

AECOM

Cottesloe Recreation Precinct Master Plan

Prepared for the Town of Cottesloe

Draft A | 27.04.18



Prepared for

Town of Cottesloe

Consultant Team



Quality Information

Document Cottesloe Recreation Precinct Master Plan

Ref 60551110

Date 27-April-2018

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Reviewed by Rachel Thorpe/Phillip Blundell

Revision	Revision Date	Details
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DRAFT A	26-April-2018	Draft For Review
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1.0

Executive
Summary

‘The provision of a diverse range of innovative services and infrastructure, that positively contributes towards the Town of Cottesloe’s identity, vibrancy and sense of place whilst enhancing the community’s health and wellbeing’

Executive Summary

The Cottesloe Recreation Precinct (precinct) is the only major sports and recreation site open space in the Town of Cottesloe (town). The precinct features a range of sporting, recreation and health and fitness opportunities. The site is located at 2 Jarrad Street, Cottesloe adjacent Marine Parade and the Cottesloe coast line. The picturesque location provides some of the best views in the Perth metropolitan area.

The sports and recreation site diversity of uses ranges from a heritage listed golf course, community kindergarten, football oval site (seniors and juniors), rugby site (seniors and juniors), re-vegetation site and also an active / passive recreation site for the Town community.

The site is characterised by its conflicting uses of sport, recreation, sports playing fields, recreational use and dog exercise and walkers, with a major road cutting through the middle of the site. The western part of the site is characterised by a links golf course with coastal views. The central eastern part of the site is characterised with community early childhood, being home to one of the most popular kindergartens within the surrounding local governments and lastly the south eastern part is characterised by organised sports. The diverse usage creates a heavily utilised regional recreation and sporting open space.

Throughout the following master plan, the highlighted opportunities and constraints of the site and stakeholders will be analysed and used to develop a sustainable and integrated master plan for the future of the site, stakeholders and Town community.

The Town is looking for opportunities to plan for the future of the Precinct in a co-ordinated way. To support and inform the precinct planning process, the Town has engaged AECOM to prepare master plan report. The purpose of this report is to better understand the Precinct's unique environment, its key challenges and assess its potential for redevelopment through background research and analysis.

The research and analysis undertaken in this report has resulted in the identification of the following existing constraints on the precinct:

- The topography and road network intersecting the Precinct makes walking between the facilities challenging and unsafe.
- There is a lack of quality pedestrian pathways and there is a high demand for parking.
- The site will require significant service upgrades to create a more functional and sustainable site.
- Poor access for all, with restricted entry points to facilities.
- Conflict of use between the Seaview Golf club, Harvey field and Cottesloe Oval (Flying balls – dangerous to users of the open space).
- Playground location is poor, doesn't connect to any facilities and or assets within the precinct.
- Assets are ageing and meeting the end of their useful life.
- Conflict of use with pedestrians and vehicles which access Jarrad Street and the Seaview Golf club, due to the third tee of point having to drive over the road reserve.

The precinct has the following opportunities:

- There is potential to leverage the natural environment, topography and heritage items to further enhance the amenity and character of the hub.
- Open space and tree canopy could be enhanced to improve amenity, better support a sense of community and boost biodiversity.
- Varied, mixed use opportunities could be introduced to increase activation within the hub and enhance safety through passive surveillance.
- Need for youth services and infrastructure to be provided within the hub.
- Re-purpose the Town Hall to be an intergenerational facility, with the Introduction of an intergenerational facility and services.
- Long term goal of providing aged care and senior services within the hub.
- Ensure a coordinated network of sports, recreation and community facilities within the one location.
- Improve visual amenity and connection to facilities within hub, which will enhance participation and safety.

Drawing on these findings, an overarching vision and supporting guiding principles that establish a framework to guide the potential redevelopment of the Precinct have been developed. The vision for Precinct 'the provision of a diverse range of innovative services and infrastructure, that positively contributes towards the Town of Cottesloe's identity, vibrancy and sense of place whilst enhancing the community's health and wellbeing.'. The supporting guiding principles are focussed on:

- Co-location of facilities creates better outcomes for integrated services. Co-location reduces capital, operating and marginal costs and improves the quality of infrastructure for all parties (clubs).
- Multi-use facilities are more dynamic and capable of responding and adapting to the changing needs and preferences of the community. Sports and recreation facilities that are responsive and flexible will be used more intensively over their lifetime.
- The development of new approaches, awareness and access is developed throughout the master plan, to encourage the Town to adopt services that meet current and future trends and adapt to the change needs of all service groups. New modern facilities and spaces have the ability to change, encourage and adapt to new services provision and intergenerational use.
- The inclusion of accessible sports and recreation play areas, access ramps etc. will be implicit in all works being undertaken. Additionally, change room and toilet facilities will be based on universal design principles. Sports and recreation facilities will be designed to enable their usage to be changed over time.
- A safe, welcoming and sustainable sports and recreation precinct should be redeveloped as the precinct is an iconic asset within the Town.
- All designs and planned works will utilise the following principles; equitable, intergenerational, access for all approach to increase female use and, in turn, increase the community's participation rates.
- Alternative energy systems and processes, along with water urban sensitive design will be explored as part of facility planning and concept development. Understanding the role these facilities play within the community and promoting the benefits that the network of facilities provides the community. This includes the precincts ability to help mitigate risk from climate change and improve ecosystem service.
- All designs will utilise crime prevention through environmental design CPTED principles, this will be echoed throughout the master plan.



2.0

Introduction

2.1 Introduction

The Cottesloe Recreation Precinct (precinct) is the only major sports and recreation site open space in the Town of Cottesloe. The precinct features a range of sporting, recreation and health and fitness opportunities. The site is located at 2 Jarrad Street, Cottesloe adjacent Marine Parade and the Cottesloe coast line. The picturesque location provides some of the best views in the Perth metropolitan area.

Existing Situation

The Cottesloe Recreation precinct is located near Cottesloe beach and coastline and approximately covering 24ha. The site is home to multiple sports and recreation facilities and zoned recreation open space under the council's metropolitan region scheme. The precinct is considered a regional reserve, due to its form, function and use by the Town of Cottesloe community.

It is located off Marine Parade, Pearse Street, Broome Street and Forrest Street, with the only major access off Broome Street and Jarrad Street. The precinct is considered to be the Town's major sports and recreation hub, and provides a direct link to the surrounding residents, Cottesloe beach and surrounding commercial uses along the Cottesloe coastline.

The sports and recreation site diversity of uses ranges from a heritage listed golf course, community kindergarten, football oval site (seniors and juniors), rugby site (seniors and juniors), revegetation site and also an active / passive recreation site for the Town community.

Current precinct assets are nearing the end of their useful life and require enhancement and resilience to meet the current Australian Standards (female sport) and community expectations. Access for all, health and safety is a major issue for the precinct and if status quo continues stakeholders and the Town community will be affected and or displaced to alternate sports and recreation sites.

Throughout the following master plan, the highlighted opportunities and constraints of the site and stakeholders will be analysed and used to develop a sustainable and integrated master plan for the future of the site, stakeholders and Town community.

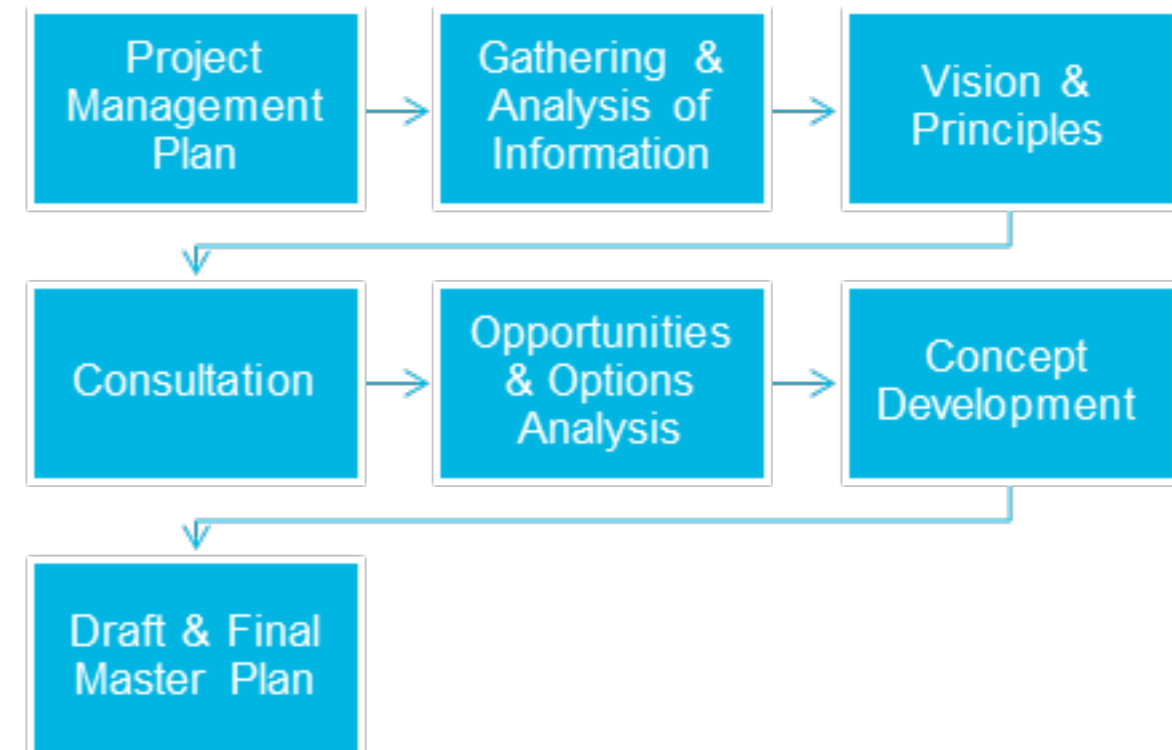
2.2 Vision for the Project

The vision for the Precinct master plan is to:

- Provide a sound master plan which caters for the needs of all appropriate stakeholders from grass roots to elite level sports and recreation within the Town.
- Ensure the plan delivers an implementable development, from a multiple bottom line, social, economic and environmental perspective.
- To create an integrated, intergenerational and symbiotic open space for sporting, active and passive recreation activities.
- Create a multi-purpose facility that meets the current and future needs of all stakeholders that can perform various functions simultaneously and be resilient into the future.

