

NOTICE OF MOTION - CR ROSS IOPPOLO - LEEDERVILLE OVAL MASTER PLAN

TRIM Ref: D22/224860

Attachments: 1. Leederville Oval Master Plan

That Council:

1. **NOTES** the 2019 Leederville Oval Master Plan Report at Attachment 1 (Master Plan);
2. **INSTRUCTS** the Chief Executive Officer (CEO) to form a Project Working Group (Leederville Oval Working Group) to input into the strategic direction of the Master Plan including funding options which is likely to involve preliminary non-binding discussions with the WA Football Commission (WAFC), the Australian Football League (AFL) and the State Government and further that:
 - a. **Update the Project Plan to include a project that appropriately gives effect to this Motion;**
 - b. **Acknowledging the considerably relevant skills and experience in the related subject matter, appoint Cr Ron Alexander as Chair with the remaining composition of the Leederville Oval Working Group to be determined through consultation between the CEO, Mayor and Cr Ron Alexander;**
 - c. **Given that timing is of the essence with regard to WAFC and AFL funding possibilities, that the composition of the Leederville Oval Working Group be determined prior to 23 December 2023 and that one briefing session be held so that all relevant information may be presented to the Leederville Oval Working Group; and**
 - d. **Based on the deliberations and strategic input of the Leederville Oval Working Group, provide an UPDATE on the Master Plan process by 30 April 2023 for Council consideration at its meeting on 16 May 2023.**

REASONTiming is of the Essence

Given the:

- renewed interest from the WAFC and AFL in Leederville Oval as a WAFL first tier ground following the successful hosting of the 2022 WAFL Grand Final;
- identification that certain lease agreements historically negotiated by City of Vincent with lessees within the Leederville Oval precinct are not optimally commercially aligned with the City of Vincent financial interests and that this project is an opportunity to renegotiate that better align to all parties long term interests;
- opportunity to review the Master Plan with a broader prism of functionality and amenity for Leederville Oval beyond just football (e.g. concert, outdoor cinema, farmers market) which could generate additional and diversified non-rate revenue streams for the City;
- inadequacy of City of Vincent capital and operating budgets to undertake necessary repairs to aging infrastructure at Leederville Oval and that has been identified by Administration as a potential risk to the Audit Committee and is contributing to the City of Vincent's asset sustainability ratios as identified by the OAG in past audits; and
- significantly relevant experience on Council particularly Cr Ron Alexander as a past VFL/WAFL player, WAFL and AFL coach, Director/Administrator within the Department of Sport and as Chair of the steering committee for the development and build of Optus Stadium;

the timing of the resolution of a funded plan to progress is imperative and pressing. Delay may cause additional outlay of funds as remedial measures which may eventually be superseded by any broader development plan and potential funding coming from grants and third parties.

This is not policy on the run but a recognition that timing is of the essence and that a clear and definable recommendations including fully funded budget needs to come to Council expeditiously prior to the FY24 Budget Process.

Now is the time to conclude the work that has been commenced and provide recommendations on the long-term nature of this important and cherished asset for the City of Vincent.

No materially significant expenditure is being requested at this stage.

Further context

The City's Corporate Business Plan 2018/19 – 2021/22 included Item 4.4: Prepare and Implement the Leederville Oval Master Plan.

This project noted that the Leederville Oval facilities and surrounding areas were dated, generally aging, and not keeping pace with increasing community expectations. There were outstanding works that would impose significant costs to East Perth Football Club, Subiaco Football Club and the City of Vincent.

The Leederville Oval Master Plan was to take into consideration the upgrade, replacement or construction of new buildings, landscaping, playing surfaces and other facilities for community and sporting club use. This project was co-funded with the WA Football Commission and the Department of Local Government, Sport and Cultural Industries.

The City engaged Dave Lanfear Consulting to prepare the Leederville Oval Master Plan Report at **Attachment 1**.

