



**KOORDA RECREATION GROUND MULTI-USE FACILITY  
NEEDS ANALYSIS & FEASIBILITY STUDY**

**DRAFT**  
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- Linda Longmuir, Deputy Chief Executive Officer, Shire of Koorda
- Elected Members
- Council staff
- Representatives of local sporting and community groups
- Community members

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## For further information

Tredwell Management Services

T: (08) 82346387

E: [info@tredwell.com.au](mailto:info@tredwell.com.au)

W: [www.tredwell.com.au](http://www.tredwell.com.au)

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# Executive Summary

The Shire of Koorda prepared a site plan for the Koorda Recreation Ground in September 2014, in consultation with a building design and drafting company. In October 2015 The Shire of Koorda engaged the services of Tredwell Management Services to develop this Needs Analysis and Feasibility Study for the upgrade of the Koorda Recreation Facilities in line with this site plan. A four stage methodology was proposed; Stage 1: Start-up and Background Review; Stage 2: Stakeholder Consultation; Stage 3: Preparation of a Needs Analysis and Stage 4: Preparation of a Feasibility Study.

The aim of the project is to develop a multi-use sporting, recreation and community precinct, that consolidates existing ageing and dysfunctional facilities, whilst providing a sustainable multi-use sporting, recreation and community hub facility and precinct that caters for many of the Shire of Koorda's sporting, recreation and community needs.

The proposal to upgrade the facilities at the Koorda Recreation Grounds involves the major redevelopment of the main clubroom facility; the construction of new home male/female changerooms and gymnasium; the development of two new outdoor tennis courts and one multi-use outdoor court (netball/basketball/tennis); the development of new bowling green and new formalised parking.

The Shire of Koorda's proposal to develop a multi-use sport, recreation and community facility and precinct at the Koorda Recreation Grounds is a feasible project worthwhile pursuing. The proposal is supported by the state government's sport and recreation facility planning guidelines which support the development of multi and shared use facilities which generate a number of benefits to local communities, such as less duplication and maximum use of community facilities and services; creation of a community hub and a focal point for community activity; the ability to share capital costs, services, resources and expertise and reduced operating costs. Additionally, the Shire's own Strategic Community Plan supports the provision of active and passive recreation facilities and services and the development, maintenance and support of appropriate recreation facilities throughout the Shire. Similar multi-use facilities have successfully been developed in nearby communities.

The design of the facility enables the majority of users at the recreation ground to view their sporting activities from the clubrooms including cricket, football, tennis, bowls, basketball, netball and hockey. The new facilities also provide changeroom facilities for female users and expanded and upgraded function, bar and kitchen facilities.

Extensive consultation occurred with the Shire of Koorda community which overall supported the proposed development. The consultation included workshops and online surveys of clubs and the general community, with the outcomes of the consultation demonstrating the majority of the community and stakeholders support the proposal.

The Shire is seeking substantial funding from external sources to fund the capital cost of the project and also intend to commit a significant amount of funds. There are a range of funding opportunities available and multiple sources can be approached for funding. The Shire is intending to manage the facility once developed which will ensure that appropriate resources are made available to operate the facility. The procurement of this external funding should enable the development of the multi-use facility to come to fruition.



# 1. Introduction

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## 1.1 Background

The Shire of Koorda prepared a site plan for the Koorda Recreation Ground in September 2014, in consultation with a building design and drafting company after widespread community consultation.

The new site plan included the addition of a gym and new change rooms, the repositioning of hard courts to include one multiuse court for tennis, basketball and netball and two single use tennis courts and the upgrade of an existing clubroom with a new covered outdoor area and a viewing verandah, along with reconfigured parking and access points. The site plan also included the relocation of the Koorda Bowling Club from its current site at Greenham St to the Koorda Recreation Ground.

In October 2015 The Shire of Koorda engaged the services of Tredwell Management Services to develop a Needs Analysis and Feasibility Study for the upgrade of the Koorda Recreation Facilities in line with this site plan.



**Photo 1: Existing sports clubroom facility**

## 1.2 Methodology

The project methodology is summarised in Table 1 below. This table outlines the key stages utilised in the development of the Needs Analysis and Feasibility for the upgrade of the Koorda Recreation Facilities and the key tasks and deliverables at the completion of each stage.

**Table 1: Project Methodology**

Stages	Key Tasks	Key Deliverables
Stage 1: Start-up and Background Review	<ul style="list-style-type: none"> <li>• Start-up meeting</li> <li>• Site appraisal</li> <li>• Document and plan review</li> <li>• Demographic, participation and trend analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Start-up meeting minutes</li> <li>• Demographic, participation and trend analysis findings</li> </ul>
Stage 2: Stakeholder Consultation	<ul style="list-style-type: none"> <li>• Meetings with user groups</li> <li>• Meetings with other stakeholders</li> <li>• On-line community survey</li> </ul>	<ul style="list-style-type: none"> <li>• Summary of consultation findings including survey results</li> </ul>
Stage 3: Needs Analysis	<ul style="list-style-type: none"> <li>• Develop needs analysis report</li> </ul>	<ul style="list-style-type: none"> <li>• Needs Analysis Report</li> </ul>
Stage 4: Feasibility Study	<ul style="list-style-type: none"> <li>• Financial modelling (operational)</li> <li>• Develop feasibility study report</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Operating Model</li> <li>• Feasibility Study Report</li> </ul>

# 2. Overview

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## 2.1 The Shire of Koorda

The Shire of Koorda is a rural local government district in the Wheatbelt region of Western Australia, about 240 kilometres northeast of Perth. The Shire covers an area of 2,662 square kilometres with the main residential centre being the town Koorda. The Shire of Koorda forms part of the north-eastern section of the Central Agricultural Division. Its population of around 600 consists of mostly farming community dedicated to wheat, coarse grains and sheep.

Facilities within the Shire include the recreation ground, bowls club, Koorda swimming pool, golf course, community centre, a caravan park, medical centre, motor museum, library and various parks. The predominant economic activity in the community is agriculture, accounting for 63 out of a total of 87 businesses. Weather, land care and transport are issues that clearly have a significant impact on the agricultural industry, with an associated effect on the economic health of the community. The effects of drought, salinity and climate change are issues for the communities in the region generally (Strategic Community Plan 2013, Shire of Koorda).



Photo 2: Images of Koorda



## 2.2 Koorda Recreation Ground

The Koorda Recreation Ground is located on Scott St, Koorda. An aerial image of the site is provided in Photo 3 below.

The site comprises of:

- 1 Football and cricket oval
- 1 Cricket practice net
- Clubrooms used by the football, cricket and hockey clubs
- 1 Hockey pitch
- 4 Synthetic tennis courts
- 2 Multipurpose outdoor courts
- Tennis clubrooms
- Children's playground
- Community men's shed
- Show pavilion







**Photo 3: Koorda Recreation Ground (source NearMap 2015)**



# 3. Facilities Audit

Table 2 below details the facilities provided for at the Koorda Recreation Ground including the facility’s components, description and relevant images. In addition to the facilities provided for at the recreation ground, the bowls club is also a consideration in this project as it is intended to be relocated to the Koorda Recreation Ground as part of the redevelopment. The bowls clubrooms are considered to be in poor condition and requires replacement, the green is in good condition currently as the artificial surface has been recently laid. It is likely that by the time the redevelopment occurs the surface will require replacement.


**Table 2: Facility Audit**




Facility Name	Facility Components	Description	Image(s)
Synthetic tennis courts	<ul style="list-style-type: none"> <li>● 4 synthetic grass tennis courts</li> <li>● Tennis nets</li> <li>● Floodlit</li> <li>● Perimeter fencing</li> </ul>	<ul style="list-style-type: none"> <li>● Localised wear and tear</li> <li>● Isolated from main clubrooms</li> </ul>	
Tennis clubrooms	<ul style="list-style-type: none"> <li>● Multi-use room</li> <li>● Verandah</li> <li>● Toilets</li> </ul>	<ul style="list-style-type: none"> <li>● Basic facility</li> <li>● Ageing building</li> </ul>	

Facility Name	Facility Components	Description	Image(s)
Multi-purpose outdoor courts	<ul style="list-style-type: none"> <li>● 2 multipurpose outdoor courts lined for basketball, netball and tennis</li> <li>● perimeter fencing</li> <li>● shelter shed</li> <li>● sports lighting</li> <li>● Basketball/netball rings</li> <li>● Tennis nets (removable)</li> </ul>	<ul style="list-style-type: none"> <li>● Courts are in poor condition</li> <li>● Court one has experience substantial cracking</li> <li>● Court two –cracking and surface water damage</li> </ul>	
Playground	<ul style="list-style-type: none"> <li>● Playground</li> <li>● Fenced</li> <li>● Shade</li> </ul>	<ul style="list-style-type: none"> <li>● Fair condition</li> <li>● Fit-for-purpose</li> </ul>	

Facility Name	Facility Components	Description	Image(s)
Hockey field	<ul style="list-style-type: none"> <li>• Dirt pitch</li> <li>• Perimeter fencing</li> <li>• Sports lighting (training)</li> <li>• Goals</li> </ul>	<ul style="list-style-type: none"> <li>• Fair condition</li> <li>• Fit-for-purpose</li> </ul>	
Oval	<ul style="list-style-type: none"> <li>• Natural turf surface</li> <li>• Sports lighting</li> <li>• Cricket pitch (hard wicket)</li> <li>• Football goal posts</li> <li>• Scoreboard</li> <li>• Cricket practice net</li> </ul>	<ul style="list-style-type: none"> <li>• Good condition</li> <li>• Fit-for-purpose</li> </ul>	



Facility Name	Facility Components	Description	Image(s)
Clubrooms	<ul style="list-style-type: none"> <li>• Function area</li> <li>• Kitchen facilities</li> <li>• Undercover area</li> <li>• Verandah</li> <li>• Toilets</li> <li>• Changerooms – home</li> <li>• Bar</li> </ul>	<ul style="list-style-type: none"> <li>• Ageing facility</li> <li>• Disjointed with outdoor area dividing the two parts of the building</li> <li>• Dysfunctional due to sub optimal layout</li> <li>• Well maintained but showing signs of general wear and tear due to the facility age</li> </ul>	

Facility Name	Facility Components	Description	Image(s)
Away changerooms	<ul style="list-style-type: none"> <li>• Change facilities</li> <li>• Toilets</li> <li>• Showers</li> </ul>	<ul style="list-style-type: none"> <li>• Ageing facility</li> <li>• Disjointed main clubroom facility</li> </ul>	
Storage shed	<ul style="list-style-type: none"> <li>• Storage</li> </ul>	<ul style="list-style-type: none"> <li>• Ageing facility</li> </ul>	
Koorda Community Men's Shed and agricultural showground pavilions	<ul style="list-style-type: none"> <li>• Workshop</li> <li>• Storage</li> </ul>	<ul style="list-style-type: none"> <li>• Good condition</li> <li>• Recently built</li> </ul>	

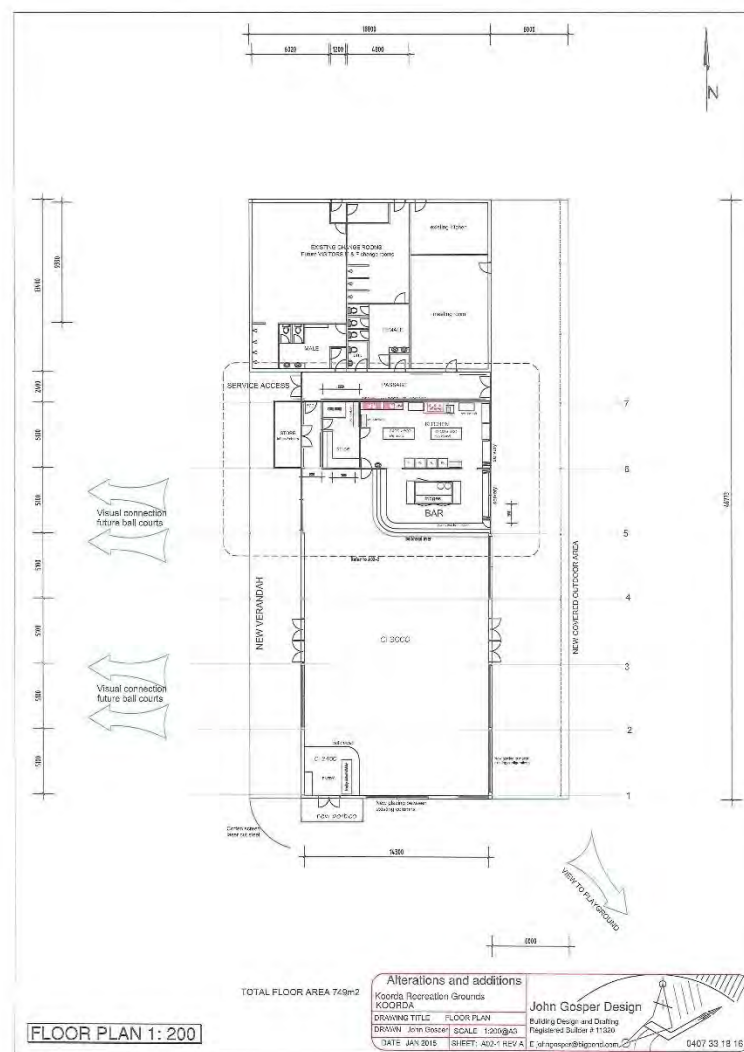
# 4. Proposed Upgrades

The proposal to upgrade the facilities at the Koorda Recreation Grounds involves the following key steps:

