

# **City of Joondalup Outdoor Youth Recreation**

## Strategy

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## Introduction

The Joondalup Outdoor Youth Recreation Strategy is a strategic document to inform the future provision of facilities for outdoor youth recreation within the City of Joondalup.

Outdoor youth recreation refers to areas that are specifically designed to offer free, non-club based physical activity spaces for young people aged 11 – 25. These activities primarily include the use of BMX bikes, skateboards and scooters at skate parks and BMX tracks. Other forms of unstructured outdoor activity include parkour, climbing, general fitness and the informal use of sporting facilities like soccer, basketball and tennis courts.

Young people spend time using skate parks and BMX facilities because they are unbiased and inclusive activities that promote physical health and social connection to a diverse range of people. Skate parks and BMX facilities offer young people an opportunity to spend time outside and develop skills associated with relationships, resilience, problem solving, teamwork, informal competition, coordination and other motor skills. Skate boarding and BMX riding are becoming a more popular sporting choice for many as they provide freedom of expression through an easily accessible and affordable outlet. For the first time freestyle skate boarding will be included in the 2021 Olympics, providing a platform for skateboarding to be recognised at a global level.

By activating spaces through provision of suitable facilities for young people, a greater level of community connection can be achieved. Facilities that support a diversity of activity and experience increase connection amongst user groups who may not normally spend time in the same area. By providing an appropriate network of facilities, the City can provide equitable and accessible facilities to the wider community, enabling their engagement in recreation and with each other.

The City recognises the importance of providing suitable facilities for outdoor youth recreation, but rather than take an ad-hoc approach to the refurbishment of the City's existing facilities and development of new facilities, the City has prepared the Outdoor Youth Recreation Strategy to take a strategic view on the future location of facilities and to strategically plan for the rationalisation of existing facilities (where appropriate) and the possible future development of new facilities in line with community need.

## Strategic context

The City of Joondalup Strategic Community Plan - Joondalup 2022 is the City's overarching strategic plan for the future, outlining and driving a vision for Joondalup. The strategic planning document highlights the City's commitment to achieving the vision and aspirations of its community as Joondalup continues to grow and develop.

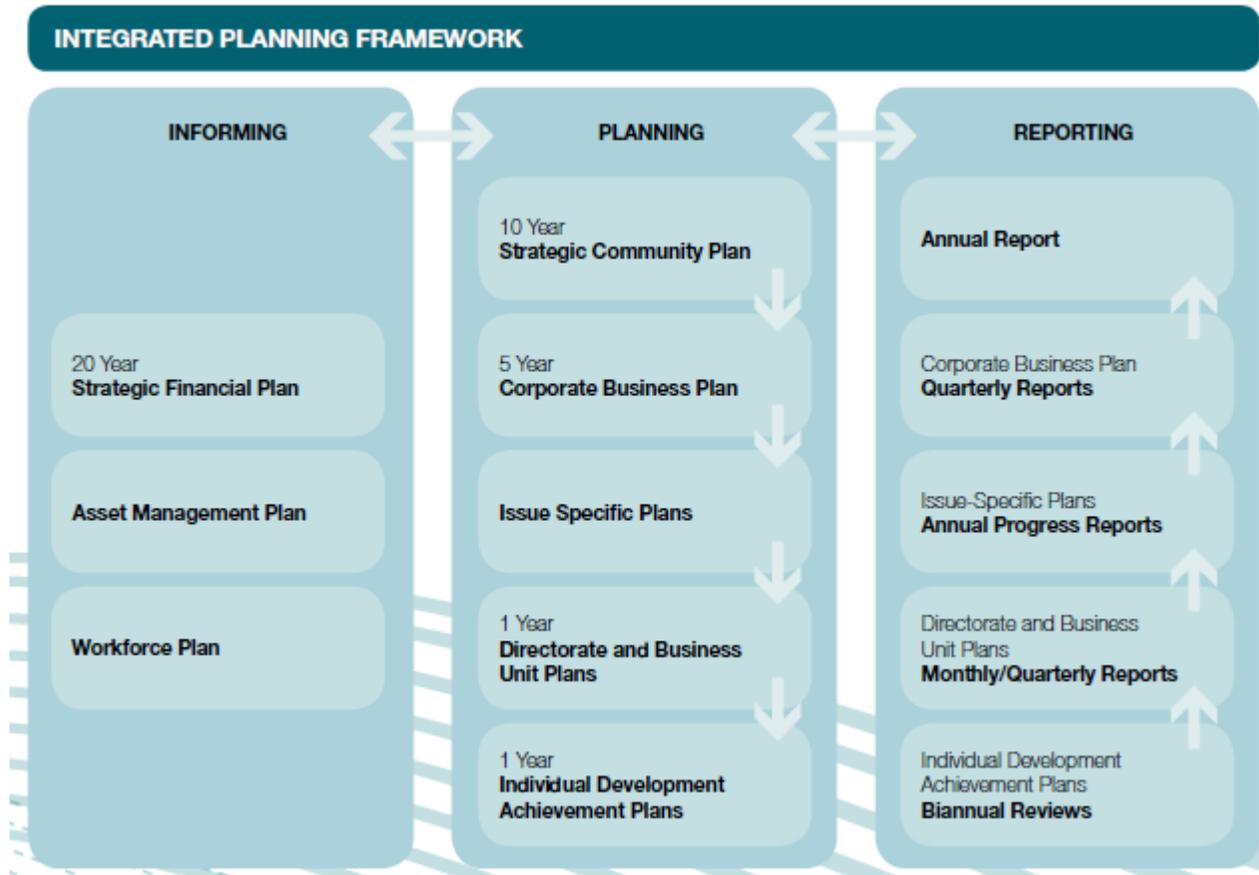
The six key themes of Joondalup 2022 are:

- Governance and Leadership
- Financial Sustainability
- Quality Urban Environment
- Economic Prosperity, Vibrancy and Growth
- The Natural Environment
- Community Wellbeing.

The Outdoor Youth Recreation Strategy responds in particular to the Community Wellbeing Theme, addressing key objectives regarding "Quality Facilities", "Community Spirit", and "Community Safety".