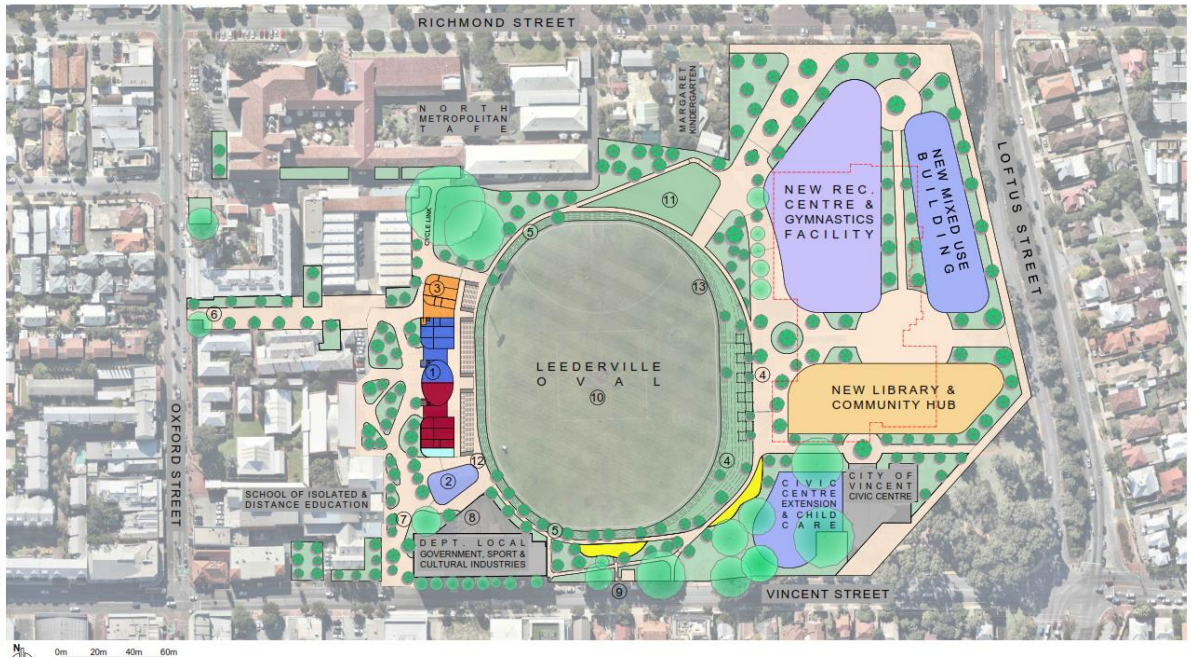
The Master Plan was being finalised at the same time as the City of Vincent was finalising the Leederville Precinct Structure Plan.

The Structure Plan notes that the existing community facilities and green space of the precinct are primarily centred to the east of the main commercial precinct, around the Leederville Oval as the most significant single piece public space.

This 4.65ha area includes three grandstands as well as the main office for the Department of Local Government, Sport and Cultural Industry which straddles the southern boundary, facing Vincent Street. To the east of the Oval is the City of Vincent Library, Recreation and Community Centre. The City of Vincent Administration Centre is out of scope in terms of potential precinct redevelopment as per the Master Plan.

Due to the location of the public space, outside of the precinct 'core' activity area of Oxford, Newcastle and Carr Streets, it does not receive as much patronage from the rest of the centre. Pedestrian access is also hindered by Loftus street, which forms a barrier between pedestrian and cycling movement into and out of the precinct. However, with an increased population, as well as future potential redevelopment surrounding the oval, the public space available to residents of the precinct is considered satisfactory.

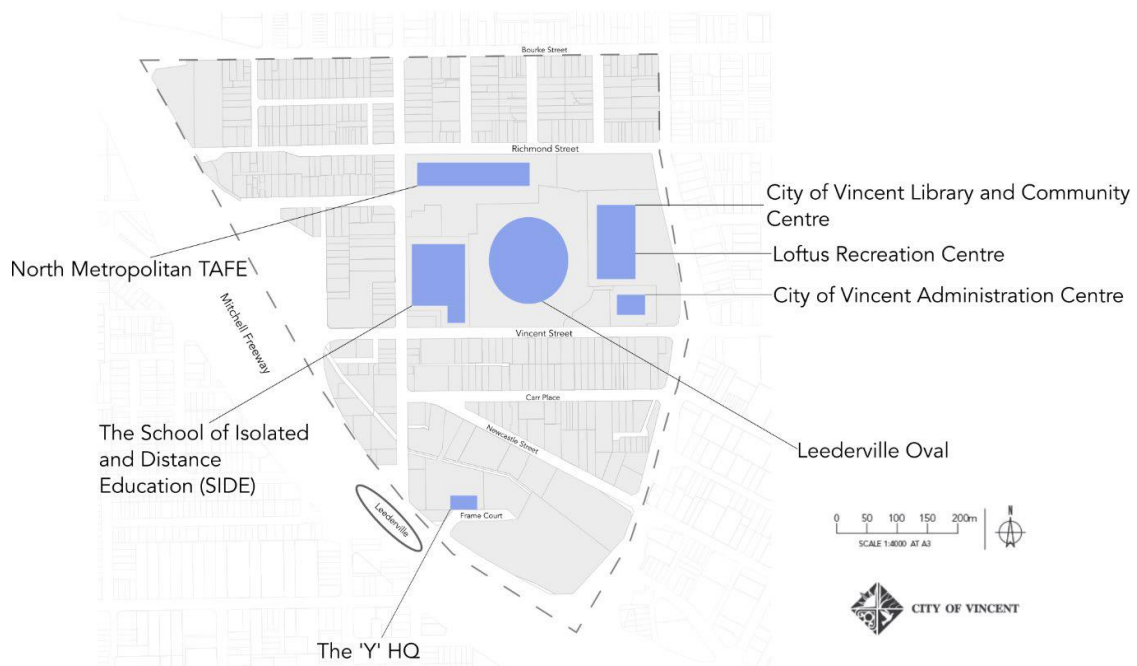
The 2019 Dave Lanfeer Consulting report demonstrated the potential reconfiguration of the site:



