchmarking and Trends Analysis

Appendix D Benchmarking and Trends Analysis

Benchmarking

There are currently twenty-one teams within the National Premier League (NPL) competition within Western Australia. They are located throughout metropolitan Perth in a range of locations from Mandurah to Joondalup. The following Table 9 below shows the associated NPL teams within metropolitan Perth and their location.

Table 9 NPL WA Clubs

| NPLWA Club list | Address | Venue | Year formed |
|-----------------------------|--|--|-------------|
| Armadaale Soccer Club | Seniors: Alfred Skeet Reserve, Armadaale Road, Forrestdale | Seniors: Alfred Skeet Reserve | 1972 |
| | Juniors: Morgan Park, Ironcap Place Armadaale | Juniors: Morgan Park | |
| Balcatta Football Club (FC) | Grindleford Drive, Balcatta | Grindleford Reserve | 1977 |
| Bayswater City Soccer Club | Corner Garrett Road and Whatley Crescent, Bayswater | Finance 365 Stadium | 1973 |
| Cockburn City Soccer Club | Corner Hamilton Road & Spearwood Avenue, Spearwood | Training: Beale Park, Lucius Park Matches – Dalmatinac Park | 1929 |
| ECU Joondalup | Edith Cowan University, 270 Joodalup Drive | ECU Joondalup Football Stadium | 1992 |
| Ellenbrook United | Harberton Parkway Ellenbrook | Arboir Road | 2008 |
| Floreat Athena | 41 Britannia Road, Mt Hawthorn. | E&D Litis Stadium | 1951 |
| Fremantle City | Walton Way, Beaconsfield | Hilton Park | 2015 |
| Inglewood United | 88 Hamer Parade, Inglewood | Perth Plasterboard Centre Stadium | 1951 |
| Joondalup City | 6 Miami Beach Boulevard | Iluka Sports Complex | 1989 |
| Joondalup United | 61 Gradient Way | Beldon Park | 2000 |
| Mandurah City | 65/85 Mahogany Drive, Halls Head | Securitas Stadium | 1970 |
| Melville City | Len Shearer Reserve, Marcus Avenue, Booragoon | Len Shearer Reserve | 1969 |
| Perth Glory | Hamer Parade, Inglewood, 6052 | Inglewood Stadium | 1996 |
| Perth Soccer Club | 3 Lawley Street, West Perth, 6005 | Dorrien Gardens | 1987 |
| Quinns FC | Tapping Way, Quinns | Gumblossom Reserve | 1993 |
| Rockingham City | Warnbro South Avenue, Port Kennedy | Lark Hill Sportsplex | 1970 |
| Sorrento FC | Beddi Road, Duncraig | Percy Doyle Reserve | 1972 |
| South West Phoenix | Rotary Ave, Bunbury WA 6230 | Hay Park Multi Sports Pavilion - Premier Pitch | 2001 |
| Stirling Lions Soccer Club | 273 Albert St, Balcatta | Macedonia Park | 1971 |

| NPLWA Club list | Address | Venue | Year formed |
|-----------------|------------------------------------|-------------------------------|-------------|
| Subiaco AFC | Rosalie Park, Onslow Road, Subiaco | Rosalie Park (All Age Groups) | 2009 |

Current Football (soccer) Facility Management Benchmarks Ballarat Regional Football (soccer) Facility Victoria (Local Government Managed)



Background

- Red Devils (Ballarat NPL Football (soccer) Club), junior football (soccer) tournaments/community use, regional NPL games and FFA games share the facility. It is a NPL, training and administration venue where they share facilities.
- City of Ballarat is the owner. All users (clubs) each pay a rent back to the City for their exclusive administration space and then pay a one third share for the shared facilities.
- The City appointed a Facility Administrator to manage the facility. A management committee has also been set up which includes all Clubs and Performance programs.
- This is a regional facility which caters for all NPL games for member clubs of the Regional Soccer Association.
- Revenue generated from the function space will be used to pay the operational costs of the facility.

Issues/lessons learnt

- The operation of the venue works smoothly between all current tenants.
- The relationship between the Regional Football (soccer) Association and the Red Devils ensures minimal issues are experienced.
- City of Ballarat subsidise the entire venue as they have a desire to have a premier venue and attract high quality matches to the municipality.
- Regional Football (soccer) Association clubs have access to their own training facilities, whilst Red Devils and junior football (soccer) tournaments/community use share training at the facility.

Lake Macquarie Regional Football (soccer) Facility Northern NSW (State Sporting Association Managed)**Background**

- Within the facility is NSW's only official Football (soccer) FIVE5 facility. It is the nation's largest and one of only two Football (soccer) FIVE5 facilities in Australia. Sidelines Café provides patrons with pre and post-match food and refreshments, an expansive alfresco area, multiple large format screens featuring sport and facility event information, with free WiFi for facility patrons.
- Function and meeting rooms within the main administration complex, which also houses the head office for Northern NSW Football.
- Currently Northern NSW Football has a leases agreement with the local government.
- The facility is managed by a manager and a café manager which oversees the booking and operation of the regional football (soccer) facility who are employed by a board.
- Revenue generated from the function space will be used to pay the operational costs of the facility.

Issues/lessons learnt

- A key success factor was having the independence of an external organisation managing the shared facilities and managing the scheduling.
- Management principles were outlined in the lease with a detailed operational and management agreement (which outlined detail of the exclusive and shared use) developed. This gave the users (clubs) a clear understanding of their access rights and usage parameters.
- All users (clubs) were initially resistant to the idea of sharing facilities, however over time became advocates of the model

Knox Regional Sports Park, Knox City Council, Wantirna South Victoria (Sporting Trust)**Background**

- The 27-hectare site adjacent to EastLink has become a new home for the State Basketball Centre and Knox Regional Football Centre. The facility has one full-sized floodlit synthetic pitch which can be hired by football (soccer) clubs, social groups and schools for matches and training and nine soccer boxes.
- Knox City Council are responsible for the maintenance of the entire venue, spending approximately \$40,000 a year on the main pavilion and \$140,000 a year on the playing fields.
- Funding was committed from a partnership comprising the Australian and Victorian governments, Knox City Council and contributions from key stakeholders. Council provided the biggest single component of funding, with contributions also from Football Federation Victoria, Knox Basketball Incorporated and Basketball Victoria.

Issues/lessons learnt

- Sharing of a venue between organisations is difficult to organise and implement and teething problems are sure to exist.
- Documenting as much information as possible throughout the negotiation period is a key to ensuring the sharing of the venue runs as smooth as possible.
- Providing at least some facilities that are exclusive to clubs will make sharing the venue easier as the clubs have somewhere they can create a permanent presence.

Demographic Analysis

The following section outlines the key demographic data from the City of Joondalup, looking at a high level analysis of the surrounding demographic of Percy Doyle Reserve. The Reserve is considered to be a regionally classified open space classified as parks and recreation under the Cities Metropolitan Region Scheme.

City of Joondalup

The City of Joondalup is a local government within metropolitan Perth. The City's population forecast for 2017 is 165,307⁶. The City of Joondalup is made up of the following suburbs:

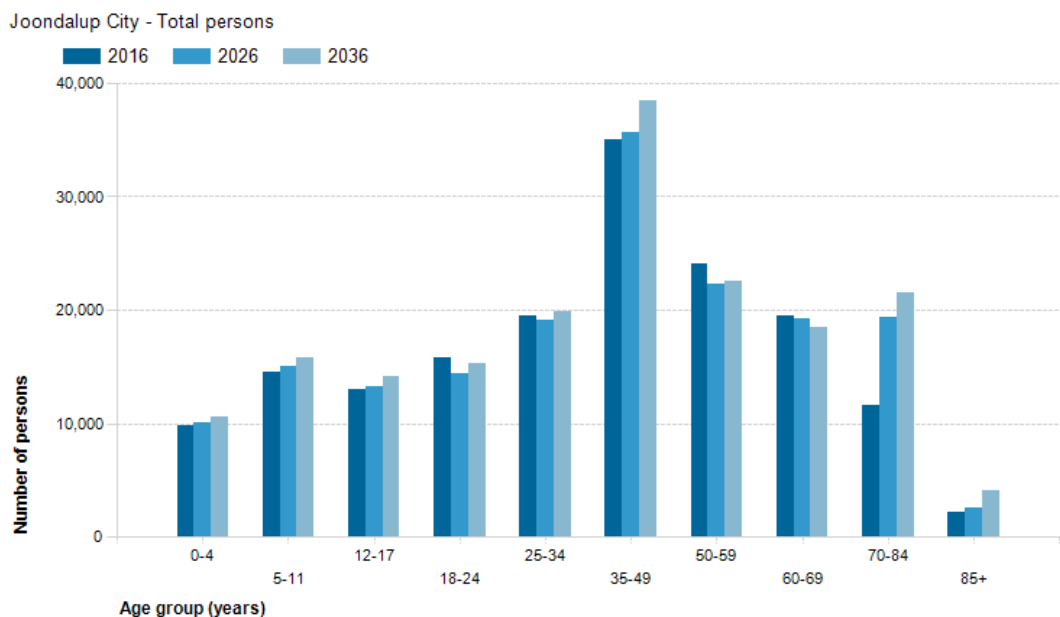
Burns Beach, Kinross, Iluka, Currambine, Joondalup, Ocean Reef, Connolly, Heathridge, Edgewater, Beldon, Marmion, Mullaloo, Kallaroo, Craigie, Woodvale, Hillarys, Padbury, Kingsley, Woodvale, Sorrento, Duncraig, Greenwood and Warwick. Although the City of Joondalup is highly dense and populated there is still potential growth within some suburbs due to infill and future development opportunities within the City. By 2036 the City is said to have a population forecast of 180,812⁷.

The City of Joondalup has a high median age, with the higher percentage of the population being over 49 years old. Figure 17 shows the forecast age structure in three separate years, 2016, 2026 and 2036. The following key points can be identified from the figure:

- The largest age service group within the City of Joondalup is 35-49 (also known as parents and homebuilders)
- The number of persons aged over 60 years of age is expected to have the highest increase.
- The number of people over the age of 60 accounts for nearly one quarter of the total population.
- Population aged within 18-24 is expected to decline, this may be due to the rise in property prices/ this service population moving out of home to alternate dwellings.
- The city is expected to see a dramatic increase to the 70-84 service group from 2016 to 2026.

Figure 17 City of Joondalup Forecast Age Structure – Service Age Groups (Forecast ID)

Forecast age structure - Service age groups



Population and household forecasts, 2011 to 2036, prepared by .id the population experts, March 2015.

.id the population experts

⁶ Forecast ID, 2017

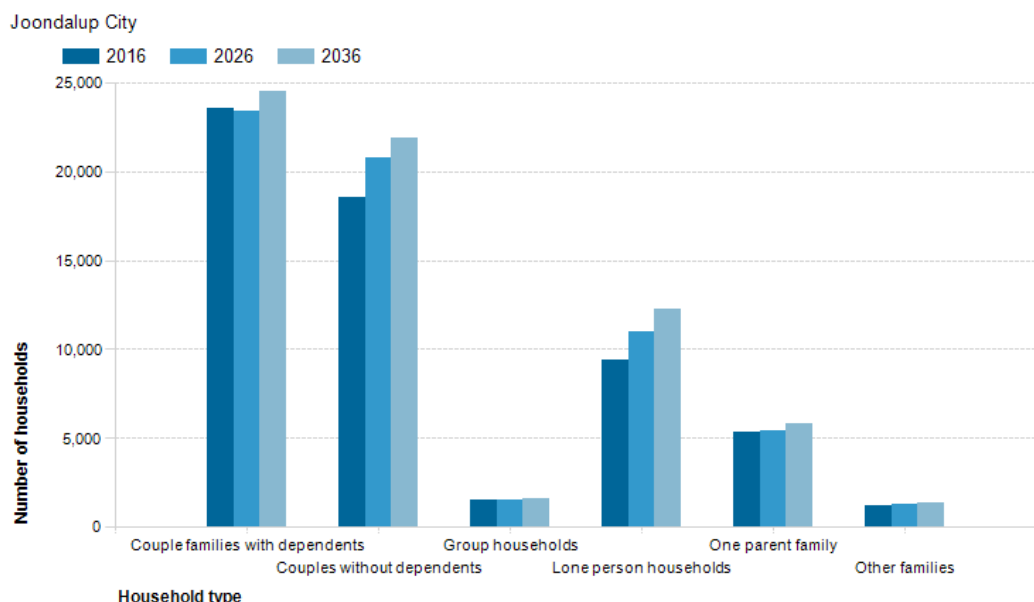
⁷ Ibid.

In 2016 the dominant household structure for the City of Joondalup is couple families with dependents. Figure 18 shows the household type structure for the City in three separate years, 2016, 2026 and 2036. The following key points can be identified from the figure:

- Couple families with dependents makes up the highest percentage of household types over the three separate years.
- The highest percentage increase is seen in lone person households and couples without dependents.
- The highest percentage decrease is seen in couple families with dependents
- The largest increase is between 2016 and 2026 is forecast to be couples without dependents

Figure 18 City of Joondalup Household Type Structure (Forecast ID)

Forecast household types



Population and household forecasts, 2011 to 2036, prepared by .id the population experts, March 2015.

.id
the population experts

Duncraig – Percy Doyle Precinct

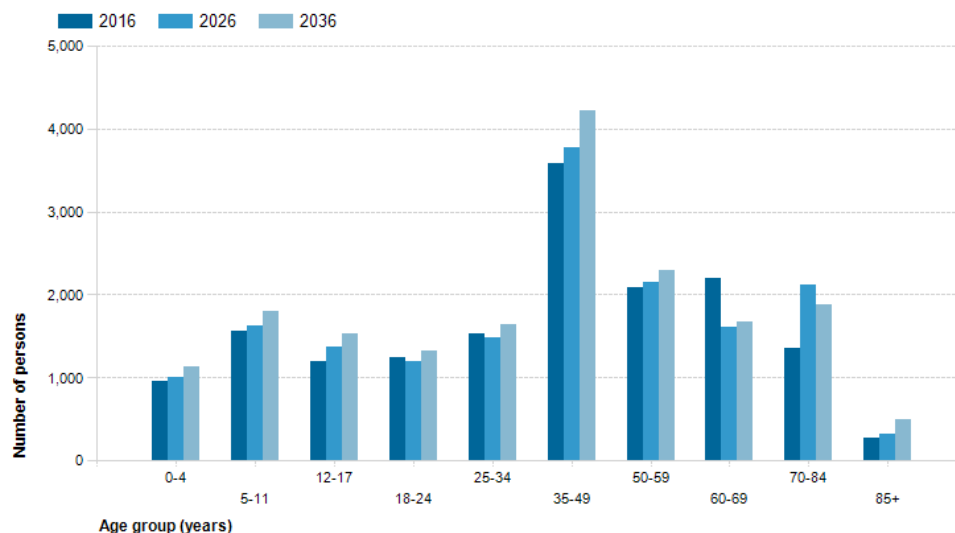
Duncraig is a suburb within the City of Joondalup which houses the regional Percy Doyle Reserve. The total population for Duncraig is estimated to be 16,026⁸. Once again the population demographics highlights a high percentage of people aged of 49 years of age, making up one quarter of the total Duncraig population. Figure 19 shows the forecast age structure in three separate years, 2016, 2026 and 2036. The following key points can be identified from the figure.

⁸ Forecast ID, 2011

Figure 19 Duncraig Forecast Age Structure – Service Age Groups (Forecast ID)

Forecast age structure - Service age groups

Duncraig - Total persons



Population and household forecasts, 2011 to 2036, prepared by .id the population experts, March 2015.

.id
the population experts

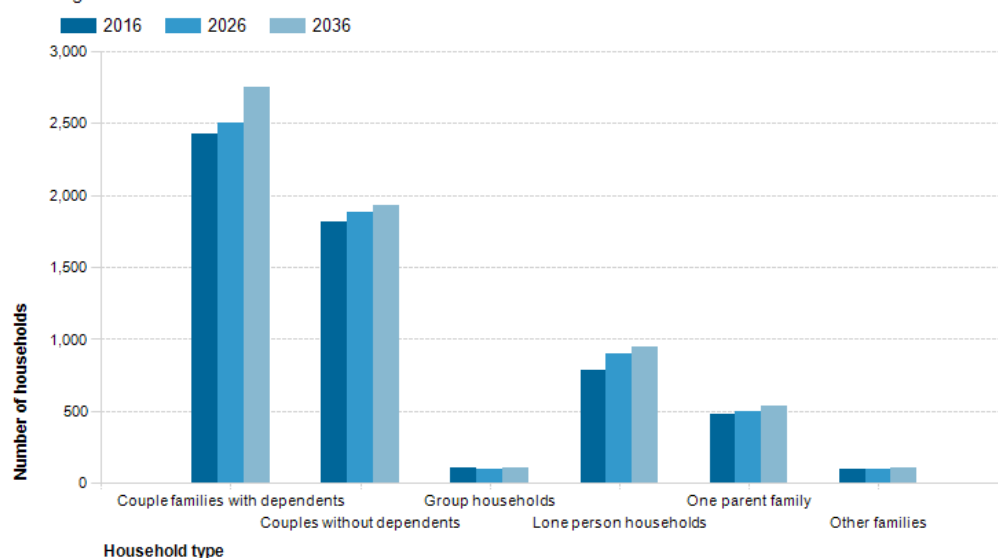
In 2016 the dominant household structure for the Duncraig is couple families with dependents mimicking that of the wider City. Figure 20 shows the household type structure for Duncraig in three separate years, 2016, 2026 and 2036. The following key points can be identified from the figure:

- Duncraig dominate household structure accounts for 42% of all households being couple families with dependents.
- The highest percentage increase is seen in lone person households and couples without dependents.

Figure 20 Duncraig Household Type Structure (Forecast ID)

Forecast household types

Duncraig



Population and household forecasts, 2011 to 2036, prepared by .id the population experts, March 2015.

.id
the population experts

Summary on Demographic findings

The following section summaries the key conclusions from the demographic analysis of the City of Joondalup.

- Both Duncraig and the City have similar age structure and household types with the following key trends
 - High level of elderly population within the locality, also said to increase over the forecasted years
 - Couple families with dependents are the highest percentage of household types.
 - Lone person households is the major increase in household types over the forecasted years
- Due to the increase in elderly population this explains the decrease in forecast for couple families with dependents.
- The future trend of higher density living is reflected through the increased percentage in lone person households within the City of Joondalup.

Industry Trends: Participation

An analysis of trends has been undertaken based on the knowledge and research of the industry. The information has been obtained through previous studies, consultation and a variety of representation bodies including State Sporting Associations; State Government Departments and case studies. Case studies and trends specific to participation in sport and recreation are mentioned below. The information was gathered from Ausplay an Australian sporting commission.

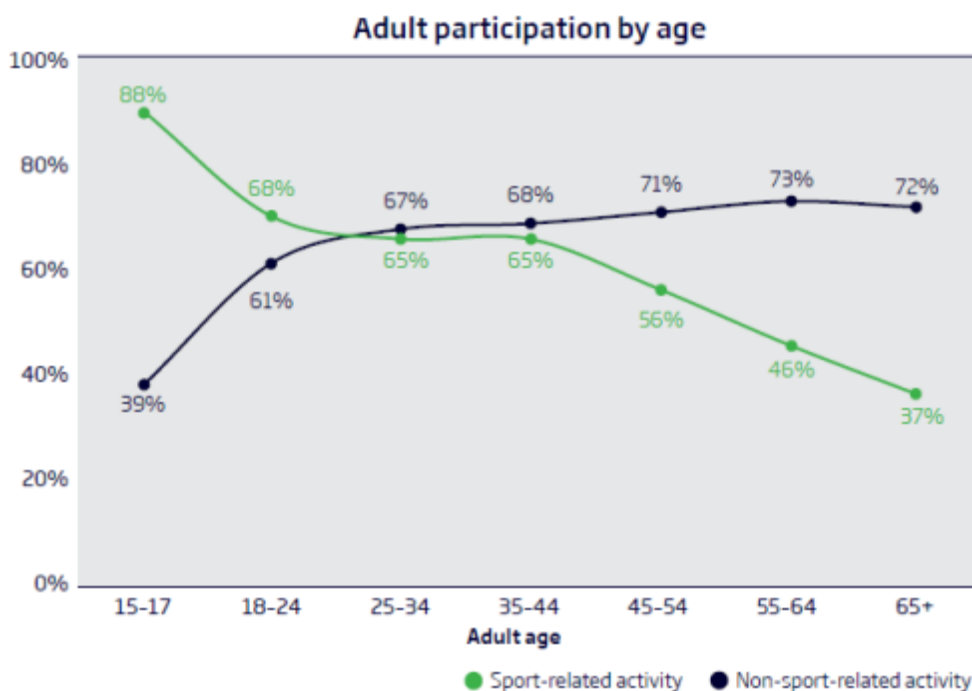
Participation in Sport: Sports and Recreation

Over 17 million Australia's aged 15 or over participated in a sport or physical activity in the last 12 months⁹. A sport is recognised as a physical activity or action and skill either within a team or individual competing against another team or individual for entertainment. Whereas a recreation is any activity done for enjoyment.

Adult Participation

An adult in regards to sporting and recreation is considered where by the participant is 15 years or older. Trends have shown that there are a higher percentage of younger adults participating in an organised sport rather than recreation. Adults older than the age of 35-40 are more likely to participate in a recreation activity to keep fit or for enjoyment. This is consistent in all forms of participation due to constraints and pressures that organised sport has on elderly adults compared to young adults, being the major reason behind these participation rates. Figure 21 below shows adult participation rates and how non-sport related physical activity becomes more important as we age.

Figure 21 Adult participation rate



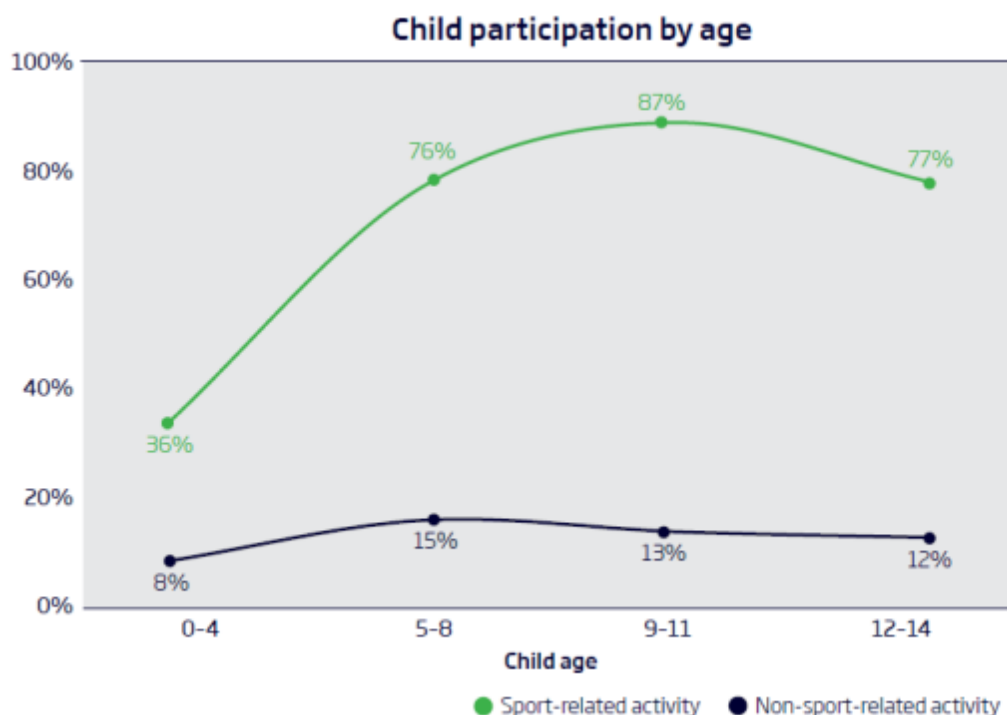
Child Participation

Child participation in sport and recreation is considered any age under 15 years old. Trends suggest that children peak in physical activity and taking part in sports and recreation at the ages of 9-11, differing from child to child on their own development. Trends show that Nearly 3.2 million children 69% participated in some form of organised sport or physical activity outside of school hours¹⁰. Figure 22 shows children tend to part take in a higher percentage of organised sport compared to Non-sport related activity.

⁹ Ausplay 2016

¹⁰ Ibid.

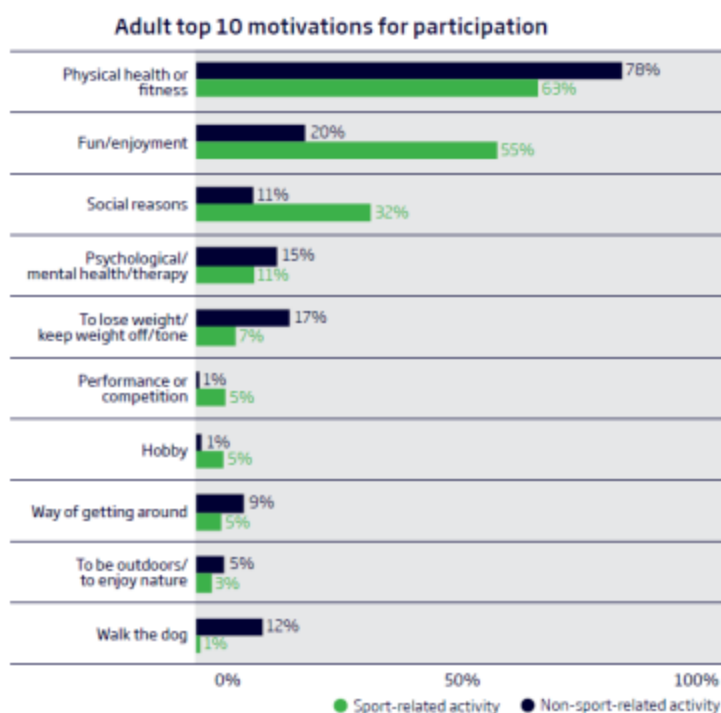
Figure 22 Child participation rate by age



Motivation for Participation

Australians have a diverse range of motivation for participation in their relative sport or non-sport related physical activities. A major trend in today's society, especially in adults is physical health or fitness mainly related to non-sport related activities. The figure below outlines the top 10 motivations for participation in both sport and non-sport related activities. As shown in the table adults mainly part take in non- sport related activities for the physical health and well-being side where as they undertake sport related activities for the fun and social enjoyment side.

Figure 23 Motivation for participation in adults



Australia's most popular activities for adults circulate around recreational walking followed closely by fitness/ gym activities. However fitness/ gym are more preferred although this depends on the persons access to a particular venue. Table 10 shows the top 20 physical activities within Australia that adults participate in. As we can see Football (soccer) is ranked the 6th highest activity for adults to participate in with over 5% of the Australian population participating in the sport.

Some types of physical activities are associated with an organisation or venue; these are more specific to sports clubs, fitness clubs, gyms etc. Table 11 shows the top 10 organisation or venues in which adults participate in. Football (soccer) is ranked within the top 4 activities to be associated with a sporting organisation (Football (soccer) club) and or venue with 4.2% of the total population being associated with a organisation or venue.

Table 10 Top 20 Adult Physical activities

| Adults – Top 20 activities | Population estimate | Percentage of population |
|----------------------------|---------------------|--------------------------|
| Walking (recreational) | 8,397,408 | 42.6% |
| Fitness/ gym | 6,317,614 | 32.1% |
| Athletics, track and field | 3,115,027 | 15.8% |
| Swimming | 2,852,924 | 14.5% |
| Cycling | 2,302,614 | 11.7% |
| Football (soccer) | 1,141,027 | 5.8% |
| Bush walking | 1,058,061 | 5.4% |
| Golf | 1,022,127 | 5.2% |
| Tennis | 946,790 | 4.8% |
| Yoga | 866,679 | 4.4% |
| Basketball | 667,006 | 3.4% |
| Cricket | 643,919 | 3.3% |
| Netball | 630,638 | 3.2% |
| Surfing | 528,058 | 2.7% |
| Australian football | 496,829 | 2.5% |
| Pilates | 489,731 | 2.5% |
| Fishing (recreational) | 412,049 | 2.1% |
| Touch football | 402,756 | 2.0% |
| Canoeing. Kayaking | 312,664 | 1.6% |
| Dancing (recreational) | 269,798 | 1.4% |

Table 11 Top 10 adult participation activities associated with an organisation/ venue

| Adults – Organisation/ Venue – Top 10 activities | Population estimate | Percentage of population |
|--|---------------------|--------------------------|
| Fitness/gym | 5,045,386 | 25.6% |
| Swimming | 1,593,531 | 8.1% |
| Golf | 888,794 | 4.5% |
| Football (soccer) | 825,866 | 4.2% |
| Yoga | 654,830 | 3.3% |
| Tennis | 611,815 | 3.1% |

| Adults – Organisation/ Venue – Top 10 activities | Population estimate | Percentage of population |
|--|---------------------|--------------------------|
| Netball | 583,736 | 3.0% |
| Athletics, track and field | 537,454 | 2.7% |
| Cricket | 463,042 | 2.3% |
| Basketball | 461,233 | 2.3% |

Children activities and participation rates vary from that of adults, with more circulation and participation in sports type activities. Table 12 shows the top 20 ranked physical activities within Australia that children participate in. Football (soccer) is ranked quite highly, being the 2nd most popular activity for children to participate in outside of school hours, making up over 14% of the total population participating in sport.