2.3 Approach

Like other infrastructure and services provided by State Government, the Precinct acts as a major sports and recreation precinct and service, which faces continual challenges to improve efficiencies and effectiveness. Funding for the provision of built infrastructure and the delivery of services is testing the ability of the Town to meet community needs, address changing demands and expectations, and embrace evolving models of facility and service provision. And do so in a way that is financially sustainable. A key aspect of local governments' ability to meet this challenge is to think and act strategically through long term planning how to best provide infrastructure and services, such as community facilities and services, for changing and growing communities.



2.4 Acknowledgements

AECOM would like to acknowledge the contributions of all those who participated in the development of the Plan, in particular, Gary Bird who provided invaluable advice, information and assistance when required. The master plan process in which was fully funded by the Town has created a beneficial support for all the community and groups within the Town.



3.0
Situational
Analysis

3.1 Cottesloe Recreation Precinct

The site is characterised by its conflicting uses of sport, recreation, sports playing fields, recreational use and dog exercise and walkers, with a major road cutting through the middle of the site. The western part of the site is characterised by a links golf course with coastal views. The central eastern part of the site is characterised with community early childhood, being home to one of the most popular kindergartens within the surrounding local governments and lastly the south eastern part is characterised by organised sports. The diverse usage creates a heavily utilised regional recreation and sporting open space. Refer to Figure 3 for a site map of the recreation precinct.

3.2 Context

The site has multiple functions consisting of two sports playing fields, a links golf course, kindergarten, and the Towns soil yard as well as being a recreational open space. The site is easily accessible from all sides, with major recreational and open space use from Broome and Pearse streets. The site is well located for public bus services along Broome and Forrest Street providing connection to Cottesloe beach foreshore and Cottesloe train station which is approximately 1.5km to the East.

Access to the Site via road is from Broome, Forrest and Pearse Street which are all well connected to the major roads (Curtin Avenue and Marine Parade to the east and west). The immediate site has pedestrian pathway access on Forrest Street and Marine Parade with the neighbouring residential areas having pedestrian paths on both Pearse and Broome Street. There are no formal cycle ways identified around the site. No schools are located within the immediate vicinity of the site. The site is well located with near the Cottesloe beach commercial precinct to the north of Forrest Street.

The site is located adjacent to Cottesloe beach, a major activation foreshore precinct within the Town of Cottesloe, with Surf lifesaving clubs, restaurants, cafés and function spaces. Throughout the site there is mature vegetation and trees evident, with the site located to the north of the Seaview Kindergarten being home to natural heritage vegetation maintenance organisation who grows trees that used to be evident within the Town of Cottesloe.

3.3 Regional Context

The Town of Cottesloe is highly depended on the precinct, as the sports and recreational uses are the only of its type within the Town and its location adjacent to the iconic Cottesloe beach. The Town is a significant place for tourism due to its location to the coast line, heritage buildings, culture and sense of place. The Town is located approximately 12km from the Perth CBD and 9km from Fremantle. The site is the only sporting reserve within the Town of Cottesloe, with the Town only covering a total area of 3,900 square kilometres with a total population of 8089 in the 2016 census. The Town of Cottesloe is bounded by The Town of Nedlands to the North, Town of Claremont and Peppermint Grove to the east and The Town of Mosman Park to the south.

The Town is made up of urban residential and natural coastline which stretches for approximately 4km. Predominately the area is recognised as a residential area, it has experience recent development offering a diverse mix of housing choices, 60% separate housing, 3% one storey semi-detached homes, 7% are two or more storey town houses, 5% one or two storey apartments, 10% are three storey apartments and 3% are four or more storey apartments. The Town attracts high levels of tourism due to its location, heritage, sense of place and events held within the Town. Its main attractions are Cottesloe Beach, Cottesloe Civic Centre and Cottesloe Town Centre, the local industry is heavily concentrated around retail, entertainment, restaurant and accommodation services and sectors. Refer to figure 2 for a regional context map.

3.4 History of the Site

The Precinct has a rich history spanning back to Australia’s colonial period in the 1800s where the land was used as a farm for grazing of livestock. Since that time the site has gone through many metamorphoses; serving as a rubbish-tip and then as a quarry, before evolving into the sporting and recreation precinct that we know today.

The golf course, which occupies the majority of the Precinct, was first conceived in June 1908 when a meeting was held at the Albion Hotel to consider the establishment of a Golf Club at Cottesloe. This development was approved and by October 1908 the clearing of the site was completed. A nine-hole ‘links’ style course was designed and laid out, capitalising on the undulating terrain and seaside vegetation that define the site’s landscape and sense of place. By March 1909 a 15-year lease was undertaken by the Cottesloe Golf Club and the opening ceremony was held on 11 September 1909. In 1931 the Cottesloe Golf Club relocated to a larger site in Swanbourne and the Sea View Golf Club was subsequently established at this reserve.

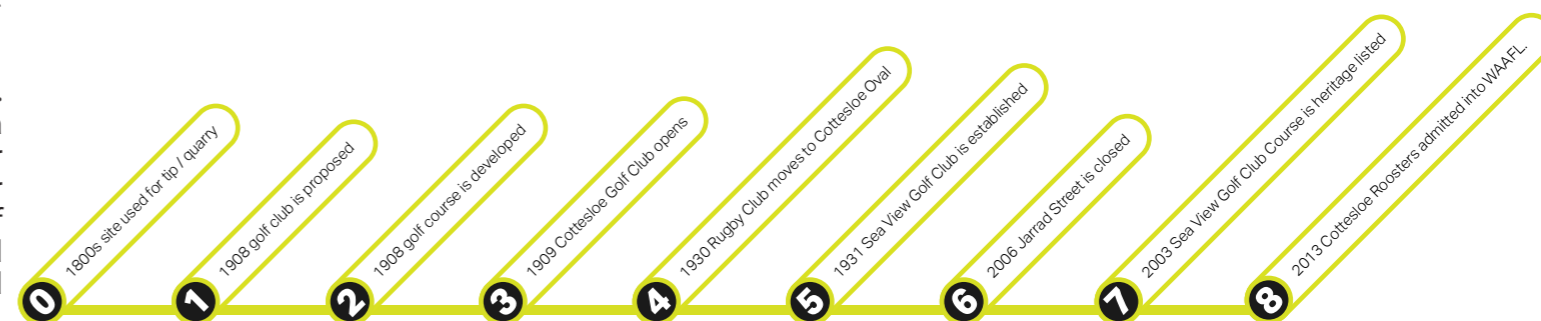
Meanwhile in 1930 the Cottesloe Rugby Union Club (RUFC), which had up until this point been using Cottesloe Oval, moved their base of operations to Harvey Field (the old quarry site). Cottesloe RUFC is recognised as the only original rugby club still in existence in Western Australia.

Aside from the addition of the present-day Seaview Golf Club building in the 1970s, and the removal of various structures, the layout of the site has remained, more or less, the same for almost 100 years. In 2006, Jarrad Street, which transects the site from Broome Street to Marine Parade, was closed off and rehabilitated to seamlessly become a part of the golf course.

In 2003, Sea View Golf Course was admitted into Western Australia’s register of heritage places. The Sea View Golf Course is recognised as the 2nd oldest ‘links’ style golf course in WA and the only ‘links’ style course within the Perth metropolitan area. It is highly valued for its role in the history of golf in WA and contributes to the community’s sense of place and identity, as part of a recognised open landscape vista by the Indian Ocean.

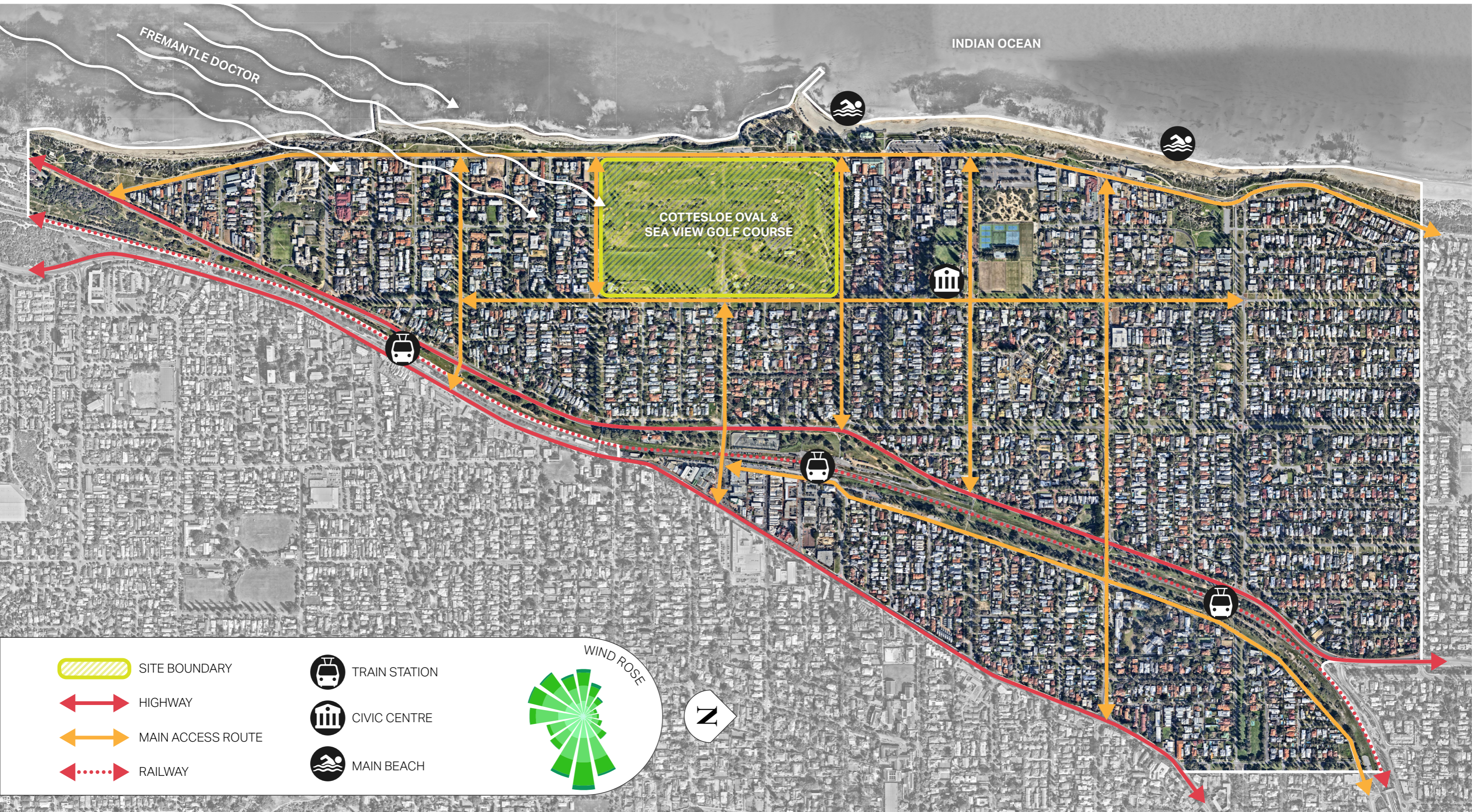
In 2013 the Cottesloe Roosters became the newest addition to amateur football in Western Australia, admitted into the WAAFL in the 2014 playing season. In only just their second season, the reserves made history with Cottesloe Roosters first premiers. In 2016 the League team elevated the Cottesloe Roosters into C3 grade in 2017 due to making the Grand Final. Currently, the Roosters field C3 league and C3 reserve team in the WAAFL, as well as women’s team which first competed in 2017.