## 1. Major redevelopment of the main clubroom facility including:

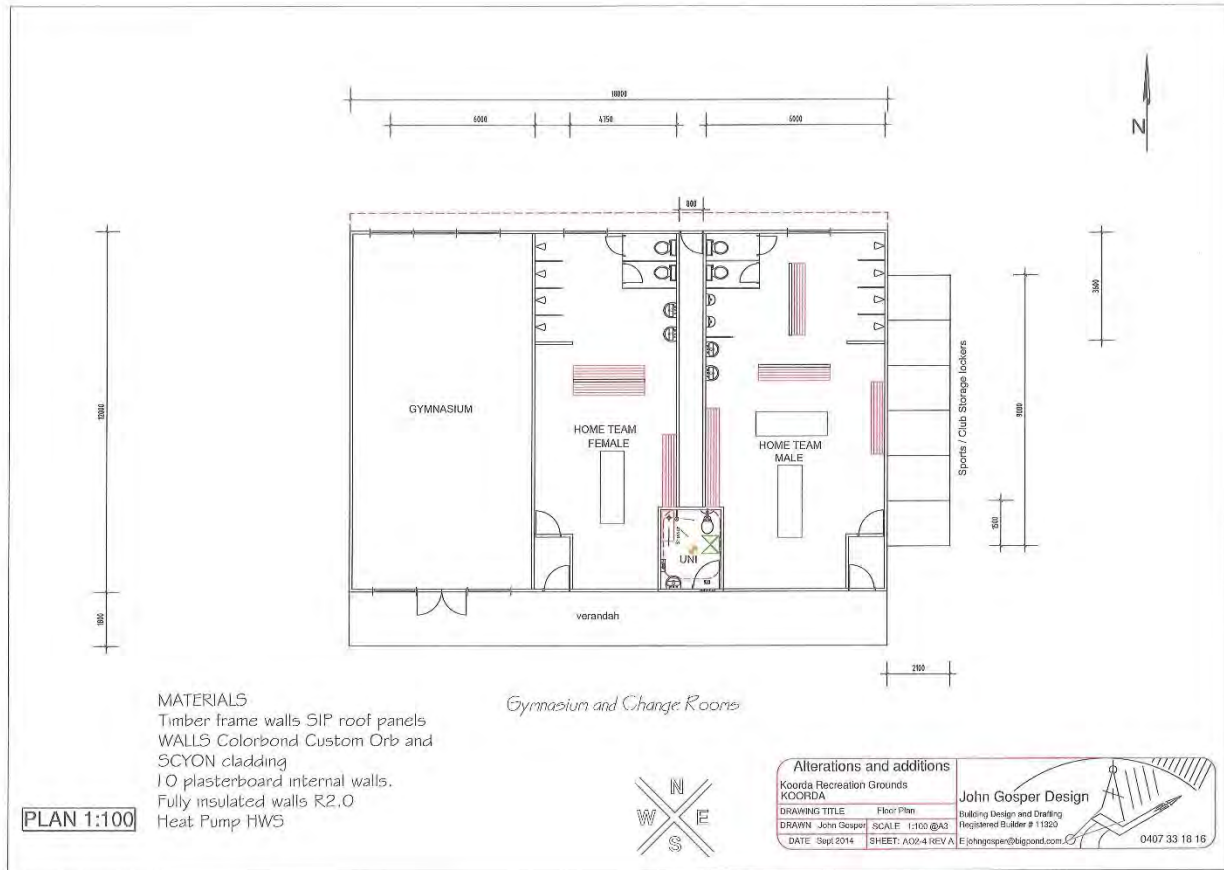
- Conversion of home changerooms to future away male/female changerooms
- New commercial kitchen
- New bar
- Office
- Store (table and chairs)
- New viewing verandah
- Expanded enclosed multi-use/function room
- New covered outdoor area

Figure 1: Floor plan of the proposed redevelopment of the main clubroom facility



## 2. Construction of new home male/female changerooms and gymnasium

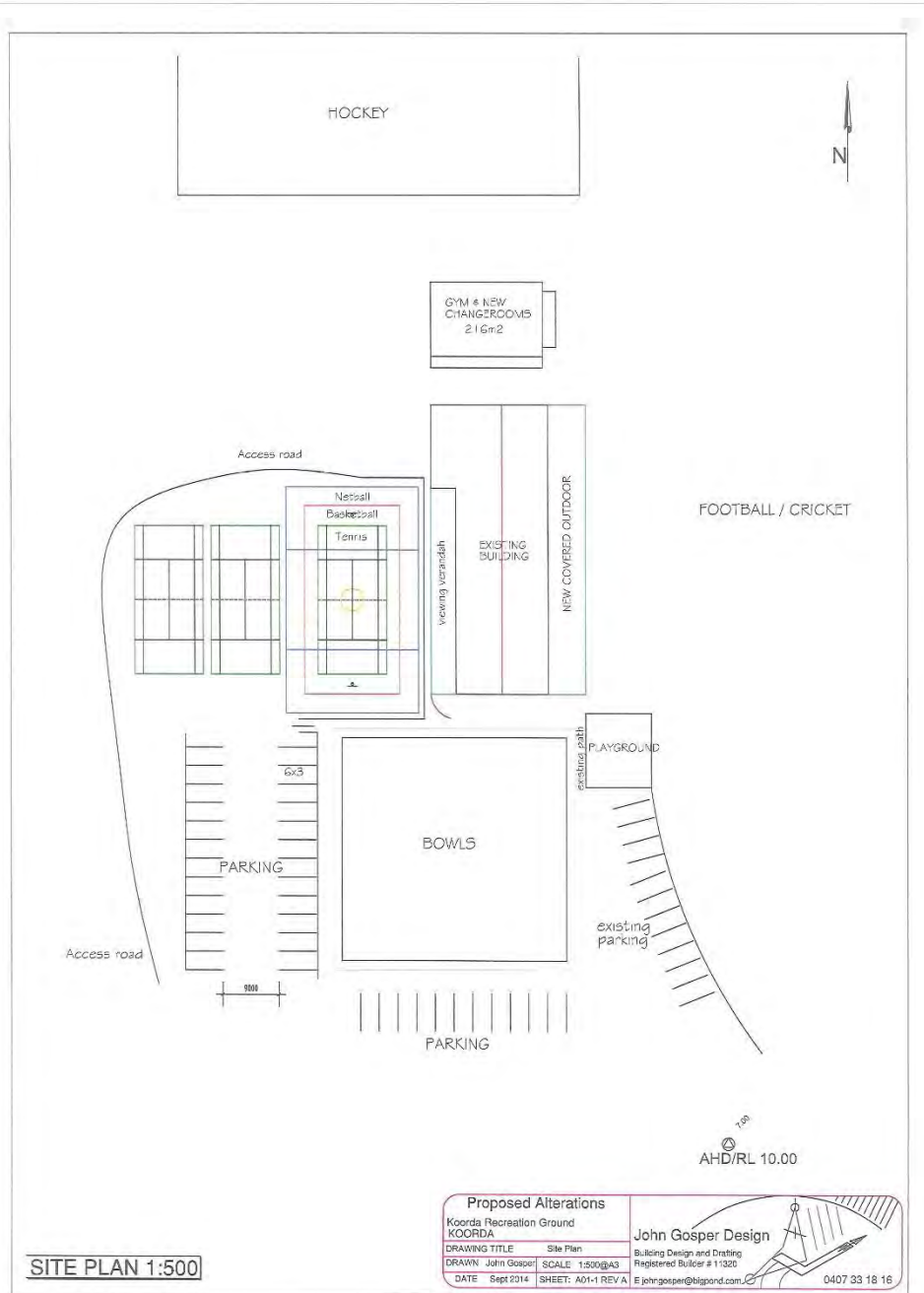
Figure 2: Floor plan of the proposed new changerooms and gymnasium





3. Development of two new outdoor tennis courts and one multi-use outdoor court (netball/basketball/tennis)
4. Development of new bowling green
5. New formalised parking

Figure 3: Site plan of the proposed redevelopment



The full suite of plans, including larger versions of the plans included above, and the proposed elevations are included as Appendix A.

# 5. Project Aim and Objectives

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## 5.1 Project Aim

The aim of the project is to develop a multi-use sporting, recreation and community precinct, that consolidates existing ageing and dysfunctional facilities, whilst providing a sustainable multi-use sporting, recreation and community hub facility and precinct that caters for many of the Shire of Koorda's sporting, recreation and community needs.

## 5.2 Objectives

Specific objectives:

- Improve current sporting facility provision, much of which is dated and reaching the end of its useful life.
- Re-locate the bowls facilities, which are currently off-site, into the proposed multi-use facility and precinct to create greater synergies between clubs and improve utilisation of the new facility.
- Develop new outdoor courts including two purpose built tennis courts and one outdoor multi-use court for netball, basketball and tennis to provide modern and safe and modern court sport facilities.
- Create a vibrant community clubroom facility that caters for all existing site user groups (cricket, football, hockey, tennis, basketball, netball), the bowls club, additional community groups and the general community.
- Improve spectator experiences by providing direct views from the newly redeveloped clubroom facility to the existing sports oval, proposed new sports courts and bowling green.
- Minimise duplication of facilities across the community.
- Facilitate economies of scale in the management and operation of the towns sporting and community facilities.
- Reduce the Shire's future asset replacement liability
- Create a focal point for the community through the provision of a "community hub"

## 5.3 Strategic Alignment

The Shire of Koorda's Strategic Community Plan identifies the following relevant strategies and objectives:

*SOCIAL - Provide active and passive recreation facilities and services*

*S 4.2 - Develop, maintain and support appropriate recreation facilities throughout the Shire (ongoing)*

*S 4.2 - Partner with stakeholders to achieve greater community participation in recreational facilities and services (medium term)*

# 6. Shared Use Facilities

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The Western Australian Department of Sport and Recreation, *Sport and Recreation Facility Planning Guide* outlines the benefits of joint provision/shared use facilities as outlined below.

## **Joint Provision/Shared Use Facilities**

There are many benefits to joint provision and shared use of sport and recreation facilities including:

- Less duplication and maximum use of community facilities and services
- Creation of a community hub—a focal point for community activity
- Shared capital costs, services, resources and expertise
- Improved relationships between organisations
- Reduced operating costs
- Increased community ownership of facilities
- Access to a broader range of services and expertise
- Reduced vandalism

Potential partners for sport and recreation facilities include:

- Schools, colleges and universities
- Sport association headquarters
- Senior citizen centres
- Neighbourhood and community centres
- Churches
- Community and child health centres
- Health and fitness clubs
- Art and entertainment venues
- Local government authority
- The private sector

The basis of shared provision and use is to broaden access, maximise usage and rationalise costs in order to get the best possible value from the facility. However, if shared facilities are to be successful, all parties need to think through their specific needs for access and use, and be assured that an opportunity for compatibility exists before planning advances to the design phase. Management agreements for shared use facilities should be comprehensive, detailing arrangements for location, funding, management risk allocation and use. However, if the sharing arrangement is to be successful, their application requires flexibility, trust, open communication and co-operation.

Where appropriate co-location, joint provision and shared use of sport and recreation facilities can result in the best outcome for local sports, clubs, school or community.

Parks and Leisure Australia (PLA) Western Australia provides the following comments and definitions in its *Benchmarks for Community Infrastructure* document regarding the purpose of and position on:

### **Shared Use Facilities:**

*To meet the needs of the community with limited resources, it has become more important to ensure that there is flexibility in the way that facilities are provided. Where opportunities arise PLA WA support the potential to develop facilities which have the potential for:*

- *Providing multiuse facilities;*
- *Co-location of Council services;*
- *Co-location or partnerships with other providers;*
- *Outreach programmes or other linkages between facilities;*
- *Other ways of providing services such as through electronic access; and*
- *The potential to stage development where practicable.*

### **Multi-Functional Facilities**

*This refers to the design and adaptability of single buildings and/or playing field space. New community infrastructure must recognise the dynamic and changing nature of communities. The design of facilities needs to be flexible, innovative and adaptable to meet the needs of a variety of users and use requirements to address changing demographics. PLA WA encourages the joint use/co-location of services that are compatible and where the management of services allows for multi-use with other services.*

Multi-sport hubs utilise a range of shared sporting services within one combined location under a single management arrangement. This provides a more effective and viable operation. An example of this includes the Nungarin Recreation Complex.



The Nungarin Recreation Complex is located approximately 100km from Koorda and has been identified as a best practice facility example based on its success as a multi-functional sporting hub/event space and its appropriate capacity/size compared with the Shire of Koorda. The following points summarise the key features of the facility.

- Views to multiple playing surfaces
- Multi-purpose space of around 350m<sup>2</sup> with 2 points of entry
- Bar facility
- Commercial grade kitchen
- Children's activity room
- Complex is centrally located on site



- Direct proximity to football oval, bowling green, lawn tennis courts, netball court, hockey pitch, car parking, outdoor function space/shade, outdoor kitchen, playground and two changerooms



**Photo 4: Aerial view of the Nungarin Recreation Complex**

A number of other towns in the Central Wheatbelt have developed shared/multi-use facilities including Mukinbudin (refer image below) or are in the process of developing such facilities such as Bencubbin. Both of these facilities are examples of what can be achieved if the Shire of Koorda redevelops their existing facilities to create a multi-use community hub.

The Mukinbudin complex includes:

- Multi-use clubrooms
- Squash courts
- Oval
- Indoor sports centre
- Swimming centre
- Tennis courts
- Cricket nets
- Basketball courts
- Hockey pitch



**Photo 5: Mukinbudin shared/multi use sporting and recreation facility and precinct**

The Bencubbin precinct includes:

- Multi-use clubrooms and changerooms (currently being redeveloped and extended)
- Community gym
- Oval
- Indoor sports court
- Bowls green
- Cricket nets
- Hockey pitch
- Agricultural show facilities

# 7. Demand Drivers and Projections

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## 7.1 Demographic Profile<sup>1</sup>

The Local Government Area of Koorda according to the Australian Bureau of Statistics as of 2011 had a population of 437 this has increased slightly from 2006 in which a population of 430 was recorded. There are more males than females living in the Shire of Koorda (refer Table 3).

**Table 3: Population comparison – Koorda, WA & Australia**

	Koorda (LGA) 2011	Koorda (LGA) 2006	Koorda (LGA) 2001
Total population	437	430	431
Male and female	236 male 201 female	226 male 204 female	236 male 195 female

The average estimates of personal income in 2011, which was reported as the average wage and salary income was \$38,759. The top three employment industries were agriculture, forestry and fishing (44.8%), transport, postal and warehousing (10%) and retail trade (6.5%).

As well as understanding these demographic factors, understanding the age profile of any given location is important when considering the Shire's sports and recreation facility needs and requirements. Table 4 below provides an age profile comparison of the Shire of Koorda and Western Australia. The Shire of Koorda has an older population generally with the median age of 42, six years older than the Western Australian population as a whole.

The population has three distinct age groupings that require varied sport and recreation facilities, services and programs. The 0-24 year old age group which includes children and young adults represents 31% of the population which compares with 34% for Western Australia. There is over one third of the population aged between 25 – 54 years, 38% compared with 44% in Western Australia. And the 55 years and over age group which represents just under one third of the population also at 31% compared with 23% for Western Australia. Of the three age groups the younger and middle aged groups are under-represented when compared with Western Australia as a whole, whereas the 55 years and older are substantially over-represented.

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<sup>1</sup> Source: Australian Bureau of Statistics Census Data 2011

**Table 4: Age profile comparison – Shire of Koorda and WA**

	Koorda (2011)		Western Australia (2011)
	No. of People	% of Total	% of Total
<b>0 – 4 Years</b>	47	11%	7%
<b>5 – 14 Years</b>	56	13%	13%
<b>15-24 Years</b>	31	7%	14%
<b>25-34 Years</b>	61	14%	15%
<b>35-44 Years</b>	48	11%	15%
<b>45-54 Years</b>	56	13%	14%
<b>55-64 Years</b>	61	14%	11%
<b>65 + Years</b>	75	17%	12%
<b>Median Age</b>	42		36

The Social Economic Indicators For Areas (SEIFA) index for the Shire of Koorda is 971 which is slightly below the median for Local Government Areas in Australia. This indicates the Shire is slightly disadvantaged from a social economic perspective.