The Precinct Plan allows for flexible development options of Leederville Oval.

Community facilities are currently centralised around the Community and Education Precinct. These are shown on the map and include:

- North Metropolitan TAFE;
- School of Isolated and Distance Education;
- Leederville Oval (Public access and shared between East Perth Football Club and Subiaco Football Club);
- City of Vincent Library and Community Centre;
- City of Vincent Administration Centre and Function Room;
- Loftus Recreation Centre; and
- The 'Y' HQ (in the Cityscape Precinct).



Compared to other activity centres around Perth, Leederville is well-serviced with access to Community and Civic facilities.

Rather than reserving these properties for one or two particular land uses, this Structure Plan proposes to zone these properties 'Centre to allow Commercial and Mixed Uses', in line with the detailed studies undertaken as part of the Leederville Oval Master Plan. The existing community uses can then continue in their current layout or can adapt over time to a more commercial nature in order to fund non-profit and government community uses.

These facilities will be accommodated through 'Centre' zoning, while Leederville Oval will remain as a Public Open Space reserve. The Department of Local Government, Sport and Cultural Industries (DLGSC) offices is proposed to be rezoned to Commercial which will provide more opportunities if the DLGSC ever vacate the property.

Large-scale multi-deck parking is proposed around Leederville Oval, and within The Avenue car park. Both of these locations have the advantage that they are easily accessed from the primary road network. The proximity of these parking areas to the Town Centre and the high quality, legible pedestrian connections, would retain the capacity for private vehicle travel without impacting the vibrancy of Leederville.

ADMINISTRATION COMMENTS

Preparing and implementing the Leederville Oval Precinct Master Plan that encompasses the wider precinct area will allow the City to maximize underutilized land to create a positive and sustainable balance of community and commercial opportunities.

This is a significant project which is estimated to require 0.6FTE with consultant inputs as required. Consultation with a wide variety of stakeholders including current leaseholders will be necessary to ensure future lease arrangements are strategically planned and accounted for.

The current approach to Leederville Oval is:

1. **Short Term:**
 - a) present WAFL Grand Final Project Closure Report to Council;
 - b) Immediate maintenance and address safety issues with grandstand; and
 - c) Advocacy on funding for Oval Lighting and Turf Project
2. **Medium Term:** Recommence Master Planning next FY. The master plan would be a 1-2 year project taking a broader scope than the Dave Lanfear Report.
3. **Long Term:** Work with the State Government to facilitate the redevelopment of the precinct and confirm long-term lease arrangements for the City's tenants.



Leederville Oval Master Plan Report

Dave Lanfear Consulting | City of Vincent | November 5, 2019

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Executive Summary

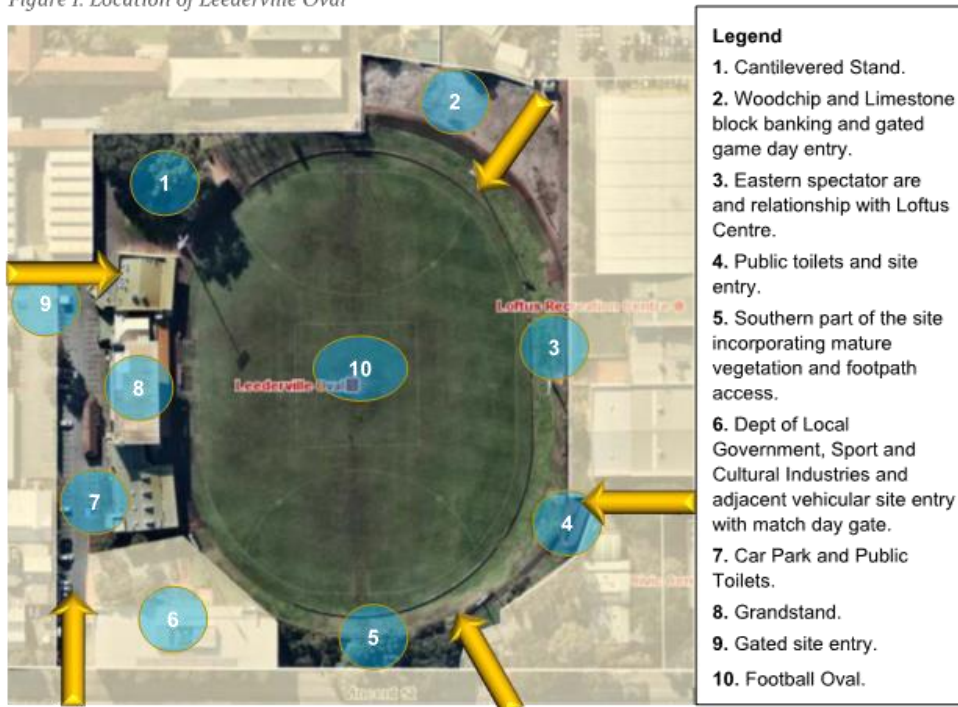
To be completed when draft report is accepted....