Figure 1: Historical context of site



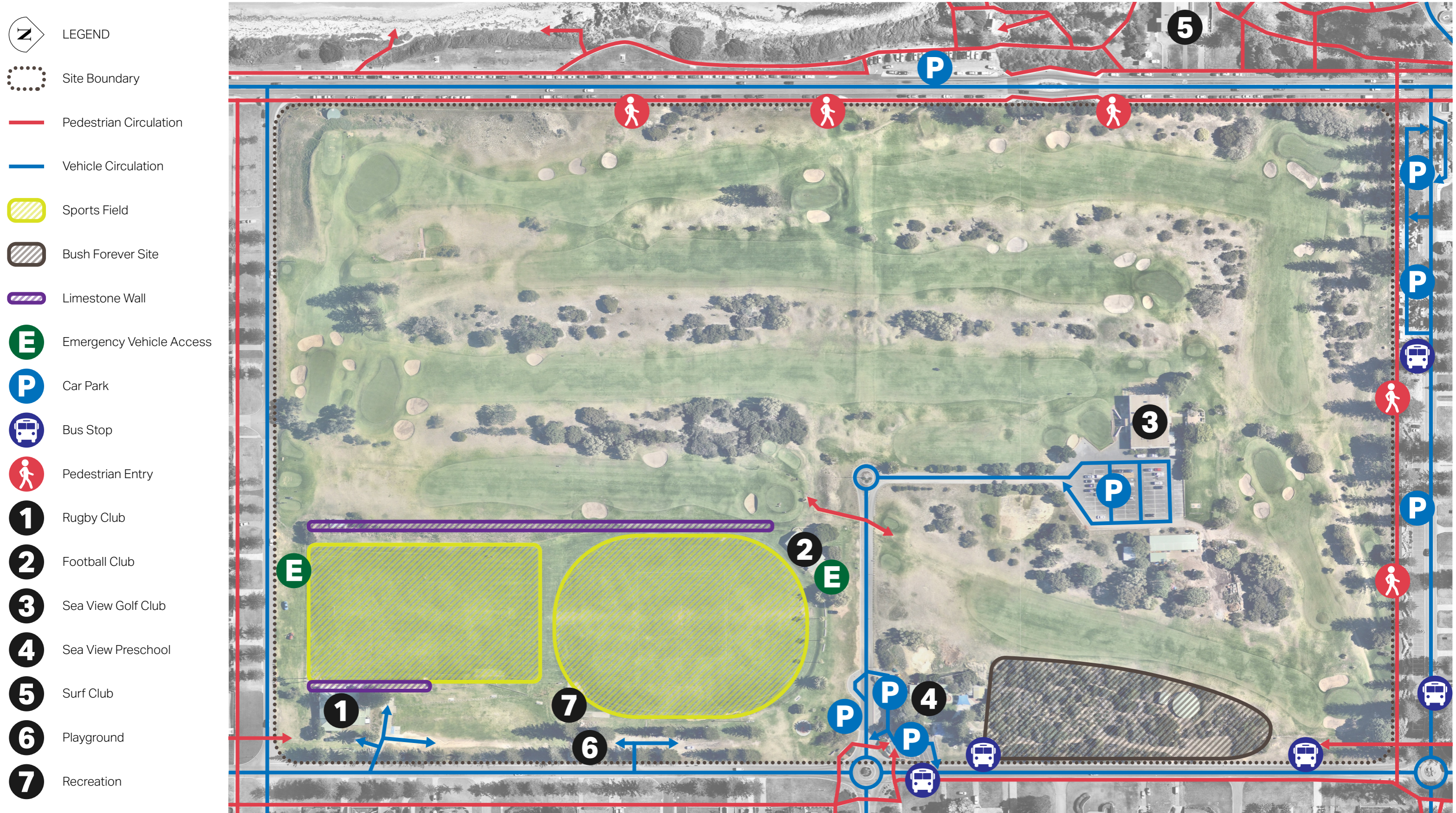
3.5 Regional Context Map



















Figure 2: Cottesloe Regional context map



3.6 Cottesloe Recreation Precinct Context Map

Figure 3: Cottesloe Recreation Precinct Site



-  LEGEND
-  Site Boundary
-  Pedestrian Circulation
-  Vehicle Circulation
-  Sports Field
-  Bush Forever Site
-  Limestone Wall
-  Emergency Vehicle Access
-  Car Park
-  Bus Stop
-  Pedestrian Entry
-  Rugby Club
-  Football Club
-  Sea View Golf Club
-  Sea View Preschool
-  Surf Club
-  Playground
-  Recreation

3.7 Situational Analysis

This section focuses on the current situation or existing conditions of the community and facilities. It includes analysis of the existing community profile, looks at the physical distribution of key characteristics, summarises key community needs identified through consultation and previous research and studies, examines existing community facilities including their location, condition, use and cost, and considers non-local government provided community facilities and their potential role in providing community space. It concludes with a summary of the key issues related to the current situation of community facilities including implications of the existing conditions for future community facilities planning.

3.8 Current Business & Services

The current facilities are considered to be under performing due to the limitation of the facilities.

- High asset maintenance costs relating to the ageing facility.
- Inability to meet current key performance, Australian facility standards and therefore unable to introduce high level competition (finals/ night games/ televised games/ adapt to cultural change in sport – female).
- Inability to change current management models due to the inflexible physical quality, structures and spaces within the facilities.

The sports and recreation precinct is made up of the following facilities and services:

- Seaview Golf Course & associated club rooms/ house
- Cottesloe Oval & Change rooms – used for AFL football
- Harvey Field, change rooms and club house – Used for Rugby
- Seaview Community Kindergarten
- Playground
- Coastcare revegetation site
- Recreational open space (Harvey field/ Cottesloe oval)

3.9 Conclusions of the Current Situation

An assessment of the hub identifies the following factors:

- The site will require significant service upgrades to create a more functional and sustainable site.
- Poor access for all, with restricted entry points to facilities.
- Conflict of use between the Seaview Golf club, Harvey field and Cottesloe Oval (Flying balls – dangerous to users of the open space).
- Playground location is poor, doesn't connect to any facilities and or assets within the precinct.
- Precinct provides amazing view line of the Cottesloe coastline, from certain viewpoints of assets.
- Assets are ageing and meeting the end of their useful life.
- Open space is heavily used by sports and recreational users.
- Local vegetation is recognised throughout the precinct, re vegetation programs are in place to generate sustainable vegetation.
- Conflict of use with pedestrians and vehicles which access Jarrad Street and the Seaview Golf club, due to the third tee of point having to drive over the road reserve.

Snap shot of Current Situation

<div style="background-color: #003366; color: white; border-radius: 50%; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; margin-bottom: 10px;">1</div> <h4 style="color: #0070c0; margin: 0;">Financial & Operational Performance</h4> <ul style="list-style-type: none"> High cost to maintain the facilities with the majority of the facilities are past their useful life. The operation of Anderson Pavilion, Sea View Golf Club and Sea View Kindergarten all have low return on investment and opportunity. The overall operation of the facilities lacks strategic promotion and partnerships. 	<div style="background-color: #003366; color: white; border-radius: 50%; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; margin-bottom: 10px;">2</div> <h4 style="color: #0070c0; margin: 0;">Competition & Catchment Influence</h4> <ul style="list-style-type: none"> The demand for the growth of all sporting clubs is influenced by the physical barrier of the current assets and sporting spaces not allowing growth. Site constraints Meeting the needs of the growing and changing population. 	<div style="background-color: #003366; color: white; border-radius: 50%; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; margin-bottom: 10px;">3</div> <h4 style="color: #0070c0; margin: 0;">Facility & Capacity Issues</h4> <ul style="list-style-type: none"> Ageing facilities Sporting fields don't meet the standards of provision and level of competition (finals). Conflicting safety for site users (Football/ Golf/ access and cars) Capacity within spaces to adapt to current sports, recreation and participation trends of the organisations, clubs and Town. The physical structure and layout of facilities is restricting future growth of programs and services. Unsafe position of car parking and entrances. Non-compliance of facilities. 	<div style="background-color: #003366; color: white; border-radius: 50%; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; margin-bottom: 10px;">4</div> <h4 style="color: #0070c0; margin: 0;">Initial Context Assessment Outcomes</h4> <ul style="list-style-type: none"> The project aligns to the strategic direction of the Town. The community values the facilities. The facilities are multi-purpose and can change over time. The facilities need to cater for a changing demographic. The site needs to be considered within the wider Cottesloe Precinct. Potential opportunity for commercial uses to be incorporated. The community has strong views on the Precinct and community consultation will need to be managed carefully.
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3.10 Demographics



3.11 Psychographics

From the documents reviewed and consultation conducted it has become evident that the majority of Cottesloe residents are physically active at an early age. This is seen to continue throughout their lives, placing significant importance to provide and have access / use of open space, social infrastructure and social sporting spaces.