Overall, the City works to an internal Integrated Planning Framework (image below), which aligns the City's strategic priorities to its planned activities and resourcing requirements. This Framework also builds in reporting requirements to ensure transparency and the demonstration of planned achievements.

The Outdoor Youth Recreation Strategy supports the City's Integrated Planning Framework as an informing document. The strategy will inform the City's 5 Year Corporate Business Plan and Strategic Financial Plan and facilitate the implementation of required investment into outdoor youth recreation, meeting core objectives of the Strategic Community Plan regarding Community Wellbeing.



## Defining community need

Consultant reports were commissioned to provide background information, analysis and technical inputs to inform the strategy.

Community need was identified through:

- Facility condition and use analysis to determine the current distribution, condition, suitability, and use of facilities.
- Spatial and demographic analysis, which provides an indication of where there may be current or future demand in areas and where this aligns or does not align with existing facility locations.
- Community consultation which provides insight to current usage and suitability of existing facilities to meet demand. Consultation outcomes also contribute to an understanding of overall and geographic demand for facilities.

The combination of these different analyses, summarised on the following pages, highlight some common themes regarding need for outdoor youth recreation in the City, in particular (and in order of priority) the need for:

- Access to specialised skate facilities in the southern area of the City to enable skills development and competition, particularly for those suburbs outside the catchments of the Mirror Park and Carine Skate Parks,
- Locally accessible, multi-purpose facilities across the entirety of the City, targeted to entry level and social participation in all recreation styles, that enable fun, fitness, and social interaction
- Access to specialised BMX facilities in the northern, central and coastal areas of the City to enable skills development and competition,
- Establishment of an urban BMX/mountain bike trail to complement and connect existing/new facilities across the City.

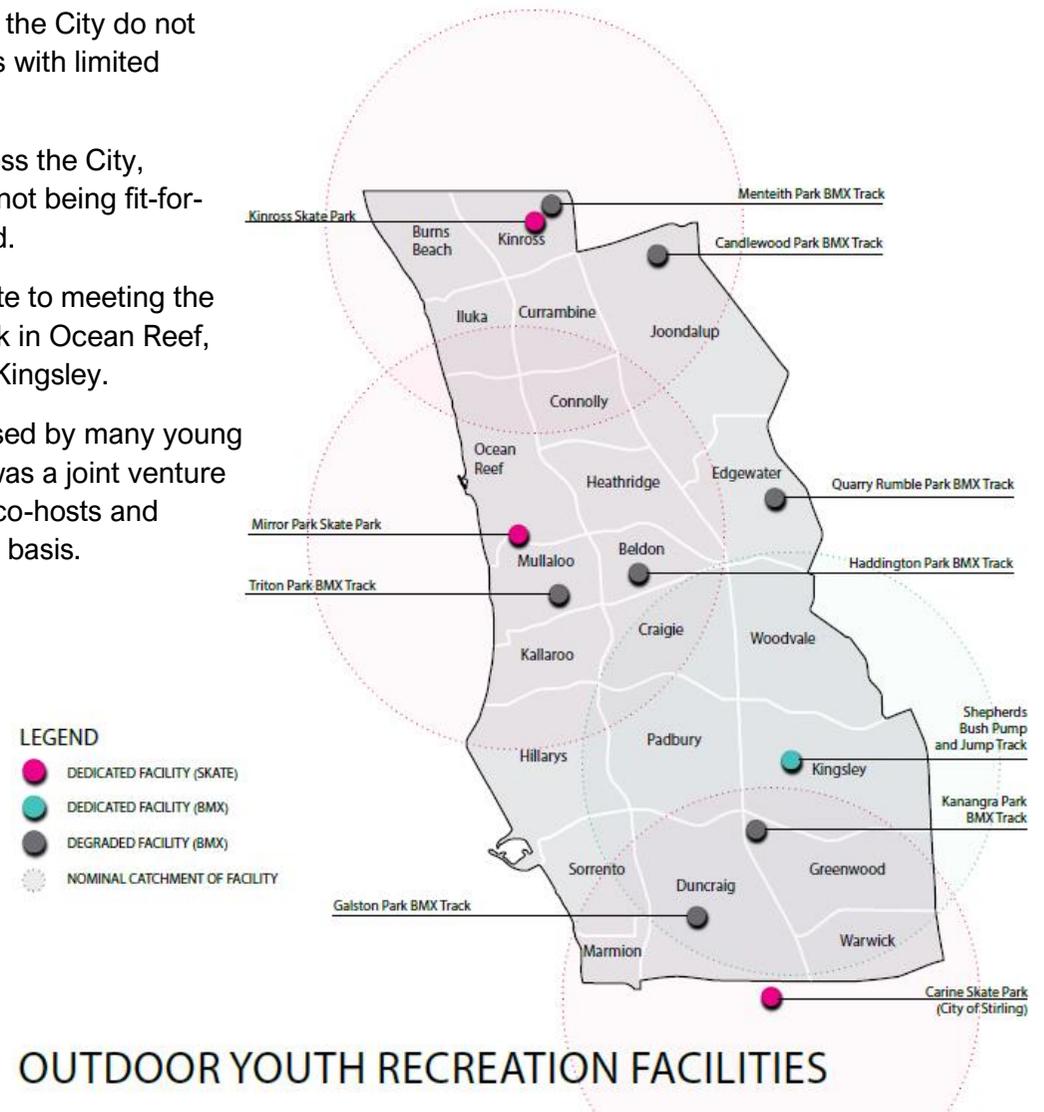
## Facility condition and use analysis

Facility condition analysis indicates that several BMX facilities across the City do not meet current trends or standards and/or have limited appeal to riders with limited variety or challenge.

A community survey, that included participation by facility users across the City, confirmed that some facilities, identified by the condition analysis as not being fit-for-purpose, are rarely used, and therefore do not meet community need.

The key facilities in the City that are considered to currently contribute to meeting the outdoor recreation needs of young people are Mirror Park Skate Park in Ocean Reef, Kinross Skate Park, and Shepherd's Bush Pump and Jump Track in Kingsley.