1. Background

Leederville Oval (LO) is a West Australian Football League (WAFL) ground that is located at 246 Vincent Street, Leederville. The oval is currently used as a home ground by two clubs: East Perth Football Club and Subiaco Football Club and the clubroom facilities are leased by these two respective clubs. The facilities on site and surrounding infrastructure is dated, generally ageing and not fulfilling current day sport, recreation and event needs. East Perth Football Club, Subiaco Football Club and the City of Vincent together maintain the facilities and the surrounds. The development of a Master Plan was identified as a priority for City and its partners, which include the WA Football Commission (WAFC), Department of Local Government, Sport and Cultural Industries (DLGSC) together with the two WAFL clubs. The intent of the Master Plan is to consider the potential upgrade, replacement or construction of new buildings, landscaping, playing surfaces and other facilities for community and sporting club use on the site. The plan is intended to explore all potential development options and service the current and future requirement of the community and stakeholders.

The Master Plan site is identified at Figure 1 below. The main access positions into the site are shown in yellow (arrows) and key development areas identified numerically.

Figure 1: Location of Leederville Oval



The assessment process and report is structured into four distinct areas which can be summarised as:

1. The Where Are We Now? Process has involved the following: A situation analysis incorporating:
 - o A review of existing documentation and plans.
 - o A review of industry trends.
 - o Demographic analysis.
 - o Benchmarking and gap analysis.
 - o A visual audit of the existing facility.

2. Where Do We Want to Be? This component incorporates:
 - o Visioning – at this stage, initial consultation with the main stakeholders – The two WAFL clubs and the City.
 - o Stakeholder Engagement Strategy.
3. How Do We Get There? An assessment of need incorporating:
 - o The outcome of stakeholder consultation.
 - o Identification of Options and Opportunities.
 - o Development of an initial site Master Plan and potential options.
 - o Financial considerations (funding plan and potential funding opportunities)
4. Have We Got It Right?
 - o The development of the draft final master plan and draft report; and
 - o Final Report.

The report is structured to reflect these processes and agreements reached at various phases during the development of the Master Plan.

WHERE ARE WE NOW?

2. Document Review: Key Considerations

This section identifies the critical considerations identified through the document review. The detailed precis of all reviewed documents is provided at Appendix A, whilst key considerations and relevance are provided below.

2.1 City of Vincent Documentation

Table 1 provides a selection and summary of documents reviewed to support the initial analysis:

Table 1: City of Vincent Key Documents

Document	Brief Summary and Implications
City of Vincent Strategic Community Plan 2018-2028	<p>This document highlights the strategic objectives which the City of Vincent aims to achieve. The vision states: <i>"In 2028, the City of Vincent is a leafy and vibrant 24 hour city which is synonymous with quality design and sustainability. Its diverse population is supported in their innovative endeavours by a Council that says YES!"</i></p> <p>Of the specific outcomes the following are relevant to Leederville Oval, the following are particularly relevant:</p> <ul style="list-style-type: none"> • Increase access to green space in high priority areas. • Deliver alternative streetscapes that encourage increased pedestrian and cyclist activity. • Integrate accessibility, diversity and inclusion into our operations and service delivery to meet the needs of everyone in our community. • Increase our role and influence in attracting, retaining and growing independent businesses in the City through economic development initiatives and support for town teams. • Prioritise investment in maintenance, repair and improvement programs to deliver high quality public places and facilities. • Take a place-based approach to investment in our town centres and gathering places to increase activation, improve wayfinding and create destinations for all members of the community. • Reward sustainable design innovations including improved waste management, alternative energy, improved air quality and noise attenuation and more useable green space. • Review and consolidate assets to ensure all buildings and facilities are well utilised and meet community needs.
Leederville Oval Economic Study Report to City of Vincent (March 2018) Final Report – ACIL Allen Consulting	<p>In the 2017 season, Leederville Oval hosted 70 games of State league football making it the most used State league football venue in Western Australia. It is estimated that Leederville Oval contributed \$3 million (\$2.99 million) of value added in direct and indirect economic output in the City of Vincent in 2016-17.</p> <p>The direct economic activity of the Oval and all associated flow-on activity generated three direct jobs, and 24 indirect jobs across the City of Vincent in 2016-17. While adding to the economy, the report indicates that the contribution is not significant, tending to indicate that a more diverse use of the oval and associated buildings should be explored if it is to develop a presence as an economically significant asset of the City.</p>