3.12 High Level Trends

The following trends in community facilities and open spaces have been identified throughout numerous studies of relevant literature and case study research of social infrastructure within Australia and internationally undertaken by AECOM.

- Form and Function
- Location
- Co-location
- Multi-purpose and multifunctional
- Resilience
- Social
- Place making and Place Planning
- Building and design performance
- Integration
- Intergenerational
- Water usage minimisation and recycling
- Public and private partnerships

3.13 Risk Assessment

The following summary outlines the risks that have been identified as non-negotiable throughout the initial stages of the Cottesloe Recreation Master Plan, a detailed risk assessment is outlined in Appendix C.

- Conflict of uses within the Precinct (Golf, Football, Rugby, recreational users, Kindergarten, pedestrian and vehicle traffic).
- High occupational health and safety issues with current assets, creating high ongoing costs of maintenance.
- Funding resources are limited and or constrained – the need for potential partnerships and sponsorships is vital for the project.
- Neighbouring residents and or stakeholders as a part of the project may not agree to the project views or scope.
- Current assets and footprints of majority of the stakeholders are not meeting the future aspirations and growth into the near future.
- All stakeholders have different aspirations, affecting the scope and operational efficiencies within the project.
- Removal or damage to the local vegetation
- Current site footprints, services and facilities don't meet of Australian standards (size of football club oval).
- Removal or damage to heritage significant areas or buildings.
- Status Quo is not an option moving forward for the project, due to the high safety and risk opportunity that has been identified at the site.

3.14 Implication on Factors Impacting the Study

The following issues and challenges have been identified throughout the project:

- Facilities are ageing and nearing the end of their practical and useful life.
- Conflict of use between stakeholders (Football Clubs, Rugby club and Seaview Golf Club).
- Increased pressure on assets and open space with the formation of the Cottesloe Football Club.
- Conflict between recreational users of open space, sports clubs and Seaview Golf Club.
- Lack of usable open space.
- Facilities are not subject to change over time, 1970s style buildings don't allow growth of clubs and or return on investment.
- Safety of users and the need to mitigate risk where feasible.

4.0
Stakeholder
Consultation



This section provides an overview of the outputs of the consultation process undertaken in developing the master plan. The comments reference below represent the interpretation of the main points and implications resulting from a broad range of views expressed.

The following stakeholders were consulted throughout the lifetime of the project:

- Town of Cottesloe
- Cottesloe Coastcare Association (CCA)
- Cottesloe Junior Football Club
- Seaview community Kindergarten
- Cottesloe Roosters Amateur Football Club
- Cottesloe Rugby Union Football Club Inc.
- Seaview Golf Club
- State Heritage Register (WA) - Department of Planning, Lands and Heritage
- Cottesloe Long Boarders Club
- ICEA Foundation

A number of engagement tools was used during the consultation process with the above key stakeholders and a fantastic response was received. The following engagement tools and activities for the project were:

- Project Reference Group – establish regular meeting with Project Reference Group to report on progress, information received, present draft report and final report.
- Stakeholder Workshops/ meetings – facilitated, participatory discussions with groups of individuals representing different organisations and/or interests to provide a shared understanding of opportunities, constraints and/or issues.
- Social Media – use existing groups websites, social media (Facebook/Twitter) survey monkey and company/organisation web site to inform, gather and consult on the project requirements, issues, opportunities and constraints.
- Interviews – face to face or telephone interviews (as appropriate or possible) with key stakeholders to obtain information relating to requirements, issues, opportunities and/or constraints.
- Survey – Develop a survey which is gain information on the various clubs/ organisations and/or interests to provide a shared understanding of opportunities, constraints and/or issues.
- Briefings – information session at which presentations will be made on the project and with an opportunity for questions to be asked.

Key Outputs from Consultation

- 1 Would love to see the rich history of the site and surrounding land within Cottesloe remembered throughout the site (e.g. trails, interpretive signs etc)
- 2 Overall lack of storage for majority of stakeholders who use facilities within the precinct
- 3 Lack of adequate lighting infrastructure for sporting spaces
- 4 High participation in all sporting clubs who utilise the precinct sports and recreation facilities
- 5 Major health and safety issues for all users within the recreation precinct - conflict of use between the golf club and majority of other uses
- 6 Ageing infrastructure and current infrastructure doesn't meet Australian standards (women's changing facilities)
- 7 Potential closure of Jarrad street to enhance the connection of current facilities and uses within the recreation precinct
- 8 Current stakeholders (sporting clubs, Golf Club, Kindergarten & Coastcare) are open to the idea of future collocation of all uses within one singular, multipurpose facility
- 9 Anderson Pavilion was deemed one of the worst community sports facilities within Western Australia by the WAFL
- 10 Drainage issues at the north-western corner of the site, adjacent the heritage pump house



5.0
Opportunities
& Options
Analysis

5.1 Options and Opportunities Analysis

This section seeks to build on all aspects of the previous sections to identify facility development opportunities which could be implemented to facilitate better return on investment from a multiple bottom line.

The analysis highlights the need to ensure planning for the future development of sports and recreation facilities for the recreation precinct over the medium and longer term. Ensuring appropriate short-term consideration of planning related issues will be paramount to delivering longer term outcomes and benefits.

Planning for Grass Roots Development

There is a need to support sports and active recreation organisations within the Town of Cottesloe, more specifically the clubs and organisations who use the Precinct, to assist them to get physically active. The Town will help increase grass roots participation, levels of physical activity and community wellbeing.

Throughout the development of the master plan, the future implementation and development will deliver a range of facilities and service which will benefit the current future needs of all clubs and organisations that utilise the recreation precinct. The following overarching actions to for the strategic direction:

- Promote and provide opportunities for all people within the Town to participate in sport and active recreation activities to improve health and wellbeing
- The need to focus on the disengaged, by consulting throughout the wider community of the Town.
- Expand the sport and active recreation industry within the Town and build its capacity to deliver innovative and effective programs in response to changing patterns of participation behaviour.

The development of the following strategy and implementation into the master plan will encourage prospects of funding opportunities. The application will need to clearly outline the details of the objectives and outcomes of the project follows the following enablers:

- Participation – increasing physical activity, literacy, encouraging the active to stay active and inactive to become active.
- Education and training – programs and training to the clubs and organisations as well as the broader Cottesloe community.
- Equipment – Need for future equipment to help support volunteers and growth of the sport or organisation.
- Planning – ensure the master plan is integrated with all Town policies, documents and strategies.
- Promotion – promotion of programs and activities within the Town.

Planning for growth within sports and recreation

Sports and recreation within the Cottesloe community and specifically the precinct is changing, the rapid growth in female sport and participation within the two specific sports of rugby and AFL (football) is two of the five fastest growing female sports. Sports and recreation competitions are changing, becoming more fast and short sided, and this attracts new players, due to the new trending types of competitions.

Planning for grass within sports and recreation

Future development of a multi-purpose type facility which is resilient to change for the current of future need provides commercial opportunity for the Cottesloe council, allowing them to gain from potential second spend.

Maintenance and Management

There are several factors which will influence the maintenance burden on sports and recreation facilities. The future development and implementation of the master plan will also include a recommendation of the future management and maintenance for the future of the facilities. The key drivers of the increasing maintenance requirements include:

- Ageing facilities;
- Usage, future usage; and
- Future development of sports and recreation facilities.

Unless a considered and appropriate maintenance and renewal program is instituted, the costs associated with maintaining the facilities will become higher than they otherwise might. In addition, a failure to adequately maintain and renew the facilities increases operational, health and safety and risks to the Council's reputation.

Planning for Safety

The design of streets, places and facilities can reduce crime and anti-social behaviours making places or spaces feel safer. It has been proven that making places and spaces feel safer has a better effect on the physical, mental and social well-being of the community. The presence of pedestrians, open designs of buildings and public spaces provides natural and passive surveillance, improving the overall safety and feelings of safety. 'Crime prevention through environmental design' (CPTED) is a principle which will be recommended for the Cottesloe recreation precinct. The principles are a multi-disciplinary approach is used to deter criminal behaviour through environmental design, strategies include:

- Natural access control – using vegetation, landscaping and change of levels which can restrict or deter access to specific areas. Adequate infrastructure supporting safety, such as signage, lighting, seating, shade and shelter all encourage the use of a space or facility, which supports activity within the area as well as social interaction.
- Natural surveillance – structural designs, do allow natural sight lines within the precinct or area.
- Territorial reinforcement – such as lighting or signage.

5.2 Facility Development Options

An analysis of the site and current constraints was undertaken which confirmed:

- The existing assets are ageing and don't meet Australian Standards (access for all and female sports).
- Whilst Council have invested at various times over the past twenty years to ensure the facilities maintains its service offer, there is an ongoing need to invest to keep pace with changing industry trends (female sport).
- Significant investment is required to upgrade/ enhance assets.
- Town doesn't have the funding to support the upgrade and ongoing maintenance of assets.
- Lack of usable open space for clubs, organisations and the general Cottesloe community.
- Conflict of use between recreational users, sports clubs and the Sea View Golf club (incident report of precinct users being hit with golf balls).
- No connection with the foreshore redevelopment.