In addition, Carine Skate Park, located within the City of Stirling, is used by many young people in the City. This skate park was opened in August 2002 and was a joint venture between the Cities of Stirling and Joondalup. The City of Joondalup co-hosts and sponsors skate and BMX competitions at this skate park on a regular basis.



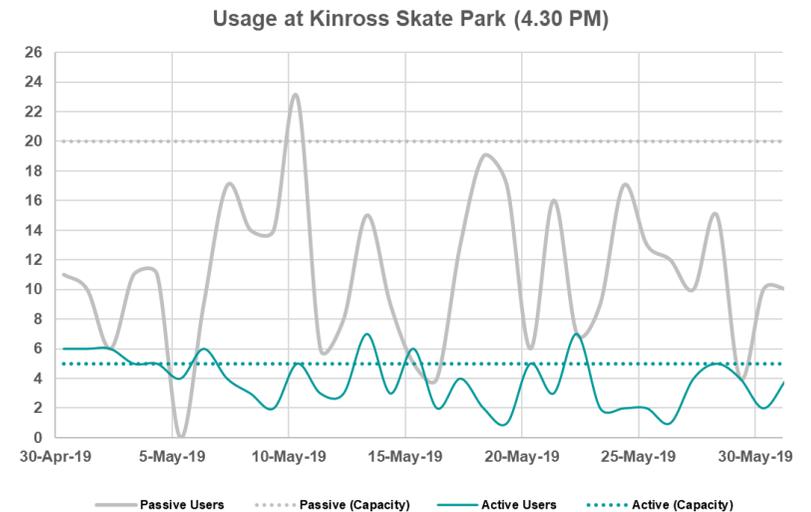
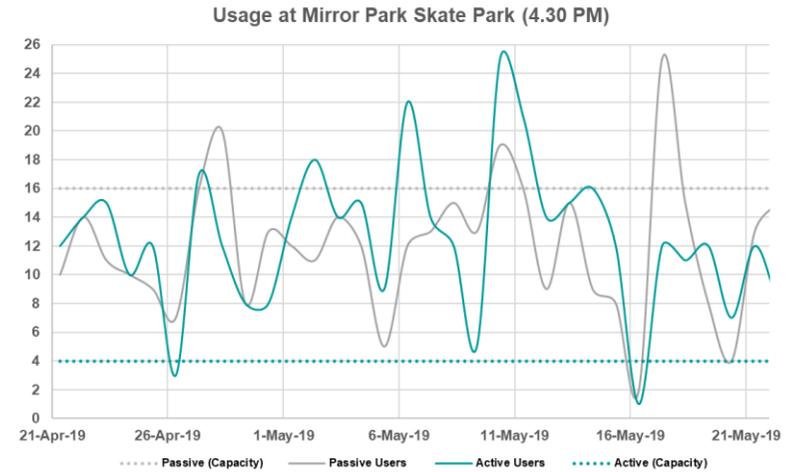
Usage analysis for Kinross and Mirror Park Skate Parks was undertaken based on CCTV data, which identified number of users against capacity of the facilities.

Analysis of use at Mirror Park Skate Park indicates that need exceeds provision of facilities for skate in the City. The graph opposite illustrates that usage typically exceeds capacity for both active and passive users of the space during peak use time (4.30pm).

Similar analysis for Kinross Skate Park shows that usage at the peak time (4.30pm) fluctuates, though operates around capacity of the facility. It is noted that even with an older design that makes it less attractive than Mirror Park, the use of Kinross Skate Park still exceeds capacity at certain times.

Lighting at Kinross Skate Park contributes to spreading the peak usage period, as the facility is available for a longer duration. Planned installation of lighting at Mirror Park Skate Park will contribute to spreading the peak usage period at that facility also.

However, on the basis that peak demand is typically 300 percent of capacity, it is likely that there will continue to be unmet demand for skate facilities.