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Document	Brief Summary and Implications
City of Vincent, Leederville Oval: Turf and Irrigation Audit (Sports Turf Technology: December 2017)	The irrigation system should not require significant upgrading or replacement within the next ten years. Lack of current uniformity can be addressed through minor adjustments. The bore water has a very high iron content, which causes severe staining but is not detrimental to the system. The eastern side of the turf is identified as being worn due to over training, which needs to be managed. Sting nematode is widespread on the oval. Stubby-root nematode was also identified as a serious problem whilst no immediate problem was identified with the drainage (although likely to deteriorate in winter).
Masonry Drone inspection for City of Vincent by Devco Builders (2017)	Recommendations included rectification works to be carried out to the grandstand (which is structurally sound) to address a failure in the mortar joints and before any brickwork becomes dislodged and falls.
Electrical Report: Leederville Oval Floodlight Upgrade Stage 1 & 2 - Report Existing Conditions Report (14th June 2018)	The existing site has sufficient power available from the existing point of attachment transformer to the Site Main Switchboard (SMSB) for the current lighting and general power works including illumination levels up to 500lux (a LED solution should be explored as its replacement). The existing pole and light configuration due to its aging equipment and some nonreplaced lamps, would not be suitable for a 500lux (current horizontal luminance is only 391lux). There is a need to investigate the possibility of piling to the existing eastern lighting towers (3 off) footings to potentially enable 1,000lux to be installed. Current lighting does not comply with Australian Standards.
Leederville Oval Energy Audit by Cundall (13/12/2017) and Leederville Oval Services Condition Report by Cundall (22/12/2017)	<p>5 No. flood lighting towers are located around the oval and are maintained by the council through a subcontractor. Each floodlight tower houses approximately 25 No. metal halide lamps. Floodlights are controlled via local controllers.</p> <p>Based on the work undertaken to date, the consultants recommended the following initiatives would reduce the building's energy consumption whilst minimally impacting on building operation.</p> <ul style="list-style-type: none"> • Floodlight upgrade which provides an annual cost saving of \$19,500. Replacement with LED's will further increase efficiency. • Photovoltaic installation which provides an annual cost saving of \$4,600 • Staff training
City of Vincent Heritage Strategic Plan 2013-2017 - May 2013	<p>The document prepared by Strategic Planning, Sustainability and Heritage Services indicates that Leederville Oval is not incorporated within the list. The site, while not on the State Heritage List is however on the Municipal Heritage List. Discussions with officers indicated that the functionality, accessibility and future sustainable use of the site was a higher priority.</p> <p>The land was vested in the Leederville Municipality as a Reserve in 1900 and was known as the Recreation Grounds. In 1915 Leederville Oval was developed and a timber and brick grandstand built. It opened as the home for West Perth Football Club on 24 July 1915. A new stand was developed in the 1950's named after RP Fletcher, who was President of the West Perth Football Club from 1946 to 1962. The West Perth Football Club vacated the premises in 1994 and moved to Joondalup. In 2003 the East Perth Football Club relocated their headquarters to Leederville Oval, to be joined in 2004 by the Subiaco Football Club.</p>
Trees of Significance (City of Vincent Updated Nov 2016)	Trees of particular significance associated with the land around the Leederville Oval site (Leederville TAFE Campus) include: Eucalyptus citriodora (Lemon Scented Gum), Eucalyptus maculate (Spotted Gum). It is understood that these are unlikely to be impacted upon by the Leederville Oval Master Plan.