6.0

Concepts
& Staging



6.1 Recommendations

The overarching principles listed in the table below provide the pillars for the Town's decision making. These principles ensure that any decisions made, provide opportunities that are accessible for all, resilient, environmentally sustainable, multi-purpose and meet the ongoing and changing needs of the community.

Principles	Implication	Recommended Strategic Response
<p>Co-location</p> <p>Co-located and integrated sports and recreation facilities act as precinct or community hubs. The facility provides a range of offering and can, therefore become key focal gathering points within the club or community; attracting a range of users and promoting social connection and cohesion. The principle can extend with just collocated sports facilities can incorporate other activity generating uses such as transport, shops, Kindergartens, playgrounds and open spaces.</p>	<p>Co-located facilities will enable ageing assets to be decommissioned and provide a better return on investment with ongoing management, maintenance and operation of multiple facilities.</p> <p>Enables facilities to be shared, within a co-located facility as well as no duplication of use throughout the recreation precinct.</p>	<p>Co-location of facilities creates better outcomes for integrated services. Co-location lowers capital, operating and marginal costs and improves the quality of infrastructure for all parties (clubs).</p>
<p>Multipurpose</p> <p>Sports and recreation facilities should be design and built to maximise flexibility in use so they can adapt as needs change. Where possible, facilities should be capable of delivering a range of programs and services, rather than designated for single uses or specific target groups that may quickly become out-dated. Resilience is enhanced by providing multi- purpose spaces capable of accommodating a diversity of uses, thereby enabling a range of activities and target groups to use the facility and in doing so; ensure maximum use and optimisation of space.</p>	<p>Multi-purpose design will allow facilities to adapt and change over time, and be used for a diversity of services and user groups.</p>	<p>Multi-use facilities are more dynamic and capable of responding and adapting to the changing needs and preferences of the community. Sports and recreation facilities that are responsive and flexible will be used more intensively over their lifetime.</p>
<p>New Approaches – improve access to and awareness of and for all service groups</p> <p>The need for new 'modern' facilities, spaces and programs. This includes the ideology of access for all. The provision of a diverse range of innovative sports and recreation facilities.</p>	<p>The approaches should, cover the existing gaps that were identified by clients with the need to target and assist the community through new approaches and diversified accession. Therefore, creating integrated services and infrastructure for the respondents and establishing positive impact to users.</p>	<p>The development of new approaches, awareness and access is developed throughout the master plan, to encourage the Town to adopt services that meet current and future trends and adapt to the change needs of all service groups. New modern facilities and spaces have the ability to change, encourage and adapt to new services provision and intergenerational use.</p>
<p>Access for all</p> <p>To increase access and participation throughout the Cottesloe recreation precinct all facilities and services for people with a disability, the use of universal design principles is essential.</p>	<p>Universal design will allow for all facilities to be accessible for not only people with a disability, but also for the aged, children and all adults regardless of ability. Adoption of this principle will ensure the widest possible reach of is achieved.</p>	<p>The inclusion of accessible sports and recreation play areas, access ramps and hoists will be implicit in all works being undertaken. Additionally, change room and toilet facilities will be based on universal design principles.</p>

Principles	Implication	Recommended Strategic Response
<p>Sense of Place</p> <p>Create a culture and character of the Cottesloe recreation precinct.</p>	<p>Ensure the Cottesloe place and identity are inevitable bound to one another. The two are colluded as people come to identify places, shape it and are in turn shaped by their own environments, creating such distinctive place will encourage use of the sports and recreation precinct.</p>	<p>Sports and recreation facilities will be designed to enable their usage to be changed over time.</p>
<p>Intergenerational and Equitable</p> <p>All sports and recreation facilities redeveloped or planned by will be intergenerational, elderly, disabled and family friendly to accommodate the breadth of the community and visitors to the area.</p>	<p>The provision of equitable access, larger change rooms, child changing areas and space for children's play will be primary considerations for all sports and recreation facilities. Female participation is also paramount.</p>	<p>A safe, welcoming and sustainable sports and recreation precinct should be redeveloped as the precinct is an iconic asset within the Town.</p>
<p>Resilience</p> <p>Resilience is emerging as a useful framework to advance sustainability, livability and disaster risk management. It is the "capability to prepare for, respond to, and recover from acute and chronic threats with minimum damage to public safety and health, the economy, and security"</p>	<p>The community's ability to respond to accurate and chronic conditions and issues arising because of societal, environmental and economic changes within the community. These conditions and occurrences impact the usage of the sports and recreation facilities and the demand for quality and affordable facility provision.</p>	<p>All designs and planned works will utilise the following principles; equitable, intergenerational, access for all approach to increase female use and, in turn, increase the community's participation rates.</p>
<p>Safety and Security</p> <p>Sports and Recreation facilities should be designed in accordance with Crime Prevention Through Environmental Design (CPTED) principles. They should provide a high degree of personal safety for people entering and leaving the building, especially at night. Locating facilities in activated areas ensures higher levels of passive surveillance and increased security.</p>	<p>The community's ability to feel safe and secure within a precinct will encourage use, visibility and passive surveillance. Create a sense of community within the precinct that people will know and continue to take part in.</p>	<p>Alternative energy systems and processes, along with water urban sensitive design will be explored as part of facility planning and concept development. Understanding the role these facilities play within the community and promoting the benefits that the network of facilities provides the community. This includes the precincts ability to help mitigate risk from climate change and improve ecosystem service.</p>

6.2 High Level Recommendations

This section summarises the demand and needs established from the engagement and consultation conducted by the team during the initial phases of the master plan. The feedback received during the consultation process will be tested against benchmarks and trends, reviewed to create the opportunities, constraints and recommendations for the investment required, analysis and guide the master plan for the site.

The following facility development recommendations were based on the needs analysis, site analysis and consultation of services/ facilities within precinct have been identified to guide the concept development and future master plan development.

The recommendations were assessed against the overarching principles within the above table; the following salient points are relative to all recommendations:

- In order to manage the overall cost of the recommended development a staged implementation process would need to be considered. Staged developments will likely result in an increase to the current day costs (in the main due to inflation and mobilisation costs) and in an extended period of income loss due to the closure and refurbishment / modernisation / new build aspects proposed. This however could be managed by providing temporary infrastructure on site and / or by displacing activities whilst the phased development work is undertaken.
- Planning and Design: Initial stages will be approved by the Town, planning and design will be completed within the first stages of project development, indicatively this process takes 2 – 3 years, which includes detailed design, approvals, project procurement and management.
- Staging: The facility development will be further refined upon the completion of the concepts. The staging process will be in order of priority, current operation and funding availability.

On completion of the initial recommendations, options and opportunities analysis that was presented to council a project design charter was developed in house for the development of the initial concept plans for the precinct master plan. The design charter takes into consideration the analysis and research undertaken throughout the life of the project. The charter including the overarching design principles, considerations, risks and consultation from key stakeholders from the initial situational analysis report.

Recommendation	Justification / Rationale	Timescale (S/M/L)	Priority (L/M/H)
Developing a multi-purpose/ shared use rugby, AFL, Golf and Kindergarten	<ul style="list-style-type: none"> • Existing facilities/ assets are ageing and aren't allowing for growth of current users/ stakeholders. • Provide an efficient and sustainable facility which can be managed and operated by various parties. • Encourage funding opportunity • Caters for the growing club participation (females/ youth in specific). • Allows for simultaneous uses. • Increases the diversity of usage of the facility, and potential return on investment. • Decrease ongoing maintenance and management costs of other ageing facilities. • Develop a state of the art facility for the current and future stakeholders as well as the broader Cottesloe community. • Increase funding opportunities – due to developing a beneficial/ multi-purpose facility. • One centrally located facility, providing a diverse range of facilities and services. • No duplication of facilities, assets or services. 	Medium Term	High

Recommendation	Justification / Rationale	Timescale (S/M/L)	Priority (L/M/H)
Development of associated infrastructure for the Coast care association	<ul style="list-style-type: none"> • Existing facilities is not located within the precinct, will enhance the programming and opportunities for the Coast care association. • Encourages volunteers, residents and passers-by to see the work the association is undertaking. • Increasing the availability, planting and natural vegetation within the precinct and throughout the Town. 	Short Term	Medium
Development of modern playground, linking other assets and uses within the site	<ul style="list-style-type: none"> • Current playground location does not connect within any facilities/ assets. • Play space could be intergenerational and provide for a broader demographic. • Nature inspired play. • Encourage development to be located near the new multi-purpose asset, increase surveillance of children, safety and use. • Will increase use from external users, residents and stakeholders to use the playground facility. 	Medium Term	Medium
Sports field redevelopment – Increase sporting open space/ overflow for recreation users	<ul style="list-style-type: none"> • Increase the health and wellbeing of active users/ residents – currently highly utilised. • Enhancing sports opportunities. • Enhancing recreation opportunities. • Create better connection to the Cottesloe Community kindergarten, will encourage use of open space and potential development from grass roots level sports. • Provide overflow space for sports and recreation uses for clubs, organisations and groups (both current and future). 	Short Term	High
Reconfiguration of the Golf course	<ul style="list-style-type: none"> • Decrease conflict of uses with the Seaview Golf club and the sports and recreation reserves. • Increase overall open space. • Increases the health and wellbeing of active users/ resident's due to more open space and opportunities available. • Promote the need for the multi-purpose co-located facility. 	Medium Term	High
Develop sporting infrastructure – Lighting facilities for the Ovals	<ul style="list-style-type: none"> • Increase usage patterns • Monitoring and metering of use • Potential to facilitate higher level competition and finals. • Social club/ community growth. 	Short Term	High