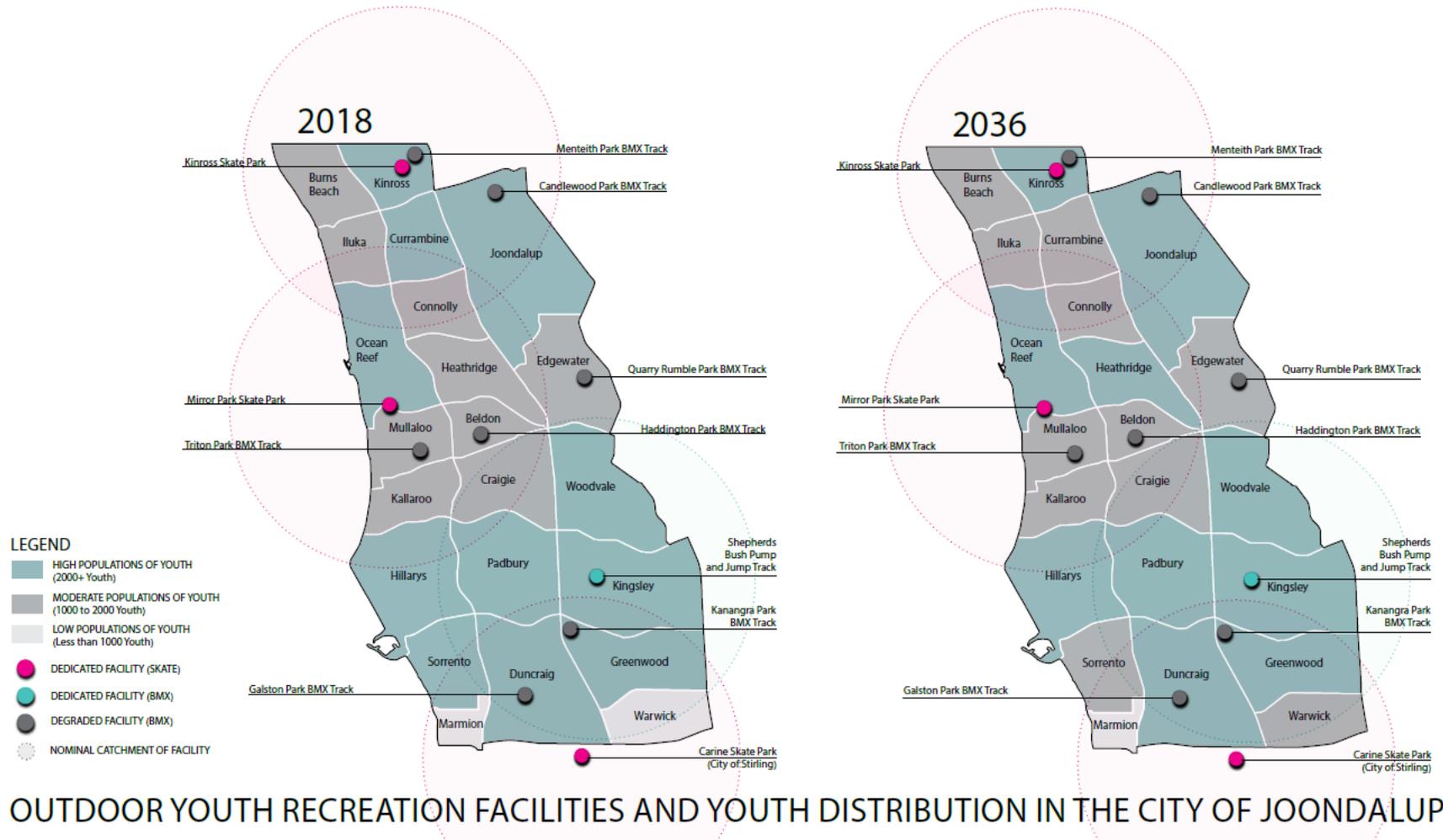
## Demographic analysis

Demographic analysis has identified the current and future distribution of young people across the City of Joondalup. This distribution is compared to current facilities on the following map, which illustrates that all demand is currently met through a few, single activity facilities.

All users are directed to dedicated facilities, creating potential for overcrowding and conflict. Across the entirety of the City, there are no multi-use facilities targeted to beginners and casual/social use, with degraded BMX facilities that are unsuitable in their current condition and layout and contribute little to meeting needs for local, social facilities.

In addition to a lack of multi-purpose facilities that meet need for social and beginner recreation, the mapping illustrates that the current provision of dedicated facilities is not aligned with forecast distribution of young people, including:

- A lack of a dedicated skate facility in the southern area of the City, which is forecast to have high populations of youth, outside of the most southern suburbs which are serviced by the Carine Skate Park.
- A lack of a dedicated BMX facility in the northern areas of the City which is forecast to have high populations of youth.
- A lack of a dedicated BMX facility in the coastal/central area of the City, which is forecast to have moderate to high populations of youth.



## OUTDOOR YOUTH RECREATION FACILITIES AND YOUTH DISTRIBUTION IN THE CITY OF JOONDALUP

## Community consultation

Community consultation, in particular consultation with young people and users of outdoor recreation facilities, further reiterates the need for additional dedicated and localised facilities to enable local youth to engage in the social, skills development, and competition elements of outdoor sports and recreation.

Community consultation, including a survey and workshops, was conducted from 11 June to 4 July 2018 to determine the community's needs. Consultation included online questionnaires and workshops - 567 participants engaged in this consultation.

Consultation outcomes show a strong dirt BMX and skate culture within the City of Joondalup; a large number of families either currently or would utilise outdoor youth recreation facilities. A strong majority of participants communicated need for more provision. 92 percent of survey participants supported the development of new, on-trend dirt BMX, skate and outdoor youth recreation facilities in the City. This demand identified in the survey was further validated by specific user comments on particular facilities, for example reports of overcrowding at Mirror Park Skate Park, and complaints that beginners impact on the use of the facility for users looking for opportunity for more advanced skills development. Commentary of congestion at Shepherds Bush Pump and Jump Track was also recorded in the consultation process.

Consultation outcomes acknowledged that new facilities need to cater for skill progression from beginner to advanced users and for a mix of riding styles and should also provide community-based family spaces and outdoor youth recreation.

The key consultation themes confirm the need identified by the facility condition and use and demographic analysis, for localised facilities for unstructured, social, or exploratory engagement in the relevant sports, which would alleviate pressure on the City's dedicated facilities.

Accessibility and travel time were indicated to be the most important factors for locating facilities, however, many people indicated that they are willing to travel 10km plus to a facility if it can competently cater to their needs. The type of facility and its proximity to community hubs were also key criteria for locating new skate provision.

Other key themes noted in consultation outcomes include:

- Participants identified that they ‘never’ visit the majority of existing facilities, excluding Shepherds Bush Pump and Jump Track and Mirror Park Skate Park.
- Participants ranged from beginner to advanced level riders. Many indicated that they ride at least once a week with the majority riding whenever that they can. This highlights the importance of including amenity provision that supports functionality of facilities throughout the day and night.
- There was strong community support for amenity to be included at BMX, skate and outdoor youth recreation facilities. Participants indicated drinking fountains, shade shelters, toilets, lighting, seating, path networks and parking as being the most important amenities to provide at facilities.
- The top preferred locations for new skate spaces were identified as Joondalup, Hillarys, Woodvale, Mullaloo, Duncraig, Burns Beach and Edgewater.
- The top preferred locations for new BMX spaces were identified as Hillarys, Joondalup, Greenwood, Ocean Reef, Woodvale, and Burns Beach.
- Participants identified that they consider the type of facility they want to ride the most when choosing to go riding or skating. This was closely followed by accessibility and travel time, parking and the facility’s overall location. Participants identified that they are willing to travel further than 10km to a dirt BMX or skate park facilities if it can cater to their needs.

## Facilities framework

The following framework will inform the City of Joondalup's decision making and strategic planning for provision of facilities to meet community need.

Outdoor youth facilities are used by young people for a variety of purposes, including:

- Fun and enjoyment
- Exercise and fitness
- Social experience (friends and family)
- Challenge/skills development
- Sport and competition

The facilities framework is established to accommodate the various purposes of outdoor youth recreation within a network of complementary facilities. Case studies for each type of facility are provided on the following pages.