Document	Brief Summary and Implications
Leederville Town Centre Masterplan & Built Form Guidelines (10/07/12)	<p>It states: <i>'The Loftus Street Civic Precinct, is comprised of the City of Vincent Administration Centre, the Loftus Centre recreational facilities and the new City of Vincent Library and Local History Centre and the Leederville Oval. As an established and successful civic centre, the masterplan aims to consolidate the centre and provide more effective pedestrian links to other precincts. The masterplan highlights the potential redevelopment of the Vincent Street Leederville Child Care site.'</i></p> <p>Little attempt was made to integrate the oval and grandstand development within the overall master planning of the area.</p>
Reflect: Reconciliation Action Plan June 2017 - June 2018 – City of Vincent	The RAP sets out key actions and efforts that the City will pursue to further strengthen respect for, recognition of and relationships with Aboriginal and Torres Strait Islander people. One of the outcomes is to increase representation of Aboriginal and Torres Strait Islander cultures, and in particular Whadjuk Noongar people, in public murals located within the City of Vincent. It is to be noted that EPFC and SFC have a strong heritage associated with Aboriginal players past and present
City of Vincent Bike Plan (Aurecon 2013)	In the development of the Vincent Bike Plan due consideration was given to improving cycling safety and linking communities and facilities, as well as the needs of all types of cyclists, regardless of their age, gender, experience or reason for cycling. Whilst not identified as a specific route for investment the Master Plan will need to recognise cycling as a mechanism to activate the site and improve connectivity across the City.
Community Safety and Crime Prevention Plan 2015-18	<p>Strategy focus included:</p> <ol style="list-style-type: none"> 1. Community Safety and Promotion 2. Safety through effective partnerships 3. Safe places and safe spaces
City of Vincent Car Parking Strategy (9 March 2010)	The strategy identifies a deck car park business model: Paving land for parking can impose environmental costs, including loss of greenspace (reduced parkland, garden, playing fields and open space), increased impervious surfaces and related stormwater management costs and aesthetic degradation
City of Vincent Asset Management Strategy 2010 to 2020	In order to fulfil its obligations in delivering a variety of services to the community, the Town must ensure that the assets supporting these services are managed in a way that guarantees maximum performance for the lowest "whole of life" cost.
City of Vincent Public Open Space Strategy (December 2018)	<p>The strategy indicates given the high number of open spaces, or part of, currently utilised for a specific activity, the repurposing of some sites to improve public utilisation and accessibility may be required. Various Special Purpose Use open spaces dispersed along the southern and southwest boundary of the City including Dorrien Gardens, Litis Stadium, Leederville Oval, and Nib Stadium provide an opportunity to offset the lack of access to neighbourhood level provision. Leederville Oval and Litis Stadium provide the most achievable options for improving community accessibility to Special Purpose Use sites. Recommendation 22 states: Provide a long term Plan for Leederville Oval that considers:</p> <ul style="list-style-type: none"> • Capabilities as a multi-use community asset (that increases community access and utilisation) within the Leederville Town Centre. • Current and future requirements of the WA Football Commission, East Perth Football Club and Subiaco Football Club. • Facility management options. • Capital funding model options

Document	Brief Summary and Implications
Disability Access & Inclusion Plan 2017-2022	<p>Of the strategies identified, the following are specifically relevant to the development of the Leederville Oval Master Plan:</p> <ul style="list-style-type: none"> 2.1: Provide equitable access to all City buildings, facilities and infrastructure for people with disability. 2.2: Integrate equitable access and inclusion principles into the City's forward planning processes. 2.4 Show leadership and advocate for equitable access to buildings and facilities across the community.
City of Vincent Greening Plan 2018 - 2023	<p>Of the objectives of the Vincent Greening Plan the following are relevant to the Leederville Oval Master Plan:</p> <ul style="list-style-type: none"> Increasing Canopy Cover: Increasing the overall tree canopy cover across the City, on both public and private land. Greening the Town Centres: Improving the amenity of Vincent's Town Centres and reducing the urban heat island effect through trees and other vegetation. Average Tree canopy cover of 20% for the Town Centres by 2050 (interim target: 9.7% by 2023 based on 2019 mapping data, up from 8% in 2014)

The Key influential plans and reports indicate that the existing infrastructure, whilst structurally sound, is unlikely to meet the current sporting and community requirements and are not sufficient to maximise the use of the site for significant local, regional and state level events. There are a number of compliance issues related to the current site operations and accessibility. In addition, current floodlighting does not meet the desired standard for WAFL and the pylons are unlikely to be suitable for LED or other lighting which will achieve a minimum 500lux luminance across the site.

The current economic return from the site, whilst of value to the local economy is limited and will require a different business model if the City is to obtain a reasonable return on investment. The supporting documentation indicates that a complete redevelopment of the surrounding oval infrastructure will be necessary. This would need to be undertaken in a phased/staged manner as funding becomes available.