Table 12 Top 20 children physical activity participation – outside of school hours

| Children organised out of school hours – Top 20 Activities | Population estimate | Percentage of population |
|--|---------------------|--------------------------|
| Swimming | 1,378,967 | 30.0% |
| Football (soccer) | 674,094 | 14.7% |
| Australian football | 366,462 | 8.0% |
| Gymnastics | 341,200 | 7.4% |
| Netball | 332,018 | 7.2% |
| Dancing (recreational) | 329,003 | 7.2% |
| Basketball | 300,622 | 6.5% |
| Tennis | 280,239 | 6.1% |
| Cricket | 256,930 | 5.6% |
| Athletics, track and field | 203,873 | 4.4% |
| Rugby league | 126,754 | 2.8% |
| Karate | 121,877 | 2.6% |
| Dance Sport | 106,901 | 2.3% |
| Hockey | 76,922 | 1.7% |
| Touch football | 76,039 | 1.7% |
| Lifesaving surf | 65,986 | 1.4% |
| Fitness/gym | 59,282 | 1.3% |
| Rugby union | 57,429 | 1.2% |
| Taekwondo | 49,261 | 1.1% |
| Martial arts | 47,279 | 1.0% |

Sports Participation Summary

For Sports played in sporting clubs, football (soccer) is ranked the highest overall participation rate for 2016 among both adults and children. The table below ranks the top 11 sports for 2016 in order of population estimate, percentage and percentage in club sport population. Overall more than \$10.7 billion was spent by Australians on fees for participation in sport and physical activity over the last year with over 75% of that spend by adult at \$8.4 million. Also recent trends are speculating around the use of technologies within sport with around approximately 40% of adult participants using and or are aware of the technologies.

Table 13 Highest Club sport participation

| Club sport (Adults and Children Combined) | Population estimate | Percentage of population | Percentage of club sport population |
|---|---------------------|--------------------------|-------------------------------------|
| Football (soccer) | 1,086,986 | 4.5% | 18.8% |
| Golf | 685,732 | 2.8% | 11.9% |
| Australian Football | 635,627 | 2.6% | 11.0% |
| Netball | 625,721 | 2.6% | 10.8% |
| Tennis | 585,751 | 2.4% | 10.1% |
| Cricket | 562,669 | 2.3% | 9.7% |
| Basketball | 532,311 | 2.2% | 9.2% |
| Touch Football | 271,628 | 1.1% | 4.7% |
| Swimming | 267,890 | 1.1% | 4.6% |
| Rugby League | 247,883 | 1.0% | 4.3% |
| Athletics, track and field | 238,084 | 1.0% | 4.1% |

Football West

Football West is the current State Sporting Association (SSA) for Western Australia, which represents all combined interests in Football (soccer) within WA. The association is funded through membership and club affiliation fees, government grants and corporate sponsorships. The SSA is affiliated to the Football Federation Australia (FFA) which subsists under the Federation of International Football Associations (FIFA). The SSA was established in 2004 after a significant review of the Football (soccer) structure, with its intent to pursue the following:

- Increase efficiencies and reduction in the duplication of resources within localities.
- Ensuring a clear development and pathway program exists within all levels of competition structure from juniors to seniors.
- Creating new opportunities for development and growth.
- Strong and united state football (soccer) community.
- A static approach to sponsorship, fund-raising, and government support and liaison.

The current strategic plan for Football West identifies the vision “to make football the World’s game, the local game and the continuous mission to grow the sport and support anyone who wants to kick a football”. The current plan aligns with the FFA Football in Australia Strategic Plan 2011-2015, focusing on the four integrated pillars which include:

- Growth and Promotion
- Service Delivery: Enhancing the experience
- Elite Development: Developing players
- Advocacy and Positioning: Lobbying and leadership

Figure 24 Participation for Football (soccer) Male and Female in WA until 2013

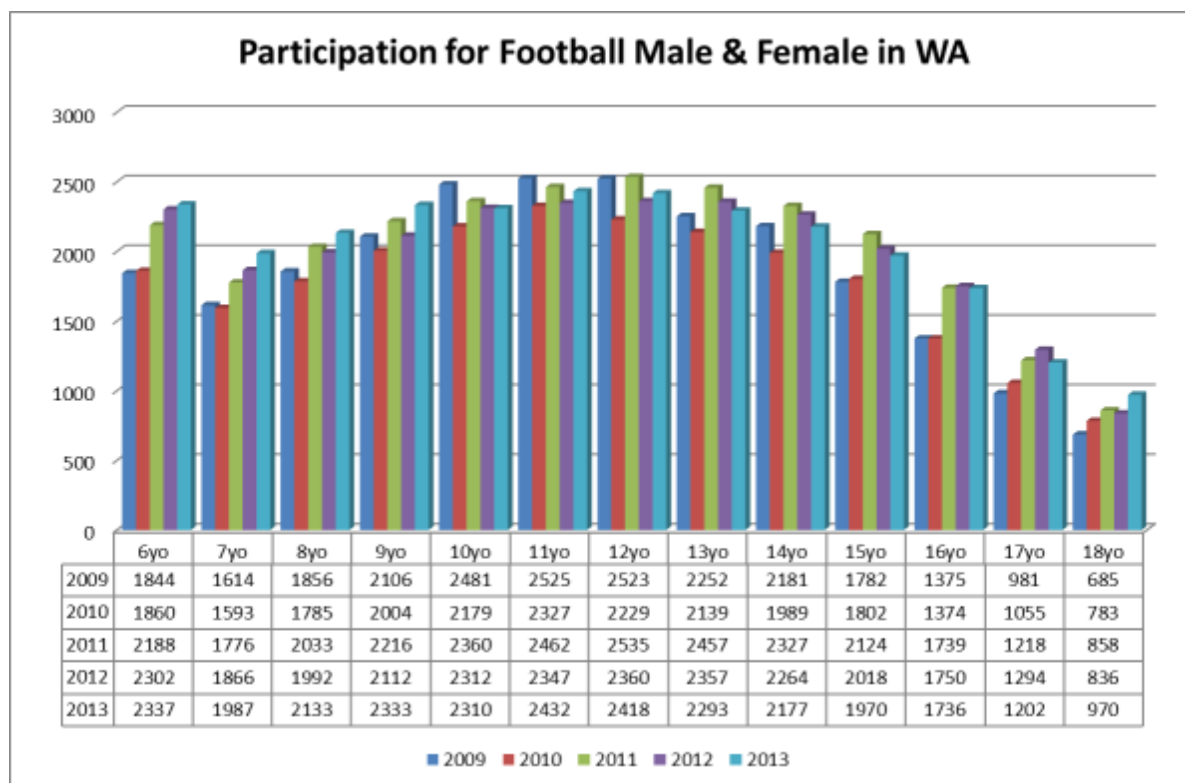


Figure 25 Participation for Football (soccer) in WA until 2013

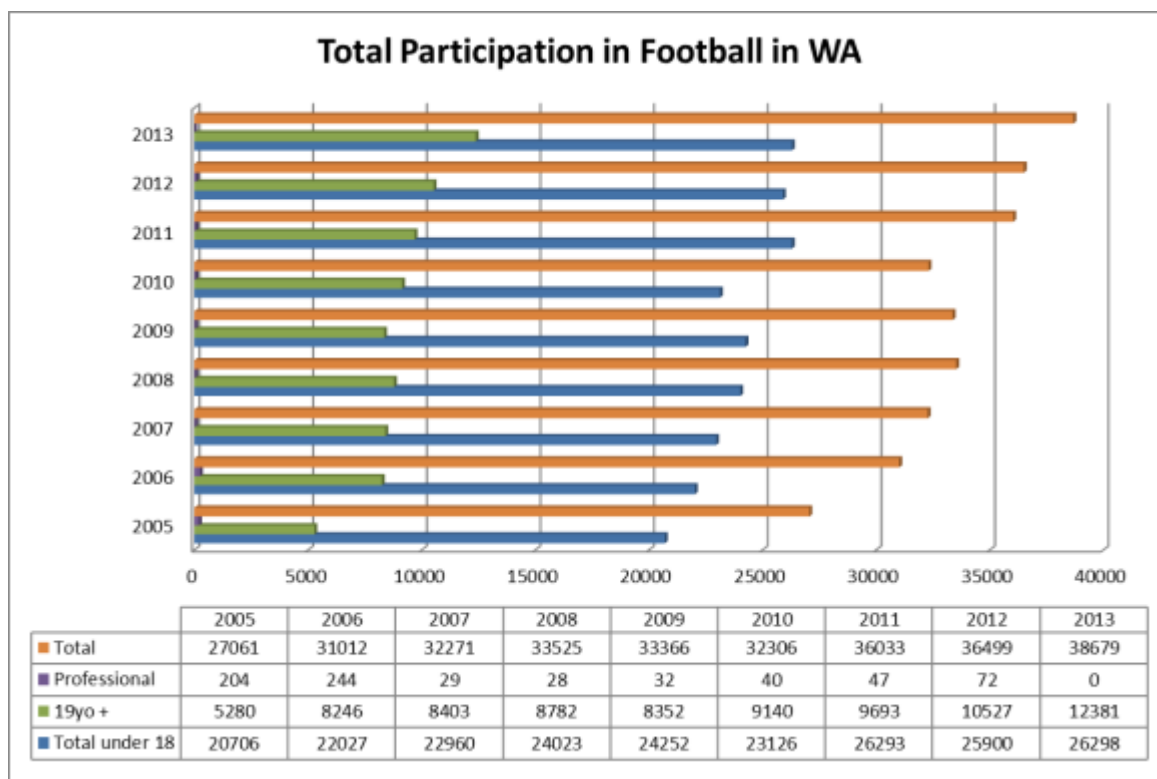


Figure 26 Football West Participation Structure

| Age Group | Development Pathway | Competition Pathway | Representation Pathway |
|-----------------------|--|--|----------------------------|
| MEN'S FOOTBALL | | | |
| 21 | A league Clubs Overseas Clubs | A – League Overseas Leagues | Socceroos Olyroos |
| 19-20 | A – League Youth → A- League State League Clubs Overseas Club | A – League National Youth League State League (Senior) | Olyroos Young Socceroos |
| 17-18 | AIS or A- League State League Clubs | National Youth League State League (Senior) | Young Socceroos AIS |
| 15-16 | State Institutes (A – League Link) | State League (Senior) Institute Challenges | Joeys State Institutes |
| 12-14 | FFA Accredited Clubs, Schools and Academies or FFA Centres of Excellence | State Competition National Championships | State Teams |
| 10-12 | FFA Accredited Clubs, Schools and Academies | Club or State Competition | |
| 6-10 | FFA Accredited Clubs, Schools and Academies | Small Sided Games including Futsal | |

| WOMEN'S FOOTBALL | | | |
|------------------|--|--|---|
| 21 | AIS Overseas Clubs/Universities State League Clubs | Women's National League Overseas Leagues State League (Senior) | Matildas WNL Team |
| 19-20 | AIS/State Institutes State League Clubs Overseas Clubs/ Universities | Women's National League Overseas Leagues State League (Senior) | Matildas Young Matildas State Institutes/WNL Team |
| 17-18 | AIS or A- League State League Clubs State Institutes | Institute Challenge State League (Senior) | Young Matildas State Institutes/WNL Team |
| 15-16 | State Institutes State League Clubs | State Youth League (Senior) National Championships | National Under 17 team State Institutes State Teams |
| 12-14 | FFA Accredited Clubs, Schools and Academies or FFA Centres of Excellence | State Competition National Championships | State Teams |
| 10-12 | FFA Accredited Clubs, Schools and Academies | Club or State Competition | |
| 6-10 | FFA Accredited Clubs, Schools and Academies | Small Sided Games including Futsal | |

| COMMUNITY FOOTBALL | | | |
|--------------------|--|--|--|
| 11 18 | FFA Accredited Clubs, Schools and Academies | Equal Footingball Club or State Competition | National Special Olympic team Wheelchair Sports State Teams |
| Under 11 | FFA Accredited Clubs, Schools and Academies | Club or State Competition | |
| Under 10 | FFA Accredited Clubs, Schools and Academies | Club or State Competition | |
| Under 9 | FFA Accredited Clubs, Schools and Academies | Mini Roos including Futsal | |
| Under 8 | FFA Accredited Clubs, Schools and Academies | Mini Roos including Futsal | |
| Under 6/7 | FFA Accredited Clubs, Schools and Academies | Mini Roos including Futsal | |

| VETERANS | | | |
|----------|----------------------|--|-------------|
| 35+ | FFA Accredited Clubs | Veterans League Club or State Competition | State Teams |

Figure 26 highlights the participation structure and competition from grass route (community) to the elite level of Football (Soccer) within metropolitan Western Australia. The following is a summary of the different user groups.

National Premier League (NPL)

The National Premier League (NPL) is the national soccer competition within Australia. The second tier competition is below the A-League competition. The National Premier League has 8 associated around Australia, these consist of:

- Capital Football
- Football Federation SA
- Football Federation Tasmania
- Football Federation Victoria
- Football NSW
- Football Queensland
- Football West
- Northern NSW Football

The National Premier League competition is the second tier competition within Australia, which supports the A-League competition. For a club to be eligible to participate within the NPL competition, they will need to meet uniform national criteria including¹¹:

- Total number of teams and age groups
- Youth development pathway programs, including that of the National curriculum
- Coach accreditation for all coaches as well as introducing a Technical Director to each club
- Organisational planning including finance, structures and business planning
- More awareness in player registration fees
- Facility standards need to meet the current NPL standards and if not look to be improved
- Adoption of a player points system which incentivises clubs to develop players through their youth team structure as well as produce talent which progresses to national pathway programs.

The single division NPL competition comprises of 14 clubs or such number determined by the FFA, all clubs that finish 13th and 14th at the end of the SPL1 season may be relegated in the following season once again at the discretion of the FFA.

The National Premier Leagues (NPL) is a national soccer competition which is the second tier of the sport below the A-League. The NPL consists of the highest level state league in each state and is contested by clubs from eight divisions (ACT, NSW, Northern NSW, Queensland, South Australia, Tasmania, Victoria and Western Australia). The NPL is overseen by Football Federation Australia (FFA), in partnership the state sporting associations who run the state level competition (NPL – WA in Western Australia). A national playoff tournament is run at the end of each season. The winner of each division competes in a finals playoff tournament, culminating to the Grand Final, where the winner is crowned National Premier Leagues Champions.

Depending on the State Federation in charge, teams may be relegated from the NPL to a third-tier league in the same state (and vice versa), but there is currently no way for a team to be promoted to the first tier of Australian Football, the A-League.

Clubs must meet uniform national criteria including:

- Total number of teams and age groups;
- Youth development practices, including the implementation of the National Curriculum;

¹¹NPL Australia - <http://www.nationalpremierleagues.com.au/about/about-npl/1xkbosbzxzgu1jr2xs5i7qxe8>

- Coach accreditation criteria including the introduction of a Technical Director in each club;
- Organisational planning including finance, business planning and organisational structure;
- Greater oversight regarding the charging of player registration fees;
- Facility standards and improvement;
- Adoption of a player points system which incentivises clubs to develop players through their youth team structure as well as produce talent which progresses to national pathway programs (including Skilleroos, NTC and FFA Centre of Excellence) and the Foxtel National Youth League, Hyundai A-League and FFA National Teams.

NPL clubs are required to field the following teams: First Team, Under 20s, Under 18s, Under 16s, Under 15s, Under 14s, Under 13s and Under 12s.

Football West have stated that in the first instance facility attention will focus on spectator seating and perimeter fencing (separation from field of play and for sponsor signage/board). It is envisaged that the level of quality associated with facilities at NPL clubs will gradually increase over time. Initial proposals identified include:

- Temporary or permanent perimeter fence about 900mm tall with mesh in-fill.
- Permanent seating for 120 people
- Separate team change rooms (toilets & showers)
- Separate match officials' change room (toilet & shower)
- PA System for voice and music – must be able to be heard throughout the ground
- Scoreboard with unique names

Facilities/ Pitch Arrangements for NPL Facilities

It is the clubs responsibility to have all of the following:

- Provide a safe environment for all players, officials and spectators
- All facilities and equipment are clean and fit for purpose
- Ensure that all applicable state and local government statutory requirements are met in respect of their facilities including but not limited to:
 - Approval of use for the facility by the owner or land manager – for the use of an NPL sports facility
 - Requirements under the Planning and Environment Act 1987, Food Act 1984 and Building Act 1993
 - Any Local laws
- If a club can't meet the requirements of the FFA then:
 - Have the competition moved to another venue
 - Request what steps need to be taken for the facility requirements to regulate with the league requirements
- If they do not comply, or fail to meet its facility requirements the club may be relegated to a lower division.

National Premier League (NPL) WA Structure Requirements

The proposed NPL model for Western Australia requires

- 12 current NPL clubs to retain their junior NPL teams incorporating addition (4-8) Junior Only clubs (aged 12-16)
- Geographic location is a key criterion – to fill regional gaps within metropolitan Perth (increase accessibility and participation to NPL clubs both junior and senior)

- Facilities (mostly) irrelevant for junior clubs, more specific to NPL clubs

Junior NPL Requirements

- 5 teams from aged U12 – U16s
- Ensure they have a technical director (C), qualified coaches, constitution, AGM and Public forum.
- Youth Development Program, is well resourced and a major priority for the pathway programs for junior players
- Coaches must have the following licenses per age group:
 - TD – C Licence
 - U14s – 16s – C licence
 - U12s – U12s – Youth licence
- All coaching qualifications must match Senior NPL in 2017.

NPL Requirements

- 8 teams – First – U12s
- Technical Director (C), Qualified coaches and L1 Sports Trainer
- Constitution, AGM and Public Forum
- Financial information
- Required oval and club facilities
- Reporting requirements

The Facility Requirements are of the following:

Football West have stated that in the first instance facility attention will focus on spectator seating and perimeter fencing (separation from field of play and for sponsor signage/board). It is envisaged that the level of quality associated with facilities at NPL clubs will gradually increase over time. Initial proposals identified include:

- Perimeter Fence of about 900mm tall with mesh in-fill (or other)
- Inside fence pitch fence
- Space for NPL logo (and sponsorships)
- Permanent seating structure for 120 viewers
- Separate team change rooms (toilets and showers)
- Referee, match official change rooms (with toilets and showers)
- PA system for voice and music – must be able to be heard throughout the ground
- Scoreboard with unique names
- Treatment table

Facility Design Influences

Football facilities of any level should be sufficiently flexible and cater for:

- Both men and women's participation and competition. This will require the provision of flexible changing accommodation and shared services to support all competitions and elite athlete development.
- Identifying opportunities of multi-use and multi-purpose facilities and functionality.
- Providing optimum access for fans (access for all), corporate hospitality and administrative functions.

- Incorporating potential income generating opportunities which operate outside of match day activities.
- Incorporating opportunities to share infrastructure with other sports.
- Minimising environmental impact and building in Environmentally Sustainable Design (ESD) principles.

The following tables below look all NPL stadiums and grounds within Perth. The table shows a comparison between all facilities, looking at the following characteristics:

- Location
- Capacity
- Junior affiliation
- Other affiliation (interstate/ international)
- Club room facility rating (1 – 5)
- Type of surface (grass/ synthetic)
- Single or multi-use
- Currently meeting the standards of NPL level competition

Overall there is a diverse spread of NPL teams within Perth, Western Australia ranging from LGA's such as the City of Mandurah to the City of Joondalup.

Table 14 Perth NPL Site Facility Comparison

| Team | Location | Capacity | Junior Affiliate Club | Other Affiliated Club (International) | Clubroom Standard (1 – 5) One being the worst 5 being the best | Types of Ground (Grass/Synthetic) | Single Use/ Multi Use reserve | Meets the NPL Competition Standards |
|--------------------------------|--------------------------------|----------|-----------------------|---------------------------------------|--|-----------------------------------|------------------------------------|-------------------------------------|
| Armadale Soccer Club | Alfred Skeet Oval, Armadale | 500 | - | N/A | 4 | Grass | Single Use | - |
| Balcatta Football Club | Grindleford Reserve | 1,000 | - | N/A | 3 | Grass | Single Use | - |
| Bayswater City Soccer Club | Frank Drago Reserve | 5,000 | - | N/A | 3 | Grass | Multi Use Reserve | - |
| Cockburn City Soccer Club | Dalmatinia Park | 2,000 | - | N/A | 2-3 | Grass | Single Use | - |
| ECU Joondalup Soccer Club | ECU Joondalup Football Stadium | 2,500 | - | N/A | 4 | Grass | Single Use – Surrounding multi use | - |
| Floreat Athena Football Club | Litis Stadium | N/A | - | N/A | 3 | Grass | Single Use – Surrounding multi use | - |
| Inglewood United Football Club | Inglewood Soccer Stadium | 7,000 | - | N/A | 4 | Grass | Single Use | - |
| Joondalup United Football Club | Percy Doyle Reserve A | 1,000 | - | N/A | 3 | Grass | Single Use | - |
| Mandurah City | Peelwood Reserve | 2,000 | - | N/A | 3 | Grass | Multiple Use Reserve | - |

| Team | Location | Capacity | Junior Affiliate Club | Other Affiliated Club (International) | Clubroom Standard (1 – 5) One being the worst 5 being the best | Types of Ground (Grass/Synthetic) | Single Use/ Multi Use reserve | Meets the NPL Competition Standards |
|-----------------------------------|---------------------|----------|-----------------------|---------------------------------------|--|-----------------------------------|----------------------------------|-------------------------------------|
| Football Club | | | | | | | | |
| Perth Glory Football Club – Youth | Ashfield Reserve | N/A | N/A | Perth Glory Senior Team | 3 | Grass | Multiple Use Reserve | - |
| Perth Soccer Club | Dorrien Gardens | 2,000 | - | N/A | 4 | Grass | Single Use | - |
| Sorrento Football Club | Percy Doyle Reserve | 1,000 | - | - | 3 | Grass | Single | - |
| Stirling Lions Soccer Club | Macedonia Park | 5,000 | - | N/A | 3 | Grass | Single Use | - |
| Subiaco Association Football Club | Rosalie Park | 250 | - | N/A | 3 | Grass | Multiple Use Reserve | - |

Throughout Western Australia there are a number of small and large stadiums which are home to a variety of sports, with both single and multi-use capabilities. Table 15 lists all the Regional stadiums within Western Australia from the size of 60,000 Perth stadium (currently still under construction) to the state basketball centre, Bendat which seats 2,000.

WA Sporting Stadiums

Table 15 Western Australian Large stadium Scale comparison Analysis

| Stadium | Capacity | Affiliated Sports | Seating type | Lighting | Types of Ground | Affiliations |
|----------------|----------|-----------------------|------------------------------------|--|---------------------------|---|
| Domain Stadium | 43,500 | Football (AFL) | Circular stadium tiered seating | There are 4 light towers at Domain Stadium and are 65m in height. Northern towers have 137 light fittings. Southern towers have 84 each, with 24 fascia lights on the 2 tier light stand. Powered to a Closer-circuit television (CCTV) quality of 1500 lux. | Grass stadium | Fremantle Dockers/ West Coast Eagles |
| WACA Ground | 24,500 | Cricket | Circular stadium tiered seating | 6 towers lighting towers – Standing 70m high with average of 138 lights. | Grass Stadium | Scorchers/ Warriors |
| nib Stadium | 20,500 | Rugby Union, Soccer | Rectangular stadium tiered seating | The lighting solution needed to be low-glare, so it doesn't cause interference with the game or broadcasting. The system, Intralux COG T5 fitting was chosen to compliment the lighting design of the grandstand due to its linear profile of the site, suitable IP rating and easy installation of the product. | Grass Stadium | Perth Glory/ Western Force |
| Baseball Park | 4,000 | Baseball - Perth Heat | Tiered seating stand | Yes | Artificial turf and grass | Perth Heat |

| Stadium | Capacity | Affiliated Sports | Seating type | Lighting | Types of Ground | Affiliations |
|--------------------------|----------|-----------------------------|--|--|---|--|
| Perth Stadium | 60,000 | Football/ Cricket | Circular stadium tiered seating | The lighting system is said to be the biggest light-emitting diode(LED) sports lighting installation in the world. Over 15,000 LED lights will be installed across the precinct | Natural couch grass mixed with rye and artificial grass | Cricket WA/ Australia/ AFL – West Coast Eagles and Fremantle Dockers |
| Perth Arena | 15,500 | Basketball/ Netball/ Tennis | Enclosed rectangular stadium seating | Designed for broadcast quality sports lighting and for multi-function arena modes for tennis and basketball. Mounted on catwalks and motorized trusses provided by 136 X 2kW high performance floodlights. A supplemental system of 32 x Pierlite 2kW GIGA HPI-T lamps is so have longer life times and reduces maintenance and replacement costs. | Multi-purpose surface / tennis/ basketball | West Coast Fever/ Tennis WA/ Wildcats |
| HBF Stadium | 4,500 | Netball | Enclosed rectangular stadium seating | Yes | Multi-purpose surface (Flexi-plex) | West Coast Fever |
| Bendat Basketball Centre | 2,000 | Basketball | Enclosed rectangular stadium seating | Yes | Multi-purpose surface (Flexi-plex) | Perth Wildcats/ Perth Lynx |
| WA Athletics Stadium | 10,000 | Athletics | Tiered seating and open space grass area | Yes | Mondo track / grass infield | WAIS |

Multi-purpose facilities (Shared Use)

Multi-purpose refers to versatility and flexibility within a facility. This makes it the ideal type of recreation or sporting centre for municipalities that desire a single location to appeal to youth, adults and seniors alike.

- Close involvement from Local Government or Landlord to ensure tenants are appropriately sharing the facility.
- Movement towards “Sports Club” arrangement whereby the clubs that are sharing the facility establish a committee with representatives from each club to manage the facility. The Sports Club holds the one lease and conducts regular committee meetings to resolve sharing issues.
- A gradual recognition by the State Sport Associations, particularly Football (soccer), Bowls and Tennis, that clubs should be encouraged to grow at pace that is reflective of their current capacity. In the case of bowls, the state sporting association recognises the need to rationalise and potentially reduce the number of bowling facilities to secure long term viability across the sport.
- Greater appreciation that multi-functional and multi-use facilities are necessary to secure the long term viability of sporting clubs, community organisations and not-for-profit entities.
- Use of Memorandums of Understanding between tenants to formalise sharing arrangements.
- Need for open lines of communication between tenants and landlord.

Ground Sharing Trends (Oval and Park Grounds)

- LGAs requiring more time between seasons to conduct ground maintenance.
- User's expectation of a higher quality ground condition is increasing.
- Time period between sports seasons is being reduced through pre-season training.

Hire Agreement Trends

- Hire agreements are usually used for short-term or irregular one-off uses of a facility.
- The hire out of a facility is subject to more onerous fixed terms and conditions for hire which are aimed at reducing a local government's risk. However, many community sport and active recreation groups who lease or hire LGA owned facilities do not fully understand all the terms and conditions of their lease or hire agreements. It is important to re-enforce the obligations regularly.
- There is a tendency to use hire agreements in order to avoid creating any interest in the facility. Any responsibility either party has to the other in regard to use of the facility ends when the agreed hire period expires.
- Many LGA's provide free use to selected groups with some groups charged utility and other operational costs and others charged market rates depending on what they offer (value) to the local community.

Community Expectations

- Community expectation of a higher quality level of infrastructure and associated support.
- A shifting away from traditional organised sporting activities as the community progressively ages and/or seeks more choice and diversity of individual recreation activities.
- Work patterns are more individualised and less predictable and as a consequence there is less time for more traditionally structured sport and recreation activities.
- The provision of accessibility to facilities at low or no cost.
- The need to establish profitable secondary spend where possible i.e. café, crèche, vending machines etc. It is generally considered to assist in securing the financial viability of facilities.

- The increasing use of facilities by family groups which require appropriate support facilities such as family change rooms, social spaces and baby change facilities. This is critical particularly when considering the development of multi-functional facilities for wider community access.