### Facility types

**Incidental facilities** provide shared access to outdoor recreation and integrate with other community recreational activities within local and district parks. These local, multi-purpose facilities are suitable for skate, scooter, and BMX/bike users and can include elements supporting other physical social activity, such as informal outdoor basketball. Being multi-purpose, they function as an entry point to a variety of recreation types and support unstructured and social participation.

**Dedicated facilities** provide specific infrastructure to support community participation in outdoor recreation, located to complement other recreation and community activities and amenities around them. Dedicated facilities enable skills development in outdoor recreation, offering a diversity of activity and challenge levels. The facilities support unstructured and social participation in addition to community-level organised events (e.g. community competitions). Dedicated facilities are specific in their design, recognising that skate and BMX have different needs, styles, environmental and spatial

requirements. However, dedicated facilities may be co-located with incidental, multi-use facilities to enhance their activation and use.

**Regional facilities** are high-end destinations within iconic locations and/or major economic hubs. Their core function is to generate and complement regional economic benefits through organised competitions and as a destination for advanced skills development. These facilities are not focussed on meeting local community needs; however, they may include complementary local or district scale facilities within the design.

A **network of facilities** can be connected through paths, road underpasses and safe road crossings to create an interconnected urban trails experience across the City's neighbourhoods.

## Case studies: Incidental Facilities

The City of Joondalup does not currently have any facilities consistent with the form or function of Incidental Facilities.

Robinson Reserve Skate Path in the City of Stirling, and Banks Reserve Skate Park in the City of Vincent are examples of multi-purpose facilities of this type. These local level facilities integrate with other recreation functions of parks, including playgrounds, barbecues, shade structures, and other amenities. Their design and setting enable their use by all age groups and skill levels across a diversity of recreation styles (bikes, scooters, skate, and outdoor basketball).

These popular facilities demonstrate the benefits of multi-purpose facilities at the local level compared to small scale dedicated facilities which are limited in their useability by a design that excludes use by other recreation types (e.g. skaters cannot use facilities designed solely for BMX). When small scale facilities focus on a single activity type (e.g. skate or BMX), they are often not challenging enough to attract a range of users and are unlikely to have the popularity, use and vibrancy of multi-purpose facilities at the local scale.



Above – Outdoor youth recreation facilities within Banks Reserve, Joel Terrace, East Perth, are an example of well used, multi-purpose incidental facilities integrated into a local park. The facilities are used by entry level and experienced participants, including bikes, scooters and skateboards.



Above – nestled between a playground and BBQ facilities and a cricket/AFL oval, the Robinson Reserve Skate Path and outdoor basketball courts within Robinson Reserve, Royal Street, Tuart Hill are an example of incidental facilities that are multi-purpose, and well used by bikes, scooters, and skateboards at a variety of skill levels.

## Case studies: Dedicated Facilities

The City of Joondalup currently provides dedicated facilities for BMX and skate.

Dedicated skate facilities include the Mirror Park Skate Park, Kinross Skate Park, and Shephard's Bush Pump and Jump Track. These facilities are focussed on the specific design requirements of a particular recreation type, in these cases skate or BMX.

As dedicated facilities meeting the needs of a district, serving multiple local areas, they are larger in size and designed to provide for skills development and to host recreation events and community competitions. The City regularly hosts events within these facilities.

Providing dedicated facilities at the district level enables the scale and level of investment required to establish diverse, challenging, and stimulating facilities that can attract a wide number of users of a specific recreation style.



Above – Mirror Park Skate Park, in Ocean Reef, is a dedicated facility for skate in the City of Joondalup. The facility includes a diversity of elements targeted to meet the specific needs of skaters, allowing for skills development, competitive events, as well as social use.



Above – Shephard's Bush Pump and Jump Track provides a range of activities targeted at BMX and cycling. The scale, range, and quality of facilities makes it a popular space for BMX riders.

## Case studies: Regional Facilities

The City of Joondalup does not currently have any regional facilities for outdoor youth recreation.

Scarborough Skate Park is an example of this scale of facility. Forming part of a major destination hub, the facility was established as part of the Scarborough Beach Redevelopment. The facility includes a skate bowl, the deepest of its kind in Western Australia and specifically designed to cater for national and international competitions. Whilst the facility includes elements for community use, the intensity of its scale and location within a major tourist attraction makes it a facility that goes beyond meeting community need, and instead it forms part of the broader economic and tourist development of its region.

Other examples include the Youth Plaza within the Busselton Foreshore and the Margaret River Skate Park. These high-quality, destination scale facilities exceed the level required to meet community need and focus on supporting broader economic and tourism outcomes.



Above – Scarborough Skate Park (known as the Snake Pit) within the redeveloped Scarborough Foreshore. Images source: [www.wggroup.net.au](http://www.wggroup.net.au)



Top – Busselton Foreshore. Image source: [www.convic.com](http://www.convic.com)