2.2 Additional Strategic Documentation and Guidelines

There are a range of state government, research and State / National Sporting Association publications which provide guidance for the future development of the site. These are also provided at Appendix A and summarised in Table 2 below:

Table 2: Strategic State Sporting Documentation and Relevant Guidelines related to Leederville Oval

Document	Brief Summary and Implications
WAFC Strategic Community Plan 2017-2022	<p>A number of critical initiatives are proposed to secure the future development of the sport and potentially impact on the development of Leederville Oval. A selection of these include:</p> <ul style="list-style-type: none"> E3.1 Relocate the district development staff into 3 metropolitan-based offices, central to their geographic areas of responsibility (which could be at a WAFL Club, subject to appropriate facilities being available) E5.2 Change the WAFL home and away season to an 18-round season to assist in managing the costs of the competition. E5.3 Undertake a detailed review of community expectations for WAFL Clubs to develop an appropriate mix of facilities, services, food and beverage experiences plus marketing strategies to attract a new generation of members and fans to the WAFL.

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Document	Brief Summary and Implications
	<ul style="list-style-type: none"> • E5.5 Implement strategies to work with the WAWFL to develop a new WAFL-aligned women's competition and determine size and licence conditions for teams in the competition. • S2.3 Seek a long-term broadcast deal that can offer new revenue opportunities for WAFL Clubs and showcase the WAFL to the broadcast market in WA. • S2.5 Adjust funding to WAFL Clubs to ensure a sustainable level of spending consistent with WAFL's defined role as the premier state league, through a model that considers baseline funding, outcome-linked funding and project specific funding, with clear criteria linked to objectives. This will be done in consultation with clubs, providing an adequate transition process. • S2.6 Undertake a feasibility study of joint commercial assets and membership structure of the WAFL to increase value and financial return of those assets, whilst delivering increased value to partners. • S5.5 Develop strategic facilities plan including focus on female-friendly facilities. <p>The document identifies a number of areas which are going to have a direct impact on the future of WAFL clubs and their extended business models. This will be developed over the next few years, Key messages however include the development of the women's game and the need to adapt new facilities to meet the growing demand.</p>
Classification framework for public open space (Department of Sport and Recreation) 2013	Within the Classification Framework for Public Open Space, different types of POS infrastructure are categorised by primary function: recreation, sport and nature space; and by expected catchment: local, neighbourhood, district or regional open space. Leederville Oval can be identified by its primary function as a sporting space which fulfils both a district and regional level function by virtue of the level of sport played on the ground.
City of Perth Grandstands Heritage Report -Perth Oval, Lathlain Park, Leederville Oval (Prepared for Department of Sport and Recreation December 2013) Griffiths Architects	The review examines the relative heritage of the three stands and then provides an assessment of the sensitivities in a heritage context associated with the three sites. The outcome of the report has not been formally endorsed and adopted by State Heritage and as such Leederville Oval is not contained within any state heritage listing. In referring to Leederville Oval Grandstand it states: Notwithstanding the changes over time, its architectural intent remains legible and prominent. Retention of this grandstand would ensure that a good representative example of the suite of grandstands would be a reminder of the development of WAFL in the post-World War II era, and of the considerable amount of work that was done by the City of Perth in preparation for the VIIIth Commonwealth and Empire Games in 1962. It is recommended that it should be retained, conserved and adapted for future use, if possible.
State Sporting Infrastructure Plan Review 2019 (DLGSC)	The Plan (formerly the State Sporting Facilities Plan) has been developed by the DLGSC to serve as forward planning for the provision of infrastructure to service State, National and International level sporting competition. No WAFL ground redevelopments are incorporated within the plan. The approach by state government to funding is now moving towards outcome based assessments. The development of evidence-based outcomes enables alignment with external funding objectives.
Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020	The document provides vision and direction for Western Australia's Sport and Recreation Industry. The following key challenges relevant to the development of Leederville Oval and associated WAFL clubs: <ul style="list-style-type: none"> • Public Open Space and Urban Form: Urban parklands and green spaces for sport and active recreation are integral components of

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Document	Brief Summary and Implications
(Department of Sport and Recreation)	<p>urban infrastructure and make a significant contribution to community health and wellbeing. In order to deliver POS which meets the needs of communities into the future we must be efficient with resources, focus on the function of sites, provide equitable access to facilities and secure strategically important regional scale spaces.</p> <ul style="list-style-type: none"> • Commercialisation: A small number of high profile sports with significant participation bases and integrated competition structures now have robust commercially oriented business models, while community-based sport and recreation organisations are increasingly reliant on public investment for their survival. Public investment in sport and recreation organisations should factor in the capacity of these organisations to source commercial revenue. • Financial [Un]Certainty: The sport and recreation industry must optimise the value derived from public and private funding in tight fiscal circumstances. Sport and recreation stakeholders must be strong advocates for the many benefits that are enabled by continued investment.
AFL Facility Guidelines (AFL 2019)	<p>The guidelines reference a hierarchy of football facility provision and incorporate local, regional and state level infrastructure. The space identified for state level infrastructure is approximately 1,000m². This is the minimum requirement for one club and does not take into account the WAFL club development programs and unique zonal responsibilities of each club. Core design elements include: Amenities (Player toilet/showers), Change Rooms, Massage Room, Gymnasium, External covered viewing areas; Kitchen and Kiosk; First Aid/Medical Room (Public Access); Doctors Room; Office/Administration/Meeting; Public Toilets; Storage (internal and external); Social/Community Room; Timekeeping/Scorers Box; Umpires' Rooms (including toilet and showers); third umpire and Utility/Cleaners Room.</p>