The key implications of the demographics include:

- A stable population base which is ageing therefore the new facilities have to be able to cater for an older population and this supports the relocation of bowls to the facility which generally attracts an older demographic.
- Despite the overall ageing population, the Shire has an over-representation of children aged 0-4 years which suggest the demand for active sporting activities will likely increase in the future and sports which are provided for at the precinct such as football, cricket, netball, tennis and basketball will likely increase in popularity.
- The area is slightly disadvantaged therefore fees and charges for programs, services and facilities should be cognisant of this in the future.

# 8. Participation Trends

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## 8.1 Mega Trends

A recent report entitled '*The Future of Australian Sport*' (CSIRO/Australian Sports Commission 2013) identified six sporting 'megatrends' that may redefine the Australian sport sector over the next 30 years. They are listed below:

### 1. A perfect fit

A perfect fit refers to the trend of increasing popularity amongst individualised sport and fitness activities (yoga, gym, aerobics, jogging etc.). People are increasingly becoming involved in individualised sport and fitness activities as they are generally living busier lifestyles and have less time for structured/organised sports, individual fitness pursuits allow people to align their fitness activities with their ever-changing weekly schedules.

This trend could potentially affect the future use of the Koorda multi-use facility and precinct as additional facility users are likely to trend towards unstructured and individualised pursuits of fitness so any proposed re-developments need to cater for this within their design. The community gym proposal is consistent with this trend. This may mean the integration of ideas such as increasing the provision of passive open space on site, exploring recreational aspects (such as trail linkages) and the addition of public exercise/gym facilities into the precinct.

### 2. From extreme to mainstream

From extreme to mainstream refers to the trend of 'Adventure', 'Lifestyle', 'Extreme' and 'Alternative' sports increasing in popularity. This is especially the case in younger individuals as they are more likely to be attracted to these forms of sport/recreation through generational change and increased awareness via online content (Facebook, YouTube, Instagram etc.). These sports are often characterised by a strong lifestyle element and participants often obtain cultural self-identity and self-expression through participation in these sports/activities. These sports are beginning to appear at the Olympic Games (e.g. BMX).

The provision of more 'extreme' sporting facilities such as skate parks and BMX facilities are potential considerations for the proposed redevelopment. Aspects of this trend that can be considered by current and future users of the Koorda facilities is how they as a club/user group can engage the youth market through the provision of non-traditional sport and recreation activities whilst also promoting appropriate activities through social media to further encourage/attract youth participation.

### 3. More than sport

More than sport refers to the trend of governments (at federal, state and local level) and companies increasing their utilisation of sport to achieve their policy objectives. Governments in particular are increasingly incorporating sport into various policies to tackle a range of issues from childhood obesity through to community wellbeing. Furthermore, local governments associated with marginalised communities are trending towards the utilisation of sport as a means of building social capital within their community.

This trend is likely to positively affect the redevelopment of the Koorda facilities as funding may become more attainable based on the fact that redevelopment of the precinct would support a number of local government and state policies regarding health and wellbeing. This development



may also contribute to policy objectives for the Shire of Koorda in relation to sport and recreation facility provision and/or community health/ wellbeing.

#### 4. Everybody's game

Everybody's game refers to the trend of sports/ recreational activities becoming more and more geared towards the ageing and more culturally diverse Australian population. This will change both the types of sports we play and how we play them, with indications that more and more Australians are embracing sport well into their old age. Australia is also becoming more culturally diverse with new arrival populations growing around the nation. As the population ages and becomes increasingly diverse (culturally) the sporting preferences of the nation are likely to change as a result.

This trend is of particular significance to the Shire of Koorda as although Koorda is not highly diverse in terms of cultural backgrounds it is home to an aging population that needs to be well catered for. More and more elderly individuals are becoming involved in community sport and passive recreation meaning that the redevelopment of the Koorda facility should consider this trend prior to proposing any redevelopment of the site.

#### 5. New wealth, new talent

New wealth new talent refers to the growth of Asian countries (in terms of both population and income). This trend will see the creation of a more competitive sporting arena for Australians, both on the sports field and in the sport's business environment. Asian countries (especially China) are investing heavily in sporting facilities, training and participation programs all of which are rapidly improving their gold medal counts in the Olympics Games in recent times. The growth of disposable income amongst Asian countries is resulting in an increased interest in sport as people have more money to spend on sport and leisure activities. This trend may create new markets for sports television, sports tourism, sports equipment, services and events.

The significance of this trend for the Koorda multi-use facilities/ precinct could potentially be a training ground of future elite athletes that perform on a state, national and/or international stage. If redeveloped this facility could encourage a greater number of participants on a local, district and regional scale which may lead to the development of higher quality local athletes that may feed into state, national and/or international competition.

#### 6. Tracksuit to business suit

Tracksuit to business suit refers to the fact that some sports are paying much higher salaries to elite athletes than other sports, currently more people are trending towards sports that receive a higher salary at the elite level which places pressures on less financially backed sports. Market forces are also putting greater pressures on loosely organised community sporting clubs to become organisations with corporate structures and formal forms of governance, a challenging task for many. A secondary point to this trend is the acknowledgement of the rising cost of sports participation which is now becoming a barrier for some members of the community.

Participation trends are always an important consideration when proposing the redevelopment of a facility and the trend towards higher paid sports will be considered, however the key aspect of this trend is the pressure on clubs to form formal/corporate governance models and structures and address financial barriers to participation. Appropriate and sustainable management modelling will be an important consideration for all current and potential users of the precinct as will the potential user cost to the community for the use of any proposed development.

## 8.2 State trends

Table 5 below shows that the five most popular sport and recreation activities for adults in Western Australia are activities that can be conducted both individually and informally (i.e. walking, fitness, swimming, cycling, and jogging). This is in line with the 'perfect fit' trend (discussed in the previous section) which refers to the increasing popularity of flexible, individualised activities that can be pursued at the convenience of an individual. The redeveloped multi-use facility and precinct will be able to cater for walking, jogging and cycling (within the precinct, around the oval), and fitness through the new community gym, swimming is already catered for at the existing local pool.

The five most popular team orientated sports (in order of popularity) are tennis, soccer (outdoor), Australian Rules football, netball and basketball all of which are played in Koorda with the exception of soccer. In terms of participation growth fitness/gym activities; jogging/running and soccer (outdoor) have shown strong growth ( $\geq +1\%$ ) in participation from 2006 – 2012. The concept of developing a community gym in Koorda is supported by the increasing popularity of fitness and gym activities.

**Table 5: Adult participation in sport and recreation activities (Western Australia)**

Sports & physical recreation activities	Estimate ('000)			Participation rate (%)		
	2006	2009	2012	2006	2009	2012
Walking for exercise	436.0	414.6	422.9	27.9	23.5	22.5
<b>Fitness/Gym</b>	<b>222.8</b>	<b>236.0</b>	<b>321.7</b>	<b>14.3</b>	<b>13.4</b>	<b>17.1</b>
Swimming/Diving	155.1	148.0	180.9	9.9	8.4	9.6
Cycling/BMXing	133.6	138.8	166.0	8.6	7.9	8.8
Jogging/Running	66.4	104.5	142.6	4.3	5.9	7.6
<b>Golf</b>	<b>97.3</b>	<b>80.3</b>	<b>86.4</b>	<b>6.2</b>	<b>4.6</b>	<b>4.6</b>
<b>Tennis (indoor and outdoor)</b>	<b>61.0</b>	<b>51.7</b>	<b>66.9</b>	<b>3.9</b>	<b>2.9</b>	<b>3.6</b>
Soccer (outdoor)	26.6	45.0	52.5	1.7	2.6	2.8
<b>Australian Rules football</b>	<b>50.3</b>	<b>36.1</b>	<b>47.0</b>	<b>3.2</b>	<b>2.1</b>	<b>2.5</b>
<b>Netball (indoor and outdoor)</b>	<b>52.6</b>	<b>39.8</b>	<b>45.1</b>	<b>3.4</b>	<b>2.3</b>	<b>2.4</b>
Dancing/Ballet	22.8	38.8	38.9	1.5	2.2	2.1
Fishing	28.0	13.5	38.6	1.8	0.8	2.0
Bush walking	38.5	29.0	37.9	2.5	1.6	2.0
<b>Basketball (indoor and outdoor)</b>	<b>45.0</b>	<b>38.0</b>	<b>37.8</b>	<b>2.9</b>	<b>2.2</b>	<b>2.0</b>
<b>Cricket (outdoor)</b>	<b>41.2</b>	<b>30.5</b>	<b>33.8</b>	<b>2.6</b>	<b>1.7</b>	<b>1.8</b>
<b>Lawn bowls</b>	<b>20.9</b>	<b>24.2</b>	<b>33.0</b>	<b>1.3</b>	<b>1.4</b>	<b>1.8</b>
Martial arts	30.6	24.3	28.8	2.0	1.4	1.5
Yoga	27.4	21.3	28.7	1.8	1.2	1.5
Surf sports	30.9	37.3	22.2	2.0	2.1	1.2
Football sports (e.g. Touch, American, Oztag & Gaelic)	-	-	14.0	-	-	0.7

Source: Australian Bureau of Statistics (ABS 2013)

# 9. Consultation

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## 9.1 Workshops and site visit

In October 2015 two workshops were conducted and site visits to Koorda's sporting facilities was also taken place via a bus tour. The first workshop was held with elected members and Council staff and the second workshop was conducted with interested community members, including a number of representatives from the local sporting and community clubs.

The site visits provided an opportunity to review the existing facility provision within the town of Koorda including:

- The Koorda Recreation Ground
- Bowling Club
- Golf Course

The workshops provided an opportunity to outline the purpose of the project, the project approach and to answer any queries the community and key stakeholders had.

The general consensus from the community was that there was support for the re-development of the facility and to provide a multi-use community sporting and community facility and precinct that brought all the clubs that could feasibly be relocated to the precinct. There were some concerns raised around how the facility may be managed and the cost of the redevelopment and whether this project was affordable.



**Photo 6: The site visit of the Koorda sporting and recreation facilities**

## 9.2 Club Survey

An online survey was circulated to the clubs and organisations that are currently based at the recreation ground or use the facilities at the site. They were asked to provide information in relation to their activities, membership, facilities, issues, needs and their level of support towards the proposed plan to relocate the bowls club and develop a multi-use facility.

Six clubs completed the online survey;

- Koorda Cadoux Cricket Club
- Koorda Football Club
- Koorda Netball Club
- Koorda Hockey Club
- CWA of WA Inc Koorda Branch
- Koorda Community Resource Centre

The following information was received from the clubs;

- Club membership details
- Views on a management body
- Current sporting facilities
- Emerging trends
- Assistance required
- Support for proposed plan

Table 6 below outlines the respondent club's membership and volunteer details.

**Table 6: Club Membership Numbers**

Club/Organisation	Junior Membership Numbers	Senior Membership Numbers	Social/Other Membership Numbers	Total Members	Volunteers	Paid Staff	2016/17 Membership Prediction
Koorda Cadoux Cricket Club	15	15 Males	2	<b>32</b>	2	0	Remain stable
Koorda Football Club	40	60 Male 25 Female	0	<b>125</b>	20	0	Remain stable
Koorda Netball Club	15	20 Female	100	<b>135</b>	6	0	Remain stable
Koorda Hockey Club	30	20 Female	15	<b>65</b>	10	0	Remain stable
CWA of WA Inc Koorda Branch	0	0	19 Female	<b>19</b>	10	0	Decrease
Koorda Community Resource Centre	Not applicable (n/a)	n/a	n/a	n/a	8	3	Remain stable



***“Would you support the establishment of an overall management body to support the new facility?”***

Five (5) Clubs supported the establishment of an overall management body, with one (1) club stating they do not support it.

***“How would you rate the current sporting facilities in Koorda?”***

Of the six clubs who completed the survey five (5) stated that the current sporting facilities in Koorda were good and one (1) nominated very good.

<b>Club</b>	<b>Comment</b>
Koorda Netball Club	<i>“They allow us to have a functioning sports day on Saturday however there are definite inadequacies. Our netball court in particular needs replacing. Our kitchen and change rooms also need updating. Our visitor’s footy change rooms in particular are very run down. The bar area and main function room of the rec ground, which is the meeting place for a large portion of the community throughout the year could definitely be improved to make our social events run more smoothly.”</i>
Koorda Cadoux Cricket Club	<i>“We have no complaints about the facilities as the cricket games are attended by small crowds”.</i>
Koorda Hockey Club	<i>“The structure itself is sound but the change rooms/toilets could use a facelift. The function room could afford to be larger which would allow it to be utilised for more events.”</i>

***“Do you have any ideas, plans or proposals to redevelop or improve the facilities that your club/organisation uses?”***

<b>Club</b>	<b>Comment</b>
Koorda Netball Club	<i>“Our current court surface is very cracked so we need it to be replaced as soon as possible. We are currently keeping it safe enough to play on by filling in cracks whenever they form”</i>
Koorda Community Resource Centre	<i>“Make the recreation building larger with better catering facilities”.</i>
Koorda Cadoux Cricket Club	<i>“If the centre is developed into a full time sports club, it will reduce the requirement of players to provide (their own) drinks after the game”.</i>
Koorda Hockey Club	<i>“We would like to eventually put a rainwater tank off of the hockey shed”.</i>
Koorda Football Club	<i>“Improve change rooms, bar and kitchen facilities”</i>

**“Are there any emerging trends, issues or unmet demands that are likely to affect your club/organisation (positive or negative) in the near future?”**

Club	Comment
Koorda Community Resource Centre	<i>“The annual show is attracting larger crowds every year and although the current facilities are able to meet the demand, they will need to be improved to cater for a larger influx of visitors.”</i>
Koorda Cadoux Cricket Club:	<i>“Difficulty in getting players to games, but we always manage to get a team together. Even though some of our players are aging.”</i>
Koorda Netball Club:	<i>“Our court is deteriorating and we are looking at options of repair or resurfacing.”</i>

**“What (if any) assistance does your club/organisation need to remain viable into the future?”**

Club	Comment
Koorda Netball Club	<i>“Generally we are self-sufficient at a club level, but we require help with maintenance and repairs on the court &amp; club rooms due to the demographic of members we have”.</i>
CWA of WA Inc Koorda Branch	<i>“More members!”</i>
Koorda Cadoux Cricket Club	<i>“Ensure that the facilities are maintained so that the sports can be played.”</i>
Koorda Community Resource Centre	<i>“Use of the recreation grounds and facilities for the annual show”.</i>

**“Please provide any additional relevant information or comments below.”**

No feedback was received.

**“Do you support the current proposed plan to relocate the bowls club and develop a multi-use facility?”**

Five (5) of the clubs support the current proposal, with one (1) responding No.

Club	Comment
Koorda Football Club	<i>“To justify the new facilities and maximise the benefit to the whole community”.</i>
Koorda Netball Club	<i>“I think it gives people an incentive to look at Koorda as a future residence and it will help improve and modernise the current facilities to help future teams. I think it's a nice way to bring the different clubs together”.</i>
Koorda Hockey Club	<i>“It just makes sense”.</i>
Koorda Cadoux Cricket Club	<i>“Will bring all sports together”.</i>

## 9.3 Community Survey

In addition to the club survey a community survey was conducted online and promoted by the Shire of Koorda.