Local Government Facility Provision Trends

- Ageing infrastructure requires maintenance and renovation prioritised within resource constraints. A lack of provision previously in the management of assets is resulting in significant rationalisation in many local government areas.
- An increasing recognition of the need to allocate additional funding to address legacy maintenance and refurbishment (including allocation of sinking funds).
- Recognise the appropriate funding mechanism for sustaining new and existing community infrastructure (i.e. the inability for developer contributions to address existing shortfalls of provision and resourcing ongoing operational costs).
- There is now greater pressure on reducing the environmental impact of facilities (i.e. by incorporating Environmentally Sustainable Design - ESD – initiatives in built infrastructure and using water sensitive solutions in the maintenance of open space and playing pitches). Environmental and Water Management is seen as a fundamental consideration in developing new community facilities
- Innovative design requirements to enable greater flexibility of a buildings use, long term sustainability and viability.
- There is a trend of co-locating health and fitness facilities with other leisure based activities to create multi-purpose leisure venues that facilitate improved financial performance.
- There is a trend to co-locate other community services with sport and recreation infrastructure to minimise administration, maintenance and running costs.
- The design of facilities has improved in relation to minimising public risk and possible litigation. This would need to be considered in any further development options. Increasing legislative requirements placed on providers is adding significant costs.
- Astute facility design is required by the majority of facility operators to minimise staffing requirements.
- Changing demographic implications, particularly with regard to population growth targets and future intervention measures to stimulate growth.
- Increasing provision of infrastructure in partnership with other service providers to minimise costs.
- Develop economic, effective and efficient service solutions.
- Identification of potential management options beyond the traditional controls of local government.
- Increased competition (from other sports and leisure activities) which impact on programming and potentially undermine financial viability.
- Increased costs of energy, staffing and superannuation. Energy costs alone are expected to increase by 20% a year for at least the next three years.
- LGA financial pressures (increased competition for both revenue and capital investment).
- Pressures on local government discretionary spend limiting the flexibility to underpin non-statutory provision.

Soccer Provision Trends

The following maps below identify the provision of Soccer within the Perth metropolitan area.

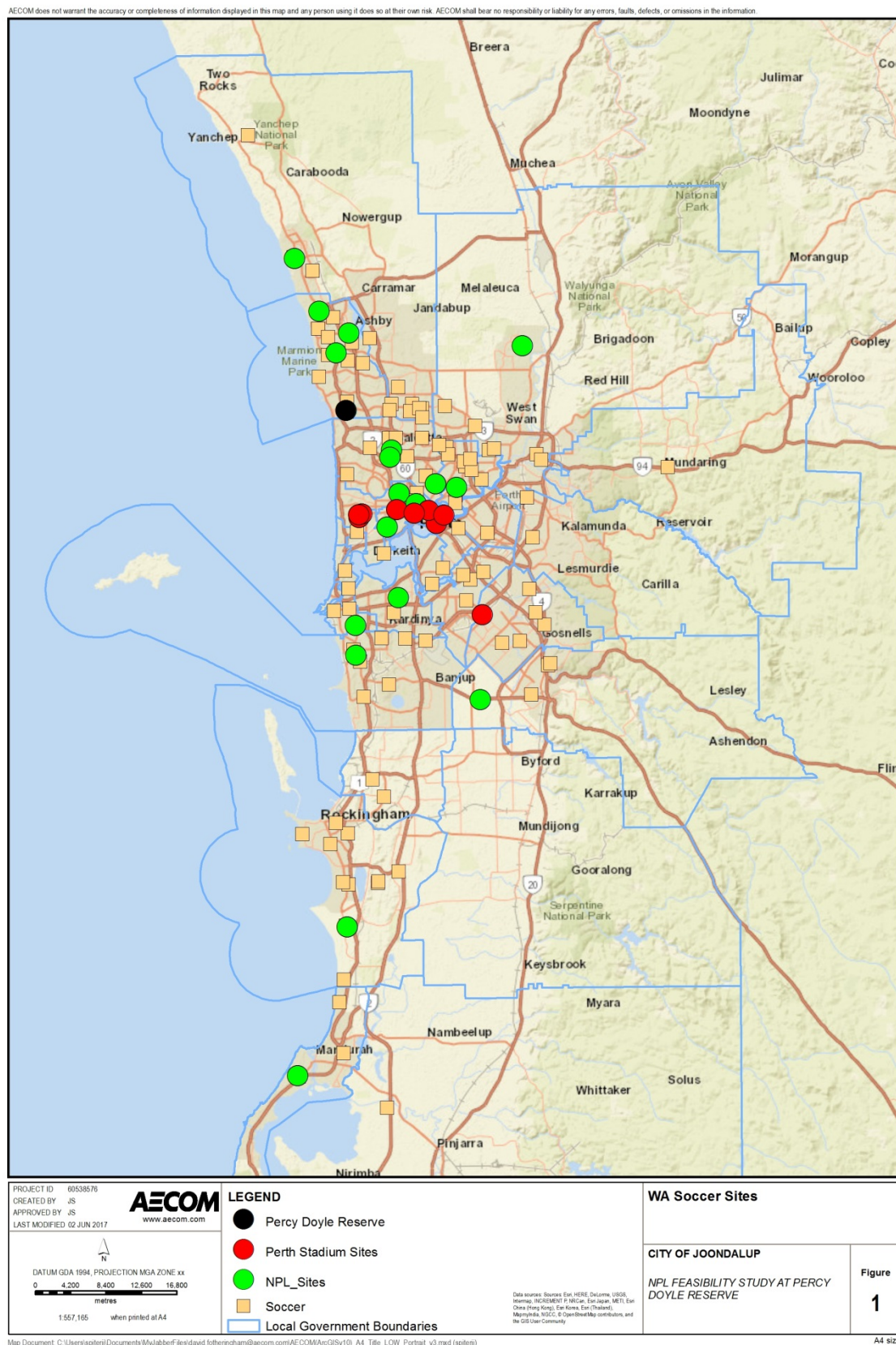
The analysis that has been undertaken using relative data provided by both the City of Joondalup, relative stakeholders and knowledge obtained from previous studies, consultation and a variety of sporting associations. The analysis looked at soccer within Western Australia in a few different ways. All soccer related sites were identified and Geocoded within the Perth metropolitan area, shown in Figure 27. The sites were categorised into three categories:

- Soccer related site (of any hierarchy)
- NPL level facilities (Regional level soccer facilities)
- All stadium level facilities (State level facilities)

This was simply displayed in ArcGIS whereby all the facilities were geocoded on their location. The following key points can be identified from the Soccer provision map:

- Disperse provision of soccer facilities throughout the metropolitan area
- There seems to be more provision of NPL sites to the Northern part of Metropolitan Perth.
- Lack of NPL facilities in the further south and east Regions.
- Stadium sites are located in central Perth; this would be due to the accessibility to public transport systems/ major roads and higher density areas within Perth.

Figure 27 Soccer provision sites Perth Metropolitan area (Source: AECOM)



Percy Doyle Regional Catchment Analysis

Catchment Analysis

After all the sites were Geocoded in their localities, a catchment analysis was undertaken. The analysis looked at wider catchments for the Percy Doyle Reserve. Two separate catchments were looked at in regards to drive times. A 30 minute drive time was looked at first, due to the Regional hierarchy level of Percy Doyle Reserve. After this a 15 minute drive time catchment was used to compare for that of a district level catchment for the collocated facilities at the reserve. The catchment analysis was undertaken using a tool called Route360¹².

The following key points can be noted in regards to the Catchment Analysis map

- Majority of the NPL facilities are within the wider 30 minute driving catchment – showing how it's a regionally spread competition.
- The catchment reaches nearly as far as Yanchep to the North and Spearwood to the south.
- The 15 minute driving catchment only reaches approximately 50% of the NPL sites
- Large provision of soccer within both level catchment areas.
- Majority of the Stadium sites are outside of the 15 minute catchment – located more centrally within Perth metropolitan.

Population Access Catchment Analysis

The second part of the catchment analysis looked at the access of the immediate and surrounding population to the site. The following three figures show the 15 minute and 30 minute population catchment analysis. The following key points can be noted from Figure 28:

- Majority of the higher density areas (darker grey – see legend) are within both the 15 and 30 minute catchment area.
- The Percy Doyle Site does not service the far north population within the 30 minute catchment – past Fremantle/ Cockburn
- Majority of the higher density areas are located near the Perth stadium sites.
- Cluster of higher population density are located on the coast of the Perth Metropolitan

The next two figures are a breakdown of both the 15 and 30 minute catchments.

15 minute Population Catchment Analysis

The catchment analysis for the 15 minute driving catchment is particularly for that of a district level facility, although the analysis shows the more clearly the direct surrounding catchment for the Percy Doyle Reserve. As shown in Figure 29, Percy Doyle Reserve is located in the middle of the 15 minute light blue shaded catchment. The population density within the catchment is medium to high throughout the entire catchment area.

The following key points can be noted from Figure 29:

- The highest population densities are located in close proximity to water catchments (Swan River/ Coast line)
- Distributed spread of population density from north to south
- There is a medium to high population density located directly around Percy Doyle Reserve.
- Large scales of Perth's north population are located within the 15 minute driving catchment.
- Perth stadium sites are located in closer proximity to the Swan River/ higher population densities to service the needs of both the north and south populations.
- Even distribution of soccer provision in all areas where population density is either medium to high.

¹² Route360 is a route planning mapping tool available online to assist with catchment mapping.

Figure 28 Overall Population Access Catchment Map

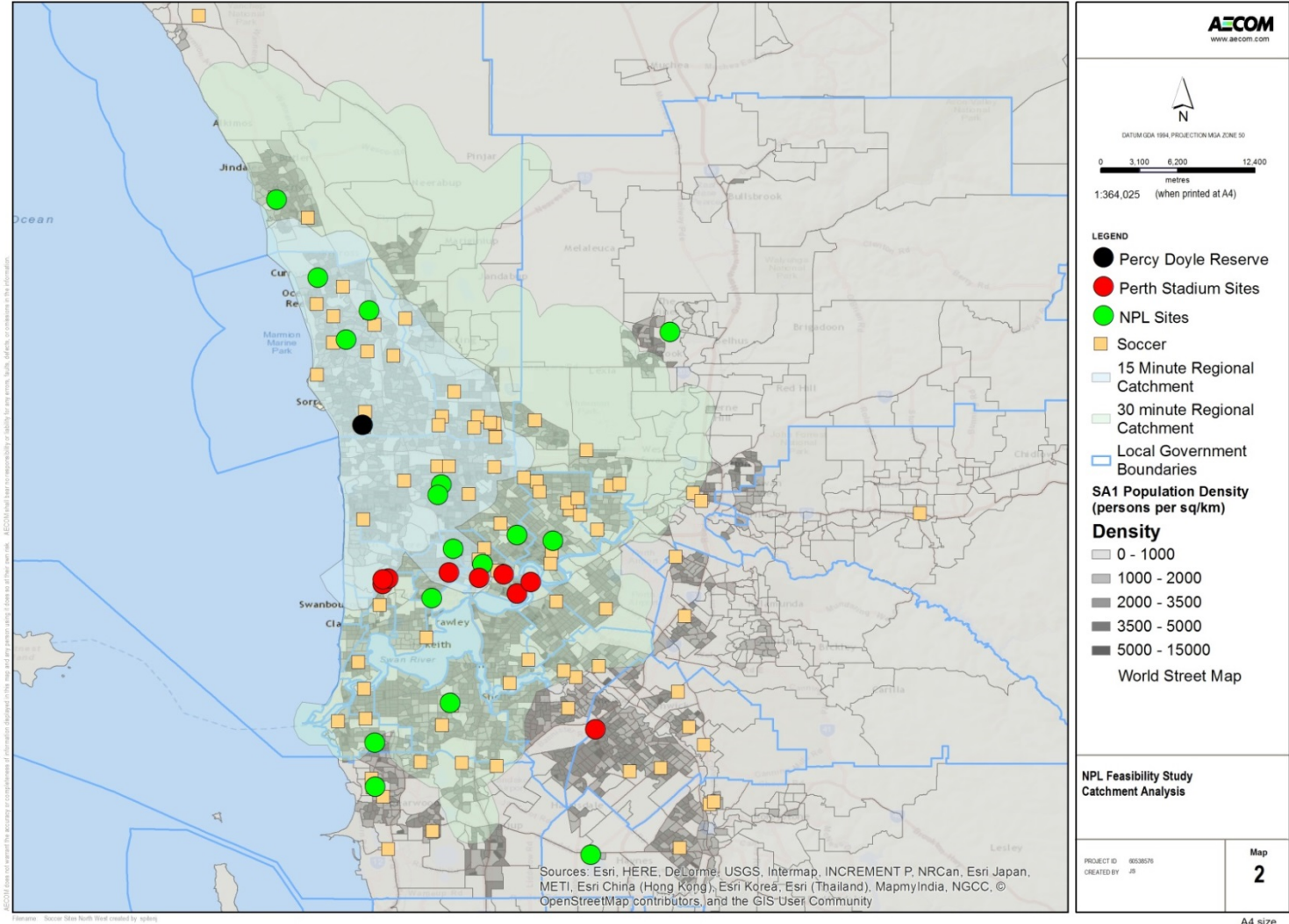
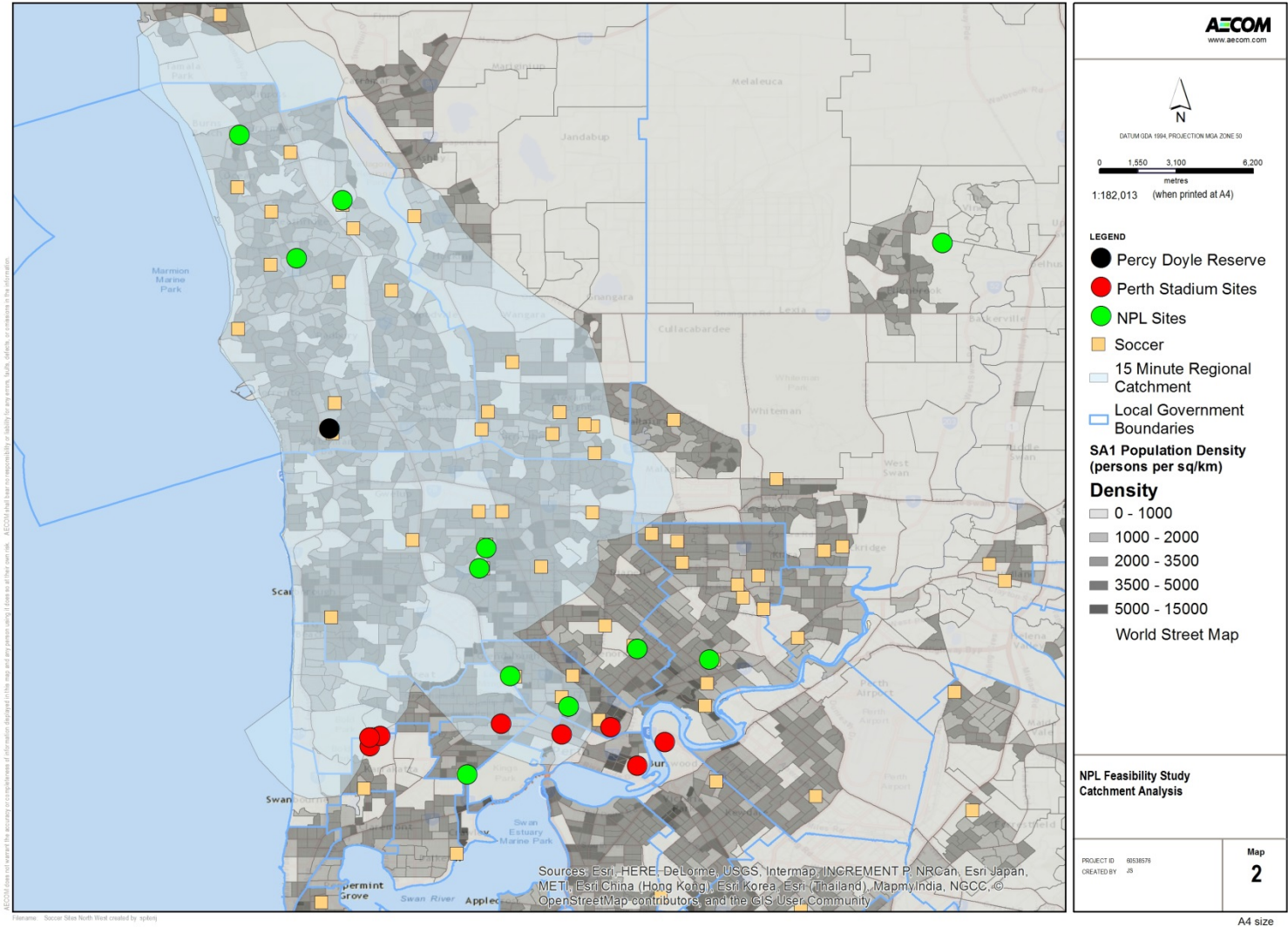


Figure 29 15 Minute Population Catchment Analysis Map (15 Minute Drive)

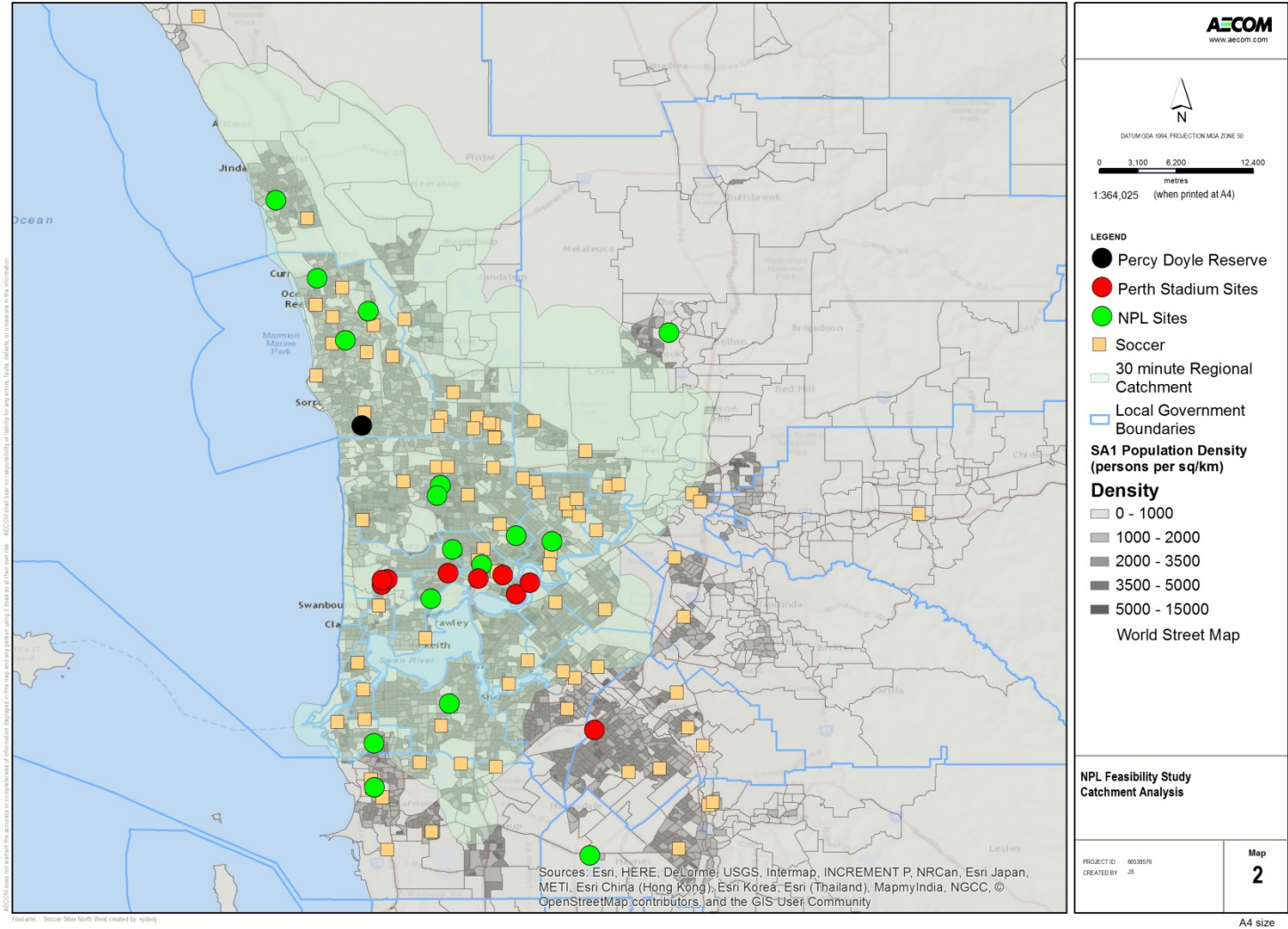


30 minute Population Catchment Analysis

The catchment analysis for the 30 minute driving catchment is particularly for that of a Regional level facility much like Percy Doyle Reserve. As shown in Figure 30:

- The highest population densities are located in close proximity to water catchments (Swan River/ Coast line)
- Distributed spread of population density from north to south although in the east
- There is a medium to high population density located directly around Percy Doyle Reserve.
- Percy Doyle Reserve provides for majority of Perth's metropolitan Region apart from the a few southern suburbs.
- Perth stadium sites are located in closer proximity to the Swan River/ higher population densities to service the needs of both the north and south populations.
- Even distribution of soccer provision in all areas where population density is either medium to high.

Figure 30 30 Minute Population Catchment Analysis Map (30 Minute Drive)



Management Option Analysis and Trends

The following information and analysis has been derived through current facility management benchmarking.

Key Components of a Management Agreement

The role of the lead body will be subject to a “terms of reference” ensuring club representation and access to facilities on agreed commercial terms. In all circumstances it would be the intention to ensure that the facility is governed by an overall management committee which acts as an umbrella organisation to ensure the responsibilities of and obligations to each clubs are being met.

NPL Stadium Management Board

If a consortium approach is adopted the requirements of individual users will be fed into a Board either directly through the paid professional manager (club representation specific) or through a sub-committee via representation on the Board. For this to operate effectively it is anticipated that the Board of Management will consist of:

- A minimum of 7 and maximum of 11 members.
- Membership to provide a balanced representation of individuals of influence and authority to ensure strong and effective leadership, management reporting and decision making.
- 2 representatives from local government with responsibility to ensure due process is being followed in decision making processes.
- A maximum of 2 representatives from each of SFC and JUFC and/or other co-opted members / users, rotated on a regular basis to ensure existing club interests are adequately reflected in the decision making processes. These members are to be nominated by the committee for each club.
- A representative from the Football West.
- The facilitation of the management body will be by SFC or nominated paid employee.
- The Chair is to be nominated by members of the board and rotated annually.

Roles and responsibilities of the Board and its Members would include:

- Strategic Planning: Advising and supporting the paid professional, clubs and any other users on the future direction of NPL Stadium and its associated infrastructure.
- Ongoing guidance and management of any appointed body to manage function, Food & Beverage and other agreed shared infrastructure.
- Overseeing the management of financial resources: Determining the allocation of resources within their authority. Securing additional resources through shared commercial sponsorship opportunities or other sources (through agreement with both SFC and JUFC) and ensuring appropriate charging levels are reviewed and maintained in an equitable manner.
- Enhancing the public image: Of the site, its activities (including community events in partnership with the City of Joondalup) and the Football West generally.

The Advisory Sub Committee / Operational Sub Committee

An advisory sub-committee / operational sub-committee may be formed and include representation from the City, SFC and JUFC coaching and playing staff and be subject to a separate term's of reference. The purpose of the advisory sub-committee is to ensure that all club and other bodies associated with the use of NPL Stadium have a voice and an ability to influence both the day to day management of the site and its long term strategic direction.

The key objectives of the Advisory Committee are as follows:

- Provide ‘a voice’ for user groups in relation to the effective management and operation of the NPL Stadium.
- Provide advice to the Board in relation to the continued development of events and community activities.

- Provide advice to the Board on site usage and priority of use – particularly in relation to use of the playing fields and ancillary infrastructure for games, training and programming.
- Provide advice to the Professional Manager on emerging issues and changes to any regulatory requirements.

The operational sub committees (sports or club representative bodies) will report to the Advisory sub-committee. The Sub-committee's will be expected to represent the views of various sub committees and be the vehicle through which dialogue will be channelled either directly to the professional manager or to the independent management group. The level of autonomy of the individual sporting activities and their level of representation on the advisory sub-committee will vary from club to club depending upon prevailing circumstances and the individuals involved. This will need to be determined but may include:

- Equal representation, or
- Proportional representation according to club use.

Professional Management of the Site

SFC or sports association will be responsible for managing the NPL Stadium facility and therefore be responsible for the day to day operations which will include nominally:

- Maintenance of all facilities
- Management of site building(s)
- Marketing for game day
- OHS
- Fund Raising
- Insurance
- Administration offices (as agreed)
- Media provisions and arrangements
- Medical cover
- Site security

The appointment of a professional management body will need to be agreed across all principle users and established by the Board.

A separate function food and beverage and kiosk (and other agreed shared space) operator will have responsibility for:

- Event bookings in the function area and other nominated shared space.
- Revenue collection from events
- Marketing the facility for corporate training and functions
- OHS of the publicly accessible space
- Social /Function facilities
- Security
- Business Administration offices (as agreed)

If a professional manager is to be employed in addition to current staffing levels the person will be employed on a full time contract subject to standard employment terms and conditions which will require on site presence at weekends, where the significant usage will occur. The cost would need to be shared or determined on a pro-rata basis between clubs.

Management Reporting

It is recommended that management reporting to a board will include, but is not limited to:

- Risk Management – number of incidents documented, incident resolution, OH&S, risk management planning, insurances, etc.
- Financial Performance – income and expenditure for the month (actual versus budget) income and expenditure for the year to date (actual versus budget), number of visitations, number of events, income received by activity, etc.
- Management Issues – upcoming events, marketing activity, etc.
- Franchise / Food & Beverage operator performance management against agreed terms

This would be undertaken by the site manager in conjunction with SFC and JUFC and cost apportionment for use of infrastructure agreed at the start of each financial year / NPL season.

Financing

It is anticipated that the Board / Management Body will establish fees associated with the hire and day to day use of the NPL Stadium facility including any subsequent commercial sub leases which may be afforded to the function room (or other nominated space). It will be the responsibility of each club to negotiate their required usage annually under the agreed terms of reference. All funds payable will be utilised to establish the annual operating budget, the funding of the professional manager and to set aside sinking funds for the ongoing repair and replacement of facilities. Income will be generated, although not necessarily limited to:

- The hire of the venue to key tenant clubs and users on an annual and seasonal basis (agreed annually on a pro-rata payment basis).
- The hire of facilities to other individuals or groups (when not required by tenant clubs) – this may be through a share of income from the appointed food & beverage, function and shared infrastructure management body.
- Sponsorship (split to be agreed with both clubs)
- Football events
- On-site retail/merchandise
- Supply rights

Individual clubs will, subject to negotiation receive direct income from:

- Their game date gate receipts
- Member subscriptions – club specific
- Merchandise Income – club specific

The precise split between all of the above will be dependent on agreed roles and responsibilities associated with the overarching site management body and income required to maintain the viability of each club.

Appendix E

Stakeholder Consultation Report

Appendix E Stakeholder Consultation Report

Football West (FW)

- NPL has 78 senior matches per season, Junior NPL has 55 matches per season;
- Minimum lighting is 200 Lux for NPL Games;
- There is a review being completed currently though the structure for NPL is likely to remain unchanged;
- SFC is a high profile club and has the ability to attract FFA games and touring clubs;
- FW believes that there is the possibility of operating Women's NPL games, futsal and summer series from Percy Doyle Reserve;
- Change rooms in general need to cater for levels of NPL fixtures (women, touring teams etc.); and
- FW is currently in the process of completing a National Premier Leagues Strategy Development Project. The purpose of the National Premier Leagues Strategy Development Project is to establish a framework for the National Premier Leagues (NPL) in Western Australia for the next five years. It is anticipated that the project will be completed by mid-2017, and implemented by 2018. All aspects of the leagues not administered by Football Federation Australia (FFA) will be considered, including (but not limited to):
 - League design and structure
 - Player mobility
 - Coaching qualifications
 - Licensing requirements for facilities
 - Sustainability at all levels of the leagues
 - Administrative demands
 - Governance requirements

http://footballwest.com.au/wp-content/uploads/2017/03/Discussion_Paper.pdf

A breakdown of registered Football West players by demographic information is presented in table below:

Table 16 Data retrieved from Football West member registration database, as at 31/10/2016.

| Demographics | | Numbers |
|-----------------|----------|---------|
| Gender | Male | 33,227 |
| | Female | 6,611 |
| Age | Junior | 28,924 |
| | Senior | 10,914 |
| NPL or Outdoor? | NPL | 2,123 |
| | Outdoor* | 37,715 |

* Note: Does not include players registered in social competition.

The majority of players do not play at an elite level.

- Within Perth, the largest populations of players are concentrated in the northern suburbs. The Senior NPL (SNPL) is particularly concentrated around the centre of Perth, while the population of Perth is projected to increase in the outer-metropolitan areas.