Recommendation	Justification / Rationale	Timescale (S/M/L)	Priority (L/M/H)	Recommendation	Justification / Rationale	Timescale (S/M/L)	Priority (L/M/H)
Enhancing landscaping and WSUD	<ul style="list-style-type: none"> Enhance all recreation opportunities within the precinct Increase safety Protection of water quality Minimising current and future development costs Reduce the run off and peak flows of the precinct Integration of stormwater treatment into landscapes potential to incorporate through the closure of Jarrad street. Provide aesthetically pleasing amenities, promoting cultural heritage of the Town and the precinct itself. Link with Coast care to create interpretive landscaping of heritage, cultural and natural significance. 	Long Term	Long	Mini golf course developed within the precinct (North West corner – commercial return on investment and large opportunity)	<ul style="list-style-type: none"> Throughout the consultation it identified the possibility to incorporate a mini golf course in the North-West corner of the precinct. Creates a tourism opportunities for a wide range of demographics. High return on investment. Creates a gateway to the precinct. Connects with the broader Town, Cottesloe Beach/ foreshore precinct. 	Long Term	Low
Interpretation of history of the precinct – educational	<ul style="list-style-type: none"> The precinct has strong history, which is not presented anywhere throughout the site. Potential to create a recreation opportunity for tourists and residents. Encourage active recreation and incorporate associated amenities to increase awareness, wayfinding and overall return on investment for the Town. Use landscaping and interpretative design elements to take viewers on a journey 	Short Term	Medium	Increase participation in all sports and recreation	<ul style="list-style-type: none"> Improving the health and wellbeing of the community. Providing greater opportunities to participate in the sport from a greater segment of the community. Development of open space (provision of sporting) will increase participation. Expansion of club's assets (state of the art facilities) will attract new members/ players and volunteers. Increasing amenity to open space will promote use of open space and facilities. 	Ongoing	High
Re-purposing of the Pump house to the North-western part of the site – Show piece for the site (events etc.)	<ul style="list-style-type: none"> Prominent location within the precinct, providing commercial return on investment. Provide a space for future events, encouraging activation and opportunity within the site and the Town. 	Medium Term	Medium	New access and egress within the precinct	<ul style="list-style-type: none"> Increase safety of pedestrians and vehicles when accessing the site. Provide access for all Adequate wayfinding and connection to facilities and services within the site. As well as providing interpretive trails linking to cultural heritage and significance. 	Short Term	High
Fixing draining issues with the North-Western Corner	<ul style="list-style-type: none"> Incorporate WSUD principles, improving water quality, stormwater and drainage. Provide permanent event structure on the north-west corner of the precinct. Increase usage and space provided in the north-west corner for future development opportunities. Location provides great return on investment. 	Short Term	High	Improve safety, lighting, park amenity and pedestrian movement	<ul style="list-style-type: none"> Lack of active recreation amenities within the reserve, such as sufficient playground, water fountains, dual use paths, shade, seating and BBQs. Increase the health and wellbeing of active users/ and residents. Increasing spectator viewing opportunities. Enhancing all recreation opportunities. 	Short Term	High
Closure of Jarrad street – developing alternate access/ entrance to the site	<ul style="list-style-type: none"> Increase availability of open space. Provide better connection between current and future assets within the precinct. Increase safety of pedestrians and vehicles when accessing the site. Decrease conflict of uses with the Seaview Golf club and people accessing the site. 	Medium - Long Term	Medium	Future management plans	<ul style="list-style-type: none"> Explore future management plan to best suit the Town and all the stakeholders with the Community. Multiple bottom line analysis 	Medium Term	Medium
				Re-purposing of the Harvey field house	<ul style="list-style-type: none"> Potential return on investment from internal or external commercial use. The development of a multi-purpose facility will see the duplication of a sports type facility with no further use. Potential to incorporate private investor. Harvey field location will attract large investors. 	Medium Term	Medium

6.3 Recommended Staging

Throughout the analysis process it became apparent that the redevelopment of the Cottesloe Recreation Precinct will be a staged development. The proposed staging of the redevelopment is based on both the demonstrated need and the distinct functionality of the uses within the precinct.

The information provided within the Master Plan is designed as a flexible guide, catering for changing priorities or opportunities for funding. The following implementation staging plan should be considered for the optimal development of the Cottesloe Recreation Precinct.

Stage 1 - Closure of Jarrad Street

The closure of Jarrad street will require planning approval, the approval will take time and therefore will need to be one of the first stages of the project. Once the road is closed it will better establish the connection between uses within the precinct (Kindergarten/ Oval).

Although the access to the Seaview Golf club is via Jarrad street, special use can be made for the access of the Golf club for permitted use only.

Stage 2 - Redevelopment of football oval

The current AFL oval located within the Cottesloe Recreation Precinct is not to standards. The runs off of the field to not meet the DSR regulation guidelines (135 - 185m long and 110m to 155m wide). The closure of the road will alleviate more room within the sporting precinct of the reserve. Therefore the Football oval will be pushed north to establish a Football playing field to regulation size.

Stage 3 - Development of tiered seating around ovals

Tiered seating will create more established seating availability at both the Rugby and Football fields, overlooking the rest of the recreation precinct and the picturesque Cottesloe coastline.

Stage 4 - Development of the 'Walk of Honour'

The walk of honour is to be located between the rugby field and Football oval. The Walk of honour or heritage walk will be a centre piece for the recreation precinct. Providing public art / interpretation of great sporting people and moments from the local clubs. The walk will be elevated also allowing spectators to view both sporting fields.

Stage 5 - Redevelopment / re-alignment of golf fairways

The current design and alignment of the Golf fairways is considered to be the biggest risk within the recreation precinct, causing high safety risks to the recreational users of the site due to golf balls having been recorded hitting precinct users.

As a part of the redevelopment / master plan of the site, it has been recommended to re-align and redevelop golf fairways within the Seaview Golf Course, to decrease the overall conflict to users. The two main 'current' fairways which conflict with the recreational users (sporting ovals) is holes 2 and 3, located to the west of the Kindergarten and Football Oval.

The redevelopment will move these holes to alternate positions throughout the Golf course layout.

The Golf course is considered heritage under the state heritage registered for its links classification. The links classification refers to a Golf course within a coastal sand dune capitalising on the undulating terrain and seaside vegetation that define the site's landscape and sense of place.

The state heritage register will have to agree that the links classification will not be broken throughout the redevelopment/ re-alignment of the Golf Fairways, as the Seaview Golf Course is the last remaining links Golf course within metropolitan Perth.

Stage 6 - Pre-construction works

The need for pre construction works prior to the development of the multi-purpose facility for the Cottesloe Recreation Precinct. These works will be considered from the specific developer.

Stage 7 - Construction of multi-purpose building

The Development of the multi-purpose building will be a major stage in the development as it will cause the most disruption to users within the recreation precinct.

The exact design of the building will considered throughout the detailed design phase of the project, but it should be known that the development should try displace as least users as possible. Construction of the facility may be designed in a way in which user groups can move in before full construction is complete.

At this point in time it should be known that some operations may no longer be able to continue and may need to be moved elsewhere or be closed for a set period of time, until business as usual can occur.

Development of multi-court facility, to be located to west of the north western corner of the Cottesloe Football Oval.

Demolition of golf club building & redevelopment of all fairways and greens including irrigation lake

The demolishing of the Golf Course is likely to occur at a similar time of the multi-purpose facility construction, this will result in closure of the Golf course, and enable the final redevelopment / re-alignment of the fairways.

Throughout this stage the development of the feature hole and irrigation lake will take place. The feature hole will overlook the Cottesloe beach and Tea rooms, and be the the centre piece for the Seaview Golf Club.

Within this space, at the back of the irrigation lake will be a decked hard stand for potential pop-up events and be the connection the the Cottesloe Town centre and beach front. Providing a space for use for events such as the Sculpture by the Sea.

Stage 8 - Redevelopment of Harvey Field building

Once the multi-purpose community and sporting facility has been developed and the Harvey field building no longer under use by the Cottesloe Rugby club, there is potential to either sell the facility off to a private developer and or redevelop the facility to have some commercial use, such as a cafe or restaurant. Some parts of Harvey field are considered to have heritage significance and should be retained.

Stage 9 - Demolish kindergarten, move playground equipment & establish fitness area

On completion of the multi-purpose community and sporting facility, the Kindergarten students will be moved into the new facility and Kindergarten demolished.

The playground equipment can be re-purposed and used within the Cottesloe recreation precinct.

The current area has been recommended to take the form of an established fitness area, the fitness area can be apart of a greater fitness track or trail throughout the recreation precinct. All equipment will be of contemporary design trends and provide the latest technologies.

6.4 Concept Master Plan



6.5 Concept Master Plan Element

The following numbers and elements coincide with the concept master plan on the previous page. Each element has been developed from the analysis, consultation, opportunities and options. Each element is identified in more detail in the above recommendations.

1. Upgraded Harvey Field House - New viewing platform and outdoor dining area.
2. Terraced seating - Low walls terraced into grass slopes
3. Walk of Fame - Feature path with public art / interpretation of great sporting people and moments from local clubs. Located on top of an elevated mound at the same level as the ground floor of the multi-purpose building, it provides greater separation and spectator viewing opportunities.
4. Circuit track - A track with distance markers, which can be used for football club training and for the general community.
5. Multi-purpose building - The building will cater for all codes and include general amenities, such as change rooms and a kiosk. It will also contain the golf pro shop, storage shed, a childcare centre/ Kindergarten and function room.
6. New vehicle entry - Connects into the precinct at the lower level of the split level multi-purpose building. Car parking at the lower level reduces the visual impact from elevated areas of the site.
7. Forecourt - Large hardstand area for sports clubs and outdoor functions
8. Spectator mound - New grass mound provides spectator viewing for Football field and separation from golf course.
9. Outdoor fitness station.
10. Playground - Connected with the Kindergarten and childcare centre (fenced).
11. Bush planting - An extension of the landcare group planting. Potential for a bush track experience.
12. Dog park - Fenced off-leash dog park with equipment, shelters and facilities.