Residents were asked to provide information relating to;

- Sport and recreation participation
- Facility use and rating
- Their views on sport and recreation provision with the Shire
- The proposed plan to redevelop the Koorda Recreation Ground

Thirty three (33) individuals responded to the survey, 23 females and 10 males. The age of the individuals across a range of age groups.

The key findings of the community survey are summarised below and a more detailed summary is included as Appendix B below.

The most popular activities participated in by the respondents were:

- Walking and Bush Walking
- Tennis
- Fitness
- Netball
- Australian Rules Football
- Basketball
- Lawn bowls
- Cricket
- Swimming/Diving

Apart from the golf course and the Lions Park all of these facilities listed below are used on at least a weekly basis by the respondents.

- Football/Cricket Oval
- Hockey Pitch
- Football/Cricket/Hockey Clubroom
- Tennis Courts
- Basketball/Netball Courts
- Tennis Clubroom
- Children's Playground
- Men's Shed
- Swimming Pool
- Bowling Green
- Sports Club
- Pioneer Women's Park

In terms of rating the overall quality of facilities the football/cricket oval was rated the most highly (the only facility rated as excellent), the main clubrooms at the Koorda Recreation Grounds were rated as average along with the tennis clubrooms, the basketball/netball courts were rated predominantly below average. All the other facilities were rated as good.

Sport and recreation is seen as a very important aspect of the Koorda community and most respondents agreed that the facilities and services provided were of a good quality, were well maintained and well provided for.

When asked “Do you support the current proposed plan to relocate the bowls club and develop a multi-use facility?”

Thirty two (32) people completed this question, with 14 people supporting the proposed plan, 8 unsure and 10 indicating that they did not support the plan. If we were to extrapolate these results over the 431 population base, 190 people would support the proposed plan, 108 would be unsure and 134 would not support the plan.

**Table 7: Level of support for the proposed plan**

Answer	Number	Percentage
Yes	14	44%
No	10	31%
Unsure	8	25%

A sample of comments received through the community survey.

*“I think it is important that we provide future generations with modern well equipped sporting facilities that past generations have provided us with. In the next 5 years we need to have an overarching plan to consolidate all our sporting clubs into a well-designed and appointed facility that caters for all ages. A new kitchen and bar facility is required to support any future amalgamation of clubs as well as being a focal point for community gatherings. New change rooms are required as the existing visitor change rooms are very dated and basic and I believe a gym will not only be used by sporting clubs but just as importantly by our ageing population in their efforts to maintain their health and mobility.”*

*“It would be great for the community if we had a larger multi use facility in the one spot. It would make financial sense and would create a great atmosphere along with allowing better use of the facilities we have. And it might encourage different and more activities for our local kids, e.g. t ball, dance, soccer”.*

*“More local people to use facilities before spending on one possible “white elephant” is built. Shire must be mindful of future not a few who want all now!”*

*“I believe that the facilities we have at the present time are OK. With a declining population and lack of young people returning to Koorda I believe that we need to maintain what we have to the best of the Shires ability”*

*“Upgrade current facilities to be spacious and modern to make the facilities a welcoming venue with as many groups as possible using the facility”*

*I strongly support a redevelopment of the recreation facilities provided that any design will have future needs in mind and that through proper analysis is shown that can be easily funded by the community, with support from various funding sources”*

# 10. Financial Considerations

An important part of understanding the feasibility of the development of the Koorda Recreation Ground multi-use facilities is determining the financial implications of the development. The financial considerations include:

- The cost of planning, designing and constructing the facility (capital cost).
- The financial implications of operating and managing the facility
- The cost of maintaining and refurbishing the facility

## 10.1 Capital Cost

The proposed design of the development (refer Section 4) has been costed by a Quantity Surveyor and an Order of Magnitude Project Cost Plan prepared. A summary of this cost plan is included in Table 8 below and the full cost plan is included as Appendix C.

**Table 8: Project Cost Plan Summary Koorda Recreation Grounds Redevelopment**

Item	Elemental Cost
Bar and clubroom (alterations)	\$1,620,000
Changeroom and gym (new build)	\$710,000
External works	\$175,000
External services	\$50,000
External alterations and renovations	\$35,000
Design Contingency	\$390,000
Construction Contingency	\$149,000
Locality Loading	\$782,000
Statutory Fees	\$31,000
Loose Furniture and Equipment	\$197,000
Professional fees and disbursement	\$497,000
Escalation to Tender (June 2016)	\$94,000
Total	\$4,730,000
GST	\$473,000
Grand total	\$5,203,000

The Order of Magnitude cost has been estimated at \$5,203,000 including GST, contingencies, locality loading, statutory fees, furniture and equipment, professional fees/disbursements and escalation to tender.

In order to fund the capital cost Council is intending to source significant external funding and commit substantial funds themselves.



## 10.2 Operations

The intention of the Shire is to provide resources and assistance with the ongoing management of the redeveloped multi-use facility. It is proposed that Council will employ a facility manager to operate the facility. The facility manager's role will be to manage the day-to-day operation of the facility and include managing the operation of the bar/kitchen, ongoing usage (e.g. regular user groups, casual bookings, venue hire), cleaning, maintenance and financial management of the facility. It is predicted that this role will be a part-time role and regular hours would be in the evenings and over the weekends when the facility is predominantly used. The annual cost of employing a part-time manager would be in the order of \$30,000 to \$40,000 depending on the hours worked and the experience and skills of the employee.

In addition to staffing costs there will be the following operating costs

- Utilities (electricity, gas, water)
- Insurances
- Marketing and promotion
- Cleaning
- Stock and supplies

Between the Shire and user groups they will need to cover these costs. The user groups are likely to contribute to some of the costs particularly as they relate to their activities (e.g. catering, bar sales) such as food and beverage stock costs. The Shire may cover the insurances and utilities.

The facility will be able to generate revenue through the following avenues:

- User group hire fees (regular users and casual hirers)
- Sale of food and beverages (e.g. bar, kitchen, canteen, BBQ)
- Functions (birthday parties, weddings)
- Venue hire (training, conferences, public meetings)
- Sponsorship and donations
- Gym membership fees

The opportunity to minimise operating costs is possible due to the heavy volunteer involvement within the regular user groups such as the sporting clubs.

## 10.3 Maintenance and Refurbishment

The facility will require routine and preventative maintenance and in the longer term items will need to be refurbished, upgraded or replaced. An allowance should be budgeted for by the facility management to conduct the routine maintenance, this would be around \$5,000 - \$10,000 per annum. As the asset owner, the Shire should establish a sinking fund and set aside funds for the future refurbishment and replacement of capital items such as air conditioning units, the roof, hot water systems, floor coverings, appliances etc. the industry benchmark is between 1 - 2% of the construction cost.

## 10.4 Funding Opportunities

To develop a facility of this nature the Shire and user groups will likely need to source external funding from a number of sources to add to the funding the Shire commits to the project. Applications for grants will likely initially focus on various state and federal government department's funding programs, however, assistance may also be available from other sources such as trusts, foundations, the private sector and local fundraising.

This section identifies potential external funding sources available currently. It should be noted that these programs change regularly and reference should be made to the program managers and website to understand the current status.

At the date of publication the current programs include:

### **Australian Sports Foundation (Facilities and Programs)**

The Australian Sports Foundation offers *Our Fundraising4Sport (F4S)* program which raises funds for sporting and community clubs and organisations of all sizes, for projects that seek to develop sport and/or increase participation.

The F4S program can assist in raising money to build a new clubhouse or team rooms, upgrade lighting or purchase sports equipment. If you register your organisation and project with the ASF, donations are made to the ASF, allowing donors to use the ASF's tax deductible status to claim tax relief for any donation of \$2 or more. Donors nominate the project as their preferred beneficiary and the ASF grant monies raised to the nominated project.

Refer [www.asf.org.au](http://www.asf.org.au) for further details.

### **National Stronger Regions Fund (NSRF)**

This programme commenced in 2015 and provides funding of \$1 billion over 5 years to fund priority infrastructure in regional communities.

- Grants must be between \$20,000 and \$10 million.
- 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. For Round Three, applicants classified as remote and very remote must contribute at least one dollar for every three dollars of NSRF funding sought.
- All partner funding must be confirmed.
- NSRF 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.
- The NSRF funded component of the project must be completed on or before 31 December 2019.

Refer <http://investment.infrastructure.gov.au/funding/NSRF/> for further information

## **Department of Sport and Recreation - Community Sporting and Recreation Facilities Fund (CSRFF)**

The purpose of the program is to provide Western Australian Government financial assistance to community groups and local government authorities to develop basic infrastructure for sport and recreation.

The program aims to increase participation in sport and recreation, with an emphasis on physical activity, through rational development of sustainable, good quality, well-designed and well-utilised facilities.

There is \$7 million available for allocation in the 2016/17 funding round. \$500,000 is allocated within the \$7 million available to projects that provide sport and recreation infrastructure to remote Aboriginal communities and regional communities with a significant aboriginal population.

There are three types of CSRFF grants – small grants (\$2,500 - \$66,666) annual grants (\$66,667 - \$166,666) and forward planning grants (\$166,667 - \$1,000,000).

Refer <http://www.dsr.wa.gov.au/funding/facilities-%28csrff%29> for further information.

## **Wheatbelt Regional Grants Scheme and Community Chest Fund**

Wheatbelt Regional Grants Scheme (WRGS) grants are from \$50,001 to \$300,000. This Scheme provides grants for infrastructure projects, project development activities, non-capital projects such as community development activities, establishment of new services and increasing access to information.

Wheatbelt Community Chest Fund (CCF) grants are up to and including \$50,000. The Community Chest Fund provides grants for smaller community projects including but not limited to events, community enhancements and project planning.

All potential applicants are to contact the Wheatbelt Development Commission when developing project applications. The Commission's Project Officers will be able to provide guidance to ensure that applications accurately fit the criteria and priorities of the Commission, WRGS and the Community Chest Fund.

Refer <http://wheatbelt.wa.gov.au/funding/wheatbelt-regional-grants-scheme/> for further information.

The Creating Age Friendly Communities Small Value Grant Scheme aims to improve age friendly community infrastructure and services in the Wheatbelt through funding projects that will enhance the quality of life as people age.

Refer <http://www.wheatbelt.wa.gov.au/funding/creating-age-friendly-communities-small-value-grant-scheme/> for further information.

## Lotterywest

Lotterywest provides grants to not-for-profit organisations and local government authorities and support various types of projects. Relevant programs are listed below:

- **Big ideas** can transform our community. They can be the catalyst for important change, benefiting future generations and having great public reach. Lotterywest grants help create enduring community assets and support large scale projects.  
<http://www.lotterywest.wa.gov.au/grants/grant-types/big-ideas>
- **Community Spaces Outdoor grants** can help create spaces for people to come together and join in activities that benefit their well-being such as skate parks, playgrounds, memorials, and community gardens. <http://www.lotterywest.wa.gov.au/grants/grant-types/community-spaces>
- **Community and workplace building grants** can help develop spaces where people can come together to share interests or seek support. They can also provide accommodation for community organisations to carry out their work.  
<http://www.lotterywest.wa.gov.au/grants/grant-types/work-places>
- **Trails grants** can help with the planning, development and promotion of all types of trails such as walking, cycling, horse riding and paddling routes.  
<http://www.lotterywest.wa.gov.au/grants/grant-types/trails>

## Trusts and Foundations

There are numerous trusts and foundations established in Australia and a number provide funding for sport and recreation projects such as this. Often they are established by large corporations. Refer [www.philanthropy.org.au](http://www.philanthropy.org.au).

Information on alternative grants which might be considered can be found at:

<http://grantlink.com.au/>

## Private Sector

Given the high profile nature of the facility being proposed there may be an opportunity to partner with the private sector to develop the facility. This may be through capital investment, sponsorship arrangements, naming rights or in-kind support.

# 11. Management Considerations

In relation to the governance and management models of public sport and leisure facilities such as the multi-use facility proposed at Koorda there are three common management structures. They are:

**Direct Management** where the local government retains total control and accountability for the operation of its facility through directly - employed staff

**Indirect Management** where the operation of the facility is placed at 'arms lengths' from the local government, while retaining effective control through the terms of its membership of a 'body corporate' formed to manage the facility.

**Independent Management** where the local government leases the facility to a private operator or independent organisation (usually with conditions for access, user charges etc.).

Table 9 below present an overview of the options available to Council and also an analysis of these options.

**Table 9: Common Sport and Leisure Facility Management Structures**

Direct Management 'in house'	Indirect Management 'arms length'	Independent Management 'outside'
A. Managed and operated directly by Council employees	D. Managed by an incorporated association (or a Company Limited by Guarantee) comprising representatives of Council and user groups	G. Managed by private (commercial) individual or organisation through a lease
B. Managed by a Committee under the Local Government Act using employees	E. Managed in partnership with Council via an incorporated association (or a Company Limited by Guarantee) comprising representatives of Council and specialist management agency	H. Managed by single or composite user group (sporting or community organisation) though a lease
C. Managed by a Committee under Local Government Act using contract labour and support services	F. Managed by specialist management agency which has a management services agreement with Council	I. Managed by a specialist management agency through a lease

The existing management option at the Koorda Recreation Grounds is Independent Management with the sporting clubs operating the existing facilities through lease arrangements.



# 11.1 Management Alternatives

There are a number of options for the Council to consider in the future management of the facility:

- The new multi-use facility can be directly managed by Council staff.
- The new multi-use facility may be placed at 'arms length' through Indirect Management under a management agreement arrangement with an organisation e.g. a specialist management group.
- The new multi-use facilities may be leased to an organisation (Independent Management) such as a sports club or similar.

**Table 10: Benefits and Constraints of Management Alternatives**

Management Option	Benefits	Constraints
<b>Direct Management</b>	<ul style="list-style-type: none"> <li>• The facility owner has complete control over centre operations.</li> <li>• Most suitable option if there is a need to provide social services/programs that may need financial support.</li> </ul>	<ul style="list-style-type: none"> <li>• Recreation administrators and program staff often work evenings and weekends. Overtime and penalty rates set by awards can result in higher staffing costs. These increases may be avoidable where alternative management structures are used.</li> <li>• Where only a few staff are employed at the facility, the owner may need to provide administrative support for the centre manager (banking, financial reports, assistance with taking bookings and key collection, secretarial, IT and mail services).</li> </ul>
<b>Indirect Management</b>	<ul style="list-style-type: none"> <li>• The owner has less administrative responsibility.</li> <li>• Management 'freed up' to operate independently of the owner organisation. This may present opportunities to improve operational efficiency and adopt a more commercial approach.</li> <li>• The contract can be structured so as to increase the reliability of the centre's operating budget.</li> <li>• Where financial performance falls short of budget projections the contractor would normally be liable for the loss. Where an operational surplus is realised, the contractor normally retains the excess, or it may be reserved for capital purchases or improvements.</li> <li>• Financial incentives are often built into the contract to encourage the operator to succeed.</li> </ul>	<ul style="list-style-type: none"> <li>• Owner has minimal control over day-to-day operations.</li> <li>• Potential for reduced social benefit - contractor may only offer profitable programs and competitions and may disregard the social needs of the broader community.</li> <li>• Facility owner is usually required to pay a management fee to the contractor.</li> </ul>

Management Option	Benefits	Constraints
<b>Independent Management</b>	<ul style="list-style-type: none"> <li>• The owner has no day-to-day administrative responsibility.</li> <li>• The owner has minimal financial risk.</li> <li>• Lessee may invest funds in the facility if they have sufficient tenure to generate an acceptable return on their investment.</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to lease a centre that projects an operating deficit.</li> <li>• The degree of control that the facility owner has over centre operations is limited by the way the lease agreement is structured.</li> <li>• Broader community benefits sought by the facility owner must be specified in the lease agreement.</li> <li>• The Lessee retains operational profits.</li> <li>• Difficult for either party to withdraw from or change the terms of the lease without the consent of both parties.</li> </ul>

In terms of their ability to satisfy the objectives held by most Councils, each of the three broad options outlined in Table 9 above have both advantages and disadvantages. These are further summarised in Table 11 on the following page, which illustrates the capacity of each option to meet prime council objectives of financial efficiency, access to the whole community and stewardship of facilities.