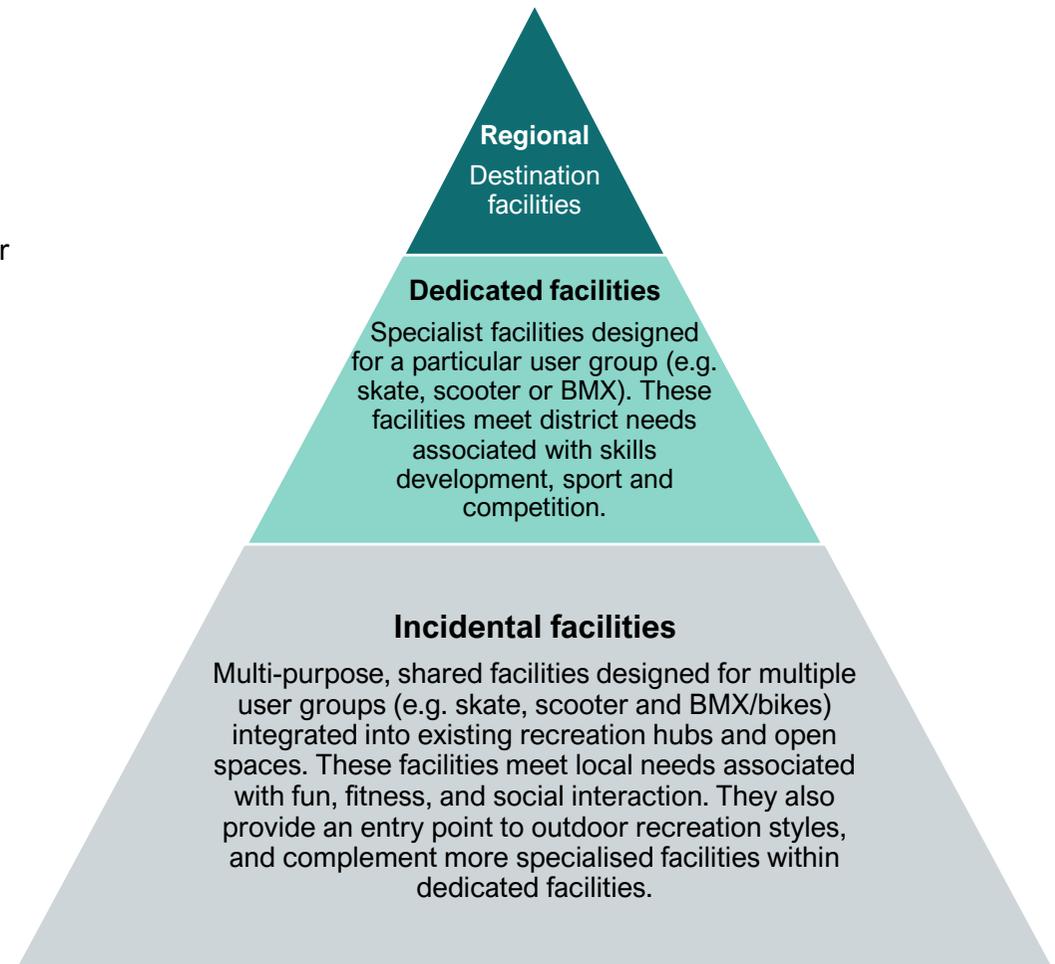
Bottom – Margaret River Skate Park. Image source: [www.convic.com](http://www.convic.com)

## Meeting community need

Participation rates are a key contributor to community need, and strongly influenced by the cost of participation. With respect to outdoor youth recreation, the participation costs for skateboard and scooter users (in the form of equipment requirements) are comparatively low. Skate is, therefore, the most accessible form of outdoor youth recreation from a user cost perspective and has the potential to attract the highest number of users. BMX brings a higher participation cost; in addition, BMX users can and do utilise skate facilities, whereas BMX facilities cannot be used by skate and scooter users. Therefore, provision of skate and multi-purpose facilities have a greater impact on meeting overall community need. Community need will be met through complementary provision of incidental and dedicated facilities across certain City open spaces.

The majority of the City's localised demand for facilities will be met through incidental, multi-use facilities that can meet the needs of multiple user groups within the local area. Dedicated facilities are capable of meeting the needs of a larger, district catchment area, and should be located to maximise their accessibility to their surrounding district.

Regional facilities will form part of the City's economic development and destination planning activities, delivered through advocacy.



To meet community needs and be successful, safe, fun, and vibrant, it is essential that outdoor youth recreation facilities are located and designed to respond to the key users of the facilities and their associated needs and requirements. Critical locational and design criteria to establish **dedicated facilities** are:

- Access to public transport
- Safe pedestrian and cycle links
- Safe drop off zone and adequate car parking
- Visually prominent from roads and active public spaces
- Good natural and passive surveillance
- Effective access for emergency services
- Associated amenities such as public toilets, water, shelter and shade
- Close to retail outlets selling food and drink
- Maintain a minimum buffer of 50 metres from residential property boundaries
- A place where young people want to be or adjacent to where they currently congregate
- Close proximity to existing shopping centres, community facilities or schools
- Within or adjacent to a major activity hubs and attractors, including facilities for other user groups (e.g. playgrounds)
- In suburbs where users have identified demand through consultation processes
- Complement, and do not duplicate, other suitable and available outdoor recreational facilities.

## Key focus areas

Objectives and actions, within the following key focus areas, will facilitate a transition from the City's current provision of outdoor recreational facilities to align infrastructure with the facilities framework.

Key focus areas are:

1. Maintenance, upgrade and decommissioning of existing facilities
2. Management of new and existing facilities
3. Planning for and constructing new facilities
4. Promotion and activation of BMX and Skate facilities
5. Supporting actions

## Key focus area 1: Maintenance, upgrade and decommissioning of existing facilities

Objective		Actions	Timeframe
1.1	Maintain outdoor recreation facilities in a safe and satisfactory condition to minimise the risk of injury to users and prolong the life of the facility.	Review the procedure and templates for regular facility condition inspections.	2020
		Undertake regular inspections and condition reporting of all outdoor youth recreation facilities.	Ongoing
		Use existing and new condition reports as a guide for decision-making for upgrade and maintenance.	Ongoing
1.2	Ensure efficient funds are budgeted for renewal, upgrade and maintenance	Budget for scheduled renewal and upgrade through the City's Five-Year Capital Works Program and budget for maintenance of facilities through the annual operating budget.	Annually
		Access the City's Annual Maintenance Budget to undertake unscheduled remedial works in a timely manner as required.	Annually
1.3	Facilities will be fit for their intended purpose.	Decommission outdoor youth recreation facilities should they be deemed in a condition beyond repair, lacking functionality or in a poor location.	As required
		Prioritise the upgrade of existing facilities over the construction of new facilities.	Ongoing