13. Irrigation pond - Utilised for drainage and irrigation of the golf course, but also potential to become the a key feature for the golf course and entire precinct.

14. Events space area - Large hardstand area taking advantage of proximity to the town centre, beach and foreshore. Infrastructure installed to allow for temporary events, food trucks, pop-up markets, etc.

15. Picnic area - Shelters and hardstand area connecting to foreshore.

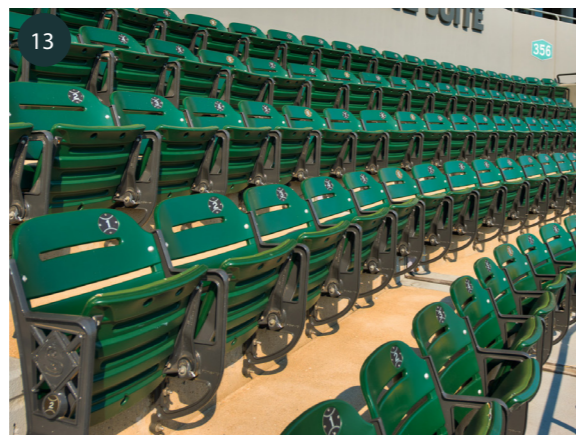
16. Golf course - Potential rearranged layout.

17. Informal kickabout - Large open play / recreation area.

6.6 Picture Board

The picture board adjacent is a series of images which have a key focus and involvement with the master plan development for the Cottesloe Recreation Precinct.

- 1 Skate
- 2 Feature hole & Reorientation of golf course
- 3 Recreational Uses
- 4 Modern changing facilities
- 5 Shaded areas
- 6 Function Spaces
- 7 Playspace
- 8 Events space
- 9 Outdoor fitness
- 10 Multi-court
- 11 Picnic space
- 12 Dog exercise area
- 13 Terrace seating
- 14 Natural embanked seating
- 15 Natural regeneration
- 16 Multi-purpose spaces





7.0

Financial Analysis

7.1 Costings & Financial Analysis

The following high level costings have been developed for a staged development for the redevelopment of the Cottesloe Recreation Precinct Master Plan.

Capital costs have been estimated by AECOM's cost management team. These should be treated as high level estimates at this stage. More detailed costing will need to be undertaken once a detailed design has been developed.

The following key elements have been costed, please refer to Appendix G for the concepts that derived the following costs:

Element	Cost
Site associated works	\$10,595,757
Building works	\$45,310,574
External Services	\$1,935,000
Preliminaries	\$8,676,200
Total Construction Cost including Preliminary contingencies	\$66,517,531
Other Project Costs:-including contingencies	\$13,303,506
Project Costs	\$19,037,317
Escalation (6.9%)	\$6,821,226
ESTIMATED TOTAL COMMITMENT	\$105,679,580

Source: AECOM Cost Managers

The following were excluded from the costs:

- 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)
- Apprentice Scheme
- Buy Local Policy
- GST
- Bar fitout to clubrooms
- Loose Furniture and Fittings
- Dilapidation survey
- Kitchen equipment

7.2 Potential Funding

The following information is a summary of the identified funding options analysed as part of the master plan:

State Government

Through the consultation process it became apparent that the Town would have to demonstrate and provide an exceptional case to receive additional funding for investment in the precinct through various State Government Agencies Funding Schemes.

It is recommended that Town presents the master plan to the State to fully articulate the value of the development which may not currently be fully understood.

Federal Government

Potential exists through Regional Development Australia – The National Stronger Regions Fund (NSRF): This programme provides funding of \$1 billion over 5 years, commencing in 2015 - 2016, to fund priority infrastructure in regional communities. Grants must be between \$20k and \$10m. Local government and incorporated not-for-profit organisations are eligible to apply. Grant funding must be matched in cash on at least a dollar for dollar basis. Funding will be provided for capital projects which involve the construction of new infrastructure or the upgrade or an extension of existing infrastructure. The project must deliver an economic benefit to the region beyond the period of construction. Projects should support disadvantaged regions or areas of disadvantage within a region. NSRF funded components must be completed on or before 31 December 2019.

Lottery West

LotteryWest advised that in order for investment to be realised the concept of the hub will need to provide a point of difference and provide a compelling case of the benefits to the community and to the social services industry as a whole. The focus will need to be on the facility providing and having the ability to be flexible to meet the ever changing community of WA. The master plan should address these aspects.

Crowd Funding / Community Fundraising

There is some evidence of crowd funding or community fundraising efforts that contribute to the overall capital build, which can leverage / match State and Federal funding. Sourcing such money from the broader community could be explored.

Philanthropy

Outcomes measurement is also shaped by innovation and trends in philanthropy around the globe. Across the world, large philanthropic organisations (i.e. the Gates Foundation, W. K. Kellogg Foundation, Omidyar, and United Way America) have led the way and are demanding outcome measurement tools as a critical element of program design and execution.

Philanthropic giving has been evolving, with the emergence of high-engagement, partnership-based and innovative approaches to grant making known as 'venture philanthropy'. This form of philanthropy is informed by the experience of venture capital and private equity and involves a high level of engagement between the funder and the organisation being funded. This engagement is generally over an extended time period, and encompasses the contribution of skills, services, networks, and a focus on organisational capacity as well as the provision of capital. Venture philanthropy is highly performance-based and places new demands on the sophistication and integration of outcomes measures throughout community organisations (John 2006, 2007).

Sponsorship

Sponsorship may be secured through funds from commercial or corporate bodies by providing naming rights or advertising potential. This could be considered for the site or various community services and program components of the development.

Social Investment

Whilst State and Federal government is often the dominant source of funding for community sector organisations, innovation in the areas of social investment and philanthropy are increasingly playing a role in the sector. These two alternative funding sources have also been drivers of outcome measurement. Social investment is unique because of its 'blended value proposition' where investors look to place capital and capabilities to generate social and environmental value as well as financial returns for their investment (Clark et al, 2013). Innovations in philanthropic giving, although often small in scale relative to government funding, are also influencing the sector and driving change.

Social investment is a growing phenomenon across the community sector although its impact is yet to be realised in Western Australia in a significant way. Social investors place capital and capabilities to fund projects and organisations that deliver financial as well as social or environmental returns (J.P. Morgan, 2014). Informed by their experience in traditional finance settings, social investors are placing new demands on existing outcome measurement approaches. This includes greater emphasis on clear articulations of purpose and outcomes achieved, often by employing the use of quantifiable measures and indicators. Social investors often fund a variety of projects and seek consistent, standardised measures that allow them to compare organisations, track performance over time and aggregate performance figures. Social investors demand higher standards of rigour, objectivity, consistency and credibility of measurement.

Social Impact Bonds (SIBs) are one form of social investment that seeks to bring new funds into social interventions in the community sector. SIBs refer to a partnership between private investors, a service provider and government to deliver an intervention and achieve defined social outcomes. The success of SIBs hinge on an effective and credible outcomes measurement system. SIBs have been launched around the globe, including two currently in operation in New South Wales [NSW]. The NSW government has cited the move from outputs to outcomes in the community sector as a critical objective of the program (New South Wales Department of Premier and Cabinet 2015).

Other Funding Sources

A variety of funding opportunities will be generated through the life of the project and it is important to recognise and build on general funding criteria, which, in respect of public funding has the following core themes embedded within most funding programs:

- Development of partnership approaches.
- The provision of significant partnership funding contribution.
- The facility should be demonstrated to meet an identified need and is accessible to the broader community.
- The facility addresses issues associated with:
 - Getting more people physically active
 - Improving health and wellbeing
 - Indigenous / CaLD / Disability participation and access to resources
 - Inequality
 - Sustainability – addressing environmental issues, climate change and water management
 - Financial viability
 - Increasing local employment

7.3 Benefit Analysis

The following summaries the benefits of implementing the master plan:

Benefits of Community Hubs and Integrated Service Delivery

Community hubs and spaces provide places for social and community interaction; improve visual amenity, which increase the real estate value of homes and commercial properties and enhance the local economy. These benefits can be measured through a consequential decrease in investment / subsidy by local government in the services provided; increased to the rates base; increase in workforce; enhanced economic spend within the region; decreasing requirement of health services and a decrease in motor vehicular infrastructure.

The greatest benefit of the hub will be the improved functionality of the site which will lead to more integrated service delivery and a greater collaboration with allied organisations; the social services and education sectors. The clients and the community will have access to modern, resilient facilities and services within one location. It will create an environment where inclusion and excellence is delivered and demonstrates Town's ability to respond to the changing needs of the community, core values and long term sustainability of operations.

The intent of this information is to identify how social inclusion, intergenerational, health and wellbeing facilities contribute directly to the economic and social fabric of the community. The information referenced above provides a high level analysis of the benefits of developing the hub to assist the Town in making informed decisions on the expenditure of developing the hub and providing a suitable return on the investment. Due to the difficulty with obtaining relevant and robust quantifiable data, the analysis doesn't cover every item that contributes to the community.

There are three overarching benefits arising from the development of community hubs and social services amenities:

- Economic
- Social
- Environmental

The advantages of economic prosperity, environmental sustainability, and alleviation of social issues can be divided into specific benefits. Many of these benefits are intrinsic or difficult to provide measurable observations. The attributes include increased property value (direct); industry training and workforce development (direct); cost of recreation opportunities (savings); health benefits (savings); community cohesion (savings) and better performing and environmental sustainable design (environmental savings)

The values and rationale described below highlight the economic value and return on investment in a community hub and social services infrastructure and services.

Property Value

In the urban design profession, studies have been undertaken in the past two decades to identify the financial value of community facilities, open space and activated space. The research indicates that such infrastructure has a direct monetary impact to residential property values. "The Proximity Principle" is a theory that people are willing to pay more for their home when it is close to a community facility and open space.

Industry Training and Workforce Development Value

The benefits and contributions of industry training and development are not restricted to financial gains to the economy. Research indicates that industry training and development enhances social cohesion, strengthens communities and provides benefits to the sector. Industry training and development can increase social inclusion, physical and psychological wellbeing and enhance career opportunities.