In general terms, facilities operated directly by Councils tend to be hampered in their operating performance by local government regulations and practices and inappropriate financial, staffing and reporting systems. They can also be susceptible to the influence of dominant user groups and local political pressures.

Facilities leased to private operators or independent community groups are often not properly maintained. The financial objectives of the operator are often in conflict with council's aims for access, equity and facility stewardship. Whereas an 'Indirect Management' structure tends to allow all Council objectives to be achieved to a satisfactory level.

**Table 11: The ability of the management options to satisfy Council objectives**

<b>Council Objectives</b>	<b>Direct Management (controlled by Council)</b>	<b>Indirect Management (under auspices of Council)</b>	<b>Independent Management (controlled externally)</b>
Reduce or eliminate deficit funding	<p>DIFFICULT</p> <p>Limited sense of competition and accountability</p> <p>Slow to exploit opportunities</p> <p>Politically vulnerable</p> <p>Inflexible industrial arrangements</p>	<p>ACHIEVABLE</p> <p>Body corporate is nimble and independently accountable</p> <p>Flexible industrial arrangements</p> <p>Staff encouraged to become entrepreneurial by way of incentives</p> <p>Management agency can provide specialist experience</p>	<p>EASIER</p> <p>Lessee operators able to make economies on labour, goods and services</p> <p>Limited political considerations when setting fees, timetables</p>
Maintain a significant degree of control	<p>EASIER</p> <p>Management by council staff</p> <p>Regular reports to Council</p> <p>Elected members have opportunities for ongoing input</p>	<p>ACHIEVABLE</p> <p>Qualified lease/licence to body corporate gives Council ultimate control</p> <p>Council is significant partner in the body corporate</p> <p>Regular reports to Council re use, fees, finance and administration</p>	<p>DIFFICULT</p> <p>Control usually via mid to long term lease with no provision for change in local circumstances.</p> <p>Usually no opportunity for Council to participate in management.</p>
Keep assets in good repair (building and equipment)	<p>EASIER</p> <p>Maintained by Council Staff to Council standards and budget provisions</p> <p>Prompt response and care by council's own maintenance staff</p>	<p>ACHIEVABLE</p> <p>Formal commitment built into management agreement for maintenance and refurbishment</p> <p>Monitored by council through its partnership in the body corporate</p>	<p>DIFFICULT</p> <p>Financial objective (profit or providing funds for other ventures) often causes conflict in decision making related to appropriate maintenance of buildings and equipment</p>
Gain optimum use and flexibility (multi-use)	<p>ACHIEVABLE</p> <p>Vocal minority groups may be allowed to dominate peak times</p> <p>Most use by hire only (little or no promotion of regular weekly activities)</p>	<p>ACHIEVABLE</p> <p>No one sport favoured</p> <p>Direct promotion of regular activities (not just hire)</p> <p>Incentive to replace failing programs as soon as possible</p> <p>Management agency can apply specialist experience</p>	<p>DIFFICULT</p> <p>One sport often favoured</p> <p>Usually focus on 'cash cow' activities</p> <p>Membership restrictions often apply</p>

Given the relatively small population size of Koorda and the relatively low revenue base the management of the proposed centre is unlikely to be attractive to external management parties with perhaps the exception of the sporting clubs. The sporting clubs are unlikely to have the capacity to manage such a facility without the resources and support of the Shire. The Shire is considering employing a facility manager which would result in a direct management approach being adopted and this is

# 12. Conclusion

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The Shire of Koorda's proposal to develop a multi-use sport, recreation and community facility and precinct at the Koorda Recreation Grounds is a feasible project worthwhile pursuing. The proposal is supported by the state government's sport and recreation facility planning guidelines which support the development of multi and shared use facilities which generate a number of benefits to local communities, such as less duplication and maximum use of community facilities and services; creation of a community hub and a focal point for community activity; the ability to share capital costs, services, resources and expertise and reduced operating costs. Additionally, the Shire's own Strategic Community Plan supports the provision of active and passive recreation facilities and services and the development, maintenance and support of appropriate recreation facilities throughout the Shire.

The design of the facility enables the majority of users at the recreation ground to view their sporting activities from the clubrooms including cricket, football, tennis, bowls, basketball, netball and hockey. The new facilities also provide changeroom facilities for female users and expanded and upgraded function, bar and kitchen facilities.

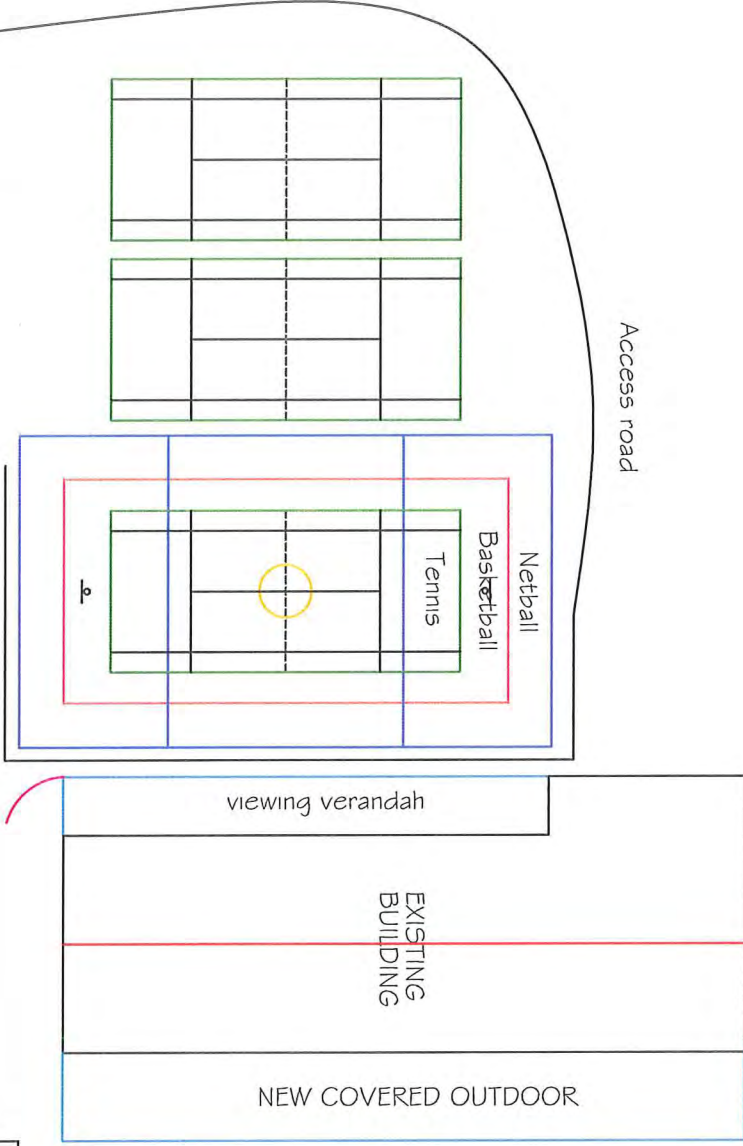
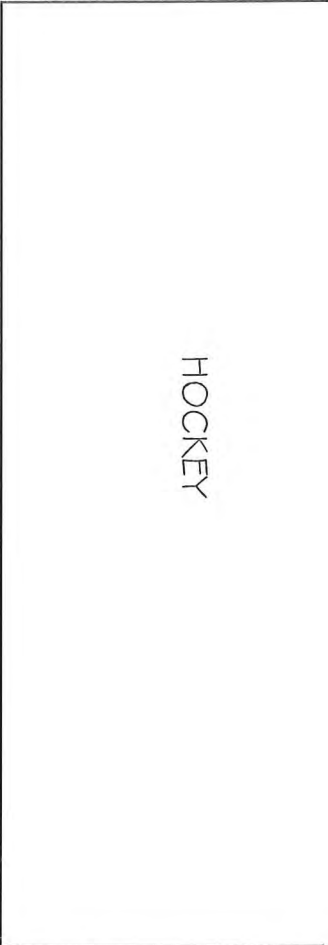
Extensive consultation occurred with the Shire of Koorda community which overall supported the proposed development. The consultation included workshops and online surveys of clubs and the general community, with the outcomes of the consultation demonstrating the majority of the community and stakeholders support the proposal.

The Shire is seeking substantial funding from external sources to fund the capital cost of the project and also intend to commit a significant amount of funds. There are a range of funding opportunities available and multiple sources can be approached for funding. The Shire is intending to manage the facility once developed which will ensure that appropriate resources are made available to operate the facility.

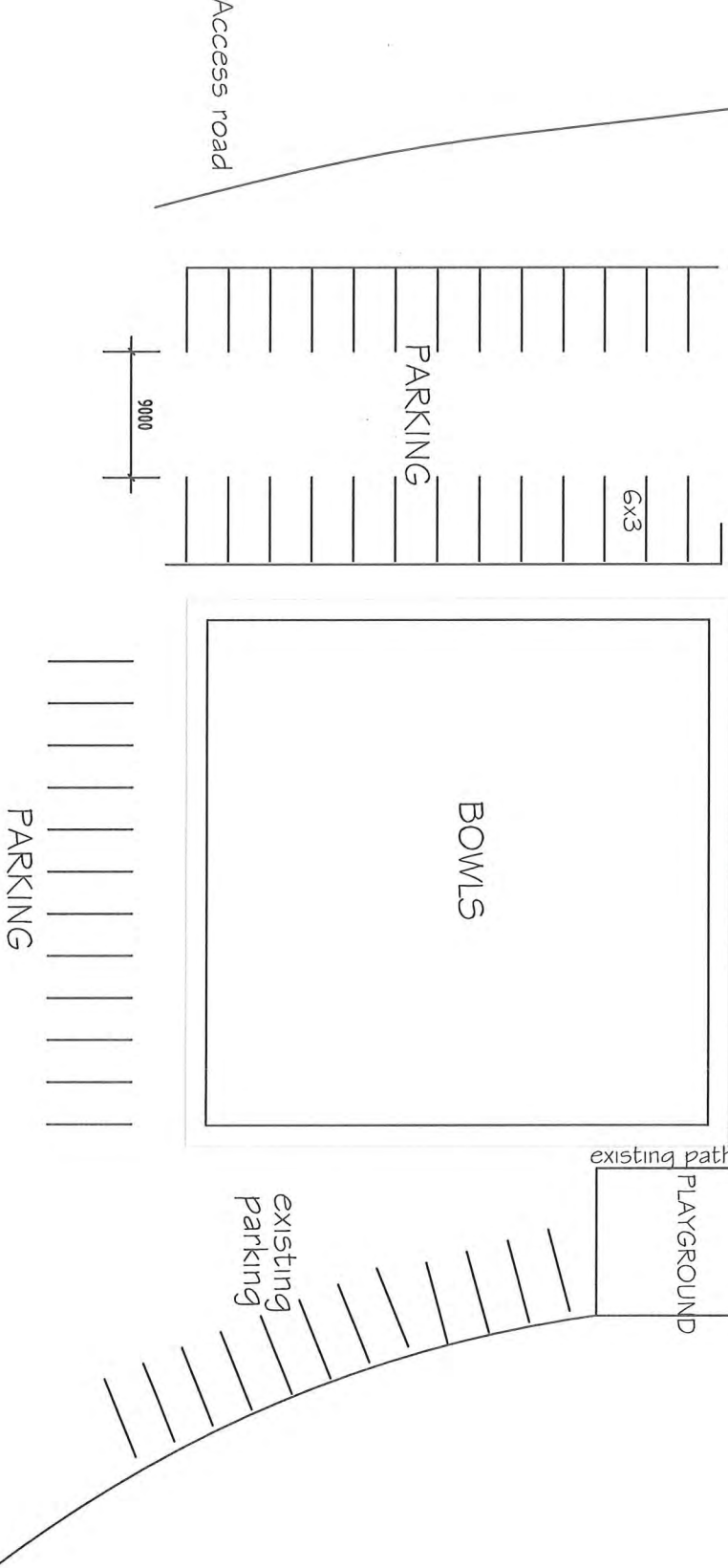
# 13. Appendices

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- A. Plans for the Koorda Recreation Grounds Redevelopment
- B. Community Consultation Online Survey Summary November 2015
- C. Quantity Surveyor Order of Cost Estimate