- Senior Competition Structure: FW oversee the State Leagues, Masters Leagues, Amateur Leagues, Social Leagues and Cup Competitions. This has not changed since the introduction of the NPL, which replaced the State Premier League. In 2016, the senior competitions consisted of the following:
 - Senior Men's NPL
 - All Flags Men's State League
 - Bankwest Women's State League
 - Consolidated Energy Masters League
 - Consolidated Energy Amateur League
 - Consolidated Energy Men's Metropolitan League
 - Bankwest Women's Metropolitan League
- Junior Competition Structure: FW overseen a number of junior competitions. In 2016, the junior competition structure was as follows:
 - Junior Boys NPL (JNPL)
 - Smarter than Smoking Boys' League
 - Smarter than Smoking Girls' League
- The first NPLWA was run in 2014 and consisted of a premier top-tier competition and other competitions at the U20, U18, U16, U15, U14, U13 and U12 levels. This basic structure has not changed. According to FFA's NPL Women's Strategic Plan, NPL competitions for women should commence by 2018.
- Every time a senior club achieves promotion, its junior teams are also promoted unless they already have teams in the JNPL. However, every time a senior club is relegated, the junior teams retain their position in the JNPL.
- There will be a requirement by 2017, first team coaches and technical directors to have a "B" licence. All other NPL coaches will require a "C" licence. However, from 2018 and onwards, first team coaches and technical directors are projected to require an "A" licence.
 - "A" licence refers to the highest level of coaching, where by coaches have over 1 year experience of a B licence, with semi-professional teams, state institute/ academy teams and or national youth league teams. To become an "A" licenced coach, training is required (approximately 30 hours), to achieve such status.
 - To achieve a "B" licence candidates must practice coaching for a minimum of two years at a C licence level in order to gain suitable experience. "B" licence allows coaches to coach top amateur senior teams, youth and state teams. To achieve this status a 12- day course with both practical and theory is required.
 - To achieve a "C" grade licence in coaching it is recommended the candidate completes either one or more community coaching courses, enabling them to coach talented players of the ages 9 – 17. Coaching courses require simple modules and assessments of both theory and practical.
- Despite running an NPL night series, Football West does not have an official, published lighting policy. Rather, Football West maintains internal requirements. Required lighting standards for football in Australia are contained in Australian Standard AS 2560.1-2002 (Sports Lighting – General Principles) and Australian Standard AS 2560.2.3-2007 (Sports Lighting – Specific Applications – Football All Codes). These have been adopted by Football Federation Victoria in an official lighting policy.
- FW has not required clubs to communicate NPL fees or provide a breakdown of where player fees are spent. While some clubs voluntarily disclose their NPL fees on their websites, this does not always occur.

Figure 31 Heat Map of Registered Players and JNPL/SNPL Clubs

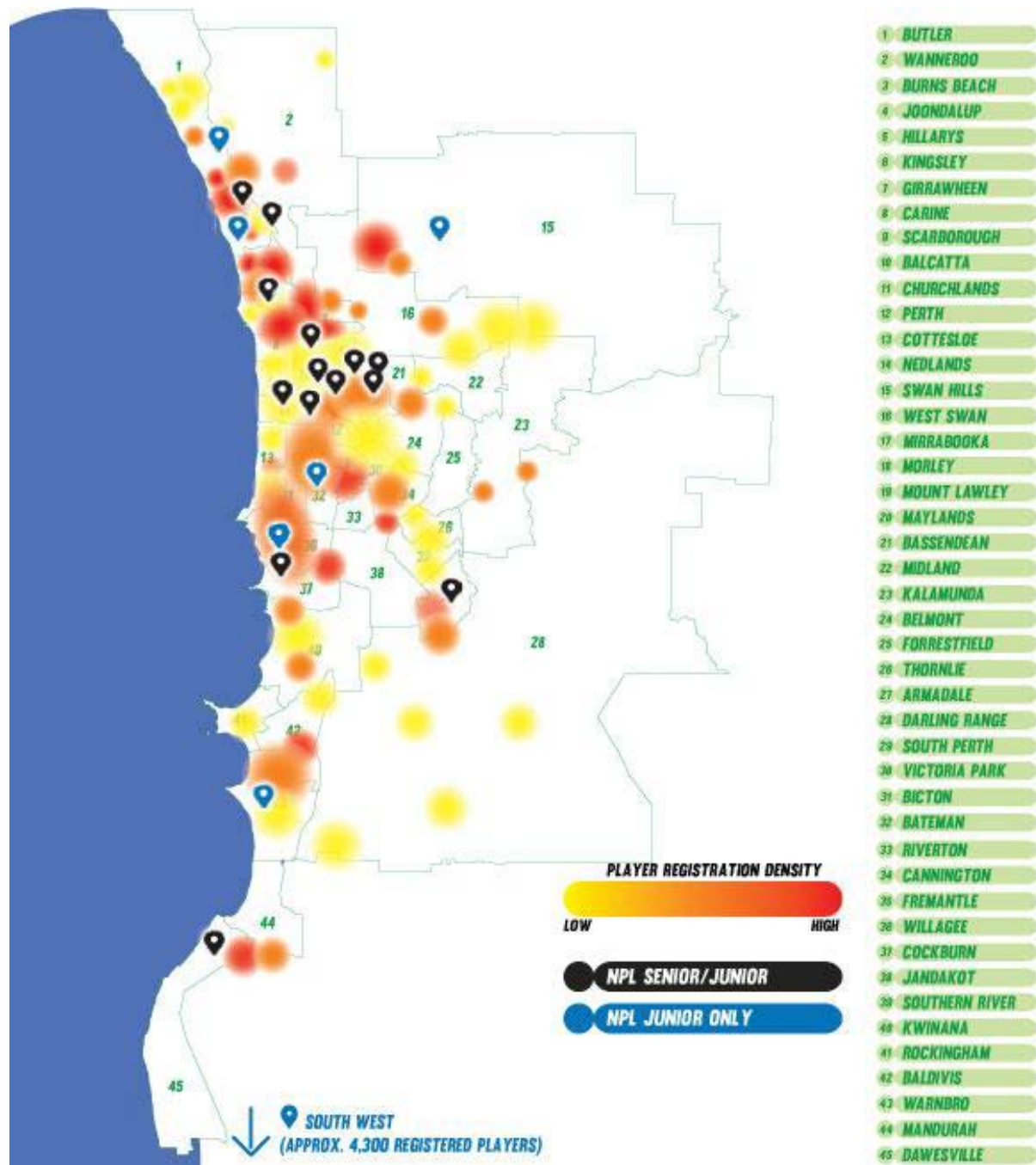
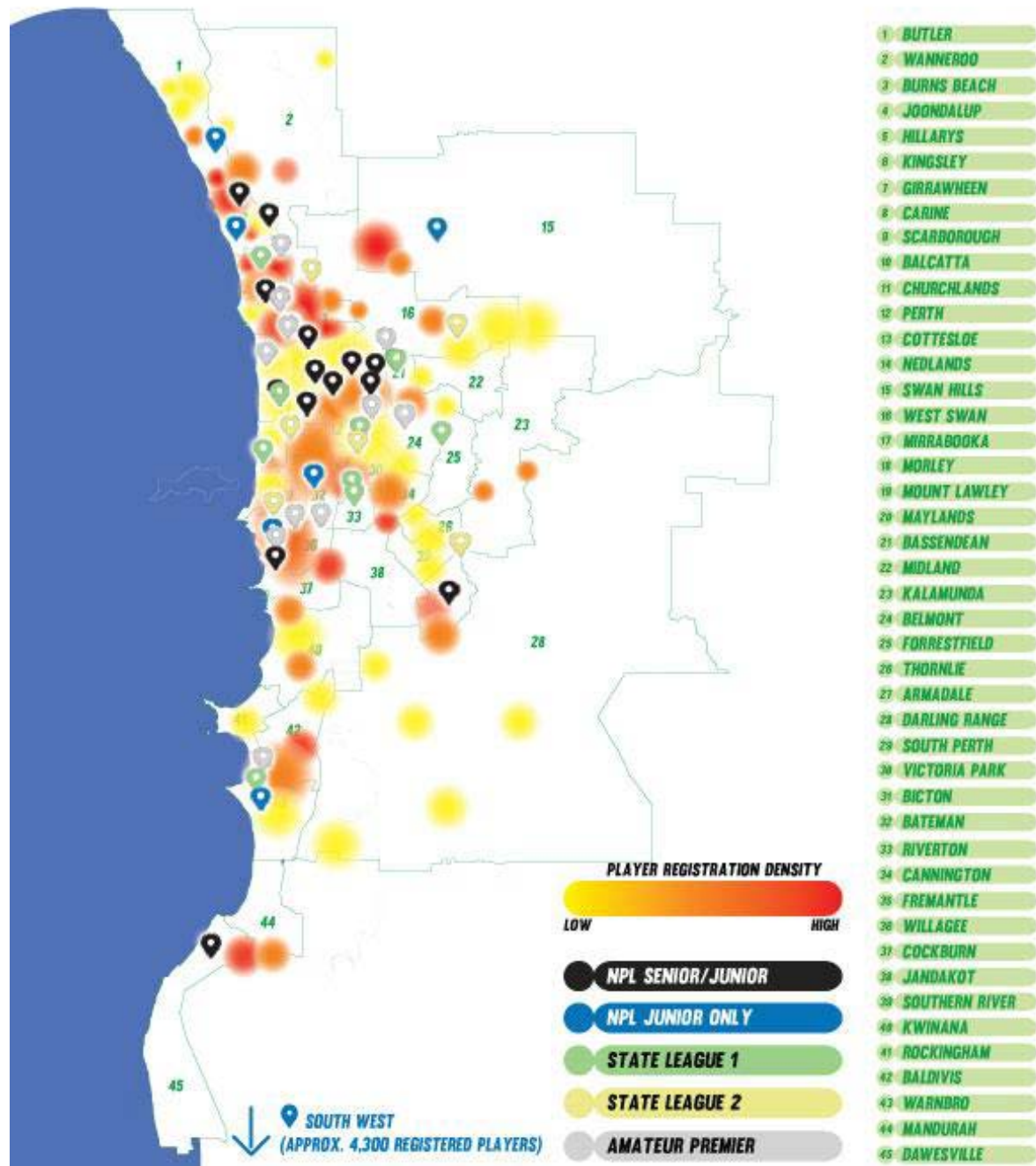


Figure 32 Registered Players and SNPL/JNPL, State League 1, State League 2 and Amateur Premier League Clubs



Sorrento Football Club (SFC)

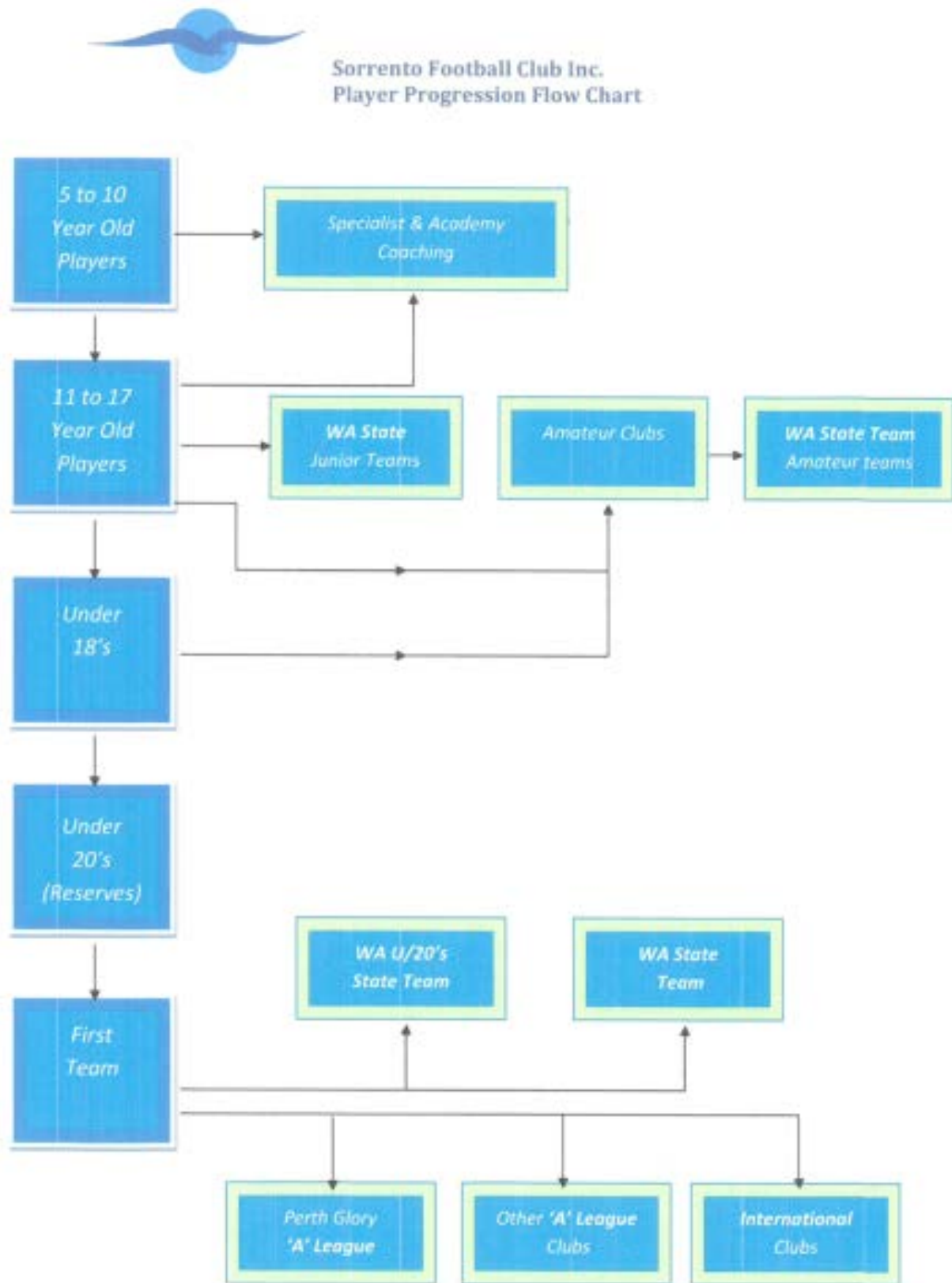
- The SFC have made clear they are wanting to apply for a Women's NPL licence and anticipate to have 2 team, within the next 2 years. This is due to the growing number of female members at SFC.
- January pre-season starts
- The football (soccer) seasons are running longer, due to extended pre-seasons and continual finals appearances for SFC.
- SFC operates a Skill Acquisition Program (SAP) which is an accredited summer program which could be extended
- There is no paid staff (all are volunteer), though believe there is a commercial option for the proposed new facility
- Believe their strengths of the club are:
 - Junior bases
 - Pathway programs (strength of these pathway program)
 - Availability and quality of coaches
 - Practice of quality over quantity
 - Community based teams
 - Connection to Singapore, Indian, UK and Eastern States teams
- Believe the site strengths of Percy Doyle Reserve are:
 - The club are not aware of any surrounding residents' complaints since the club came to exist using Percy Doyle in 1979.
 - Associated car parks
 - Easy to access and entrance to site
- Existing club room space is adequate though not laid out in the most effective manner, would like 2 meeting rooms, office area and storage for club administration
- Current industry trends, suggest new club rooms encourage multiple use with, 2 change rooms per pitch (potential for club/ community use) building is western facing and toilets are within the change rooms. If competition level is elite, such as regional (NPL level or higher) a media/IT/TV room is required. In discussion with SFC, they agreed and a feel all would benefit the growth of their club into the future.
- SFC's current club membership is:

| | |
|------------------------|---------------|
| - Players 5 – 17 years | 586 |
| - Players > 18 | 144 |
| - Non Playing Members | approx. 1,500 |
| - Coaches (Junior) | 38 |
| - Coaches (Senior) | 13 |
- They have a Strategic Plan and are actively implementing it

Figure 33 Current Management structure of the club:



Figure 34 Player Progression Flow Chart



Joondalup United Football Club (JUFC)

- Voiced concerns that the feasibility study does not resolve their lack of a permanent home (to build their pathway programs etc.), though happy with the idea of hosting all NPL games at Percy Doyle Reserve.
- Need to accommodate NPL home games, pre-season and last pre-game training session prior to NPL home game day.
- If a new facility was developed, JUFC would want the ability to obtain funds from NPL games day activities, as this is a major source of income.
- A shared function area would be considered essential with management of that area outside of the clubs control (though would prefer it to be the management of the City).
- Sponsorship – the ability to share sponsors boards may be acceptable with either roll-on roll-off boarding and / or electronic signage, the cost of which could be shared. There is no prospect of sharing sponsors and income derived from sponsorship which will need to be kept separate.
- Game day expenditure and income – each club to be responsible for its own game day and receive the financial benefits which are generated by their respective performances except for when the clubs play each other. Clubs have sufficient capacity, knowledge and experience to manage the game day operations.

Appendix F

Project Design Charter

Appendix F Project Design Charter

Project Summary

Table 17 Project Summary

| Project Title | |
|---------------------|--|
| | Percy Doyle Reserve Feasibility Study for the development of a National Premier League Stadium. |
| Project Location | |
| | The site is located on Percy Doyle Reserve, 40 Warwick Road, Duncraig, WA Coordinates: 31.837944° S, 115.767014° E |
| Project Description | |
| Short | The Feasibility study for the potential development of a National Premier League (NPL) Stadium at Percy Doyle Reserve, to serve for all NPL type competition within the City of Joondalup. The potential development of the facility is to meet the needs and demands of the City, community and associated NPL clubs within the City of Joondalup. |
| Full | <p>The City of Joondalup proposes to construct a NPL facility stadium and associated infrastructure at Percy Doyle Reserve for the use of potential Football (soccer) clubs and community groups as required. The development of the building/s will be used to support the planned rectangular playing fields. The building is primarily being established to service the operation and development needs of the City, community and stakeholder users that promote, advocate and support their members and industries in which they operate. This include the following design elements:</p> <ul style="list-style-type: none"> - Club room - Change rooms and toilets - Umpires and medical Room - Office Space - Storage (internal and external) - Kitchen (including serving bench) - Kiosk - Veranda - Bin storage - Meeting rooms - Match view areas / Veranda - Cleaners room/ toilet duct spaces - Communication/ plant cup boards - Circulation (if required) • Landscaping Envelope <ul style="list-style-type: none"> - Flood Lighting (Average Minimum Lux) - Water Harvesting/ESD - Car parking - Bike racks - Playground equipment (amenities optional) - Stadium seating - Recreation shaded areas (Park benches/ Tables/ Gazebos) - Fitness equipment (amenities optional) - Paths - Entries - Loading zone/ Access way - Playing Fields (Synthetic/ natural turf) - Camera tower <p>This charter is to inform the next stage of development which involves the</p> |

| Project Title | |
|---------------|---|
| | design of the building. The charter requires the concept design and layout of the multi-purpose reserve and layout of the building for a cost estimate to be completed. |

Design Charter for City of Joondalup

Purpose of this Charter

This Charter is designed to provide sufficient information to inform the design of the Percy Doyle Reserve NPL Stadium building and infrastructure as an integrated sports and recreation facility. The purpose of the charter is to provide specific spatial requirements for all services (by referencing specific service guidance and legislative requirements) and provide sufficient detail to enable costings to be determined, it will also:

- Provide guidance for the City in terms of design and its relationship with functionality.
- Identify the challenges and issues that the building may have in relation to the site.
- Provide a resource for use for community consultation and funding purposes.

Key Objectives of the Charter

Objective

The key objective of the charter is as follows:

- To inform the development of the concept designs through the options phase.

Project Background

Overview

Percy Doyle Reserve, the regional reserve within the City of Joondalup is located in Duncraig. The initial masterplan identifies the need to upgrade and replace or refurbish existing buildings (infrastructure) on the site.

The Facility Requirements are of the following:

Football West has stated that in the first instance facility attention will focus on spectator seating and perimeter fencing (separation from field of play and for sponsor signage/board). It is envisaged that the level of quality associated with facilities at NPL clubs will gradually increase over time. Initial proposals identified include:

- Perimeter Fence of about 900mm tall with mesh in-fill (or other)
- Inside ground fence
- Space for NPL logo (and sponsorships)
- Permanent seating structure for 120 viewers
- Separate team change rooms (toilets and showers)
- Referee, match official change rooms (with toilets and showers)
- PA system for voice and music – must be able to be heard throughout the ground
- Scoreboard with unique names
- Treatment table

Facility Design Influences

Football (Soccer) facilities of any level should be sufficiently flexible and cater for:

- Both men and women's participation and competition. This will require the provision of flexible changing accommodation and shared services to support all competitions and elite athlete development.
- Identifying opportunities of multi-use and multi-purpose facilities and functionality.
- Providing optimum access for fans (access for all), corporate hospitality and administrative functions.
- Incorporating potential income generating opportunities which operate outside of match day activities.
- Incorporating opportunities to share infrastructure with other sports.
- Minimising environmental impact and building in Environmentally Sustainable Design (ESD) principles.

Background

Percy Doyle Reserve is bound by Warwick Road, Marmion Avenue and Chessell Drive, Duncraig. The majority of the site is Crown Land vested in the City for the purpose of parks and recreation and is the largest active sporting park in the City of Joondalup (22.83 hectares). Percy Doyle Reserve is identified as a Regional Park as it services the surrounding suburbs in the northern corridor. The figure below identifies the current layout of the reserve.

Figure 35 Percy Doyle Reserve



Design Philosophy

A key focus of this planning is to develop a new facility to create a sustainable building where all tenants co-exist profitably and positively in a redeveloped modern facility which is acceptable and relevant to all stakeholders and embraced, multipurpose asset for the local and broader community.

The client is seeking a building that incorporates Environmentally Sustainable Design principles wherever feasible which include passive design strategies, promote and enhance lines of site through to surrounding areas and promote pedestrian traffic in and around the site. The building design needs to minimise the impact on the natural and surrounding environment whilst meeting the community's environmental and sustainability objectives. Consideration should be given to including such options as solar power, use of natural lighting and heating, grey water recycling and water harvesting and these should be explored during the design phase.

Operating and ongoing maintenance costs are also a key concern for the client and should be factored in to proposed designs.

Providing a safe and secure physical environment is important, please refer to attached documents in Appendix C for further guidance on the physical and build environment requirements. The following information is to develop a safe environment:

Building footprint:

- Includes every item that pertains to the design and construction of a resilient building where all tenants co-exist and promotes collaboration, networking and industry development.
- Access, Equity, Equality, Consultation and Collaboration, Safety, Flexibility and Innovation, Sustainability and Value Management.
- Co-location, Built form, environmentally sustainable design, Asset management and placement in reserve.

Surrounding landscape

- In general this is every other item on the site including the alfresco, footpaths, drainage, trees, flora, car parking etc.

Project Description

This section provides further detail where required. The main design elements are split into two components; the landscape envelop (surrounding infrastructure) and the building footprint. The elements in brief include:

Landscape envelope

It is important to ensure that all furniture elements positively contribute to the landscape character and visual image of the site through a coordinated and consistent approach to provision. In summary the landscape envelope provides:

- Car parking and associated amenities required to service the building.
- Landscaping in line with precinct and city characteristics, policies and strategies.
- Vegetation buffers.
- Flood plain buffers.
- Bins and drinking fountains.
- Integration and enhanced alignment to the current access and egress network.
- Tiered stadium seating

Building footprint

Design will allow for various parts of the building to be used by different parties at the same time without compromising each other, for example, the office accommodation and tenant operations and the training/meeting space. The facility should be designed to allow for the increased volume of facility users as well as having the potential for the City of Joondalup to use the site for alternate uses, programs and services offered within the City.

With the possibility of user groups change over time, the building should be designed in such a way that a user group can move out without affecting other user groups and the functionality of the building. The building is also large enough to accommodate growth in program and service numbers.

By taking a collocated and sustainable design focus, the design should maximise its usage potential and attention should be given to ensure the appropriate integration of the proposed site and adjacent sporting precincts. Table 18 summarises the basic area requirements for the facility.

Table 18 Facility Accommodation Schedule for Football (Soccer) clubrooms (NPL Capabilities)

| Facility Component | Target Stakeholders | Facility Objectives | Accommodation Schedule |
|--|--|--|---|
| NPL / Community Facility Requirements | | | |
| Change rooms (multi-gender) x6 2 x – NPL predominant usage 4 x – Community usage | <ul style="list-style-type: none"> - Sporting clubs - Facility users | <ul style="list-style-type: none"> - Provide modern amenities, which are easily maintained - Allow access from both levels for the use of NPL clubs and community use (potential for other sports) - 2 change rooms per field | 50m ² per change room (Architects discretion to meet access for all requirements) – each change room includes toilets, showers, change room area |
| Male, Female UAT Toilets | <ul style="list-style-type: none"> - Community and function area usage for sports clubs/ facility users | <ul style="list-style-type: none"> - Provide universal access to toilets within function/ community room areas | Toilets – 35m ² each |
| Park UAT (universal access toilet) | <ul style="list-style-type: none"> - Community and function area usage for sports clubs/ facility users | <ul style="list-style-type: none"> - Provide universal access to toilets within function/ community room areas | Universal access toilet – 6m ² |
| Umpires rooms x2 | <ul style="list-style-type: none"> - For the use of umpires/ officials | <ul style="list-style-type: none"> - Providing universal/ unisex change rooms for the use of the umpires pre/ post-match. - 1 Umpires room per field | 10 m ² each (ensure that toilet and shower is fully enclosed for female use). |
| First aid room | <ul style="list-style-type: none"> - For the use of treatment to any user needing medical attention | <ul style="list-style-type: none"> - Dedicated medical area for users who require treatment - Access from main pitch | 10 m ² |
| Kitchen/ Bar/ Servery | <ul style="list-style-type: none"> - All customers | <ul style="list-style-type: none"> - Provide bar/ servery and kitchen for the function room space. With views to both playing fields. - Separate Servery/ Bar for function room and Sorrento club room | <ul style="list-style-type: none"> • Kitchen – 30m² • Store x2 – (10m² each) |
| Function room | <ul style="list-style-type: none"> - All customers/ users of the facility | <ul style="list-style-type: none"> - Universal multi-purpose room, for the use of functions/ overlooking the sports functions, providing a viewing platform. Attached to the Kitchen bar area. - Function room is used by users other than SFC, with main viewing platform and access to separate bar/ server. | 300 m ² The upper floor overlooking both playing fields |

| Facility Component | Target Stakeholders | Facility Objectives | Accommodation Schedule |
|--|---|--|--|
| NPL / Community Facility Requirements | | | |
| Club Room (Sorrento Football Club) | - Sorrento Football Club | <ul style="list-style-type: none"> - Separate club room space for SFC use during game day/ training and other uses. - Access to separate bar/ server which has access to the industrial style kitchen/ storage room. - Club room allows SFC to store memorabilia, have access to office/ meeting rooms and private alfresco balcony area. | 80m ² |
| External Storage (x3) | - Facility Users | - Storage of equipment and other uses | Average size of 25 m ² per room |
| Office X2 1 x Facility manager 1 x SFC | - Facility Users | - For the facility manager to control the main operation of the facility | 15 m ² each |
| Meeting Room x2 | - Facility Users | - Consulting rooms to get utilised for meetings with clients and or small functions, includes small kitchenette | 20m ² each Include media/ IT room within one of the meeting room with included kitchenette |
| Bin Store | - Facility Users | - Caters for larger bins/ and storage of waste | 10 m ² |
| NPL Permanent Seating Veranda/ Match Viewing areas | - Facility Users/ NPL Football Club team spectators | - Create a permanent seating structure for the spectators of the NPL level games | 150m ² Provide a minimum of 150 covered seating |
| Communication/ Plant cupboards/ areas | - Facility maintenance users | - Architects discretion | 5 m ² |
| Cleaners Room / Toilet Ducts | - Facility maintenance users | | 5 m ² |
| Media/recording Room | - Small room for TV cameras to record game | - Used to record the games/ located on the top floor in line with the centre of the playing surface. | 4m ² |
| Cabling conduit to service future CCTV Room | - Facility Users | - Small room for TV Cameras/ for CCTV | Minimum 7m ² |

| Facility Component | Target Stakeholders | Facility Objectives | Accommodation Schedule |
|--|---------------------|---|--|
| NPL / Community Facility Requirements | | | |
| Internal Storage - Furniture store room | - Facility users | - Storage for furniture | Minimum 30m ² or ratio 1m ² : 3m ² of meeting space |
| Internal Storage - Community group storage | - Facility users | - Caged Storage area for community use | Minimum 30m ² caged |
| Alfresco Area | - Facility users | - Architects discretion | 500 m ² |
| Circulation | | - Architects Discretion. Approximately 20% of the total area. Includes foyer spaces | 172.8m ² 1728 |
| TOTAL FOOTPRINT | | | 1900.80 m² |

Table 19 Details the functional requirements of the project and provides further detailed advice where appropriate

| Project Output | Functionality Requirements | Comments |
|--|--|---|
| Change Rooms | Bench Style seating in change rooms, strong enough for seniors use. Seating space for 15 people. Hooks in change rooms (15-20 per change room). | The change rooms will be used by both males and females, ranging from juniors to seniors. The change rooms must consider this co-use during the design phase. |
| Change Room Amenity (showers and toilets). | Unisex amenities (no urinals). Internal access for each change room. Design should consider most suitable option i.e. shared usage of amenities to reduce duplication or individual amenities for each change room. | |
| Umpire's Room | 2 x Combined shower and change facility (Fully enclosed). 1 x Unisex toilet. | |
| First aid Room | Provision of standard storage options, cupboards and bench with the provision of a sink. | |
| Office | Space & service connectors | |
| Function Room | Overlooking majority of playing fields. Use of design and materials (i.e. glass) to enhance the viewing vantage points over the playing field. Connection to the outside veranda space, i.e. wide, sliding doors to enhance feeling of space and bring outside in and enhance perception of space. Links to the toilets and amenity areas. Food service area accessible from this room. | |
| Meeting Rooms | Access to kitchenette. Enhance perception of space with use of glass to provide external outlook to the playing field. | Commercial grade carpet |
| PARK UAT (Universal Access Toilet) | Universal access toilet As per BCA & Australian Standards. | |
| Toilets | As per BCA & Australian Standards. | |
| Kitchen | Kitchen needs to service the community meeting space, meeting rooms and clubroom. Include storage cupboards with the ability to have separate lockable sections. Provision of an oven, range | |

| Project Output | Functionality Requirements | Comments |
|--|--|---|
| | hood, basin, internal servery, taps, wash sinks, bar fridge and space for dishwasher. | |
| Kiosk | To be designed for use by building user groups with opening into activity room and external serving window. Needs to have an external serving window. Maximise bench space. 15amp power points. Provide suitable space for 1 double door fridge and freezer (alcove). Preference to view at least one playing field from kiosk. | |
| External Storage | Service external access for sporting and outdoor equipment. Roller doors. Should be rectangular in shape with the ability to store soccer goals. To be designed with the ability to store equipment for multiple sports. Shelving is required to assist in maximising the space. | |
| Internal Storage Community Store/ Furniture store | Provision of galvanised mesh/ cyclone fencing in divided sections, floor to ceiling height, with roller doors and fluorescent lights. | |
| Servery/food counter | Located within the clubroom. Provide storage space behind counter – 5m ² extra | |
| Alfresco/Veranda/Balcony | Surrounding the frontage and side viewing areas of the building. Large undercover space which can accommodate viewing across the whole of the playing fields. | The veranda must also cover the entrance areas to the public access amenities. Not restricted to conventional rectangular shape. Must provide sufficient space and angle to view all ovals. Size of veranda to be of suitable size to allow for users to gather in the area out of the weather and to maximize spectator viewing capacity. Consideration of drop sails or other mechanism to shelter from the rain. Note: Final shape and size is dependent on building design. |
| Bin Storage | Provide easy access to road for collection. Enclosed space with no direct access into building. | |

| Project Output | Functionality Requirements | Comments |
|----------------|---|---|
| Cleaners Store | Sufficient shelving for storage of equipment and chemicals. | |
| Plant Room | Storage of service equipment | Electrical and plumbing cupboards. |
| Circulation | 20% of total footprint area. | Allow for adequate circulation within the building. Include Foyer within circulation. |

The City of Joondalup has standard specifications for community facilities, which have been attached in later on in the following Appendix I. These specifications refer to a more specific design to support the activities within the small community facility. It refers to essential/ optional infrastructure provision as well as fit-out specification.