The financial impact is derived through direct and indirect economic activity. These values have the potential to be an economic driver for an expanded training and workforce development component supporting the social services sector at Rocky Bay.

Direct Use Value

LotteryWest advised that in order for investment to be realised the concept of the hub will need to provide a point of difference and provide a compelling case of the benefits to the community and to the social services industry as a whole. The focus will need to be on the facility providing and having the ability to be flexible to meet the ever changing community of WA. The master plan should address these aspects.

Crowd Funding / Community Fundraising

Community facilities provide an intrinsic value and benefit to the urban fabric. Economists call these activities "direct uses". The value of activities such as team sports, individual exercise, nature watching, creative and passive activities all hold value to the community.

Whilst most of these community activities are provided free of charge or at a minimal cost, the value can be assessed by aligning the cost of similar health and wellbeing activities offered in the private sector. This approach is known as willingness to pay. The basic premise is to assess how much a consumer would pay out of their own pocket to experience the activity at a commercial organisation if community health and wellbeing activities were not available. The community would in reality realise a saving for residents rather than income or direct economic impact.

It has been claimed that a direct use value is not as "real" as rates or industry revenue. It does nevertheless have a true meaning. Whilst not all health and wellbeing activities would be used if they were required to be purchased, the community does gain personally through the exceptional value across all services on offer whether they chose to use it or not.

Health Value

Lack of physical activity has been a mainstream issue for successive governments with the majority of attention focussed on obese children and the rise of type II diabetes. Multiple studies have documented the rising cost of our sedentary lifestyles. Research suggests that access to open space and a variety of associated community facilities can help people increase their level of physical activity. This research relates to recreational opportunities including fitness, sports and active lifestyle programs which are traditionally offered by local government.

One of the models of measurement is the Parks Health Benefits Calculator, which measures residents' collective economic savings through the use of parks for exercise. Research highlights that close proximity to green spaces is associated with a person's wellbeing by reducing incidences of depression, anxiety and other health problems. The relationship is the strongest for children and people with low incomes.

The Parks Health Benefits Calculator was developed through analysis of the common types of medical problems that are related to lack of physical activity. Heart disease and type II diabetes are among the most common medical issues associated with inactivity. Studies using the calculator indicate there is a \$500 positive cost difference between those that exercise regularly and those who don't. Studies also indicated a higher cost saving of \$1,000 for people over the age of 65.

Community Connection Value

Social services, health and wellbeing facilities have been referred to as the social fabric of the community. The wide variety of opportunities that are offered within the community for residents to interact with each other through a common interest weaves the thread of relationships that build community.

These relationships and subsequent sense of community promotes cohesion that supports stronger, safer and better places. Any organisation that promotes this kind of community cohesion, whether a club, school, religious institution, homeowners or advocacy groups adds value to a neighbourhood and by extension the whole community.

The value of community cohesion is expressed in social capital. Social capital is built through common experiences shared in the community. These experiences are formed during volunteer efforts that serve a higher purpose in the community.

Whilst the economic value of social capital cannot be measured directly, it is possible to calculate the amount of time and money that residents devote to open space and recreation activities. One of the methods used to measure value is to take the total number of volunteer hours and then multiply these by the dollar value assigned to volunteerism by government and national organisations (nominally a \$ value per hour of volunteering).

Environmental Value

There are many environmental benefits that contribute to the health and wellbeing of the community which result in increased recreation and leisure activity.

For example, the value of urban forests (tree canopy) is demonstrated through providing shade that reduces the urban heat island effect, improves liveability and comfort, reduces energy costs by shading buildings and improves the quality of air and waterways.

Community hubs and spaces provide places for social and community interaction, improves visual amenity of neighbourhoods which increase the real estate value of homes and commercial properties and enhances the local economy.

8.0

Management



8.1 Management Model Options

The following represents an overview of the outcome of consultation with all associated stakeholders within the Cottesloe Recreation Precinct, in respect of the future management options for a new collocated, multi-purpose facility community and sporting facility. The subsequent sections then identify the management options available for the future development of the multi-purpose facility and the advantages, disadvantages and issues with each.

Taking into account the information within the benchmarking analysis and upon review of industry trends, previous project experience and benchmarking, five potential options for the overall management of the proposed multi-purpose community and sporting facility to be developed within the Cottesloe Recreation precinct are as follows:

- 1) Management by the local government (Town of Cottesloe).
- 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 State sporting association in partnership with other service providers.
- 5) Management by an independent management group (i.e. Not for Profit)

A further breakdown of each option can be found in the table below.

Management Option	Advantages	Disadvantages	Issues
Option 1 – Management by the Town of Cottesloe	<ul style="list-style-type: none"> Opportunity to maximise focus on sport, recreational and community benefit, diversity of usage and access. Leverage other events and opportunities through sporting clubs and other user grounds within the Cottesloe Region in particular coordinate event sharing between other LGAs reserves. Would remove risk associated with club operations and potentially underwrite operations on site. Ability for the Town to manage the access to ensure equity and quality of the facility. 	<ul style="list-style-type: none"> This option would potentially detract from the viability of the clubs using Cottesloe Recreation Precinct 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 	<ul style="list-style-type: none"> The Town is very unlikely to assume management of the facility.

Management Option	Advantages	Disadvantages	Issues
Option 2 – Management by an established Sports Trust. i.e. Venues West	<ul style="list-style-type: none"> Cost effective solution Potential to co-opt members with a strong commercial understanding (from each club - all clubs seem to have these sort of members) Most likely to ensure that the role of clubs is maintained Ability to gain specialist management expertise. Singular focus for management group. Minimise public risk associated with management of site. 	<ul style="list-style-type: none"> Could detract from the viability of the clubs using the site. May impact on diversity of use with a greater focus on community activity. There are a limited number of specialist management groups and available expertise. Need a very clear delineation of risk and responsibility (i.e. maintenance, accessibility and event management). 	<ul style="list-style-type: none"> There is limited commercial opportunity for a management group. Sports Clubs are more likely to have a reduced role on the management of individual facilities. It is unlikely that a body such as Venues West would consider taking on a such a facility. The current portfolio of facilities is unlikely to be expanded based on current knowledge.
Option 3 – Management by a Sports Association representing the key tenant club(s) or users (including the Town of Cottesloe).	<ul style="list-style-type: none"> Understand the tenant and site issues. Likely to maximise commercial benefit to clubs involved in management. Potential to co-opt members with a strong Commercial understanding. Most likely to ensure that the role of clubs is maintained. Consortium could appoint professional manager/ management to manage facility on their behalf. Likely to have a stronger commercial focus than other options having a greater pool of specialist expertise within the football (soccer) industry. 	<ul style="list-style-type: none"> 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 Town are party to the consortium. 	<ul style="list-style-type: none"> Sports Clubs are more likely to have self-interest in managing facility and may not be fully conversant with broader Town events. This therefore would require Town's involvement and support. There would potentially be a need to establish a secondary franchise / management body with responsibility for managing shared services / functional areas within the site. 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. Arbitration would need to be set up which is fair to all users. The Town is currently not a sitting member of any other sporting association.

Management Option	Advantages	Disadvantages	Issues
Option 4 – Management by State Sporting Association acting under independent Management	<ul style="list-style-type: none"> • They understand the tenant issues and the operational nuances with stakeholder goals to establish higher level competition within the Cottesloe Recreation Precinct. • They are likely to maximise the commercial benefit to of the specific sport. • Link with other independent entities and potential cost effective sharing of staff resources and resourcing. • Could co-opt / appoint additional professional manager/management to manage the facility on their behalf. • Specialist expertise within the specific sporting industry 	<ul style="list-style-type: none"> • Could detract from the Sporting structure and destabilise other clubs if the Cottesloe Recreation Precinct were to be preferred as the main finals and development ground. • May not have the necessary commercial expertise to maximise the commercial return. • No Sporting association has expressed the desire currently to manage the facility or a facility of it type. • Potential conflict between the games development body and teams. • Facility is seen as a multi-purpose and community facility may not be the best fit for other uses, tunnelling vision to one particular sport. 	<ul style="list-style-type: none"> • Potential conflict with their role • Potential conflict in funding the ongoing development of sports in all communities if funding was to be directed to Cottesloe Recreation Precinct. • 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.
Option 5: Management by an independent management group (i.e. Not for Profit)	<ul style="list-style-type: none"> • Provides ability to gain specialist venue management expertise. • Single focus for the management group. • Minimises public risk through established and developed operating systems. • Provides opportunities for integration with other services within their control. • Revenue from the facility likely to be optimised. 	<ul style="list-style-type: none"> • Clubs have a reduced role in management of the facility. • Likely to be a higher overall cost than other options. • There is limited commercial opportunity for a management group. • 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. 	<ul style="list-style-type: none"> • 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. • There would need to be a very clear delineation of risk and responsibility. • Need to clearly define maintenance and operational responsibilities. • Facility management company may focus on profit rather than community and club benefit. • Possible expectation of Management Group for facility branding.

8.1 Management Option Recommendations

The following section outlines and 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 a low benefit
 5 - is considered a high benefit

The following management option criteria are defined as:

- **Town:** this refers to the Town of Cottesloe
- **Clubs:** this refers to stakeholder clubs that reside within the Cottesloe Recreation Precinct
- **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

Management Options Recommendation table

Management Option Criteria	Option 1	Option 2	Option 3	Option 4	Option 5
Town	4	4	5	3	3
Club	4	3	5	3	3
Financial	4	3	4	3	3
Social	5	3	4	3	4
Environment	5	4	4	4	4
Summary (Average)	4.5	3.5	4.5	3	3.5

The following summary explains the management recommendations table above:

- Option 1 and 3 provides the greatest return on investment for the Town.
- These Options provide the greatest benefit to the Town and the community, that is not to say that there are issues to overcome within each; that is:
 - The Town 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 if a club re-located to or from Cottesloe Recreation Precinct.
 - 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.