FOOTBALL / CRICKET

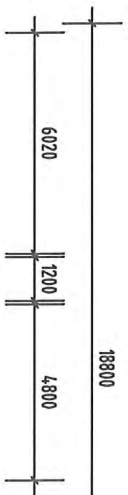


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AHD/RL 10.00

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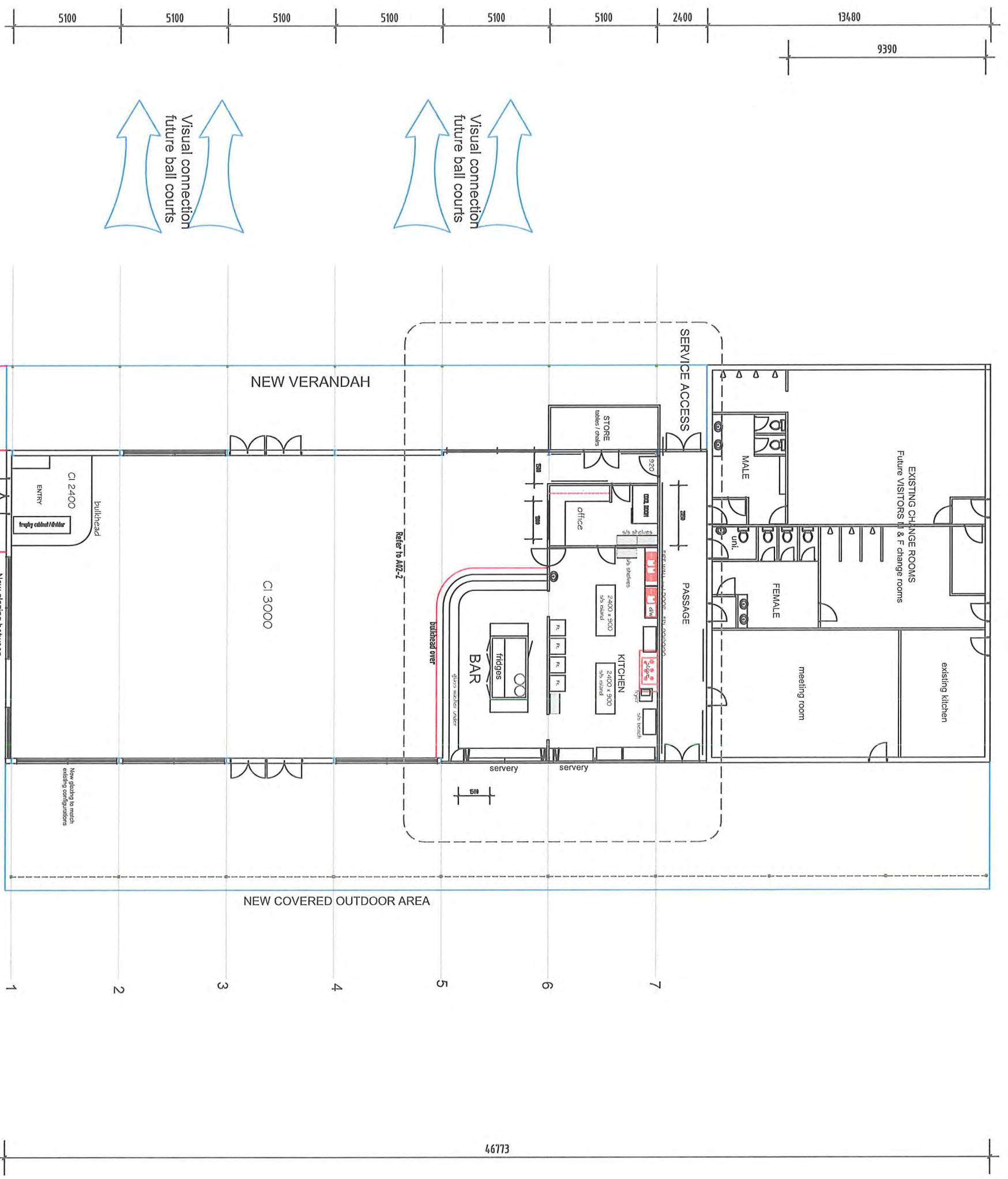
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DRAWN	John Gosper	
DATE	Sept 2014	
SCALE 1:500@A3		
SHEET: A01-1 REV A		





18800

6000



TOTAL FLOOR AREA 749m<sup>2</sup>

**FLOOR PLAN 1: 200**

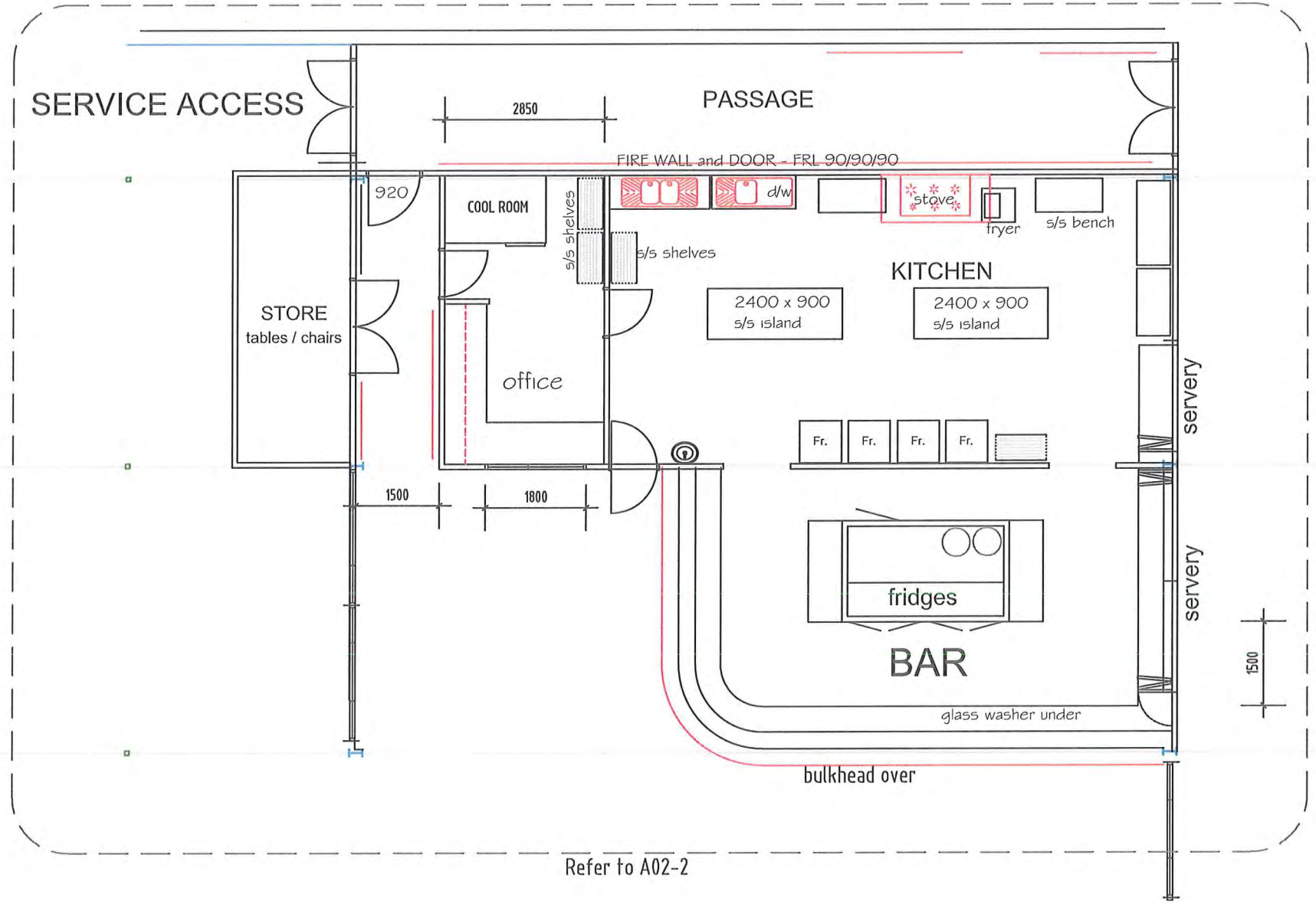
**Alterations and additions**  
Koorda Recreation Grounds  
KOORDA

**John Gosper Design**  
Building Design and Drafting  
Registered Builder # 11320  
E johngosper@bigpond.com

DRAWING TITLE FLOOR PLAN  
DRAWN John Gosper SCALE 1:200@A3  
DATE JAN 2015 SHEET: A02-1 REV A

0407 33 18 16





7

6

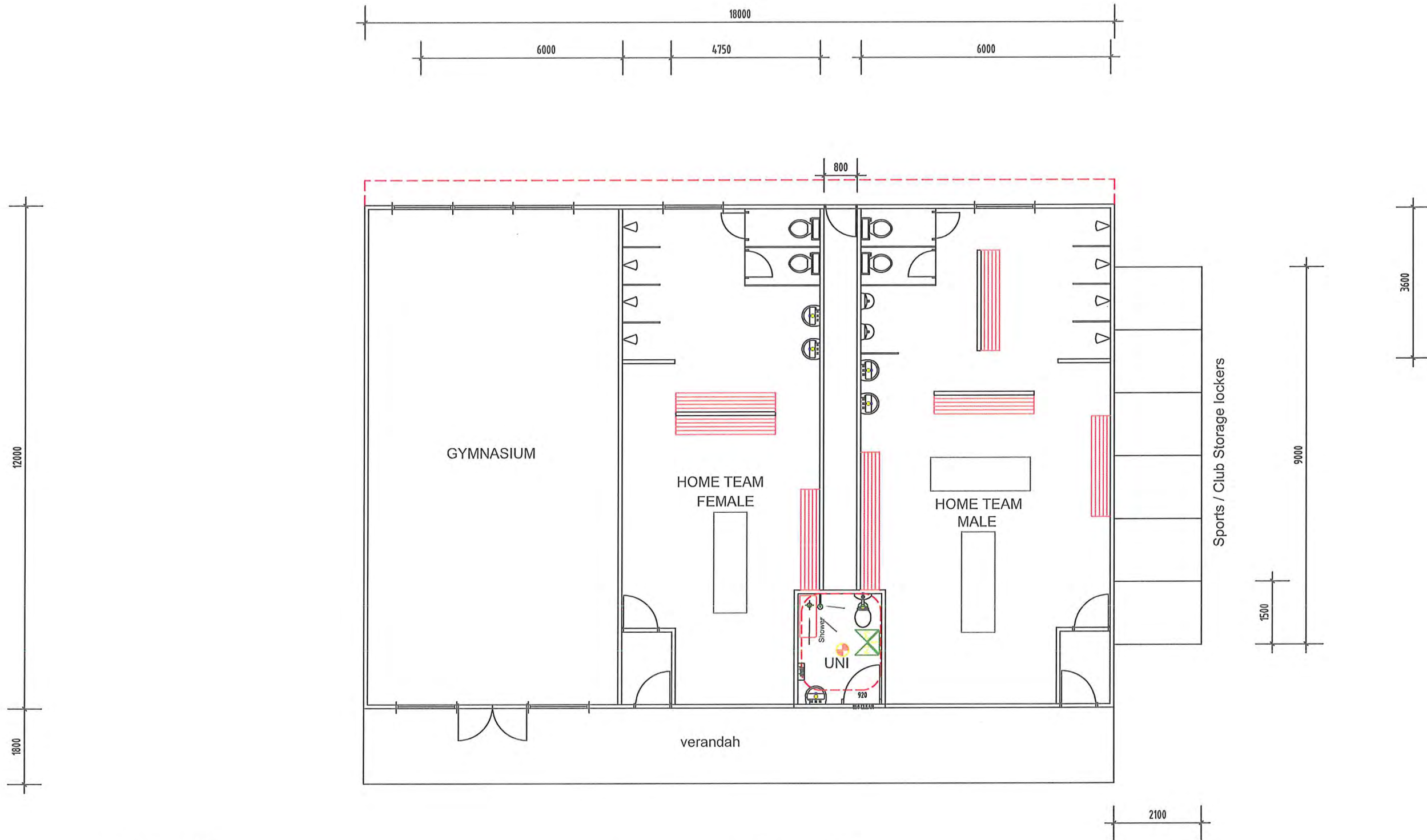
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Refer to A02-2

PLAN 1:100



<b>Alterations and additions</b>	
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DRAWN John Gosper	SCALE 1:100 @A3
DATE Jan 2015	SHEET: A02-2 REV A
John Gosper Design Building Design and Drafting Registered Builder # 11320 E johngosper@bigpond.com	
0407 33 18 16	



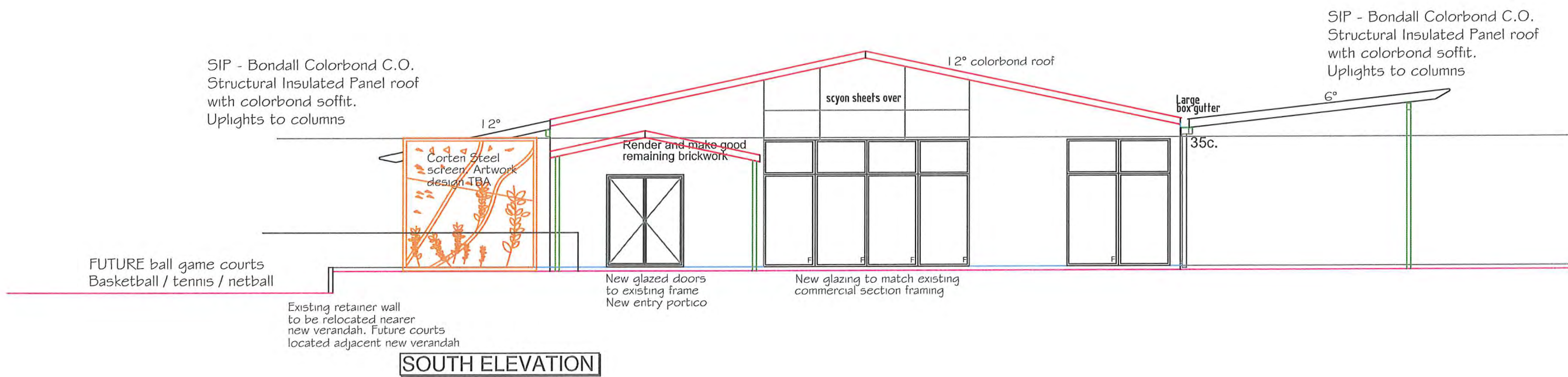
**MATERIALS**  
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 WALLS Colorbond Custom Orb and  
 SCYON cladding  
 10 plasterboard internal walls.  
 Fully insulated walls R2.0  
 Heat Pump HWS

*Gymnasium and Change Rooms*

**PLAN 1:100**

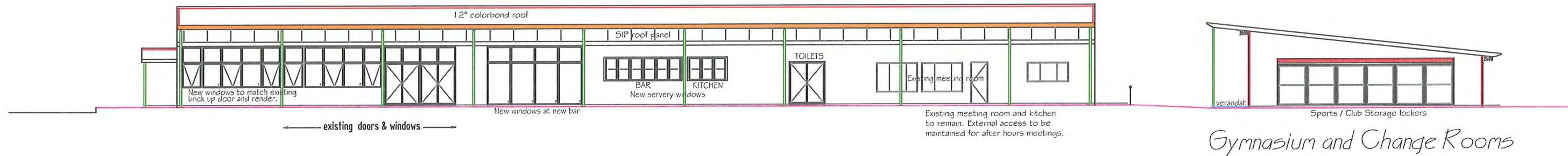
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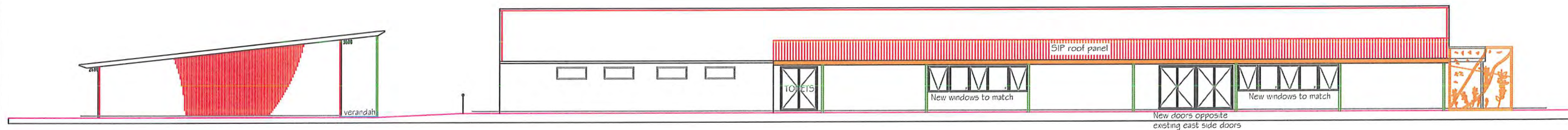
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DRAWN John Gosper	DATE 9 Oct 2014	
SHEET: A03-1 REV A		<b>John Gosper Design</b> Building Design and Drafting Registered Builder # 11320 E johngosper@bigpond.com 0407 33 18 16