Design Considerations

This chapter sets out the considerations to be taken into account into preparing concept designs for the feasibility study for the development of an NPL stadium at Percy Doyle Reserve.

An indicative concept for the reserve is identified below. The rectangular playing field clubrooms will house an NPL level Soccer Club and requires two storeys for viewing over the fields:

Refer to Appendix G for A3 Size images of concept and architectural building designs.

Facility Users

The existing users of Percy Doyle Reserve Football (soccer) site only

- Sorrento Football Club
- Joondalup United Football Club (temporary arrangement)
- Community Groups (facility has the ability to hire)
- Local residents (dog walkers/ casual recreation users)

The concept designs should allow for various parts of the building to be used by different parties at the same time without compromising each other. The clubrooms will be used by sporting clubs (NPL Football Clubs within the City of Joondalup) and community groups/ users. Each area should also be capable of being secured individually when not in use. The function room will potentially be available for booking by general community groups/ users, determining on the management option that the club room facilities are operation on. The club room has the ability to service large community events however it should be noted that it is intended not to be just a club room but rather a room for meetings, private bookings and for club use. The room should allow full view of all playing field areas, whilst allowing the maximum amount of natural light into the building.

Heritage

There are no identified heritage issues relevant to this project.

Indigenous matters

There are no identified heritage issues relevant to this project.

Lease, licences and facility management

The ongoing facility management agreements will be an outcome of the feasibility study.

Sustainability

The materials used in the construction needs to be suitably durable to ensure the infrastructure survives the predicted life cycle of the facility. The infrastructure should also be designed in a manner which will minimise the ongoing costs over the life cycle of the facility. These costs include maintenance, utilities and disposal costs.

Water

One objective of the development is to reduce the water consumption of the site and includes a variety of techniques such as use of synthetics surfaces, hydro zoning and water recycling. During the detailed design water saving technology should be investigated and if viable incorporated into the clubrooms design. Water connection is required for the clubrooms.

Power

During detailed design the consultant will be required to work with Western Power to upgrade the system to allow for the requested amperage. For compatibility of NPL competition standards, the lighting infrastructure will require maximum of 350 lux for the highest competition standards.

Maintenance

Maintenance is an essential operational function which needs to be considered in any open space and facility planning. Maintenance requirements should be in line with the City's existing standards and procedures. Particular items requiring consideration are access for maintenance vehicles and removal of bins due to the limited space for vehicles. Design should consider the impacts of on-going maintenance costs and use suitable materials. When exploring alternative technology, the maintenance costs should be highlighted, including savings e.g. lighting savings when using natural light or heating and cooling savings.

Coordination

The clubroom is not a stand-alone facility and is part of the community hub which constitutes a range of community facilities. The clubrooms will need to coordinate with the design and construction of the playing fields in particular, as it is important to complete construction phases in sync with the field construction culminating in practical completion at the same time. This is so both facilities can then be utilised by the user groups. It is imperative that any works for the clubrooms do not impact on the playing field site due to the nature of the project.

Appendix G

Concept Plans

Appendix G Concept Plans Option 1

Figure 36 Percy Doyle Site Plan Concept



Figure 37 Option 1 Site Concept



Figure 38 Option 1 First Floor Building Concept

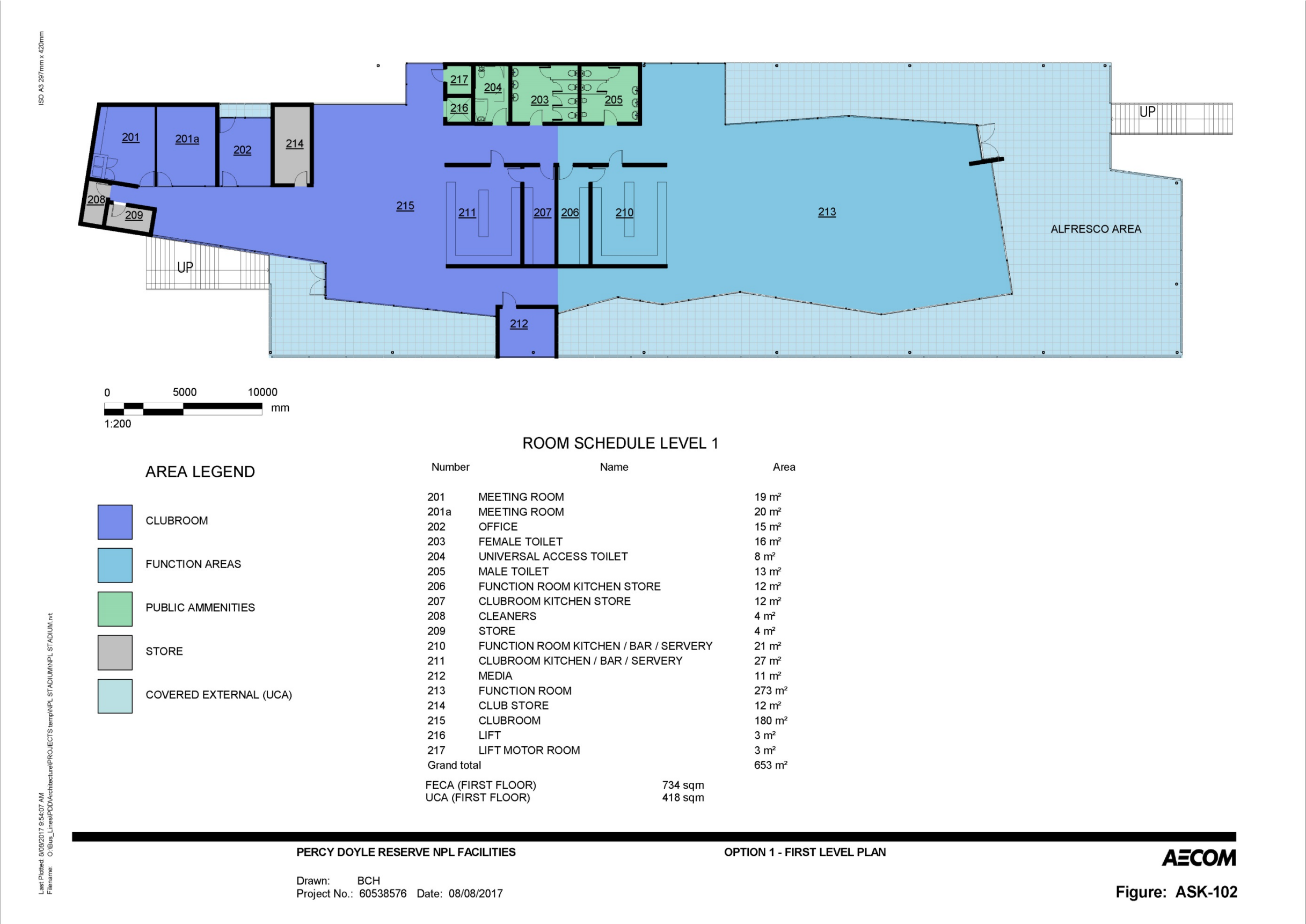


Figure 39 Option 1 Ground Floor Building Concept

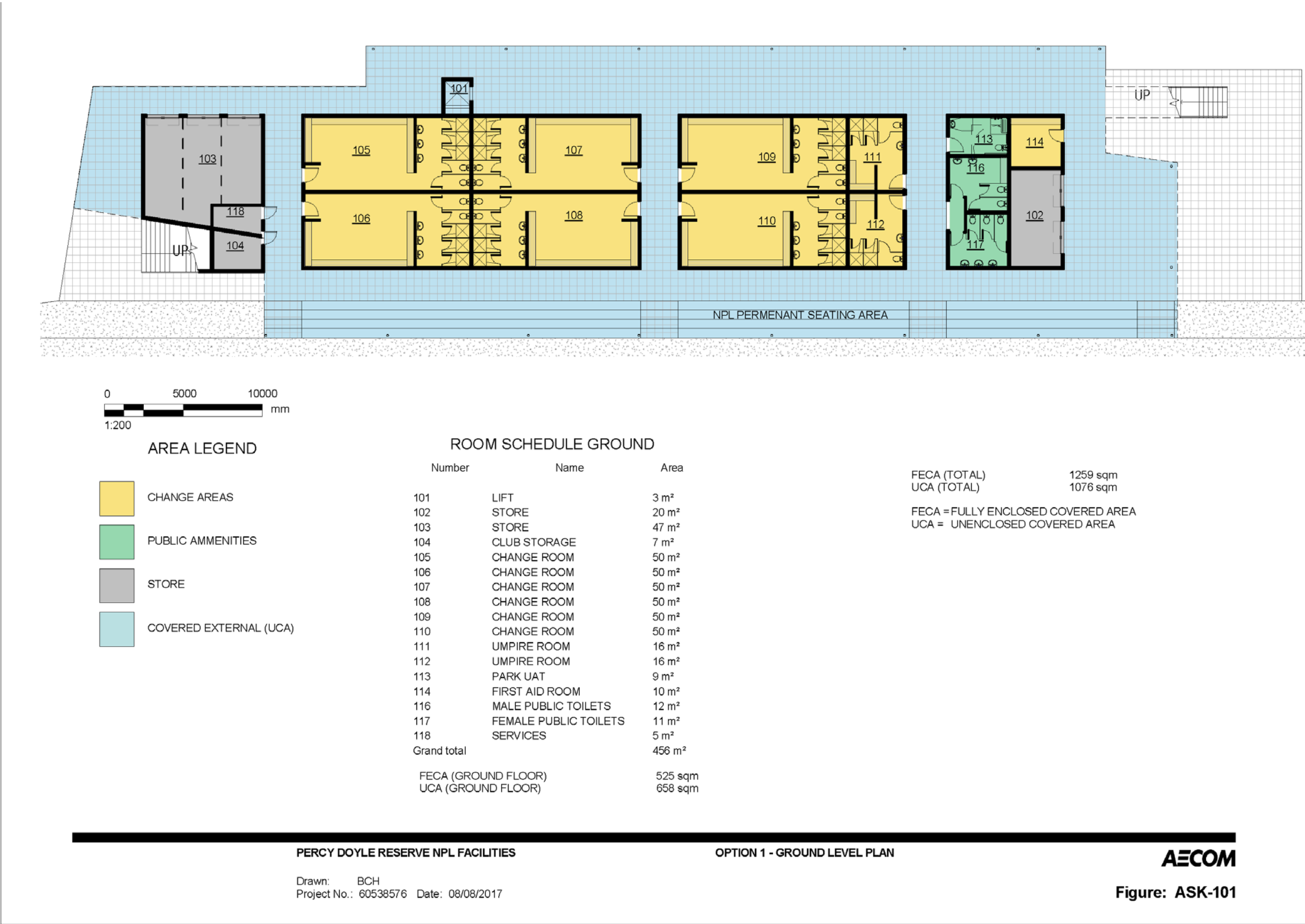


Figure 40 Option 1 Building Perspective

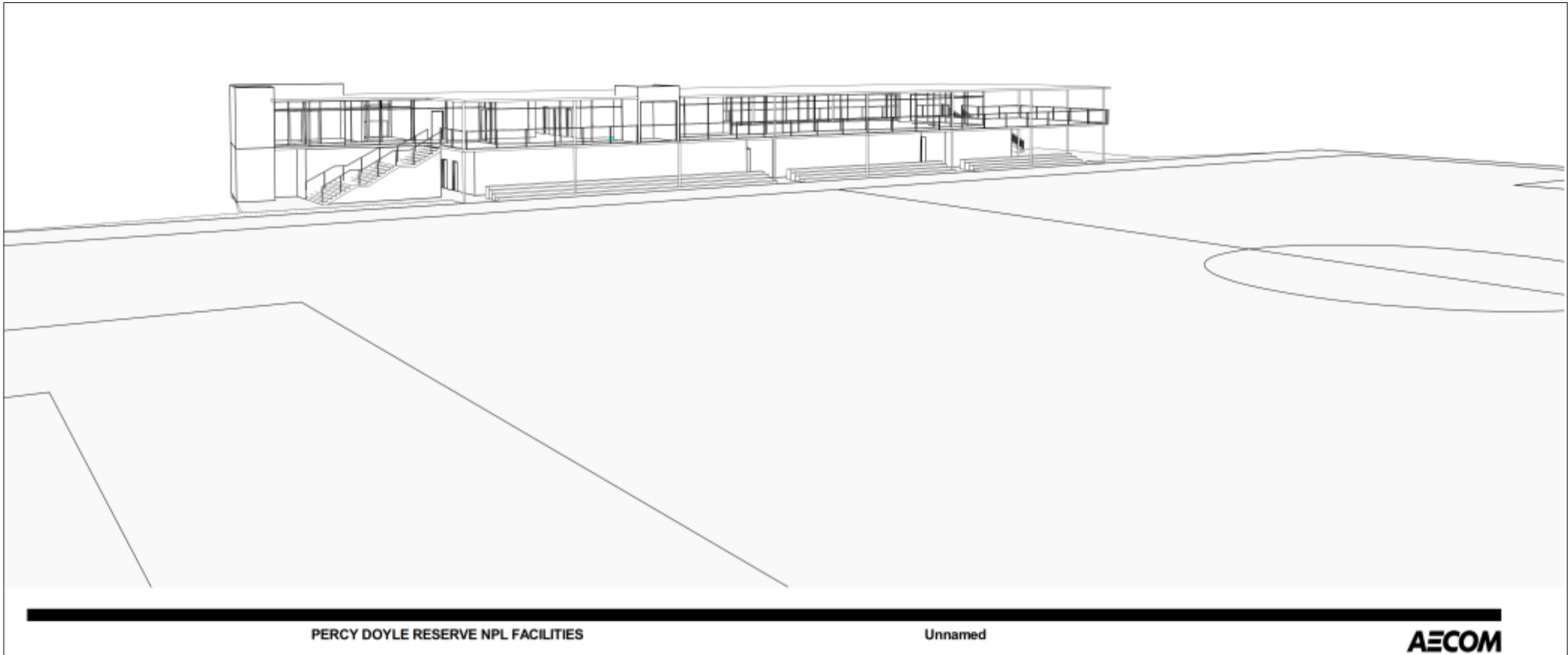


Table 20 Feasibility Estimate

| Description | Total Cost |
|--|--------------|
| NPL Facility | \$5,107,632 |
| Permanent NPL seating Verandah | \$105,668 |
| External Works and Services (includes all other works) | \$11,282,648 |
| Contingencies | \$1,690,835 |
| Project Costs | \$4,337,548 |
| Total Project Cost | \$22,524,330 |

Exclusions:

- > Bore for Irrigation

> Service infrastructure works outside of site boundary

> Road and footpath infrastructure outside of site boundary

> Subsoil Drainage

> Contaminated soils

> Dewatering

> Land costs
- > ESD Allowance (assumed not required)

> GST

Figure 41 Option 1 Perspective



Figure 42 Option 1 Aerial Perspective



Concept Plans Option 2

Figure 43 Option 2 Site Concept



Playing Surface 1
Natural Turf (Roll-on Kikuyu)

Playing Surface 2
Synthetic Turf

Playing Surface 3
Hard Courts

Paving Type 1
Coloured Concrete Units

Paving Type 2
Plain Grey Broomed Concrete

Atresco Areas
Universal Access | Mobile Furniture

Multifunction Pole - existing
Lighting | Barriers | CCTV

Multifunction Pole - proposed
Lighting | Barriers | CCTV

Multifunction Pole - removed
Lighting | Barriers | CCTV

CONCEPT PLAN

PRELIMINARY FOR DISCUSSION

FEASIBILITY STUDY FOR NPL STADIUM AT PERCY DOYLE RESERVE

SK02-A

0 20 40 60 80 100m

AUTHOR: MM

CHECKED: RT

PROJECT NO: 60538576

SCALE: 1:1000 @ A1

DATE: 04.09.2017

08-Sep-2017
Prepared for – City of Joondalup – ABN: 45 129 809 838

Figure 44 Option 2 Ground Floor Building Concept

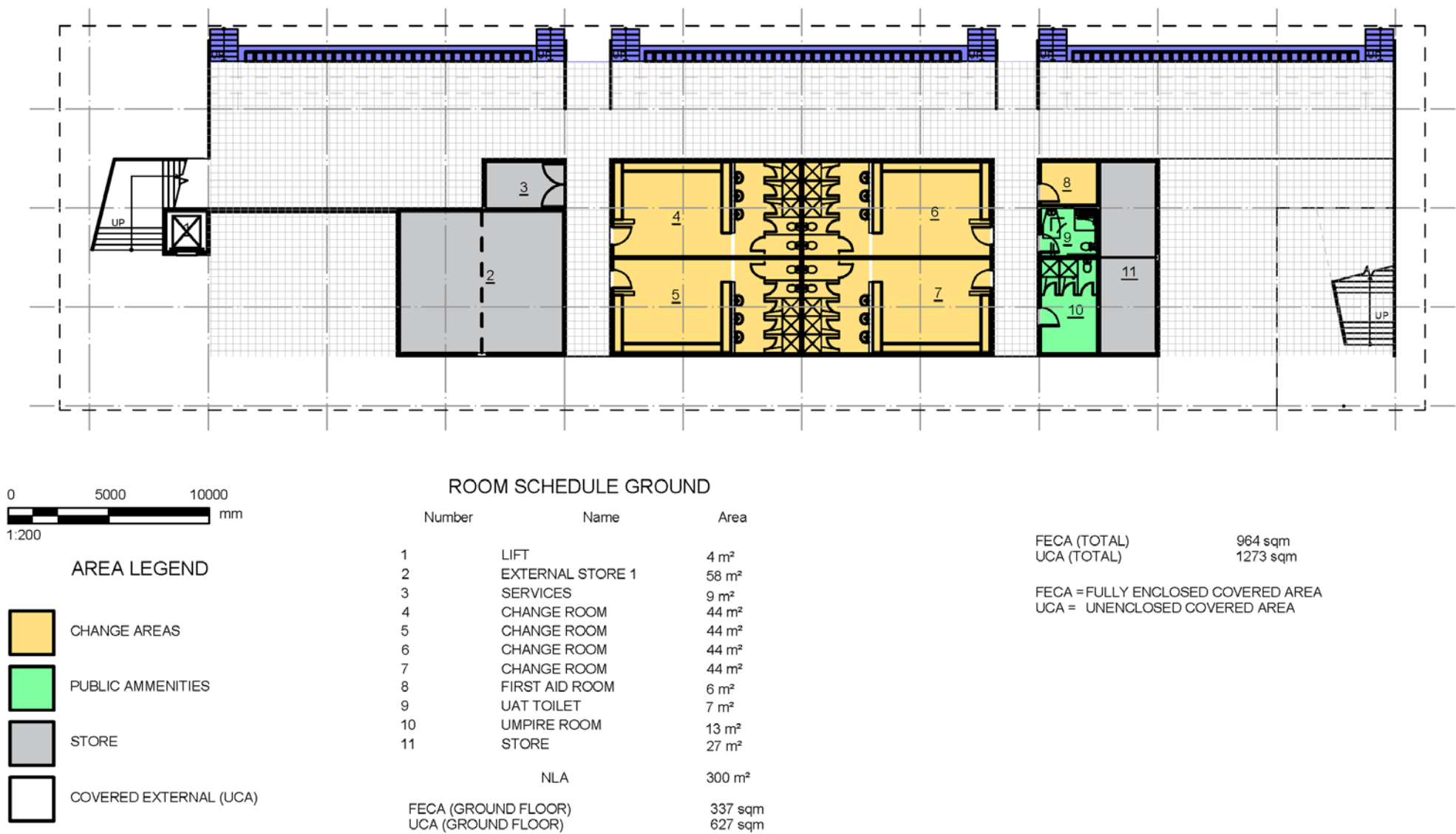


Figure 45 Option 2 First Floor Building Concept

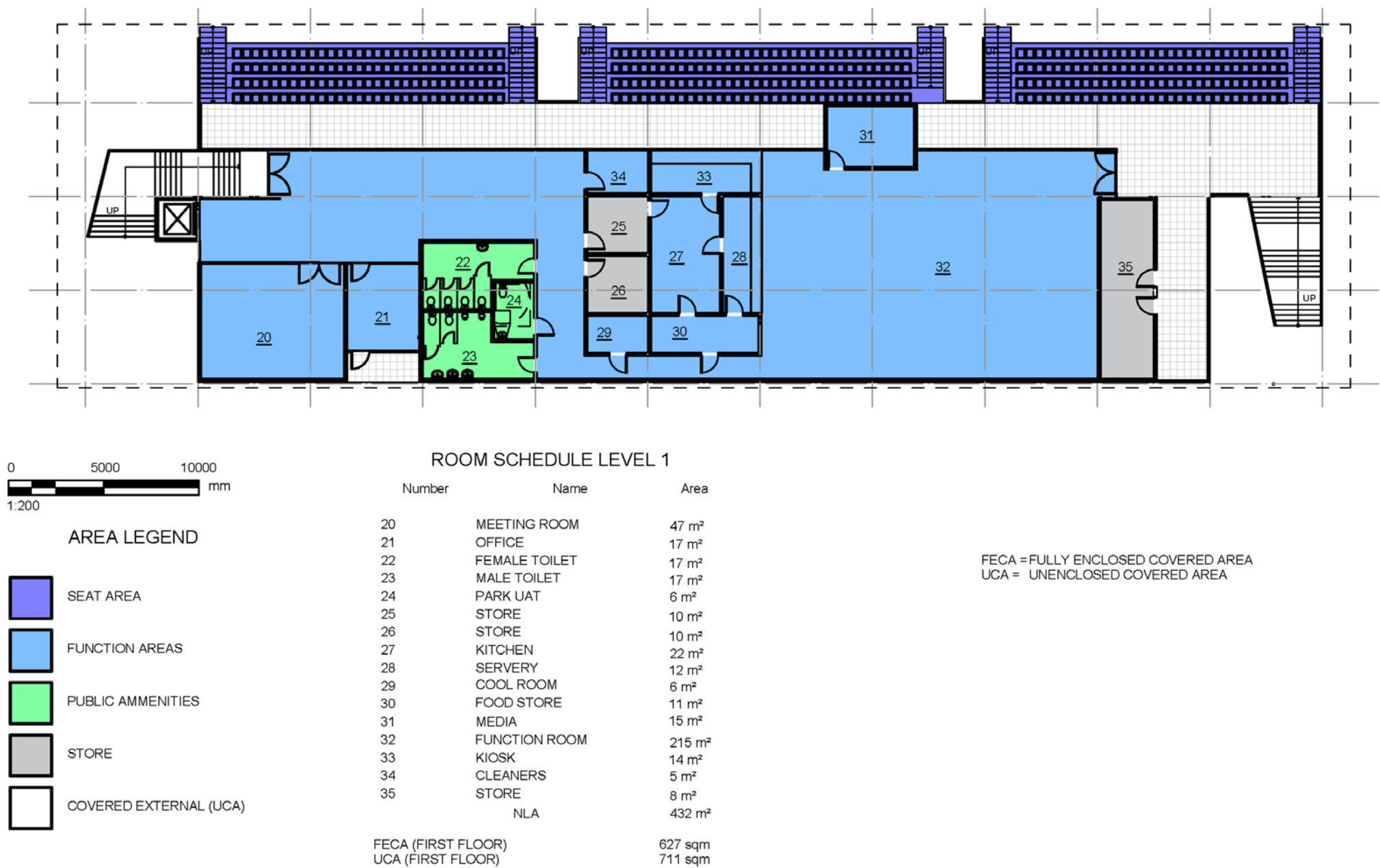


Figure 46 Option 2 Building Perspective



Table 21 Feasibility Estimate

| Description | Total Cost |
|--|---------------|
| NPL Facility | \$4,540,842 |
| Permanent NPL seating | \$138,263 |
| External Works and Services (includes all other works) | \$7,453,863 |
| Contingencies | \$1,243,629 |
| Project Costs | \$3,190,318 |
| Total Project Cost | \$16,566,914* |

*This figure includes 6 change rooms, the amended building layout has reduced to 4 change room facilities. Thus the overall cost of this NPL Stadium will be reduced than stated in the above table.

Exclusions:

- > Bore for Irrigation

> Service infrastructure works outside of site boundary

> Road and footpath infrastructure outside of site boundary

> Subsoil Drainage

> Contaminated soils

> Dewatering

> Land costs
- > ESD Allowance (assumed not required)

> GST

Figure 47 Option 2 Perspective



Figure 48 Option 2 Aerial Perspective



Appendix H

Risk Analysis

Appendix H Risk Analysis

Introduction to Risk Assessment

Risk is defined as “Exposure to the possibility of something happening that will have an impact on achieving objectives”. Risk arises out of uncertainty and has two elements:

- Probability (of something happening), and
- Consequence (impact resulting from the event).

Risk Management is a process of well-defined steps that support better decision making by providing greater insight into risks and their impacts. A high level risk assessment is generally required to be undertaken to:

- Improve strategic planning for all delivery areas of the project
- Improve risk awareness throughout the team
- Improve cost control in each of the key delivery areas
- Minimise losses and maximise opportunities
- Increase knowledge and understanding of exposure to specific risk events
- Increase preparedness for outside review
- Minimise disruptions
- Improve resource utilisation

The risk identification, analysis and evaluation process is critical to ensure the project team understand all implications relating to the development and future investment into facilities and operations.

Potential risks are identified under designated risk categories of:

- Governance
- Operational: Assets and Business Resilience
- Financial
- Health
- Reputation
- Regulatory and Environment
- Project / Scope: Scenario testing – current operations / proposed developments

Subsequently, each risk is analysed in terms of probability (likelihood) and impact (consequence). Ratings of H (high), M (medium) and L (low) are accorded to probability and impact and subsequently distilled as presenting:

- **Major Risks** require careful management and the development of a Risk Management Plan.
- **Moderate Risks** require a manage-and-monitor response.
- **Minor Risks** would be generally accepted or discarded.

A Risk Register for the development of / investment in the City is required to be developed to provide a template for ongoing risk management and also provide a direction for future negotiations with other service providers. This should be periodically revisited to review risk status, eliminate risks no longer relevant and incorporate any additional risk items. It will also be reviewed during the stakeholder and community consultation process and throughout the development of the feasibility.

Risk Management Process

Risk Management is the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects.

The risk assessment approach to be applied is as per industry and quality management systems. Figure 49 is a risk assessment in relation to the immediate Percy Doyle Reserve Football (soccer) site. Within the site there were 7 risks which have been flagged throughout the site inspection, analysis and consultation processes for the feasibility of the potential NPL Stadium at Percy Doyle Reserve.