## Key focus area 2: Management of new and existing facilities

Objective		Actions	Timeframe
2.1	The planning of BMX, skate and outdoor youth recreation is aligned with City's strategic direction.	Provision of outdoor youth recreation facilities is aligned with the City's suite of Integrated Planning and Reporting Framework commitments and approved policy, practice, positions and direction of Council.	Ongoing
2.2	Improve supporting infrastructure and community amenities at outdoor youth recreation facilities to enhance their useability, opportunity for use, and enjoyment.	Factor upgrades of supporting infrastructure and community amenity (such as signage, lighting, equipment, CCTV, seating, shade cover, drink fountains) into broader Parks and Landscaping Programs within the Five-Year Capital Works Program.	Ongoing
2.3	Improve connections between existing outdoor youth recreation facilities.	Factor walkability and cycling access to outdoor youth recreation into the planning and renewal of the surrounding footpath network as part of the Five-Year Capital works program.	Ongoing
		Explore opportunities to link incidental and dedicated facilities through safe roads and public open spaces to establish interconnected outdoor trails experiences across the City.	Ongoing
2.4	Enhance community safety and security at outdoor youth recreation facilities.	Investigate the requirements for CCTV at existing facilities and plan for installation (or upgrade) as necessary.	2021/2022
		Identify, address and report any safety issues occurring at facilities (such as anti-social behaviour).	Ongoing
		Undertake an Annual Crime Prevention Through Environmental Design (CPTED) audit of every outdoor youth recreation facility and respond to issues identified.	Annually
		Apply designing out crime principles when constructing or upgrading facilities.	As required

Objective		Actions	Timeframe
		Ensure the City's Graffiti Removal Services acts within agreed service levels to respond to graffiti at outdoor youth recreation facilities.	Ongoing
2.5	Inform users of participation risks and behavioural expectations at facilities through appropriate signage.	All facilities have signage that is clear, informative, and easy to understand that advises of risks, the need for protective clothing and outlines the behavioural expectations.	2020 - then ongoing
		Signage meets City standards and access and inclusion guidelines.	Ongoing
		Signage will be included on the regular maintenance schedule.	Ongoing
2.6	Support positive outcomes by engaging with the community to help informed decision-making.	Undertake community consultation consistent with Council Policy regarding new or materially upgraded facilities.	As required
		Decisions regarding the provision of outdoor youth recreation opportunities are clearly explained and openly presented.	As required

### Key focus area 3: Planning for and constructing new facilities

Objective		Actions	Timeframe
3.1	Prioritise the construction of outdoor youth recreation facilities in locations that promote equitable access and maximise participation.	Use spatial distribution modelling to identify participation catchments, taking account of supply and demand across local government boundaries to determine gaps and duplication.	Ongoing
		Plan new incidental and dedicated facilities to meet identified shortfalls in existing provision, with requests for new infrastructure considered in the context of strategic community needs.	Ongoing
		Apply the facility types within the facilities framework to determine the scale and suitability for dedicated or incidental facilities.	Ongoing
		Plan outdoor youth recreation facilities to operate as a network of facilities through complementary dedicated and incidental facilities, including facilities operated by external stakeholders.	Ongoing
		Consider integration of additional incidental outdoor recreation facilities during design of park renewals, upgrades and new recreational facilities and hubs on a case by case basis, based on consultation with users.	Ongoing
3.2	Select suitable locations for new facilities based on due diligence and rigour to ensure a positive connection to the local community.	<p>Assess suitability of prospective sites using facility criteria set out in the facilities framework in addition to site capability criteria including:</p> <ul style="list-style-type: none"> <li>• Physical site conditions and technical considerations (e.g. contours of land, drainage, geotechnical).</li> <li>• Impact on existing facilities, adjoining uses, and users (e.g. natural bush land, organized sport).</li> <li>• Maintenance considerations.</li> <li>• Context and amenity.</li> <li>• Planning considerations (e.g. zoning).</li> </ul>	As required
3.3	Provision of facilities delivers net community benefit.	Engage stakeholders, such as BMX and skate participants, their families and spectators in the design of new facilities.	Ongoing

Objective		Actions	Timeframe
		Facilities are designed and maintained to be multi-functional, flexible and adaptable.	Ongoing
		Facility provision supports the co-location, integration, and/or clustering of complementary services where practicable.	Ongoing
		A mix of facilities caters for the inclusion of a wide range of ages, abilities, classifications and styles including direct users and secondary users (such as family and spectators).	Ongoing
3.4	Ensure funds are budgeted consistent with normal Council practices for new or upgraded facilities.	List new, upgrade and renewal of outdoor youth recreation facilities in the City's 20 Year Strategic Financial Plan and Five-Year Capital Works Program as required.	Annually

## Key focus area 4: Promotion and activation of outdoor youth recreation facilities and programs

Objective		Actions	Timeframe
4.1	Encourage participation in outdoor youth recreation through the organisation of diverse, accessible and inclusive programming.	Provide a calendar of events that encourage participation by competitors and spectators.	Annually
		Provide training opportunities that cater for a variety of ages and abilities.	Seasonally
		Encourage participation by all people including those who are traditionally less represented in BMX and skate participation, such as people with disability, CALD, females.	Ongoing
4.2	Generate buy-in from young people to activate outdoor youth recreation facilities.	Engage young people in the planning, delivery and evaluation of events and programs.	Annually
		Seek feedback regarding events and facilities from participants and spectators via survey and evaluation forms.	Ongoing
4.3	Promote outdoor youth recreation facilities and programs.	Develop a Marketing and Communication Plan.	Annually

## Key focus area 5: Supporting actions

Objective		Actions	Timeframe
5.1	Facility provision is financially viable and promotes sustainability.	Infrastructure is funded, delivered, operated and programmed through collaborative partnerships between the City, other local government authorities, state government, private/commercial stakeholders and community sector providers as appropriate.	Annually
		Whole-of-life costs are considered, including one-off establishment costs, external funding, costs of city funding, recurring income, recurring maintenance and capital replacement.	Annually
		Explore opportunities to minimise the impact on City's operating results such as ongoing sponsorship or revenue streams.	Annually
5.2	Seek recognition for quality excellence.	Engage young people in the planning, delivery and evaluation of events and programs.	Ongoing

## Delivering facilities

Alongside meeting community need, financial sustainability is a key consideration in planning for and delivering facilities. In particular, the long-term operating costs of facilities (e.g. maintenance expenditure) should contribute to decision-making and facility planning.

The facilities framework encourages a network of multi-purpose, incidental facilities to meet local needs, therefore contributes to a potential reduction in long term operational costs through the efficiency offered by shared use facilities. Alongside this, sharing of facilities at a social level promotes greater social interaction across different forms of outdoor youth recreation, and enables the delivery of better-quality facilities for users over time.