**EAST ELEVATION**

*Gymnasium and Change Rooms*



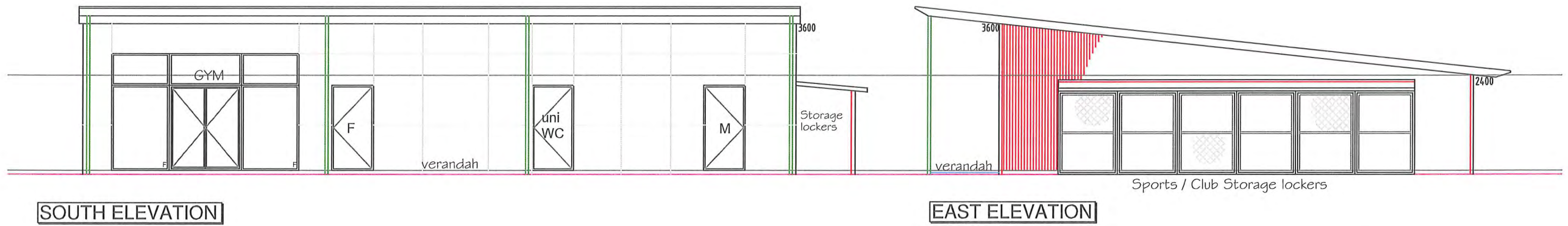
*Gymnasium and Change Rooms*

**WEST ELEVATION**

**ELEVATIONS 1:200**

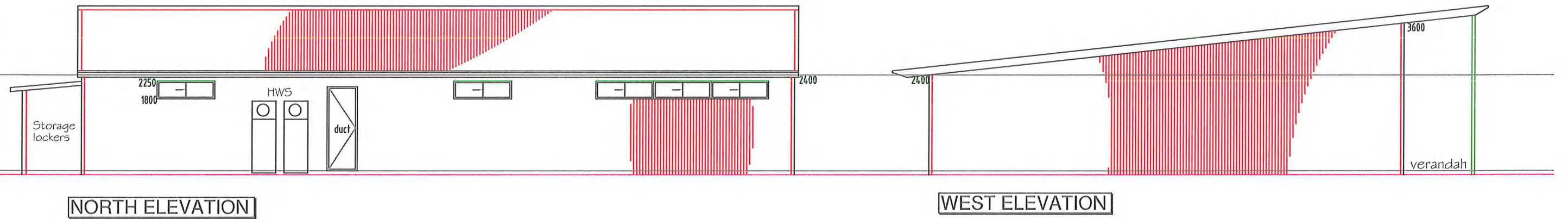
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DATE 9 Oct 2014	SHEET: A03-2 REV A	
John Gosper Design Building Design and Drafting Registered Builder # 11320 E johngosper@bigpond.com		0407 33 18 16





**SOUTH ELEVATION**

**EAST ELEVATION**



**NORTH ELEVATION**

**WEST ELEVATION**

**MATERIALS**

Timber frame walls SIP roof panels  
 WALLS Colorbond Custom Orb and  
 SCYON cladding  
 IO plasterboard internal walls.  
 Fully insulated walls R2.0  
 Heat Pump HWS

*Gymnasium and Change Rooms*

**ELEVATIONS 1:100**

**Alterations and additions**

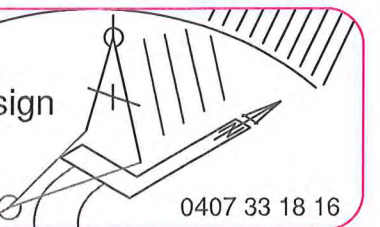
Koorda Recreation Grounds  
 KOORDA

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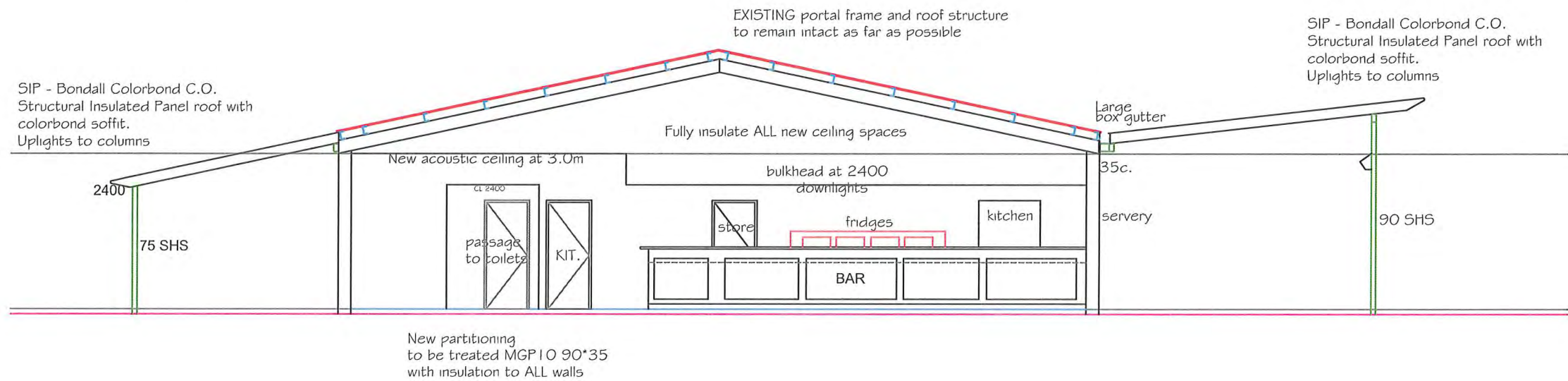
**John Gosper Design**

Building Design and Drafting  
 Registered Builder # 11320

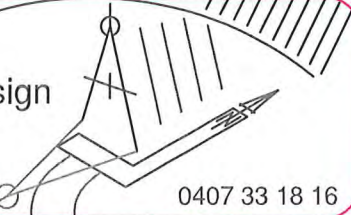
E.johngosper@bigpond.com



0407 33 18 16



**SECTION 1:100**

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E johngosper@bigpond.com		<b>John Gosper Design</b> Building Design and Drafting Registered Builder # 11320 0407 33 18 16



Koorda Recreation Facilities  
Needs Analysis and Feasibility Study



# Community Consultation

Online Survey Summary  
November 2015



**TREDWELL**  
M A N A G E M E N T



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## **For further information**

Tredwell Management Services

T: (08) 82346387

E: [info@tredwell.com.au](mailto:info@tredwell.com.au)

W: [www.tredwell.com.au](http://www.tredwell.com.au)

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# 1. Introduction and Background

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Tredwell Management Services was engaged in early October 2015 by the Shire of Koorda to conduct the Koorda Recreation Facilities Needs Analysis and Feasibility Study. As part of the study an online survey was released to the community and promoted by the Shire of Koorda.

Residents were asked to provide information relating to;

- Sport and recreation participation
- Facility use and rating
- Sport and recreation views
- Proposed plan
- Comments

## 2. Respondents Profile

---

Thirty three (33) individuals responded to the survey, 23 females and 10 males. The age of the individuals are detailed in the table below.

**Table 1: Age of respondents**

Age (years)	Number
Under 18	0
18 – 34	10
35 – 49	6
50 – 64	12
65 +	5

### 3. Sport & Recreation Participation

The third question asked *“What sport and recreation activities do you regularly take part in? (Regularly is at least once a month - multiple activities can be selected)”*

**Table 2: Activity type**

Score	Activity Type	Number
1	Walking	16
2	Bush Walking	12
3	Tennis	9
	Fitness/Gym	9
4	Netball	7
	Australian Rules Football	7
	Basketball	7
5	Lawn bowls	6
6	Cricket	5
7	Swimming/Diving	4
	Jogging/Running	4
	Motor Sport (cars, go karting, motor bike, etc.)	4
8	Darts	3
9	Theatre Arts	2
	Eight ball/pool	2
	Golf	2
	Road Cycling	2
	Yoga	2
10	Mountain Bike	1
	Shooting	1
	Skateboarding	1
	Other	8

# 4. Sport & Recreation Activities

## 4.1 Use of sport & recreation facilities

The fourth question stated *“How often do you use the following sporting/recreation facilities?”*

**Table 3: Facility usage**

Facility	More than once a week	Weekly	Fortnightly	Monthly	Less than monthly	Do not use
Football/Cricket Oval	2	4	1	2	7	9
Hockey Pitch	4	4	0	0	1	14
Football/Cricket/Hockey Clubroom	2	7	0	1	4	11
Tennis Courts	2	6	1	1	4	10
Basketball/Netball Courts	1	6	0	0	6	10
Tennis Clubroom	3	8	0	0	5	9
Children’s Playground	1	2	0	1	7	10
Men’s Shed	1	0	2	0	0	19
Swimming Pool	3	4	6	2	7	3
Bowling Green	4	0	1	1	6	13
Golf Course	0	0	1	3	2	15
Sports Club	2	3	4	7	4	8
Lions Park	0	0	1	1	6	12
Pioneer Women’s Park	1	0	0	2	5	13

## 4.2 Overall rating of facilities

The fifth question stated *“Of the facilities that you do use, how would you rate their overall quality?”*

**Table 4: Rating of facilities**

Facility	Excellent	Good	Average	Below Average	Poor	Do not use
Football/Cricket Oval	21	11	5	0	0	4
Hockey Pitch	2	6	5	0	0	7
Football/Cricket/Hockey Clubroom	0	5	8	4	0	4
Tennis Courts	0	10	6	1	0	7
Basketball/Netball Courts	0	3	3	6	3	5
Tennis Clubroom	0	6	8	4	0	5
Children’s Playground	1	6	5	3	0	6
Men’s Shed	0	3	1	0	0	11
Swimming Pool	2	12	7	2	0	2
Bowling Green	3	9	1	0	0	9
Golf Course	0	4	2	1	0	10
Sports Club	3	4	8	5	0	6
Lions Park	0	3	4	3	1	6
Pioneer Women’s Park	0	3	7	1	0	7

## 5. Sport/Recreation in the Shire of Koorda

### 5.1 Sport

The sixth question stated *“Please indicate the level to which you agree or disagree with the following statements about SPORT in the Shire of Koorda (sport refers to organised activities such as football, netball, tennis, basketball, gymnastics etc.).”*

Table 5: Sport rating

Sport	Strongly Agree	Agree	Disagree	Strongly Disagree	Undecided
Sport is an important aspect of the Shire of Koorda community	18	8	3	2	0
There are plenty of opportunities in the Shire of Koorda to be involved with the sport(s) I enjoy	11	13	5	0	1
There are enough sporting facilities (buildings, ovals, courts etc.) in the Shire of Koorda	8	11	6	2	3
There are enough sporting programs (introductory, junior, senior and or elite competitions) in the Shire of Koorda	2	14	11	2	2
Sporting facilities in the Shire of Koorda are generally in good condition (cleanliness, appearance, functionality etc.)	3	21	5	1	0
Sporting ovals/courts/grounds in the Shire of Koorda are generally well maintained (regularly monitored, clearly marked, high quality surface conditions etc.)	4	19	7	1	0



## 5.2 Recreation

The seventh question stated *“Please indicate the level to which you agree or disagree with the following statements about RECREATION in the Shire of Koorda (recreation includes activities such as walking, running, cycling, water skiing, skateboarding, gym, yoga, tai-chi, dance etc.).”*

**Table 6: Recreation rating**

Recreation	Strongly Agree	Agree	Disagree	Strongly Disagree	Undecided
Recreation is an important aspect of the Shire of Koorda community	21	10	1	0	0
There are plenty of opportunities in the Shire of Koorda to be involved with the recreational activities I enjoy	5	17	7	1	2
There are enough recreation facilities (walking/riding/cycling trails, skate parks, gyms etc.) in the Shire of Koorda	0	8	16	6	1
There are enough recreational programs (groups, classes, associations etc.) in the Shire of Koorda	1	10	16	4	1
Recreational facilities in the Shire of Koorda are generally in good condition (cleanliness, appearance, functionality etc.)	3	19	6	2	2
Recreational ovals/courts/grounds in the Shire of Koorda are generally well maintained (regularly monitored, rarely left damaged)	4	23	2	1	2

## 6. Proposed Plan

---

The eighth question stated ***“Do you support the current proposed plan to relocate the bowls club and develop a multi-use facility?”***

Thirty two (32) people completed this question, with 14 people supporting the proposed plan, 8 unsure and 10 indicating that they did not support the plan. If we were to assume these percentages are reflective of the community views of the 431 population, 190 people would support the proposed plan, 108 would be unsure and 134 would not support the plan.

**Table 7: Support for proposed plan**

<b>Answer</b>	<b>Number</b>	<b>Percentage</b>
Yes	14	44%
No	10	31%
Unsure	8	25%

# 7. Future

The ninth question stated ***“In 5 years’ time what (if anything) would you like to see change in the Shire of Koorda to ensure that the communities sport and recreation facility needs are met?”***

Twenty three (23) comments were received and recorded in the table below.