The initial visual site analysis and assessment by AECOM identified the following risks:

- The sites harsh topography will increase costs for further development for the site, and specific requirements will need to be made to suit these conditions.
- Lack of access to the site, the sites access is poor with multiple entrances and lack of disabled access.
- Percy Doyle Reserve currently runs off septic sewerage tanks.
- Facilities on the football (soccer) specific site are ageing, as well as other amenities such as lighting, fencing and scoreboard.
- The current site can only reach 350 Lux power, when a generator is present. The need for increased energy efficient and supply is needed for the future, as this will reduce operation and maintenance costs.
- If development occurs on the site, this may increase the noise and light pollution for surrounding residents, due to the increased use of the site.

Figure 49 Risk Analysis of Percy Doyle Reserve



Appendix I

City of Joondalup Community Facility Specification

Appendix I City of Joondalup Community Facility Specification

Appendix J

NPL Feasibility Costings

Appendix J NPL Feasibility Costings

The following financial projections form part of the sensitivity analysis for the development of the NPL Stadium:

General

- Assumed that all existing SFC & JUFC NPL level clubs competitions will be relocated to new facility.
- Assumed that sports such as small sided football (soccer), Futsal and juniors will utilise the soccer boxes facilities
- It is assumed that the new facility will still be designed to facilitate other FFA/FW football (soccer) training and competition
- The facility will be commercially managed (i.e. management will adopt a user pays philosophy to facility use, via the implementation of hire fees, and entry, via the implementation of entry fees for all competitions
- The facility will build relationships and alliances with potential user groups, state sports organisations, community groups and the corporate sector.
- Cash flow projections allow for a 2.5% CPI increase per annum. (The application of this rate allows for annual inflation).
- The facility will be fully operational at Year 6

Income

- Usage is based on current competitions and current demand as advised by the City and Football West.
- Based on a competitor analysis the general playing field charges for a synthetic surface are \$40 per hour peak and \$32 per hour off-peak/training (excluding GST).
- School hire and school holiday programs are charged at \$25 per hour (excluding GST).
- Football Competitions (State League and Cup games) charged at \$230 per hour for 4 hours. (assumes setting up, kiosk arrangement and crowd / player control)
- Total competition weeks per annum for each competition are based on advice from Football West.
- Operating income will achieve growth of approximately 5% per annum, as the facility usage develops, following the establishment of the proposed facility.
- Event hire income has not been factored, as this type of income stream would clash with the ongoing sport usage of the facility.

Expenditure

- Staffing levels will be comparable to those at similar independently managed facilities.
- The facility floodlights will be switched off when the pitches are not in use.
- Maintenance and equipment replacement costs will be controlled in line with expenditure levels in the Financial Model.
- Wage rates are modelled on similar facilities.
- Gas and electricity expenditure are at current day levels.
- All cost noted increase by 2.5% (CPI) per annum

| NPL Stadium Realistic Scenario | | | | | | | | | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
| | 0.75 | 0.8 | 0.85 | 0.9 | 0.95 | 1 | 1.025 | 1.05 | 1.075 | 1.1 |
| Revenue | | | | | | | | | | |
| NPL Match Day | \$ 74,587.50 | \$ 79,560.00 | \$ 84,532.50 | \$ 89,505.00 | \$ 94,477.50 | \$ 99,450.00 | \$ 101,936.25 | \$ 104,422.50 | \$ 106,908.75 | \$ 109,395.00 |
| Local Club use | \$ 24,300.00 | \$ 25,920.00 | \$ 27,540.00 | \$ 29,160.00 | \$ 30,780.00 | \$ 32,400.00 | \$ 33,210.00 | \$ 34,020.00 | \$ 34,830.00 | \$ 35,640.00 |
| Elite Soccer / Major matches | \$ 27,000.00 | \$ 28,800.00 | \$ 30,600.00 | \$ 32,400.00 | \$ 34,200.00 | \$ 36,000.00 | \$ 36,900.00 | \$ 37,800.00 | \$ 38,700.00 | \$ 39,600.00 |
| School/Clinic Programs | \$ 19,500.00 | \$ 20,800.00 | \$ 22,100.00 | \$ 23,400.00 | \$ 24,700.00 | \$ 26,000.00 | \$ 26,650.00 | \$ 27,300.00 | \$ 27,950.00 | \$ 28,600.00 |
| Alternate use | \$ 5,400.00 | \$ 5,760.00 | \$ 6,120.00 | \$ 6,480.00 | \$ 6,840.00 | \$ 7,200.00 | \$ 7,380.00 | \$ 7,560.00 | \$ 7,740.00 | \$ 7,920.00 |
| Other clubs and groups hiring | \$ 12,750.00 | \$ 13,600.00 | \$ 14,450.00 | \$ 15,300.00 | \$ 16,150.00 | \$ 17,000.00 | \$ 17,425.00 | \$ 17,850.00 | \$ 18,275.00 | \$ 18,700.00 |
| Grants, sponsorship and fundraising | \$ 31,500.00 | \$ 33,600.00 | \$ 35,700.00 | \$ 37,800.00 | \$ 39,900.00 | \$ 42,000.00 | \$ 43,050.00 | \$ 44,100.00 | \$ 45,150.00 | \$ 46,200.00 |
| Bar and kiosk sales | \$ 56,250.00 | \$ 60,000.00 | \$ 63,750.00 | \$ 67,500.00 | \$ 71,250.00 | \$ 75,000.00 | \$ 76,875.00 | \$ 78,750.00 | \$ 80,625.00 | \$ 82,500.00 |
| Function room hire | \$ 9,900.00 | \$ 10,560.00 | \$ 11,220.00 | \$ 11,880.00 | \$ 12,540.00 | \$ 13,200.00 | \$ 13,530.00 | \$ 13,860.00 | \$ 14,190.00 | \$ 14,520.00 |
| Net hospitality fee | \$ 16,875.00 | \$ 18,000.00 | \$ 19,125.00 | \$ 20,250.00 | \$ 21,375.00 | \$ 22,500.00 | \$ 23,062.50 | \$ 23,625.00 | \$ 24,187.50 | \$ 24,750.00 |
| Soccer boxes | \$ 40,500.00 | \$ 43,200.00 | \$ 45,900.00 | \$ 48,600.00 | \$ 51,300.00 | \$ 54,000.00 | \$ 55,350.00 | \$ 56,700.00 | \$ 58,050.00 | \$ 59,400.00 |
| TOTAL INCOME | \$ 318,562.50 | \$ 339,800.00 | \$ 361,037.50 | \$ 382,275.00 | \$ 403,512.50 | \$ 424,750.00 | \$ 435,368.75 | \$ 445,987.50 | \$ 456,606.25 | \$ 467,225.00 |
| Expenses | | | | | | | | | | |
| | 0.875 | 0.9 | 0.925 | 0.95 | 0.975 | 1 | 1.025 | 1.05 | 1.075 | 1.1 |
| General | | | | | | | | | | |
| Facility Manager Wages and Salaries | \$ 61,250.00 | \$ 63,000.00 | \$ 64,750.00 | \$ 66,500.00 | \$ 68,250.00 | \$ 70,000.00 | \$ 71,750.00 | \$ 73,500.00 | \$ 75,250.00 | \$ 77,000.00 |
| Facilities Cleaning | \$ 11,550.00 | \$ 11,880.00 | \$ 12,210.00 | \$ 12,540.00 | \$ 12,870.00 | \$ 13,200.00 | \$ 13,530.00 | \$ 13,860.00 | \$ 14,190.00 | \$ 14,520.00 |
| Insurance | \$ 8,181.25 | \$ 8,415.00 | \$ 8,648.75 | \$ 8,882.50 | \$ 9,116.25 | \$ 9,350.00 | \$ 9,583.75 | \$ 9,817.50 | \$ 10,051.25 | \$ 10,285.00 |
| Bar and Kiosk Expenses | \$ 39,375.00 | \$ 40,500.00 | \$ 41,625.00 | \$ 42,750.00 | \$ 43,875.00 | \$ 45,000.00 | \$ 46,125.00 | \$ 47,250.00 | \$ 48,375.00 | \$ 49,500.00 |
| General Repairs and Maintenance | \$ 24,062.50 | \$ 24,750.00 | \$ 25,437.50 | \$ 26,125.00 | \$ 26,812.50 | \$ 27,500.00 | \$ 28,187.50 | \$ 28,875.00 | \$ 29,562.50 | \$ 30,250.00 |
| Landscaping and general appearance | \$ 4,812.50 | \$ 4,950.00 | \$ 5,087.50 | \$ 5,225.00 | \$ 5,362.50 | \$ 5,500.00 | \$ 5,637.50 | \$ 5,775.00 | \$ 5,912.50 | \$ 6,050.00 |
| Electricity | \$ 72,187.50 | \$ 74,250.00 | \$ 76,312.50 | \$ 78,375.00 | \$ 80,437.50 | \$ 82,500.00 | \$ 84,562.50 | \$ 86,625.00 | \$ 88,687.50 | \$ 90,750.00 |
| Gas | \$ 2,887.50 | \$ 2,970.00 | \$ 3,052.50 | \$ 3,135.00 | \$ 3,217.50 | \$ 3,300.00 | \$ 3,382.50 | \$ 3,465.00 | \$ 3,547.50 | \$ 3,630.00 |
| Water | \$ 9,625.00 | \$ 9,900.00 | \$ 10,175.00 | \$ 10,450.00 | \$ 10,725.00 | \$ 11,000.00 | \$ 11,275.00 | \$ 11,550.00 | \$ 11,825.00 | \$ 12,100.00 |
| Maintenance | \$ 113,750.00 | \$ 117,000.00 | \$ 120,250.00 | \$ 123,500.00 | \$ 126,750.00 | \$ 130,000.00 | \$ 133,250.00 | \$ 136,500.00 | \$ 139,750.00 | \$ 143,000.00 |
| Administration | \$ 26,678.75 | \$ 27,441.00 | \$ 28,203.25 | \$ 28,965.50 | \$ 29,727.75 | \$ 30,490.00 | \$ 31,252.25 | \$ 32,014.50 | \$ 32,776.75 | \$ 33,539.00 |
| Replacement Synthetic turf (Annual cost of replacement) | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 |
| Building (Annual cost of replacement) | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 |
| TOTAL EXPENSES | \$ 650,360.00 | \$ 661,056.00 | \$ 671,752.00 | \$ 682,448.00 | \$ 693,144.00 | \$ 703,840.00 | \$ 714,536.00 | \$ 725,232.00 | \$ 735,928.00 | \$ 746,624.00 |
| Financial Summary Data | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
| Total Cash Position | -\$331,797.50 | -\$321,256.00 | -\$310,714.50 | -\$300,173.00 | -\$289,631.50 | -\$279,090.00 | -\$279,167.25 | -\$279,244.50 | -\$279,321.75 | -\$279,399.00 |
| Total Operational P&L position | -\$55,797.50 | -\$45,256.00 | -\$34,714.50 | -\$24,173.00 | -\$13,631.50 | -\$3,090.00 | -\$3,167.25 | -\$3,244.50 | -\$3,321.75 | -\$3,399.00 |
| Assumptions | | | | | | | | | | |
| *turf life span is based on 10 period | | | | | | | | | | |
| Expenses are influenced by CPI at 2.5% | | | | | | | | | | |

| NPL Stadium Optimistic Scenario | | | | | | | | | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
| | 0.75 | 0.8 | 0.85 | 0.9 | 0.95 | 1 | 1.025 | 1.05 | 1.075 | 1.1 |
| Revenue | | | | | | | | | | |
| NPL Match Day | \$ 82,046.25 | \$ 87,516.00 | \$ 92,985.75 | \$ 98,455.50 | \$ 103,925.25 | \$ 109,395.00 | \$ 112,129.88 | \$ 114,864.75 | \$ 117,599.63 | \$ 120,334.50 |
| Local Club use | \$ 26,730.00 | \$ 28,512.00 | \$ 30,294.00 | \$ 32,076.00 | \$ 33,858.00 | \$ 35,640.00 | \$ 36,531.00 | \$ 37,422.00 | \$ 38,313.00 | \$ 39,204.00 |
| Elite Soccer / Major matches | \$ 29,700.00 | \$ 31,680.00 | \$ 33,660.00 | \$ 35,640.00 | \$ 37,620.00 | \$ 39,600.00 | \$ 40,590.00 | \$ 41,580.00 | \$ 42,570.00 | \$ 43,560.00 |
| School/Clinic Programs | \$ 21,450.00 | \$ 22,880.00 | \$ 24,310.00 | \$ 25,740.00 | \$ 27,170.00 | \$ 28,600.00 | \$ 29,315.00 | \$ 30,030.00 | \$ 30,745.00 | \$ 31,460.00 |
| Alternate use | \$ 5,940.00 | \$ 6,336.00 | \$ 6,732.00 | \$ 7,128.00 | \$ 7,524.00 | \$ 7,920.00 | \$ 8,118.00 | \$ 8,316.00 | \$ 8,514.00 | \$ 8,712.00 |
| Other clubs and groups hiring | \$ 14,025.00 | \$ 14,960.00 | \$ 15,895.00 | \$ 16,830.00 | \$ 17,765.00 | \$ 18,700.00 | \$ 19,167.50 | \$ 19,635.00 | \$ 20,102.50 | \$ 20,570.00 |
| Grants, sponsorship and fundraising | \$ 34,650.00 | \$ 36,960.00 | \$ 39,270.00 | \$ 41,580.00 | \$ 43,890.00 | \$ 46,200.00 | \$ 47,355.00 | \$ 48,510.00 | \$ 49,665.00 | \$ 50,820.00 |
| Bar and kiosk sales | \$ 61,875.00 | \$ 66,000.00 | \$ 70,125.00 | \$ 74,250.00 | \$ 78,375.00 | \$ 82,500.00 | \$ 84,562.50 | \$ 86,625.00 | \$ 88,687.50 | \$ 90,750.00 |
| Function room hire | \$ 10,890.00 | \$ 11,616.00 | \$ 12,342.00 | \$ 13,068.00 | \$ 13,794.00 | \$ 14,520.00 | \$ 14,883.00 | \$ 15,246.00 | \$ 15,609.00 | \$ 15,972.00 |
| Net hospitality fee | \$ 18,562.50 | \$ 19,800.00 | \$ 21,037.50 | \$ 22,275.00 | \$ 23,512.50 | \$ 24,750.00 | \$ 25,368.75 | \$ 25,987.50 | \$ 26,606.25 | \$ 27,225.00 |
| Soccer boxes | \$ 44,550.00 | \$ 47,520.00 | \$ 50,490.00 | \$ 53,460.00 | \$ 56,430.00 | \$ 59,400.00 | \$ 60,885.00 | \$ 62,370.00 | \$ 63,855.00 | \$ 65,340.00 |
| TOTAL INCOME | \$ 350,418.75 | \$ 373,780.00 | \$ 397,141.25 | \$ 420,502.50 | \$ 443,863.75 | \$ 467,225.00 | \$ 478,905.63 | \$ 490,586.25 | \$ 502,266.88 | \$ 513,947.50 |
| Expenses | | | | | | | | | | |
| | 0.875 | 0.9 | 0.925 | 0.95 | 0.975 | 1 | 1.025 | 1.05 | 1.075 | 1.1 |
| General | | | | | | | | | | |
| Facility Manager Wages and Salaries | \$ 55,125.00 | \$ 56,700.00 | \$ 58,275.00 | \$ 59,850.00 | \$ 61,425.00 | \$ 63,000.00 | \$ 64,575.00 | \$ 66,150.00 | \$ 67,725.00 | \$ 69,300.00 |
| Facilities Cleaning | \$ 10,395.00 | \$ 10,692.00 | \$ 10,989.00 | \$ 11,286.00 | \$ 11,583.00 | \$ 11,880.00 | \$ 12,177.00 | \$ 12,474.00 | \$ 12,771.00 | \$ 13,068.00 |
| Insurance | \$ 7,363.13 | \$ 7,573.50 | \$ 7,783.88 | \$ 7,994.25 | \$ 8,204.63 | \$ 8,415.00 | \$ 8,625.38 | \$ 8,835.75 | \$ 9,046.13 | \$ 9,256.50 |
| Bar and Kiosk Expenses | \$ 35,437.50 | \$ 36,450.00 | \$ 37,462.50 | \$ 38,475.00 | \$ 39,487.50 | \$ 40,500.00 | \$ 41,512.50 | \$ 42,525.00 | \$ 43,537.50 | \$ 44,550.00 |
| General Repairs and Maintenance | \$ 21,656.25 | \$ 22,275.00 | \$ 22,893.75 | \$ 23,512.50 | \$ 24,131.25 | \$ 24,750.00 | \$ 25,368.75 | \$ 25,987.50 | \$ 26,606.25 | \$ 27,225.00 |
| Landscaping and general appearance | \$ 4,331.25 | \$ 4,455.00 | \$ 4,578.75 | \$ 4,702.50 | \$ 4,826.25 | \$ 4,950.00 | \$ 5,073.75 | \$ 5,197.50 | \$ 5,321.25 | \$ 5,445.00 |
| Electricity | \$ 64,968.75 | \$ 66,825.00 | \$ 68,681.25 | \$ 70,537.50 | \$ 72,393.75 | \$ 74,250.00 | \$ 76,106.25 | \$ 77,962.50 | \$ 79,818.75 | \$ 81,675.00 |
| Gas | \$ 2,598.75 | \$ 2,673.00 | \$ 2,747.25 | \$ 2,821.50 | \$ 2,895.75 | \$ 2,970.00 | \$ 3,044.25 | \$ 3,118.50 | \$ 3,192.75 | \$ 3,267.00 |
| Water | \$ 8,662.50 | \$ 8,910.00 | \$ 9,157.50 | \$ 9,405.00 | \$ 9,652.50 | \$ 9,900.00 | \$ 10,147.50 | \$ 10,395.00 | \$ 10,642.50 | \$ 10,890.00 |
| Maintenance | \$ 102,375.00 | \$ 105,300.00 | \$ 108,225.00 | \$ 111,150.00 | \$ 114,075.00 | \$ 117,000.00 | \$ 119,925.00 | \$ 122,850.00 | \$ 125,775.00 | \$ 128,700.00 |
| Administration | \$ 24,010.88 | \$ 24,696.90 | \$ 25,382.93 | \$ 26,068.95 | \$ 26,754.98 | \$ 27,441.00 | \$ 28,127.03 | \$ 28,813.05 | \$ 29,499.08 | \$ 30,185.10 |
| Replacement Synthetic turf (Annual cost of replacement) | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 |
| Building (Annual cost of replacement) | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 |
| TOTAL EXPENSES | \$ 612,924.00 | \$ 622,550.40 | \$ 632,176.80 | \$ 641,803.20 | \$ 651,429.60 | \$ 661,056.00 | \$ 670,682.40 | \$ 680,308.80 | \$ 689,935.20 | \$ 699,561.60 |
| Financial Summary Data | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
| Total Cash Position | -\$262,505.25 | -\$248,770.40 | -\$235,035.55 | -\$221,300.70 | -\$207,565.85 | -\$193,831.00 | -\$191,776.78 | -\$189,722.55 | -\$187,668.33 | -\$185,614.10 |
| Total Operational P&L position | \$13,494.75 | \$27,229.60 | \$40,964.45 | \$54,699.30 | \$68,434.15 | \$82,169.00 | \$84,223.23 | \$86,277.45 | \$88,331.68 | \$90,385.90 |
| Assumptions | | | | | | | | | | |
| *turf life span is based on 10 period | | | | | | | | | | |
| Expenses are influenced by CPI at 2.5% | | | | | | | | | | |

| NPL Stadium Under preforming Scenario | | | | | | | | | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
| | 0.75 | 0.8 | 0.85 | 0.9 | 0.95 | 1 | 1.025 | 1.05 | 1.075 | 1.1 |
| Revenue | | | | | | | | | | |
| NPL Match Day | \$ 67,128.75 | \$ 71,604.00 | \$ 76,079.25 | \$ 80,554.50 | \$ 85,029.75 | \$ 89,505.00 | \$ 91,742.63 | \$ 93,980.25 | \$ 96,217.88 | \$ 98,455.50 |
| Local Club use | \$ 21,870.00 | \$ 23,328.00 | \$ 24,786.00 | \$ 26,244.00 | \$ 27,702.00 | \$ 29,160.00 | \$ 29,889.00 | \$ 30,618.00 | \$ 31,347.00 | \$ 32,076.00 |
| Elite Soccer / Major matches | \$ 24,300.00 | \$ 25,920.00 | \$ 27,540.00 | \$ 29,160.00 | \$ 30,780.00 | \$ 32,400.00 | \$ 33,210.00 | \$ 34,020.00 | \$ 34,830.00 | \$ 35,640.00 |
| School/Clinic Programs | \$ 17,550.00 | \$ 18,720.00 | \$ 19,890.00 | \$ 21,060.00 | \$ 22,230.00 | \$ 23,400.00 | \$ 23,985.00 | \$ 24,570.00 | \$ 25,155.00 | \$ 25,740.00 |
| Alternate use | \$ 4,860.00 | \$ 5,184.00 | \$ 5,508.00 | \$ 5,832.00 | \$ 6,156.00 | \$ 6,480.00 | \$ 6,642.00 | \$ 6,804.00 | \$ 6,966.00 | \$ 7,128.00 |
| Other clubs and groups hiring | \$ 11,475.00 | \$ 12,240.00 | \$ 13,005.00 | \$ 13,770.00 | \$ 14,535.00 | \$ 15,300.00 | \$ 15,682.50 | \$ 16,065.00 | \$ 16,447.50 | \$ 16,830.00 |
| Grants, sponsorship and fundraising | \$ 28,350.00 | \$ 30,240.00 | \$ 32,130.00 | \$ 34,020.00 | \$ 35,910.00 | \$ 37,800.00 | \$ 38,745.00 | \$ 39,690.00 | \$ 40,635.00 | \$ 41,580.00 |
| Bar and kiosk sales | \$ 50,625.00 | \$ 54,000.00 | \$ 57,375.00 | \$ 60,750.00 | \$ 64,125.00 | \$ 67,500.00 | \$ 69,187.50 | \$ 70,875.00 | \$ 72,562.50 | \$ 74,250.00 |
| Function room hire | \$ 8,910.00 | \$ 9,504.00 | \$ 10,098.00 | \$ 10,692.00 | \$ 11,286.00 | \$ 11,880.00 | \$ 12,177.00 | \$ 12,474.00 | \$ 12,771.00 | \$ 13,068.00 |
| Net hospitality fee | \$ 15,187.50 | \$ 16,200.00 | \$ 17,212.50 | \$ 18,225.00 | \$ 19,237.50 | \$ 20,250.00 | \$ 20,756.25 | \$ 21,262.50 | \$ 21,768.75 | \$ 22,275.00 |
| Soccer boxes | \$ 36,450.00 | \$ 38,880.00 | \$ 41,310.00 | \$ 43,740.00 | \$ 46,170.00 | \$ 48,600.00 | \$ 49,815.00 | \$ 51,030.00 | \$ 52,245.00 | \$ 53,460.00 |
| TOTAL INCOME | \$ 286,706.25 | \$ 305,820.00 | \$ 324,933.75 | \$ 344,047.50 | \$ 363,161.25 | \$ 382,275.00 | \$ 391,831.88 | \$ 401,388.75 | \$ 410,945.63 | \$ 420,502.50 |
| Expenses | | | | | | | | | | |
| General | 0.875 | 0.9 | 0.925 | 0.95 | 0.975 | 1 | 1.025 | 1.05 | 1.075 | 1.1 |
| Facility Manager Wages and Salaries | \$ 67,375.00 | \$ 69,300.00 | \$ 71,225.00 | \$ 73,150.00 | \$ 75,075.00 | \$ 77,000.00 | \$ 78,925.00 | \$ 80,850.00 | \$ 82,775.00 | \$ 84,700.00 |
| Facilities Cleaning | \$ 12,705.00 | \$ 13,088.00 | \$ 13,431.00 | \$ 13,794.00 | \$ 14,157.00 | \$ 14,520.00 | \$ 14,883.00 | \$ 15,246.00 | \$ 15,609.00 | \$ 15,972.00 |
| Insurance | \$ 8,999.38 | \$ 9,256.50 | \$ 9,513.63 | \$ 9,770.75 | \$ 10,027.88 | \$ 10,285.00 | \$ 10,542.13 | \$ 10,799.25 | \$ 11,056.38 | \$ 11,313.50 |
| Bar and Kiosk Expenses | \$ 43,312.50 | \$ 44,550.00 | \$ 45,787.50 | \$ 47,025.00 | \$ 48,262.50 | \$ 49,500.00 | \$ 50,737.50 | \$ 51,975.00 | \$ 53,212.50 | \$ 54,450.00 |
| General Repairs and Maintenance | \$ 26,468.75 | \$ 27,225.00 | \$ 27,981.25 | \$ 28,737.50 | \$ 29,493.75 | \$ 30,250.00 | \$ 31,006.25 | \$ 31,762.50 | \$ 32,518.75 | \$ 33,275.00 |
| Landscaping and general appearance | \$ 5,293.75 | \$ 5,445.00 | \$ 5,596.25 | \$ 5,747.50 | \$ 5,898.75 | \$ 6,050.00 | \$ 6,201.25 | \$ 6,352.50 | \$ 6,503.75 | \$ 6,655.00 |
| Electricity | \$ 79,406.25 | \$ 81,675.00 | \$ 83,943.75 | \$ 86,212.50 | \$ 88,481.25 | \$ 90,750.00 | \$ 93,018.75 | \$ 95,287.50 | \$ 97,556.25 | \$ 99,825.00 |
| Gas | \$ 3,176.25 | \$ 3,267.00 | \$ 3,357.75 | \$ 3,448.50 | \$ 3,539.25 | \$ 3,630.00 | \$ 3,720.75 | \$ 3,811.50 | \$ 3,902.25 | \$ 3,993.00 |
| Water | \$ 10,587.50 | \$ 10,890.00 | \$ 11,192.50 | \$ 11,495.00 | \$ 11,797.50 | \$ 12,100.00 | \$ 12,402.50 | \$ 12,705.00 | \$ 13,007.50 | \$ 13,310.00 |
| Maintenance | \$ 125,125.00 | \$ 128,700.00 | \$ 132,275.00 | \$ 135,850.00 | \$ 139,425.00 | \$ 143,000.00 | \$ 146,575.00 | \$ 150,150.00 | \$ 153,725.00 | \$ 157,300.00 |
| Administration | \$ 29,346.63 | \$ 30,185.10 | \$ 31,023.58 | \$ 31,862.05 | \$ 32,700.53 | \$ 33,539.00 | \$ 34,377.48 | \$ 35,215.95 | \$ 36,054.43 | \$ 36,892.90 |
| Replacement Synthetic turf (Annual cost of replacement) | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 | \$ 120,000.00 |
| Building (Annual cost of replacement) | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 | \$ 156,000.00 |
| TOTAL EXPENSES | \$ 687,796.00 | \$ 699,561.60 | \$ 711,327.20 | \$ 723,092.80 | \$ 734,858.40 | \$ 746,624.00 | \$ 758,389.60 | \$ 770,155.20 | \$ 781,920.80 | \$ 793,686.40 |
| Financial Summary Data | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
| Total Cash Position | -\$401,089.75 | -\$393,741.60 | -\$386,393.45 | -\$379,045.30 | -\$371,697.15 | -\$364,349.00 | -\$366,557.73 | -\$368,766.45 | -\$370,975.18 | -\$373,183.90 |
| Total Operational P&L position | -\$125,089.75 | -\$117,741.60 | -\$110,393.45 | -\$103,045.30 | -\$95,697.15 | -\$88,349.00 | -\$90,557.73 | -\$92,766.45 | -\$94,975.18 | -\$97,183.90 |
| Assumptions | | | | | | | | | | |
| *turf life span is based on 10 period | | | | | | | | | | |
| Expenses are influenced by CPI at 2.5% | | | | | | | | | | |

This report is a confidential document that has been prepared by AECOM. AECOM has undertaken this analysis in its capacity as advisor in accordance with the scope and subject to the terms associated with AECOM's letter of offer. Readers should note that this report may include implicit projections about the future which by their nature are uncertain and cannot be relied upon, as they are dependent on potential events which have not yet occurred. For these reasons and others, property development is inherently risky and frequently things do not turn out as planned. In preparing this report, AECOM has relied on information provided by third parties, along with publicly available information. AECOM has not attempted to verify the accuracy or completeness of the information provided. Neither AECOM nor its officer and employees undertakes any responsibility in any way whatsoever to any person or organisation, in respect of information set out in this report, including errors or omissions therein through negligence or otherwise however caused.