When planning and delivering facilities, including site selection, the facilities criteria as set out in the facilities framework should be considered alongside financial impacts, including both capital and operational costs. This allows the planning process for facilities to respond to community need and financial sustainability. Business cases will be a key tool to achieve this, and therefore should be undertaken prior to the selection of sites for incidental and dedicated facilities.

The business case process will define the objectives for facilities of a certain type (including financial, utilisation, safety, access, community satisfaction) and provide a robust framework to evaluate various site options against these objectives.

The financial impacts of implementing each project will be assessed separately with a financial evaluation and business case for each project. Any recommendations will be considered as part of the City's annual review of the Capital Works Program and annual budget.

## Key Implementation Actions

The following implementation actions respond to the critical issues identified in the preceding section of the strategy. The resourcing and scheduling of these actions will be factored into the City's annual budgeting and business planning processes.

Actions	Relevant Objectives	Indicative capital cost
<b>Enhance existing facilities</b>		
Consider provision of additional amenity at Kinross Skate Park (like shade, seating).	1.3, 2.2	\$50,000
Install lighting and signage to extend usage of Mirror Park Skate Park 2021/22 (as per Council resolution C102-10/20, 20 October 2020).	1.3, 2.2	\$52,500
Install suitable signage at every existing BMX and skate facility.	2.5	TBC
<b>Provide priority new/upgraded facilities to meet demonstrated community need</b>		
Prepare a business case to evaluate options for the location of a <b>dedicated skate facility</b> in the southern area of the City. Sites to consider as part of the business case include: <ul style="list-style-type: none"> <li>• Percy Doyle Reserve, Duncraig</li> <li>• Hillarys Beach Park, Hillarys</li> <li>• Kanangra Reserve, Greenwood</li> <li>• Whitfords Park West, Kallaroo</li> <li>• Woodvale Horse Track, Woodvale</li> </ul>	3.1, 3.2, 3.3, 3.4, 5.1	N/A

Actions	Relevant Objectives	Indicative capital cost
<p>Prepare a business case to evaluate options to distribute <b>three to five multi-purpose, incidental facilities</b> across the northern, central, and southern areas of the City. Locations to consider as part of the evaluation include, but are not limited to:</p> <p><b>Northern site options:</b></p> <ul style="list-style-type: none"> <li>• Candlewood Park Joondalup (upgrade existing BMX facility to multi-purpose)</li> <li>• Elcar Park Joondalup (new multi-purpose facility)</li> <li>• Neil Hawkins Park Joondalup (new multi-purpose facility as part of scheduled capital upgrades to recreation area)</li> <li>• McNaughton Park Kinross (minor upgrade of existing skate facility to incorporate multi-purpose elements for BMX)</li> </ul> <p><b>Central site options:</b></p> <ul style="list-style-type: none"> <li>• Haddington Park, Beldon (upgrade existing BMX facility to multi-purpose)</li> <li>• Whitfords Park East, Craigie (new multi-purpose facility)</li> <li>• The Quarry, Edgewater (new multi-purpose facility)</li> <li>• Littorina Park, Heathridge (upgrade existing BMX facility to multi-purpose)</li> <li>• Heathridge Park, Heathridge (new multi-purpose facility)</li> <li>• Belrose Park, Kallaroo (new multi-purpose facility)</li> <li>• Whitfords Park West, Kallaroo (new multi-purpose facility)</li> <li>• Triton Park, Mullaloo (upgrade existing BMX facility to multi-purpose)</li> <li>• Horse Track, Woodvale (new multi-purpose facility)</li> <li>• Timberland Park, Woodvale (new multi-purpose facility)</li> </ul> <p><b>Southern site options:</b></p> <ul style="list-style-type: none"> <li>• Galston Park, Duncraig (upgrade existing BMX facility to multi-purpose)</li> <li>• Kanangra Park, Greenwood (upgrade existing BMX facility to multi-purpose)</li> <li>• Hillarys Beach Park, Hillarys (new multi-purpose facility)</li> <li>• McDonald Reserve, Padbury (new multi-purpose facility)</li> </ul>	<p>3.1, 3.2, 3.3, 3.4, 5.1</p>	<p>N/A</p>

Actions	Relevant Objectives	Indicative capital cost
Following business case preparation, construct a new dedicated skate facility to address service gaps.	2.1, 3.1, 3.2, 5.1	\$500-700,000
Following business case preparation, construct/upgrade existing facilities to establish three to five incidental outdoor recreation facilities to address service gaps.	2.1, 3.1, 3.2, 5.1	\$750,000
<b>Provide new/upgraded facilities to meet demonstrated community need</b>		
Advocate for the establishment and construction of the Yellagonga Mountain Bike Trail Network. Located Lot 1, corner of Lakeside Drive and Joondalup Drive, Joondalup. Should a regional facility not be progressed, undertake a business case to identify and evaluate options for the location of a dedicated BMX facility in the northern area of the City.	3.1, 3.2, 3.3, 3.4, 5.1	Externally funded (if regional facility)
Prepare a business case to evaluate options for the location of a <b>dedicated BMX facility</b> in the central/coastal area of the City. Options to consider as part of the business case include, but are not limited to: <ul style="list-style-type: none"> <li>• Whitfords Park West, Kallaroo (new facility)</li> <li>• Littorina Park, Heathridge (upgrade existing facility)</li> <li>• Hillarys Park, Hillarys (new facility)</li> </ul>	3.1, 3.2, 3.3, 3.4, 5.1	N/A
As part of the above-mentioned business cases, consider the potential for establishment of an <b>urban BMX/mountain bike trail</b> to connect facilities across the City.		
Following business case preparation, construct a new dedicated BMX facility to address service gaps.	2.1, 3.1, 3.2, 5.1	\$150-300,000
Consider integration of additional incidental outdoor recreation facilities during design of park upgrades and new recreational facilities and hubs on a case by case basis, based on consultation with users.	2.1, 2.2, 3.1, 3.2, 3.3, 3.4, 5.1	Case by case