**Table 8: Future comments**

Comments
<i>“I think it is important that we provide future generations with modern well equipped sporting facilities that past generations have provided us with. In the next 5 years we need to have an overarching plan to consolidate all our sporting clubs into a well-designed and appointed facility that caters for all ages. A new kitchen and bar facility is required to support any future amalgamation of clubs as well as being a focal point for community gatherings. New change rooms are required as the existing visitor change rooms are very dated and basic and I believe a gym will not only be used by sporting clubs but just as importantly by our ageing population in their efforts to maintain their health and mobility.”</i>
<i>“The bowling club be moved to the rec ground”</i>
<i>“It would be great for the community if we had a larger multi use facility in the one spot. It would make financial sense &amp; would create a great atmosphere along with allowing better use of the facilities we have. And it might encourage different and more activities for our local kids, e.g. t ball, dance, soccer”</i>
<i>“I would like the main function room of the complex and the bar/kitchen to be updated. As our community gets smaller it would be great if our sports club and events such as the medal count could be held in this facility. A fresh, clean and family friendly sports club would be a valuable feature of our community in the future.”</i>
<i>“All sporting facilities planned to be in one venue. For the Rec Ground Club to be better suited to functions - desperately in need of an industrial kitchen.”</i>
<i>“More local people to use facilities before spending on one possible “white elephant” is built. Shire must be mindful of future not a few who want all now!”</i>
<i>“Upgraded facilities that all sporting clubs, community organisations and businesses can utilise.”</i>
<i>“Tis a concern with population decreasing as to any additions to buildings, will they be used?”</i>
<i>“To attract people to Koorda we need to have modern facilities for young people and working age people and retirees”</i>
<i>“I believe that the facilities we have at the present time are OK. With a declining population and lack of young people returning to Koorda I believe that we need to maintain what we have to the best of the Shires ability”</i>
<i>“There should be more opportunities for 12yr-15yr olds. The Shire does not cater for that age group at all.”</i>
<i>“A younger and larger population and I cannot see this happening in the near future”</i>
<i>“That we don’t get carried away with brand new buildings when we have some good buildings and just need a few additions like a visitors change room. We have to be aware of our population and the buildings we have, have done the job when we had bigger population and can still suit the numbers now and in the future. Sometimes it’s not suitable to have all sports in one area. Golf can’t go down to the recreation ground so keeping bowls and golf at same place works.”</i>
<i>“In the long term I strongly would like to see the bowling club moved to the rec ground. Therefore I believe that the kitchen/bar and main pavilion should be upgraded first rather than the change rooms. Although both are important at least if the football was to finish or become less regular in the community the building would still be well suited to shifting all other recreation to that venue. If change rooms were to be built and then the winter sports were to end, the building would be not much to use to other community clubs and sports.”</i>

**Comments**

*"A gym, further community classes/groups to cover all ages, sizes etc"*

*"There should be more focus on the absolutely necessities for sport. More focus on the category of recreation. The majority of Koorda's population is over 30. Probably between 40 - 70 years of age. There doesn't appear to be any focus on the majority. More the minority."*

*"For community sport to survive we need jobs in our region. Children will leave in year 7 then onto high school. Mothers may leave the district to be able to afford to pay for their child's education and living expenses. \$40000-\$50000 is a lot of money! This is a direct result of year 7's going into high school. A good idea yes. BUT a killer to small rural communities. This is just the beginning. Rural populations of young people will surely decline. What would I like to see? Clean facilities."*

*"Would like to see the promotion of small business and employment opportunities ensuring we have population growth into the future. Focus on young working families. If there is continued focus on the aged population - provision of physical activity and services to cater for this population. Possible Sports Council system implemented so all clubs have buy in to issues facing our community. Innovative ways to deliver sports, not just doing what has always been done."*

*"Do research and see what it is that appeals to young and old. What are towns around the world investing in for the future - remember not everyone is into team or organised sport."*

*"Upgrade current facilities to be spacious and modern to make the facilities a welcoming venue with as many groups as possible using the facility"*

*"We need a lot more of the younger generation to come to Koorda, but they won't come as there are no jobs or incentives to come."*

*"The sports club, lawn bowls and golf remain separate entities out of the hands of the football club."*

*"Regular maintenance to existing facilities. Each year we need upgrades/repairs which need to be put into plans with cooperation and feedback from clubs"*

# 8. Comments

The tenth question stated **“Please add any other comments you would like to make regarding the provision of sport and recreation in the Shire of Koorda.”**

10 comments were received and recorded in the table below.

**Table 9: Other comments**

Comments
<i>“I strongly support a redevelopment of the recreation facilities provided that any design will have future needs in mind and that through proper analysis is shown that can be easily funded by the community, with support from various funding sources”</i>
<i>“We don't agree with the positioning of the bowling green in the proposed land, we think it should be where the old change rooms and old tea rooms are, not out the back in the caramel, you just have to look at Bencubbins.”</i>
<i>“No matter what sport representatives say - team membership is declining. Rely on one person - many teams/clubs b/ball/ football/ cricket - one person goes. No team. Females the same - just simply not a feasible/ sensible decision to spend millions on it!!!”</i>
<i>“As I head into my 60's I would like to see more options in regards to recreation; i.e. a gym I am involved in the Community Men's Shed and that needs assistance in getting up and running , we need more machine , lathes etc”</i>
<i>“I believe that with the declining and ageing population of the Shire of Koorda it would be more beneficial for us to maintain what we have at a high level than to go into debt to build another facility that may not be of any use in the future. with parents taking children out of the local primary school and other parents having to send their children away from town for educational purposes, as well as the current population aging we will not be in need of this facility's greatness”</i>
<i>“I would be in favor of minor improvements to the existing buildings new change rooms for ladies and gents upgrade of current kitchen i.e. refrigeration not glass top to bottom thinking of the environment we live in I would like no glass at all I am NOT in favor of a rate rise to fund this project”</i>
<i>“We don't need an over costing of buildings when what we have is suitable for our population. It would have to be an extremely large increase in population to make the most of the new buildings proposed which I think is not necessary. When finals of winter sports are held with many towns in Koorda at the one time our infrastructure works well.”</i>
<i>“Be realistic. Plans I have seen are NOT practical. Glass walls facing west! They must be crazy. Plotting to move bowling club for liquor license is not the way to create a united community.”</i>
<i>“I think sport has to survive for our community to survive. But changes have to be made - both on how it is administered and delivered. Not sure the whole rec precinct upgrade will trigger improvement to current situation but certainly new toilet block/gym area would be welcomed.”</i>
<i>“Our older residents are being to outnumber the younger generations if there are not sporting facilities we will lose the younger generations to places where there is adequate recreation opportunities and there will not be support available for our aged.”</i>

## PROJECT COST PLAN SUMMARY

### KOORDA REC GROUNDS

Order of Magnitude	✓	Cost Plan Date	14-Oct-15
Preliminary Estimate		Building Cost Index	181.5
Limit of Cost Estimate			
Tender Estimate			

<b>PROJECT</b>	<b>KOORDA REC GROUNDS</b>
<b>Location</b>	<b>KOORDA</b>

	BUILDINGS	Gross Floor Areas	GFA Rate	Elemental Cost
1	Bar and club rooms (alterations)	930	\$1,742	\$1,620,000
2	Change rooms and gym (new build)	216	\$3,287	\$710,000
3				
4				
<b>Total GFA and Building Cost</b>		1,146	\$2,033	\$2,330,000

Code	NPWC Element		
CE	Centralised Energy Systems		excl.
AR	Alterations and Renovations		incl.
XP	Site Preparation		\$40,000
XR	Footpaths and Paved Areas		\$50,000
XN	Boundary Walls, Fencing and Gates		\$10,000
XL	Landscaping and Improvements		\$75,000
<b>External Works Subtotal (CE to XL)</b>			<b>\$175,000</b>
	External Services and Service Connection		\$50,000
<b>External Services Subtotal (XK to XS)</b>			<b>\$50,000</b>
XX	External Alterations and Renovations		
PR	Proportion of Preliminaries		\$35,000
<b>NET PROJECT COST SUBTOTAL (Total Construction Cost)</b>			<b>\$2,590,000</b>
YY	Design Contingency	15%	\$390,000
YY	Construction Contingency	5%	\$149,000
YY	ESD Design Contingency		
YY	Special Provisions - Locality Loading	25%	\$782,000
YY	Other Costs - Statutory fees	1%	\$31,000
LC	Land Costs		
FE	Loose Furniture and Equipment	5%	\$197,000
PF	Professional Fees and Disbursements	12%	\$497,000
<b>GROSS PROJECT COST (At Current Prices)</b>			<b>\$4,636,000</b>
ET	Escalation to Tender (rounded)	Tender Date	15-Jun-16
			\$94,000
<b>ESTIMATED TOTAL COMMITMENT</b>			<b>\$4,730,000</b>
GST	Goods and Services Tax		\$473,000



# KOORDA REC GROUNDS

## New bar and club room

### ORDER OF MAGNITUDE ESTIMATE

Elem	Description	Unit	Qty	GFA (m2): Rate	930 Value
<b>BUILDING CONSTRUCTION</b>					
<b>Element</b>					
<b>SB SUBSTRUCTURE</b>					
	100 thick ground slab to bar new enclosed area	m2	261	80	20,880
	100 thick ground slab to new covered outdoor area	m2	288	80	23,040
	100 thick ground slab to new verandah (including new store)	m2	134	80	10,720
	100 thick ground slab to new portico	m2	9	80	720
<b>RF ROOF</b>					
	New covered outdoor area to east elevation including gutters, downpipes and flashings	m2	288	340	97,920
	New verandah to west elevation including gutters, downpipes and flashings	m2	134	340	45,560
	New portico to south elevation including gutters downpipes and flashings	m2	9	340	3,060
	Allowance for roof insulation to existing roof to comply with Section J requirements	m2	261	50	13,050
	Box gutter	m	47	50	2,350
<b>EW EXTERNAL WALLS</b>					
	Stud frame wall lined with CFC both sides including insulation and paint	m2	104	190	19,760
<b>WW WINDOWS</b>					
	Aluminium framed window and door unit	m2	30	750	22,500
	Aluminium framed windows	m2	59	600	35,400
	Aluminium framed servery windows	m2	8	750	6,000
<b>NW INTERNAL WALLS</b>					
	Firewall to passage	m2	60	320	19,200
	Stud frame wall lined with CFC one side and moisture resistant plasterboard including insulation	m2	196	160	31,360
<b>ND INTERNAL DOORS</b>					
	820 x 2100 solid core door including frame, hardware and paint	no	3	1,800	5,400
	920 x 2100 fire door including frame hardware and paint	no	1	3,000	3,000
<b>WF WALL FINISHES</b>					
	Allowance for wall finishes	m2	488	100	48,800
<b>FF FLOOR FINISHES</b>					
	Carpet	m2	354	85	30,090
	Tiling	m2	128	150	19,200
<b>CF CEILING FINISHES</b>					
	Acoustic ceiling	m2	488	120	58,560
	Extra for modifications to suspension system hung from purlins	m2	261	40	10,440
	Plasterboard ceiling to store	m2	11	90	990
<b>FT FITMENTS</b>					
	Allowance for fitments	m2	488	150	73,200
<b>SE SPECIAL EQUIPMENT</b>					
	Kitchen fitout	item	1	300,000	300,000



# KOORDA REC GROUNDS

## New bar and club room

### ORDER OF MAGNITUDE ESTIMATE

Elem	Description	Unit	Qty	GFA (m2): Rate	930 Value
<b>SF</b>	<b>SANITARY FIXTURES</b>				
	Allowance for sanitary fixtures and fittings	m2	488	200	97,600
<b>PD</b>	<b>SANITARY PLUMBING</b>				
	Allowance for sanitary plumbing, fixtures and fittings	m2	488	100	48,800
<b>WS</b>	<b>WATER SUPPLY</b>				
	Allowance for HWU's and upgrade to water supply	m2	488	100	48,800
<b>GS</b>	<b>GAS SERVICE</b>				
	Allowance for LPG storage installation and reticulation	item	1	25,000	25,000
<b>VE</b>	<b>VENTILATION</b>				
	Kitchen ventilation	item	1	50,000	50,000
<b>AC</b>	<b>AIRCONDITIONING</b>				
	Allowance for new air conditioning to club room	m2	372	300	111,600
	Evap cooling make-up air to kitchen	m2	87	100	8,700
<b>LP</b>	<b>ELECTRIC LIGHT AND POWER</b>				
	Allowance for electrical upgrades etc.	m2	499	150	74,850
<b>AR</b>	<b>ALTERATIONS AND RENOVATIONS</b>				
	Brick in existing windows	m2	9	750	6,750
	Demolish existing awning	m2	62	40	2,480
	Demolish existing building	m2	65	50	3,250
	Demolish existing coolroom	m2	3	40	120
	Demolish existing outdoor area	m2	109	40	4,360
	Demolish existing single leaf masonry wall	m2	177	30	5,310
	Take up existing pavers	m2	475	15	7,125
	Remove existing double entry door	m2	5	50	250
	Remove existing ceiling	m2	295	10	2,950
	Remove existing gas bottles and cage and make good	m2	2	250	500
	Form opening in existing external masonry wall	no	8	650	5,200
<b>SUB-TOTAL \$</b>					<b>1,404,845</b>
<b>PRELIMINARIES</b>					
	Head Contractor preliminary items (rounded)	%	15%	1,404,845	215,155
<b>Total \$</b>					<b>215,155</b>
<b>TOTAL CONSTRUCTION COST \$</b>					<b>1,620,000</b>

# KOORDA REC GROUNDS

## New gym and change rooms

### ORDER OF MAGNITUDE ESTIMATE

Elem	Description	Unit	Qty	GFA (m2): Rate	216 Value
<b>BUILDING CONSTRUCTION</b>					
<b>Functional Areas</b>					
<b>New changerooms and gym</b>					
	Allowance for raised sandpad	item	1	10,000	10,000
	Single storey change room and gym building (no airconditioning)	m2	216	2,350	507,600
	New roof to verandah including gutters, downpipes and flashings	m2	176	340	59,840
	100 thick ground slab to new verandah	m2	176	80	14,080
	100 thick ground slab to locker area	m2	115	80	9,200
	Air conditioning to gym area	m2	110	75	8,250
	Ventilation extraction to change rooms	item			incl.
	Lockers	item	1	5,000	5,000
<b>SUB-TOTAL \$</b>					<b>613,970</b>
<b>PRELIMINARIES</b>					
	Head Contractor preliminary items - included in rates above	%	15%	613,970	96,030
<b>Total \$</b>					<b>96,030</b>
<b>TOTAL CONSTRUCTION COST \$</b>					<b>710,000</b>

# KOORDA REC GROUNDS

## External Works

### ORDER OF MAGNITUDE ESTIMATE

Estimated rates

Elem	Description	Unit	Qty	Rate	Value
<b>EXTERNAL WORKS</b>					
<b>XP</b>	<b>SITE PREPARATION</b>				
	Allowance for prep to new verandah areas to club rooms	item	1	10,000	10,000
	Sundry demolition	item	1	30,000	30,000
	<b>SITE PREPARATION Total \$</b>				<b>40,000</b>
<b>XR</b>	<b>ROADS, FOOTPATHS AND PAVED AREAS</b>				
	Miscellaneous works	item	1	50,000	50,000
	<b>ROADS, FOOTPATHS AND PAVED AREAS Total \$</b>				<b>50,000</b>
<b>XN</b>	<b>BOUNDARY WALLS, FENCING AND GATES</b>				
	Miscellaneous fencing and gates	item	1	10,000	10,000
	<b>BOUNDARY WALLS, FENCING AND GATES Total \$</b>				<b>10,000</b>
<b>XL</b>	<b>LANDSCAPING AND IMPROVEMNTS</b>				
	Coreten entry statement	item	1	10,000	10,000
	Miscellaneous retaining walls	item	1	25,000	25,000
	Allowance for soft landscaping	item	1	40,000	40,000
	<b>LANDSCAPING AND IMPROVEMNTS Total \$</b>				<b>75,000</b>
	<b>EXTERNAL SERVICES AND SERVICE CONNECTIONS</b>				
	Upgarde to main switchboard	item	1	50,000	50,000
	<b>Total \$</b>				<b>50,000</b>
<hr/>					
<b>SUB-TOTAL \$</b>					<b>225,000</b>
<b>PRELIMINARIES</b>					
	Head Contractor preliminary items (rounded)	%	15%	225,000	35,000
	<b>Total \$</b>				<b>35,000</b>
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<b>TOTAL EXTERNAL WORKS COST \$</b>					<b>260,000</b>



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# KOORDA REC GROUNDS

## Exclusions

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### ORDER OF MAGNITUDE ESTIMATE

Estimated rates

Elem	Description	Unit	Qty	Rate	Value
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#### EXCLUSIONS

- Legal fees
- Ground contamination and adverse ground conditions
- Work to existing changerooms, toilets, meeting room and kitchen block
- Work to netball, basketball, tennis & bowls courts
- Work to parking areas
- Work to playground
- Roadworks
- GST