The following Estimated Costs have been developed for both Options:

Football West - NPL Venue Requirements

The following are the venue requirements for NPL:

| Minimum Venue Requirements for NPLWA Seniors Field of Play | | |
|--|---|--|
| Criterion | Minimum Requirement | Recommended |
| Dimensions | Field of Play must satisfy the requirements of the Laws of the Game with a minimum width of 60 metres. | 105 metres x 68 metres. |
| Perimeter Fence | A temporary or permanent fence fully enclosing the field of play, with a recommended height between 800mm and 1000mm. Any temporary fencing must be approved by Football West. Where it is not possible to erect a perimeter fence, Football West may negotiate alternative arrangements. | An access gate for an ambulance, which is kept closed except when the ambulance is required to move onto the Field of Play is recommended. |
| Technical Area | Must be present and comply with recommendations in the Laws of the Game. Technical areas must be wholly inside the perimeter fence. | Technical areas should be either side, and equidistant from the half way line with a maximum distance of 10 metres between each technical area. |
| Team Benches | There must be seating for 10 people inside each technical area. | A separate chair with a backrest should be provided for each person who will occupy the technical areas. |
| Minimum Venue Requirements for NPLWA Seniors Field of Play | | |
| Criterion | Minimum Requirement | Recommended |
| Playing Surface | Must be smooth and level to allow the players and match officials the confidence of movement that would not contribute in any way to injuries or unexpected falls. | |
| Line Markings | Must be white. No other line markings other than those required under the Laws of the Game may be present on the Field of Play. | Marks may be made OFF the field of play 9.15 metres (10 yards) from the corner arc and at right angles to the goal lines and touch lines to assist match officials at corner kicks. Marks should be made in white paint. |
| Goalposts | Must be white and when stained by bore water or some other agent, cleaned. | Goal nets should not be suspended by any kind of metal frame or elbow but by some other method which does not constitute a danger to players (such box nets). |
| Equipment | A stretcher, 4 corner flags that are plain and without club or any other logo. | |
| Venue Facilities | | |

| | | |
|--|--|---|
| Signage | 24 metres linear metres is to be reserved for Sony PS4 signage comprising 8 metres on the centre of the far side of the field (4 metres each side of the half-way line) and 8 metres behind each goal. | Football West or its nominee |
| Seating Capacity | A permanent structure specifically designed for seating spectators situated outside the clubrooms that provides unobstructed viewing to the field of play and that provides seating for a minimum of 120 people. The structure must be approved by Football West. | A permanent structure specifically designed for seating spectators situated outside the clubrooms that provides unobstructed viewing to the field of play and that provides under cover seating for a minimum of 500 people. The structure must be approved by Football West. |
| Food and Drinks | The venue must have selling points for food and alcoholic and non-alcoholic beverages. | In addition, an exclusive area for sponsors and VIPs should be set aside. |
| Toilets | Male and Female Public toilets which are away from the team change rooms and accessible to all spectators. | A public disabled toilet should be provided. |
| Parking | Sufficient parking for match officials close to the match officials' change room. | 50 bays for players and team officials. |
| Change Rooms | | |
| Home and Away Teams | Must be separate from each other and be large enough for 20 people. Must have hot and cold water showers, toilets which are separate from the public toilets and clothes hanging facilities. | Other equipment recommended: <ul style="list-style-type: none">• Whiteboard and pens• Mirror & Washbasin• Power Points• Refrigerator |
| Minimum Venue Requirements for NPLWA Seniors Field of Play | | |
| Criterion | Minimum Requirement | Recommended |
| Match Officials | Must be separate from team change rooms and be large enough for four people. Must have a hot and cold water shower, a toilet and clothes hanging facilities. The match officials' change room may not be used for any other purpose (such as storage) and MUST be lockable. | Match officials should be able to move to the team change rooms without going through an open area or an area to which spectators and the general public has access. Other equipment recommended: <ul style="list-style-type: none">• Mirror & Washbasin• Power Points |
| Signage | All rooms must be clearly marked as to their purposes. | |
| Sports Presentation | | |

| | | |
|-----------------|--|--|
| PA System | A PA system of sufficient volume to be heard throughout the complete spectator area is required. | A system that can handle both music and speech simultaneously. A CD player or some other means through which music can be played through loudspeakers in the main spectator area. Wireless microphone connected to the PA System. |
| Scoreboard | A scoreboard erected on one side of the Field of Play, which is visible to people on the opposite side of the Field of Play. The scoreboard must be able to display unique team names and team scores. | |
| Medical | | |
| Treatment Table | An undercover treatment table must be present, which is able to be used by both teams. | A separate Athletes Medical Room is recommended with two treatment tables. |

Existing active reserve usage

| Pitch | Summer Season | Winter Season |
|-------------------------------|--|---|
| Percy Doyle 1 (main pitch) | No summer user. | SFC (seniors) – Saturday/Sunday 1.00pm to 5.00pm. SFC (juniors) – Saturday 10.00am to 1.00pm; Sunday 8.30am to 1.00pm. |
| Percy Doyle 2 | WJTC – Thursday 4.00pm to 8.00pm; Friday 3.00pm to 6.00pm; Saturday 8.00 am to 1.00pm. | SFC (seniors) – Tuesday 6.30pm to 8.30pm; Thursday 6.30pm to 8.30pm; Sunday 1.00pm to 5.00 pm. SFC (juniors) – Monday 6.00pm to 8.00pm; Tuesday 5.00pm to 6.30pm; Wednesday 5.00pm to 6.30pm; Thursday 5.00pm to 6.30pm; Friday 5.30pm to 7.00pm; Sunday 8.30am to 12.30pm. |
| Percy Doyle 3 | WJTC – Tuesday 4.00pm to 6.00pm; Wednesday 4.00pm to 6.00pm; Thursday 4.00pm to 6.00pm; Friday 3.00pm to 6.00pm; Saturday 8.00am to 1.00pm. | SFC (seniors) – Tuesday 6.30pm to 8.30pm; Thursday 6.30pm to 8.30pm; Sunday 1.00pm to 5.00pm; SFC (juniors) – Tuesday 5.00pm to 6.30pm; Thursday 5.00pm to 6.30pm; Wednesday 5.00pm to 8.00pm; Sunday 8.30am to 12.30pm. |
| Percy Doyle AFL oval | WJTC – Tuesday 4.00pm to 6.00pm; Wednesday 4.00pm to 6.00pm; Thursday 4.00pm to 6.00pm; Friday 3.00 pm to 6.00pm; Saturday 8.00am to 12.30pm. | GFC (seniors) – Tuesday 6.00pm to 8.00pm; Thursday 6.00pm to 8.00pm; Sunday 11.30am to 5.00pm. SDFC (juniors) – Tuesday 4.00pm to 6.00pm; Wednesday 4.00pm to 6.00pm; Thursday 4.00pm to 6.00pm; Sunday 8.00am to 11.30am. |

Note: there is also a commercial personal trainer that uses the AFL oval and in the past a circus has booked Percy Doyle 3 for approximately four weeks of the year.

OPINION OF PROBABLE COST
PROJECT: COJ NPL Stadium, Percy Doyle Reserve
Itemised Costs - OPTION 1 - Rev.1

| Item | Description | Rate | Total |
|--------------------------------------|--|------|-------------------------|
| <u>EXECUTIVE SUMMARY</u> | | | |
| | <u>All items include Design & Construction Contingencies and Professional fees</u> | | |
| 1 | Facility (Option 1) | | 4,804,000 |
| 2 | Demolitions & Alterations | | 161,300 |
| 3 | Grandstand Seating | | 217,500 |
| 4 | Scoreboard | | 21,500 |
| 5 | Synthetic pitch works | | 1,854,000 |
| 6 | Vehicle access roads & pedestrian pathways | | 291,200 |
| 7 | Other external works | | 1,738,100 |
| 8 | Allowance for Public Art | | 37,000 |
| | <u>ESTIMATED TOTAL COMMITMENT</u> | | <u>9,124,600</u> |
| <u>NOTES & EXCLUSIONS</u> | | | |
| 9 | This Opinion of Probable Cost is preliminary and may vary substantially depending on the detail and final scope of works. | | |
| 10 | The rates used in this OPC are based on the works being procured via a conventional, competitive tendering process | | |
| 11 | FECA/UCA/GFA rates used in this estimate are based on average completed costs of buildings of a similar scope and size and include allowances for builder's preliminaries, profits & overheads | | |
| 12 | We have not received any advice from the Services Consultants and it is advisable that further costings be obtained to establish the limit of cost on the nature of this project. | | |
| | <u>This OPC has been based on the following documentation and assumptions:</u> | | |
| 13 | - Concept drawings received from AECOM | | |
| | <u>The following has been specifically excluded from this OPC for which separate provision should be made as required</u> | | |
| 14 | - Works to existing facilities, carparks and bushland | | |
| 15 | - Headworks fees and charges and upgrading of existing services | | |
| 16 | - Sewer connections and associated works | | |
| 17 | - Stormwater and drainage | | |
| 18 | - Floodlighting | | |
| 19 | - Lighting to new access roads | | |
| 20 | - Removal of asbestos and contaminated materials | | |
| 21 | - Excavation in rock | | |

OPINION OF PROBABLE COST

PROJECT: COJ NPL Stadium, Percy Doyle Reserve

Itemised Costs - OPTION 1 - Rev.1

| Item | Description | Rate | Total |
|------|---|------|-------|
| 22 | - Landscaping | | |
| 23 | - Works outside the site boundaries | | |
| 24 | - Children's play equipment and shade sails | | |
| 25 | - Individual bucket seats to Grandstand | | |
| 26 | - Lockers to change rooms | | |
| 27 | - Window blinds | | |
| 28 | - Water bore | | |
| 29 | - Escalation | | |
| 30 | - Goods & Services Tax | | |

OPINION OF PROBABLE COST
PROJECT: COJ NPL Stadium, Percy Doyle Reserve
Itemised Costs - OPTION 2 - Rev.2

| Item | Description | Rate | Total |
|--------------------------------------|--|------|-------------------------|
| <u>EXECUTIVE SUMMARY</u> | | | |
| | <u>All items include Design & Construction Contingencies and Professional fees</u> | | |
| 1 | Facility (Option 2) | | 3,277,500 |
| 2 | Demolitions & Alterations | | 115,200 |
| 3 | Grandstand Seating | | 244,000 |
| 4 | Scoreboard | | 21,500 |
| 5 | Synthetic pitch works | | 2,118,100 |
| 6 | Vehicle access roads & pedestrian pathways | | 618,500 |
| 7 | Other external works | | 1,187,200 |
| 8 | Allowance for Public Art | | 25,000 |
| | <u>ESTIMATED TOTAL COMMITMENT</u> | | <u>7,607,000</u> |
| <u>NOTES & EXCLUSIONS</u> | | | |
| 9 | This Opinion of Probable Cost is preliminary and may vary substantially depending on the detail and final scope of works. | | |
| 10 | The rates used in this OPC are based on the works being procured via a conventional, competitive tendering process | | |
| 11 | FECA/UCA/GFA rates used in this estimate are based on average completed costs of buildings of a similar scope and size and include allowances for builder's preliminaries, profits & overheads | | |
| 12 | We have not received any advice from the Services Consultants and it is advisable that further costings be obtained to establish the limit of cost on the nature of this project. | | |
| | <u>This OPC has been based on the following documentation and assumptions:</u> | | |
| 13 | - Concept drawings received from AECOM | | |
| | <u>The following has been specifically excluded from this OPC for which separate provision should be made as required</u> | | |
| 14 | - Works to Playing Field 1, 2 and 3 | | |
| 15 | - Works to existing facilities and carparks | | |
| 16 | - Headworks fees and charges and upgrading of existing services | | |
| 17 | - Sewer connections and associated works | | |
| 18 | - Stormwater and drainage | | |
| 19 | - Floodlighting | | |
| 20 | - Lighting to new access roads | | |
| 21 | - Removal of asbestos and contaminated materials | | |

OPINION OF PROBABLE COST

PROJECT: COJ NPL Stadium, Percy Doyle Reserve

Itemised Costs - OPTION 2 - Rev.2

| Item | Description | Rate | Total |
|------|---|------|-------|
| 22 | - Excavation in rock | | |
| 23 | - Landscaping | | |
| 24 | - Works outside the site boundaries | | |
| 25 | - Individual bucket seats to Grandstand | | |
| 26 | - Lockers to change rooms | | |
| 27 | - Window blinds | | |
| 28 | - Water bore | | |
| 29 | - Escalation | | |
| 30 | - Goods & Services Tax | | |

NPL Stadium – Financial evaluation

| | |
|---------------------------------|---|
| Project Name | NPL Stadium |
| Report | Financial evaluation |
| Project Sponsor | Director Corporate Services |
| Project Manager | Manager Leisure and Cultural Services |
| Joondalup 2022 Key Theme | Community Wellbeing – Quality facilities. |

CONTENTS

| | | |
|-----|--|----|
| 1. | Introduction and Background | 4 |
| 1.1 | Purpose of paper | 4 |
| 1.2 | Out of scope | 4 |
| 1.3 | Whole of life approach | 4 |
| 1.4 | 20 Year Strategic Financial Plan | 4 |
| 1.5 | Disclaimer | 4 |
| 1.6 | Data | 5 |
| 1.7 | Values..... | 5 |
| 2 | Research and Supporting Information..... | 6 |
| 2.1 | Feasibility study | 6 |
| 2.2 | Capital cost estimates..... | 6 |
| 3 | Options and Key Assumptions | 7 |
| 3.1 | Options evaluated..... | 7 |
| 3.2 | Key assumptions | 7 |
| | ESTABLISHMENT PHASE | 9 |
| 4 | Project Costs | 9 |
| 4.1 | Sunk costs | 9 |
| 4.2 | Future capital costs excluding escalation | 9 |
| 4.3 | Contingency..... | 9 |
| 4.4 | Exclusions | 9 |
| 4.5 | Phasing and escalation..... | 10 |
| 5 | Funding..... | 11 |
| 5.1 | Potential grant funding | 11 |
| 5.2 | City funding..... | 11 |
| 5.3 | Borrowings from West Australian Treasury Corporation..... | 11 |
| | OPERATING ANALYSIS | 12 |
| 6 | Key Features and Definitions | 12 |
| 6.1 | City cash flows..... | 12 |
| 6.2 | Year six (2027-28) is assumed to be steady state..... | 12 |
| 7 | Recurring Expenses..... | 13 |
| 7.1 | Estimated costs per year 2027-28 (Steady State) onwards..... | 13 |
| 7.2 | Source of assumptions | 13 |
| 7.3 | Depreciation..... | 15 |
| 7.4 | Write-off..... | 15 |
| 8 | Recurring income..... | 16 |

NPL Stadium – Financial evaluation

| | | |
|---------------------|---|----|
| 8.1 | Estimated income per year 2027-28 (Steady State) onwards..... | 16 |
| 8.2 | Source of assumptions | 16 |
| 9 | Operating Analysis – Summary..... | 17 |
| 9.1 | Operating deficit 2027-28..... | 17 |
| 9.2 | Operating cash flows | 18 |
| 10 | Capital Renewal..... | 19 |
| 10.1 | Estimated costs per year..... | 19 |
| 10.2 | Approach for capital replacement..... | 19 |
| TOTAL IMPACTS | | 20 |
| 11 | Total Cash Flows to 2061-62 | 20 |
| 11.1 | Total cash flows to 2061-62 | 20 |
| 11.2 | Cumulative cash flows | 21 |
| 11.3 | Cost Per Rateable Property | 21 |
| 12 | Risks & Opportunities..... | 22 |
| 12.1 | Risk Analysis | 22 |
| 12.2 | Opportunities | 22 |
| 13 | Impacts For City of Joondalup..... | 23 |
| 13.1 | 20 Year Strategic Financial Plan | 23 |
| 13.2 | Overall ranking of NPL Stadium with other major projects..... | 23 |

INTRODUCTION

1. INTRODUCTION AND BACKGROUND

1.1 Purpose of paper

This plan is prepared in support of the ELT Report (November 2017) for the NPL Stadium. This report will include a detailed evaluation of the financial implications of the NPL Stadium and an evaluation of Scenarios. The contents include:

- Establishment costs;
- Operating analysis;
- Scenario evaluation;
- Impacts for City;
- Risks and sensitivity.

1.2 Out of scope

The following are out of scope:

- Project justification;
- Procurement plan;
- Risk management plan;
- Project management plan; and
- Asset management plan.

1.3 Whole of life approach

The City applies a whole-of-life approach to all projects, and uses a wide number of tools to ensure it is financially sustainable both now and in the future. The ongoing operational impacts are assessed as much as the one-off costs. This ensures that the overall costs of a project over the long-term are evaluated and budgeted.

1.4 20 Year Strategic Financial Plan

The key tool to ensure that all the financial impacts of major projects are identified and financially sustainable is the City's *20 Year Strategic Financial Plan* which is updated on an annual basis. The plan was last presented to Elected Members in August 2017 and at that time did not include any impacts for the NPL stadium.

1.5 Disclaimer

This report does not contend that the financial projections will come to pass exactly as stated, but are merely a guide in support of the ELT Report. The projections are best estimates at this point in time, but there is a level of risk and uncertainty in all the projections. The actual costs and income will vary, due to the following:

- Detailed design and specification;
- Business case;
- Improved analysis of operating projections (volume and rates);
- Tender;
- Program model;
- Management model;
- Demand / catchment / changes in taste / participation in cultural activities; and

- Economic factors.

The financial projections should be updated at each key stage of the project so that the confidence of the assumptions improves. At this early stage in the project, the financial estimates have a great deal of uncertainty. Due to the size of the proposal, the risks/sensitivity of the assumption should be considered as much as the financial projections.

1.6 Data

There is a wide range of financial data referred to in this document. Data will either be shown in Dollars (\$), thousands ('\$k') or where necessary in millions (\$m), depending on the size of the values being referred to. All financial tables will be clearly labelled to designate the format.

1.7 Values

Each section will initially review all the assumptions in today's dollars (2017). However, all values will then be escalated to take account of inflation so that the overall costs over a 40-year period can be assessed.

2 RESEARCH AND SUPPORTING INFORMATION

2.1 Feasibility study

The City commissioned a consultant to prepare a feasibility study which includes operating projections that have been used where relevant. It should be noted though that the analysis did not include any supporting information behind the operating projections (e.g. volume x rate), which therefore greatly reduces the confidence of several assumptions.

2.2 Capital cost estimates

The City obtained an opinion of probable cost from a consultant which have been used for the capital costs.

3 OPTIONS AND KEY ASSUMPTIONS

3.1 Options evaluated

There are two locations considered by the project:

- Existing soccer precinct - Demolish the existing Sorrento Football Clubroom and build a NPL Stadium in the southern part of Percy Doyle Reserve, where the existing soccer precinct is located.
- Existing AFL Oval area - Demolish the existing Football Teeball Clubrooms and build a NPL Stadium in the north east of Percy Doyle Reserve.

The key features of the two locations are:

| Options Key Features | Existing Soccer Precinct | AFL Oval |
|---|---|---|
| ¹ Existing Buildings | Sorrento Football Club building demolished | Teeball Clubrooms demolished |
| ² Assumed Impact on Sorrento Football Club | Share the new Stadium facility with City | Retains existing building and only uses new facility when hiring it |
| ³ Size of New Building (FECA) | 1,260 sqm Needs to incorporate facilities for Sorrento Football Club | 960 sqm Smaller building than Option 1 because Sorrento FC would retain use of the existing building |
| ⁴ Assumed Impact on Teeball/AFL | No Impact | Teeball/AFL Clubs relocated to other existing facility |

The report evaluates the two location options and considered the options for income including the City's current fees and charges (which includes subsidisation based on the Facility Hire Subsidy Policy) versus industry standard fees and charges.

3.2 Key assumptions

The table below lists some of the other key assumptions within the financial model:

| | Assumption | Value | Comments |
|---|-----------------------|--------------------|--|
| 1 | Financial Model | Projects Model | <ul style="list-style-type: none"> The model used for the financial evaluation is the City's Project Financial Evaluation Model, as reviewed by Deloitte in 2016 and reported to the Finance Committee as being rigorous and sound. |
| 2 | Ready for Service | July 2022 | <ul style="list-style-type: none"> The analysis assumes that the facility is ready by July 2022 This timescale is merely an assumption for financial modelling, the potential timescales will need to be subject to further review |
| 3 | Phasing Capital Costs | 2019-20 to 2021-22 | <ul style="list-style-type: none"> The model assumes that 12% of the Capital Costs are required in 2019-20 for planning and design Construction is assumed to be spread over the next 2 years, 2020-21 and 2021-22. An assumption of 38% of the costs is assumed in 2020-21 and the remaining 50% in 2021-22 These assumptions would need to be refined at a later point |

NPL Stadium – Financial evaluation

| | | | |
|---|-----------------------------|------------------------|--|
| 4 | Phasing Grants | 2020-21 and 2021-22 | <ul style="list-style-type: none"> ○ The project currently assumes grant funding from CSRFF which is split between the 2 years of construction |
| 5 | Financial Evaluation Period | 40 Years | <ul style="list-style-type: none"> ○ The analysis evaluates the cash flows over a 40-year operating period, from 2022-23 to 2061-62. ○ The long timeframe is necessary to ensure that the long-term implications are fully considered, and ensures that capital renewal expenditure can be included in the evaluation |
| 6 | Escalation–Assumptions | Draft 20 Year SFP 2017 | <p>The Draft 2017 SFP (August 2017) includes the most up-to-date escalation assumptions. These have been incorporated into the Projects Financial Evaluation Model. The escalation assumptions are:</p> <ul style="list-style-type: none"> ○ 2.25% 2018-19 ○ 2.50% 2019-20 to 2021-22 ○ 3.00% 2022-23 and 2023-24 ○ 3.50% each year thereafter <p>Utilities have higher escalation assumptions, from 2020-21 assumed to be 5% per year</p> |
| 7 | Borrowing Terms | WATC May 2017 | <p>WATC provided updated borrowing projections as part of the SFP update and these are included in the Projects Financial Evaluation Model. The relevant rates and terms will be explained in later detail in the Funding section.</p> |

ESTABLISHMENT PHASE

4 PROJECT COSTS

4.1 Sunk costs

The only sunk costs to date are the costs for the feasibility study and capital cost estimates, which total \$37,000.

4.2 Future capital costs excluding escalation

The tables below summarise the total future one-off costs to establish the facility. The data for items 1 to 9 is sourced from the estimated capital costs explained earlier. A notional estimate of \$30k has been added for additional project costs by the City for further concept design.

The Existing Soccer Precinct option costs more than the AFL oval option because it incorporates facilities for Sorrento Football Club, whereas in the AFL oval option the existing building would be retained by Sorrento Football Club.

| Capital & Other One-Off Costs (excluding inflation) | | Existing Soccer Precinct | AFL Oval |
|--|---------------|-----------------------------|------------------|
| 1 Facility | \$000s | (\$4,804) | (\$3,278) |
| 2 Demolition and alterations | \$000s | (\$161) | (\$115) |
| 3 Grandstand seating | \$000s | (\$218) | (\$244) |
| 4 Scoreboard | \$000s | (\$22) | (\$22) |
| 5 Synthetic pitch works, excl Pitch | \$000s | (\$654) | (\$919) |
| 6 Synthetic pitch only | \$000s | (\$1,200) | (\$1,200) |
| 7 Access roads and pathways | \$000s | (\$291) | (\$619) |
| 8 Other external works | \$000s | (\$1,738) | (\$1,187) |
| 9 Public artwork allowance | \$000s | (\$37) | (\$25) |
| 10 Project Costs for City | \$000s | (\$30) | (\$30) |
| Total One-off Costs | \$000s | (\$9,155) | (\$7,637) |

4.3 Contingency

The capita cost estimate include standard contingencies as follows:

- Design – 5%.
- Construction – 5%.

4.4 Exclusions

During project planning it is standard practice for there to be exclusions in the costings due to the lack of information or because it is too early to evaluate. As the plans become more detailed, the exclusions should eventually dissipate. At this early stage in the project there are many exclusions as listed below and it is vital to emphasise that the overall project costs would be a lot higher than the figures above:

- Works to playing fields 1, 2 and 3;
- Sewer connections;
- Storm water and drainage;
- Floodlighting upgrades;
- Lighting to access roads;
- Landscaping;

NPL Stadium – Financial evaluation

- Water bore.

However, it should be noted that the City already has separate projects for floodlighting and service upgrades at Percy Doyle Reserve which may provide an opportunity to support the NPL Stadium project.

4.5 Phasing and escalation

As explained in section three, the phasing has been split over three years as follows 12%/38%/50%. This is a working assumption at this point. The two tables then show how the capital costs excluding escalation may increase after escalation and taking account of the potential phasing.

The escalation factors below are the cumulative factors based on the escalation values described in section 3, for example the 104.8% for 2019-20 is calculated in 2 steps as follows

- Escalation Factor of 2.25% in 2018-19 so the cumulative rate in 2018-19 is 102.25%
- Escalation Factor of 2.50% in 2019-20 is multiplied and added to cumulative rate of 102.25%

| Existing Soccer Precinct | | 2019-20 | 2020-21 | 2021-22 | Total |
|-----------------------------|--------|-----------|-----------|-----------|------------------|
| Capex, excluding escalation | \$000s | (\$1,095) | (\$3,467) | (\$4,562) | (\$9,155) |
| Escalation Factor | % | 104.8% | 107.4% | 110.1% | 108.4% |
| % of Total | \$000s | (\$1,148) | (\$3,725) | (\$5,024) | (\$9,927) |

| AFL Oval | | 2019-20 | 2020-21 | 2021-22 | Total |
|-----------------------------|--------|---------|-----------|-----------|------------------|
| Capex, excluding escalation | \$000s | (\$913) | (\$2,891) | (\$3,804) | (\$7,637) |
| Escalation Factor | % | 104.8% | 107.4% | 110.1% | 108.4% |
| % of Total | \$000s | (\$957) | (\$3,105) | (\$4,188) | (\$8,281) |

The costs including escalation (bottom row in each table) are used as the basis of the funding evaluation as explained in the next section.

5 FUNDING

5.1 Potential grant funding

An estimate of potential grant funding from the State Governments Community Sporting and Recreation Facilities Fund (CSRFF) has been developed for both location options. The analysis takes account of the components which may be considered eligible by CSRFF.

| Potential CSRFF Grant Funding (excluding escalation) | | Existing Soccer Precinct | AFL Oval |
|---|---------------|-----------------------------|----------------|
| 1 Capex estimate | \$000s | (\$9,155) | (\$7,637) |
| 2 Non-eligible components | \$000s | (\$3,258) | (\$1,836) |
| 3 Eligible components | \$000s | (\$5,897) | (\$5,801) |
| 4 Potential 1/3 funding | \$000s | \$1,965 | \$1,933 |

It is not assumed at this stage that there would be any other grant funding, only CSRFF.

5.2 City funding

Ideally the City would fund its share of the facility from either municipal funds or reserves. As the project is not yet included in the *20 Year Strategic Financial Plan*, there is currently no dedicated source of funding. The financial evaluation has therefore assumed borrowings would be required to fund the City's portion – even if reserves were freed up for the NPL stadium it is still prudent to assume borrowings within the financial evaluation because this ensures a cost of capital has been factored into the evaluation.

The table below summarises the funding assumptions. The starting point in Line 1 is the capital expenditure including escalation from section four. The estimated grants income is then deduced from this to calculate the remaining amount to be funded by the City as borrowings. Line 4 then shows the interest cost associated with the borrowings and Line 5 shows the overall cost of the borrowings (principal + interest).

| Funding (including escalation) | | Existing Soccer Precinct | AFL Oval |
|-----------------------------------|---------------|-----------------------------|------------------|
| 1 Capex including escalation | \$000s | (\$9,927) | (\$8,281) |
| 2 Grants | \$000s | \$1,965 | \$1,933 |
| 3 Borrowings | \$000s | (\$7,962) | (\$6,348) |
| 4 Interest on Borrowings | \$000s | (\$2,300) | (\$1,825) |
| 5 Total Cost of Borrowings | \$000s | (\$10,262) | (\$8,173) |

5.3 Borrowings from West Australian Treasury Corporation

The West Australian Treasury Corporation (WATC) is the state body in WA to assist Local Government and other State bodies with funding. The City can borrow from third parties; however, the terms offered by the WATC have tended to be much better than other parties. The borrowings required for the project are assumed to be repaid on a ten-year basis. It is assumed that fixed interest rate borrowings would be used, with rates at the time of construction of 4.62% (2020-21) and 4.83% (2021-22).

Note that the interest costs are an operating expense and will therefore impact on the operating deficit for the ten years of the repayment.

OPERATING ANALYSIS

6 KEY FEATURES AND DEFINITIONS

6.1 City cash flows

This evaluation only includes estimated city cash flows. There are other income and expense items which are assumed to be owned by Sorrento Football Club, for example NPL match day income and building operating costs.

6.2 Year six (2027-28) is assumed to be steady state

The feasibility study has assumed that it would take six years for the volume to increase to steady state. Years seven to 40 are assumed to be the same volume assumptions as year six, but would have different escalation factors. The cash flows for each year would be different but for the purposes of financial modelling it is reasonable to assume a steady state.

For Years 1 to 5 the feasibility study has indicated that the volumes supporting the operating assumptions would steadily increase as follows:

- Income – 75% of steady state at year one and then increasing by 5% per year until steady state is achieved at year six.
- Expenses – 87.5% of steady state at year one and then increasing by 2.5% per year until year six.

The assumptions in Year 1 to 5 have a very minor impact on the overall cash flows as they only represent five years out of 40 years. The steady state numbers are the most important numbers and will be the basis of the commentary in the remainder of the operating analysis.

7 RECURRING EXPENSES

7.1 Estimated costs per year 2027-28 (Steady State) onwards

The table below summarises the annual cash expenses included in the model from Year 6 to Year 40. The item highlighted in yellow is the major area of difference.

| Operating Cash Expenses, excl. Interest (2027-28) excluding inflation | Existing Soccer Precinct | AFL Oval |
|--|-------------------------------------|-----------------|
| 1 Facility Manager Wages and Salaries | (\$70) | (\$70) |
| 2 Facilities Cleaning | (\$9) | (\$10) |
| 3 Insurance | (\$9) | (\$6) |
| 4 Bar and Kiosk Expenses | (\$45) | (\$45) |
| 5 General Repairs and Maintenance | (\$19) | (\$21) |
| 6 Electricity: Building | (\$11) | (\$11) |
| 7 Gas | (\$3) | (\$3) |
| 8 Water | (\$11) | (\$11) |
| 9 Landscaping and general appearance | (\$6) | (\$6) |
| 10 Pitch Maintenance | (\$130) | (\$127) |
| 11 Administration | (\$30) | (\$30) |
| 12 Existing Building Savings | \$10 | \$35 |
| 13 Existing Pitch Maintenance Savings | \$20 | \$20 |
| Annual Operating Cash Expenses, excl. Interest | (\$313) | (\$285) |

Note that the table above excludes depreciation which will be covered later and interest on borrowings. Both depreciation and interest on borrowings are operating expenses.

7.2 Source of assumptions

The table below summarises the key assumptions that are used to distinguish between each of the options for operating expense estimates.

| Key Features for Operating Expenses | Existing Soccer Precinct | AFL Oval |
|--|--|---|
| Size of New Building (FECA) | 1,260 sqm | 960 sqm 76.2% of Option Location 1 |
| Club Lease | 396 sqm 31.4% of Total | n/a |
| City Operated | 864 sqm 68.6% of Total | 960 sqm 11.1% more than Option Location 1 |
| Bar & Kiosk Share - Impacts on Income, Expenses, Net Hospitality Fee | 100% by City | 100% by City |
| Floodlighting Power & Maintenance | Excluded from both options at this stage | |
| New Grass & Synthetic Pitches | 1 Full Size Synthetic 2 Small Synthetic 1 Small Grass | 1 Full Size Synthetic 3 Small Synthetic |
| Existing Building | Sorrento Football Club costs \$10k per year for City and would be saved | Teeball Clubrooms costs \$35k per year for City and would be saved |
| Existing Grass Pitches | Pitch 2 Existing Costs saved | AFL Oval Existing Costs Saved |

With reference to the estimated operating expenses in paragraph 7.1 the assumptions are

NPL Stadium – Financial evaluation

- Line 1 facility manager – estimate provided by feasibility study, and applies to both options
- Line 2 facilities cleaning – the feasibility study estimated \$13,200 for Cleaning for the overall facility. Firstly for the Existing Soccer Precinct the Club would clean 31.4% of the area and the City would clean the remaining area. Secondly for the AFL Oval option the City costs are 76.2% of \$13,200.
- Line 3 insurance – feasibility study estimated \$9k for the first option. This has then been scaled down for the AFL oval option as it is a smaller building.
- Line 4 bar and kiosk expenses – feasibility study estimate of \$45k used for both options.
- Line 5 general repairs – as per line 2, based on square metres assumptions.
- Line 6 landscaping based on feasibility study and assumed the same for both options.
- Line 7 electricity. The estimate from feasibility study has not been used because it includes both building costs and floodlighting costs, and the estimate appeared high. Reference has been made to existing electricity costs in the City and a rate of \$15 per square metre has been applied for each option.
- Line 8 gas - applied the feasibility study figure in all lines.
- Line 9 water - applied the feasibility study figure in all lines.
- Line 10 pitch maintenance – feasibility study figure used for the first option. For the AFL Oval option a notional reduction of \$3,000 has been assumed because it has 1 more junior synthetic pitch compared to Existing Soccer Precinct option and synthetic should incur less maintenance costs.
- Line 11 administration from the feasibility study.
- Line 12 Existing Building Savings. The \$10k for the first option is based on the 2016-17 operating costs that the City incurred for Sorrento Football Club building – note that the Club has exclusive use of the building and has responsibility for the majority of the building maintenance costs, also the electricity costs are billed directly to the Club. The \$35k for the AFL Oval option is the 2016-17 operating costs the City incurred for operating the Teeball Clubrooms – this building is not leased out, only hired out, and therefore the City picks up most of the expenses. (the City also recovers more for the Teeball Clubrooms).
- Line 13 Existing Pitch Maintenance Savings. In the Existing Soccer Precinct option the existing costs of maintaining pitch 2 would be replaced with the costs in Line 10 so can be regarded as a saving. Likewise the existing operating costs for the AFL Oval can be regarded as a saving for that option. The operation costs for Percy Doyle Reserve are not split up into the separate areas, and therefore a notional \$20k estimate has been listed for both options – this is an item which can be investigated further at a later stage.

7.3 Depreciation

The capital expenditure will result in depreciation expenditure for each year, which is an operating expense. The table below summarises the depreciation assumptions for each option. The Depreciation rates are based on rates currently applied by the City, while the 10% for the synthetic pitch is based on the 10-year life assumed. Some capital expenditure would not be depreciated.

| Depreciation Expense per Year | Depn Rate | | Depreciation per Year | |
|--------------------------------------|------------------------------|----------------|-----------------------------|----------------|
| | Category | Rate % p.a. | Existing Soccer Precinct | AFL Oval |
| | | | \$000s | \$000s |
| 1 Facility | Building - Sporting Facility | 1.1% | (\$56) | (\$38) |
| 2 Demolition and alterations | Not depreciated | | | |
| 3 Grandstand seating | Park Equipment | 4.0% | (\$9) | (\$11) |
| 4 Scoreboard | Park Equipment | 4.0% | (\$1) | (\$1) |
| 5 Synthetic pitch works, excl Pitch | Not depreciated | | | |
| 6 Synthetic pitch only | Synthetic Pitch | 10.0% | (\$130) | (\$130) |
| 7 Access roads and pathways | Roads | 1.5% | (\$5) | (\$10) |
| 8 Other external works | Not depreciated | | | |
| 9 Public artwork allowance | Not depreciated | | | |
| 10 Project Costs for City | Not depreciated | | | |
| 11 Existing Depn | Not depreciated | | \$36 | \$51 |
| Depreciation Expense per Year | | | (\$165) | (\$139) |

7.4 Write-off

Both location options would result in an impairment of assets which would result in a one-off hit to the operating deficit in the year of impairment. The details are:

- Sorrento Football Club \$1.8m impairment (includes \$1.1m from existing facility and \$0.7m from works being undertaken this year)
- Teeball Clubrooms \$0.8m impairment

Note that the impairment if Sorrento Football Club were demolished would include \$0.7m of works that are only being undertaken this year. If the City demolished in 5 years time, then these costs would only have provided the City with 5 year's worth of use which is extremely inefficient in terms of asset management and utilisation.

8 RECURRING INCOME

8.1 Estimated income per year 2027-28 (Steady State) onwards

The table below summarises the annual operating income assumed in 2027-28 for both location options and the different charging options.

| Operating Income (2027-28) excluding inflation | | Existing Soccer Precinct | | AFL Oval | |
|--|---------------|----------------------------------|----------------------------|----------------------------------|----------------------------|
| | | City's Current Fees & Charges | Industry Fees & Charges | City's Current Fees & Charges | Industry Fees & Charges |
| 1 Local Club Use | \$000s | \$2 | \$32 | \$2 | \$32 |
| 2 Elite Soccer / Major matches | \$000s | \$36 | \$36 | \$36 | \$36 |
| 3 School/Clinic Programs | \$000s | \$2 | \$26 | \$2 | \$26 |
| 4 Alternate use | \$000s | \$1 | \$7 | \$1 | \$7 |
| 5 Other Clubs and groups hiring | \$000s | \$1 | \$17 | \$1 | \$17 |
| 6 Grants, sponsorship and fundraising | \$000s | | | | |
| 7 Bar and kiosk sales | \$000s | \$75 | \$75 | \$75 | \$75 |
| 8 Function room hire | \$000s | \$13 | \$13 | \$13 | \$13 |
| 9 Net hospitality fee | \$000s | \$23 | \$23 | \$23 | \$23 |
| 10 Soccer boxes | \$000s | \$54 | \$54 | \$54 | \$54 |
| 11 Club Lease Income & Utility Charge | \$000s | \$2 | \$2 | | |
| | \$000s | | | | |
| 12 Existing Building Income not received | \$000s | (\$5) | (\$5) | (\$10) | (\$5) |
| 13 Existing Pitch Income not received | \$000s | (\$2) | (\$2) | | |
| Annual Operating Income | \$000s | \$201 | \$278 | \$197 | \$278 |

8.2 Source of assumptions

The table below summarises the key assumptions for the Operating Income at Steady State. The majority of the estimates are sourced initially on the Feasibility Report, and then consideration is given to whether the estimates are applicable for the City.

| Operating Income Key Features | | City's Current Fees & Charges | Industry Fees & Charges |
|----------------------------------|---|--|----------------------------------|
| 1 | Local Club Use | Based on existing fees paid by Sorrento FC to City Approx 7% of Industry | Feasibility report |
| 2 | Elite Soccer / Major Matches | Assumed income all received by City, same as Feasibility report | Feasibility report |
| 3,4,5 | School/Clinic Programs, Alternative Use, Other Programs | 7% of Feasibility Report | Feasibility report |
| 7,9 | Bar & Kiosk Income / Net Hospitality Fee | Feasibility report used as the basis. Assumed same for both options. | |
| 8 | Function Hire | 100% to City | |
| 10 | Soccer Boxes | Assumed income all received by City, same as Feasibility report | |
| 11 | Club Lease Income | Based on 0.1% of Capital Replacement Costs of Area being Leased | AFL Oval Existing Costs Saved |

9 OPERATING ANALYSIS – SUMMARY

9.1 Operating deficit 2027-28

The table below summarises the operating deficit at steady state in today's dollars. This includes all operating expenses, including interest and depreciation, but it should be noted that the interest expense would only be relevant for ten years during the repayment of the borrowings.

The estimated deficit ranges from (\$428k) for the Existing Soccer Precinct option (City's current fees and charges) to (\$265k) for the AFL oval (industry charging). In summary, each of the four options would worsen the City's operating deficit which is currently at (\$6.7m). Additionally, the estimates include several exclusions and risks so the likelihood is the operating deficit for each option would be worse than indicated below.

| <u>Operating Impacts per annum</u> <u>Steady State 2027-28</u> <u>excluding escalation</u> | | <u>Existing Soccer Precinct</u> | | <u>AFL Oval</u> | |
|---|--------|--|----------------------------|-------------------------------------|----------------------------|
| | | City's Current Fees & Charges | Industry Fees & Charges | City's Current Fees & Charges | Industry Fees & Charges |
| Operating Income | \$000s | \$201 | \$278 | \$197 | \$278 |
| Operating Cash Expenses | \$000s | (\$313) | (\$313) | (\$285) | (\$285) |
| Interest | \$000s | (\$150) | (\$150) | (\$119) | (\$119) |
| Depreciation | \$000s | (\$165) | (\$165) | (\$139) | (\$139) |
| Operating Expenses, incl Depn & Interes | \$000s | (\$629) | (\$629) | (\$543) | (\$543) |
| Operating Deficit | \$000s | (\$428) | (\$351) | (\$346) | (\$265) |

9.2 Operating cash flows

The table below summarises the overall 40 year impacts of the operating income and expenses, including escalation. These are calculated by multiplying the annual impacts in earlier sections with the annual escalation factors. Note that the table below are the cash flows only so excludes depreciation.

| Operating Cash Flows Total up to 2061-62 including escalation | | Option1a | Option1b | Option2a | Option2b |
|--|-------------|---|---|---|---|
| | | Existing Soccer Precinct - City's Current Fees & Charges | Existing Soccer Precinct - Industry Fees & Charges | AFL Oval - City's Current Fees & Charges | AFL Oval - Industry Fees & Charges |
| Operating Expenses | | | | | |
| 1 Interest on Borrowings | \$ms | (\$2.3) | (\$2.3) | (\$1.8) | (\$1.8) |
| 2 Facility Manager Wages and Salaries | \$ms | (\$6.7) | (\$6.7) | (\$6.7) | (\$6.7) |
| 3 Facilities Cleaning | \$ms | (\$0.9) | (\$0.9) | (\$1.0) | (\$1.0) |
| 4 Insurance | \$ms | (\$0.9) | (\$0.9) | (\$0.6) | (\$0.6) |
| 5 Bar and Kiosk Expenses | \$ms | (\$4.3) | (\$4.3) | (\$4.3) | (\$4.3) |
| 6 General Repairs and Maintenance | \$ms | (\$1.8) | (\$1.8) | (\$2.0) | (\$2.0) |
| 7 Electricity: Building | \$ms | (\$1.6) | (\$1.6) | (\$1.6) | (\$1.6) |
| 8 Gas | \$ms | (\$0.5) | (\$0.5) | (\$0.5) | (\$0.5) |
| 9 Water | \$ms | (\$1.6) | (\$1.6) | (\$1.6) | (\$1.6) |
| 10 Landscaping and general appearance | \$ms | (\$0.5) | (\$0.5) | (\$0.5) | (\$0.5) |
| 11 Pitch Maintenance | \$ms | (\$12.4) | (\$12.4) | (\$12.1) | (\$12.1) |
| 12 Administration | \$ms | (\$2.9) | (\$2.9) | (\$2.9) | (\$2.9) |
| 13 Existing Building Savings | \$ms | \$1.0 | \$1.0 | \$3.3 | \$3.3 |
| 14 Existing Pitch Maintenance Savings | \$ms | \$1.9 | \$1.9 | \$1.9 | \$1.9 |
| 15 Total Operating Cash Expenses, incl. In | \$ms | (\$33.5) | (\$33.5) | (\$30.4) | (\$30.4) |
| Operating Income | | | | | |
| 16 Local Club Use | \$ms | \$0.2 | \$3.1 | \$0.2 | \$3.1 |
| 17 Elite Soccer / Major matches | \$ms | \$3.4 | \$3.4 | \$3.4 | \$3.4 |
| 18 School/Clinic Programs | \$ms | \$0.2 | \$2.5 | \$0.2 | \$2.5 |
| 19 Alternate use | \$ms | \$0.0 | \$0.7 | \$0.0 | \$0.7 |
| 20 Other Clubs and groups hiring | \$ms | \$0.1 | \$1.6 | \$0.1 | \$1.6 |
| 21 Grants, sponsorship and fundraising | \$ms | | | | |
| 22 Bar and kiosk sales | \$ms | \$7.1 | \$7.1 | \$7.1 | \$7.1 |
| 23 Function room hire | \$ms | \$1.2 | \$1.2 | \$1.2 | \$1.2 |
| 24 Net hospitality fee | \$ms | \$2.1 | \$2.1 | \$2.1 | \$2.1 |
| 25 Soccer boxes | \$ms | \$5.1 | \$5.1 | \$5.1 | \$5.1 |
| 27 Club Lease Income & Utility Charge | \$ms | \$0.1 | \$0.1 | | |
| 28 Existing Building Income not received | \$ms | (\$0.5) | (\$0.5) | (\$0.9) | (\$0.5) |
| 29 Existing Pitch Income not received | \$ms | (\$0.2) | (\$0.2) | | |
| 30 Total Operating Income | \$ms | \$19.0 | \$26.2 | \$18.6 | \$26.3 |
| Operating Surplus/(Deficit) | | (\$14.5) | (\$7.3) | (\$11.8) | (\$4.1) |

10 CAPITAL RENEWAL

10.1 Estimated costs per year

The table below summarises the annual cash flows that are included in the model for capital replacement. The table also includes the avoided costs of the existing buildings, this data is based on the current building inventory as held in Finance One and used as the basis of the City's accounts..

| Capital Replacement Costs per year (excludes escalation) | | Existing Soccer Precinct | AFL Oval |
|---|---------------|-----------------------------|----------------|
| 1 New Stadium Facility | \$000s | (\$56) | (\$38) |
| 2 Grandstand Seating | \$000s | (\$9) | (\$11) |
| 3 Scoreboard | \$000s | (\$1) | (\$1) |
| 4 Synthetic Pitch | \$000s | (\$130) | (\$130) |
| 5 Access roads and pathways | \$000s | (\$5) | (\$10) |
| | \$000s | | |
| 6 Existing Building Avoided | \$000s | \$36 | \$51 |
| Capital Replacement Total | \$000s | (\$165) | (\$139) |

10.2 Approach for capital replacement

The financial model has included annual cash amounts in the model for capital replacement even though capital replacement would occur in ad hoc phases e.g. short-life services replaced at year 16, pitch replaced at year 10. It is deemed more prudent to include annual amounts for capital replacement which align with a 'sinking fund' (e.g. reserve) type approach.

TOTAL IMPACTS

11 TOTAL CASH FLOWS TO 2061-62

11.1 Total cash flows to 2061-62

The whole-of-life cash flows have been projected up to 2061-62. This covers the period of construction and 40 years of operation. By evaluating over such a long period ensures that the long-term impacts including capital renewals can be evaluated. The table below summarises the overall cash flow impacts, this table includes all the cash flows in the previous sections (capital costs, funding, capital renewals, operating assumptions and escalation).

Under both options the Industry Fees & Charges results in a better 40 year outcome compared to the City's charges.

The least cost option is the AFL Oval (Industry Fees & Charges) with total cash flow of \$23.6 million. This is \$7.3m cheaper than the Existing Soccer Precinct Option of \$30.9m, mostly due to the following:

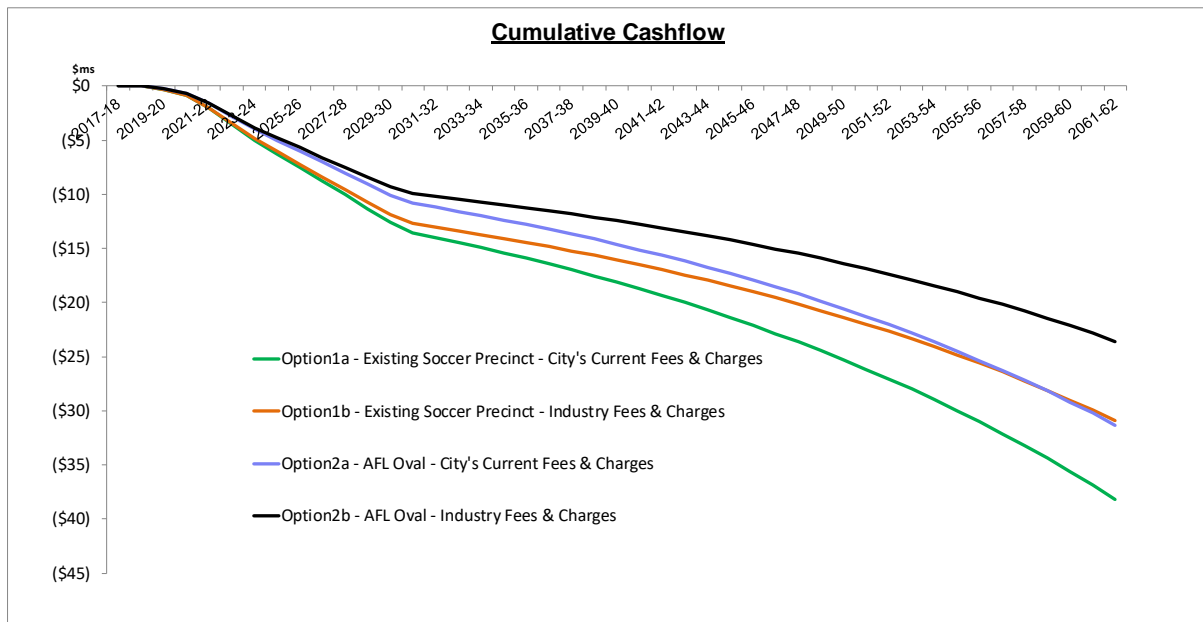
- Capital costs and interest on borrowings is cheaper \$2.2m
- Capital replacement is \$2.6m lower
- Savings from existing building are higher when the Teeball Clubrooms are demolished than if the Sorrento Football Club Building is demolished \$2.3m

| Option Summary Total up to 2061-62 including escalation | | Existing Soccer Precinct - City's Current Fees & Charges | Existing Soccer Precinct - Industry Fees & Charges | AFL Oval - City's Current Fees & Charges | AFL Oval - Industry Fees & Charges |
|---|-------------|---|--|---|--|
| One-Off Impacts | | | | | |
| One-off Costs | \$ms | (\$9.9) | (\$9.9) | (\$8.3) | (\$8.3) |
| Grants | \$ms | \$2.0 | \$2.0 | \$1.9 | \$1.9 |
| Borrowings | \$ms | \$8.0 | \$8.0 | \$6.3 | \$6.3 |
| Repayments | \$ms | (\$8.0) | (\$8.0) | (\$6.3) | (\$6.3) |
| One-off Surplus/(Deficit) | \$ms | (\$8.0) | (\$8.0) | (\$6.3) | (\$6.3) |
| Operating Impacts | | | | | |
| Operating Cash Expenses, incl. Interest | \$ms | (\$33.5) | (\$33.5) | (\$30.4) | (\$30.4) |
| Operating Income | \$ms | \$19.0 | \$26.2 | \$18.6 | \$26.3 |
| Operating Surplus/(Deficit) | \$ms | (\$14.5) | (\$7.3) | (\$11.8) | (\$4.1) |
| Asset Replacement | \$ms | (\$15.7) | (\$15.7) | (\$13.1) | (\$13.1) |
| Overall Cash Surplus/(Deficit) | \$ms | (\$38.2) | (\$30.9) | (\$31.3) | (\$23.6) |
| Ranking | Rank | 4 | 2 | 3 | 1 |
| Net Present Cost | \$ms | (\$11.5) | (\$10.1) | (\$9.3) | (\$7.9) |

The net present cost is the sum of all the cashflows discounted back to today's values.

11.2 Cumulative cash flows

The graph below shows the cash flows on a cumulative basis for each of the options. The cash flows for the first ten years include the cost of loan repayments and therefore the reductions are steeper than later years.



11.3 Cost Per Rateable Property

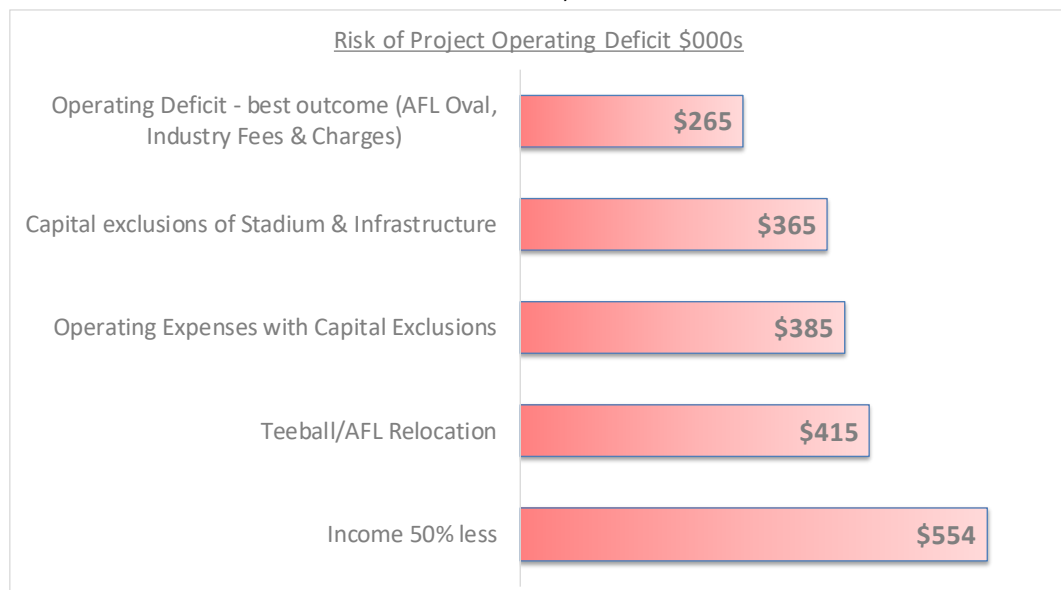
The overall 40 year cost per rateable property is \$383, this is calculated as \$23.6 million divided by 61,500 properties.

12 RISKS & OPPORTUNITIES

12.1 Risk Analysis

There are several exclusions and some key risks. The chart below is a high-level summary of the potential worsening of the operating deficit for the 'best' (least cost) option. This indicates that the operating deficit could be as high as (\$554k), if all the possibilities came to pass. This has been calculated as follows:

- Starting point in the graph is the \$265k as listed earlier. This represents the impacts currently included in the financial model based on all the assumptions explained in this report, for the least cost option (AFL Oval Industry Fees & Charges)
- Capital exclusions – there are a number of large cost items excluded. If these costs were \$5m and were depreciated on average over 50 years this would result in additional depreciation (and capital replacement) of \$100k per year, so the operating deficit increases from \$265k to \$365k
- Operating expenses arising from the capital exclusions, such as floodlighting maintenance and power, may be \$20k per year, so the deficit increases from \$365k to \$385k
- Teeball/AFL relocation – costs are not yet included for relocating the clubs. It is assumed that they would be relocated to existing facilities. If the worst case happened there may be new building costs so an additional \$30k impact caused by the project
- Income 50% less. The \$265k best case (least cost) option is based on Industry Fees & Charges which are much higher than City fees and charges, and it is a high risk that the city would be unable to charge those rates. All the income assumptions contain much more uncertainty than the expenses because the income is variable (not guaranteed) but the expense assumptions are much more fixed (i.e. when a building is constructed there is maintenance costs even if there is no income).



12.2 Opportunities

The analysis indicates that it could be much more cost effective for the City to hire out the HBF Arena. If the HBF Arena had to be hired out this may be \$39,000 per year (\$3,000 per week x 13 home games in a season). Over a 40 year period, including escalation, this would cost \$3.9m, which is just 17% of the lowest cost option of building NPL stadium (\$23.6m).

For comparison purposes the \$23.6m, could pay for 242 seasons (years) of hire at the HBF Arena.

13 IMPACTS FOR CITY OF JOONDALUP

13.1 20 Year Strategic Financial Plan

The NPL stadium project is not included in the 20 Year SFP. The total 20 year cash impacts are approximately \$15 million.

13.2 Overall ranking of NPL Stadium with other major projects

The table below summarises the impacts of major projects on the operating deficit and ranks them accordingly. Due to the sizeable deficit of the NPL stadium it is ranked just ninth out of 12 major projects.

| Impact of Major Projects #1 on Operating Deficit & Ranking | (A) Capex & Timescales | | | (B) Operating | | |
|--|---------------------------------------|-------------------------------|----------------|-------------------------------|------------------|----------|
| | Capex | (R)enewal, (U)pgrade or (N)ew | Year | Operating Surplus / (Deficit) | Write-off | Rank |
| | \$ms | | #2 | \$ms p.a. | \$ms | #3 |
| 1 Craigie LC - Upgrades | (\$2.4) | U/N | 2019-20 | \$0.4 | \$0.0 | 1 |
| 2 Multi Storey Car Park (2) | (\$17.1) | N | 2022-23 | (\$0.1) | \$0.0 | 2 |
| 3 Edgewater Quarry Masterplan | (\$11.8) | N | 2021-22 | (\$0.1) | \$0.0 | 3 |
| 4 Prince Regent Park Redevelopment | (\$3.1) | New | 2018-19 | (\$0.1) | <\$1m | 4 |
| 5 Joondalup Mens Shed #5 | (\$3.3) | N | 2019-20 | (\$0.2) | <\$1m | 5 |
| 6 Chichester Park Redevelopment | (\$3.0) | U/N | 2020-21 | (\$0.2) | \$1m-\$2m | 6 |
| 7 Percy Doyle - Refurbishment Works | (\$6.3) | R/U | 2020-21 | (\$0.3) | <\$1m | 7 |
| 8 Warwick Activities Centre | (\$4.3) | R | 2019-20 | #4 | \$1m-\$2m | 8 |
| 9 NPL Stadium | (\$7.6) | U/N | 2021-22 | (\$0.3 to (\$0.6) | \$1m-\$2m | 9 |
| 10 Joondalup Administration Building - refurbishment | (\$5.1) | R/U | 2019-20 | #4 | #4 | n/a |
| 11 Whitfords Library and Senior Citizens Centre | (\$3.0) | tbc | 2022-23 | #4 | #4 | n/a |
| 12 Percy Doyle Master-Plan Phase 1 & 2 | (\$96.6) | R/U/N | 2035-36 | #4 | #4 | n/a |
| 13 Sorrento Surf Life Saving Club | Business Case currently being updated | | | | | |
| TOTAL | (\$163.5) | | | (\$0.6) | | |

#1 Capex and Operating Impacts exclude escalation

#2 Year is the final year of capex

#3 Rank is based on Operating Surplus/(Deficit) and write-off

#4 Impact on Operating Surplus/(Deficit) not yet estimated

#5 Indicative estimate by SFA, subject to detailed financial evaluation