2.3 Summary Conclusions

The document review identified a number of key areas which need to be considered in developing the Master Plan. These include:

- Increase accessibility to and activation of green space is a City priority.
- Diversity and inclusivity is important. While the development of a facility which services the WAFL clubs is important, the access to the site and infrastructure for diverse community use is important.
- Investment in maintenance and improvement programs is seen as a high priority. However the City have limited funds available to manage their current asset stock. The ability to consolidate assets is therefore a significant driver in considering Master Planning opportunities.
- While Leederville Oval generates employment in the area, the actual contribution to the Leederville community is not significant and should be addressed by considering alternative business models
- Existing asset studies indicate that while investment is needed in the facility, these can be managed in the short term. These don't however take into account the facility functionality and capacity. Lighting is the main issue as the current lighting towers are unlikely to be sufficient to accommodate a 500lux LED system.
- While Leederville Oval is noted on the Municipal Heritage list, it is not considered worthy of state heritage listing. The main consideration is the future functionality and viability of the site. It is

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also understood there are no trees of significance which are likely to be impacted upon by the Leederville Oval Master Plan.

- Previous master planning processes have failed to integrate the development with the broader precinct. This needs to be addressed.
- Recognition of the sites heritage and significant indigenous heritage will need to be considered. Opening up the site and incorporating recognition of its past will be important. This will need to be considered in more detailed design processes while recognizing its importance at this stage.
- It is evident the history associated with both EPFC and SFC and the WAFL is an important component associated with the future development of the site.
- The development of evidence-based outcomes is promoted by state government and enables alignment with external funding objectives. This needs to be a key consideration with the development of the Master Plan and subsequent associated business case development.
- AFL facility guidelines and those produced by other industry bodies are important considerations in ensuring that the appropriate floor space is allocated for both WAFL football operations, but also those of aligned community groups and potential partners.

3. Demographic Analysis

The demographic analysis outlines the key data for the City of Vincent, focusing on the 2km & 5km catchments around Leederville Oval, which has been obtained using the following sources:

- Australian Bureau of Statistics (ABS) 2016 Census
- Community Profile and Social Access (City of Vincent, City of Subiaco, City of South Perth & City of Perth)
- Forecast id (City of Vincent, City of Subiaco, City of South Perth & City of Perth)
- Remplan Community (City of Stirling)
- WA Tomorrow (2015) (City of Stirling & Town of Cambridge).

The analysis has focused on the current population profile and future population growth, age composition and components of population change. It should be noted that no forecast ID data is available for the catchment suburbs within the City of Stirling and Town of Cambridge.

Key Census Data (2016):

- The Estimated Resident Population of the City of Vincent in 2016 was 33,693. This represents an increase of 2,145 since the 2011 census.
- The City has a population density of 31.37 persons per hectare with an average household size of 2.18.
- 18,787 people living in the City of Vincent in 2016 were employed, of which 65% worked full-time and 33% part-time. With 33% of households earned an income of \$2,500 or more per week in 2016.
- The primary housing market role played by the City of Vincent has moved historically from the provision of modest workers' housing to a high-demand 'lifestyle migrant' area attracting professionals, young people, and students.
- Analysis of the five year age groups of the City of Vincent in 2016 compared to Greater Perth shows that there was a lower proportion of people in the younger age groups (under 15) as well as a lower proportion of people in the older age groups (65+):
 - A larger percentage of persons aged 25 to 29 (13.0% compared to 7.7%)
 - A larger percentage of persons aged 30 to 34 (12.6% compared to 8.0%)
 - A smaller percentage of persons aged 15 to 19 (3.6% compared to 6.2%)
 - A smaller percentage of persons aged 10 to 14 (3.6% compared to 6.0%)
- The most significant growth between 2011 and 2016 was in the 30-34 age range (795), 65-69 age range (369) and 5 to 9 age range (325). However, the most significant fall was in the 20 - 24 age range (-399).

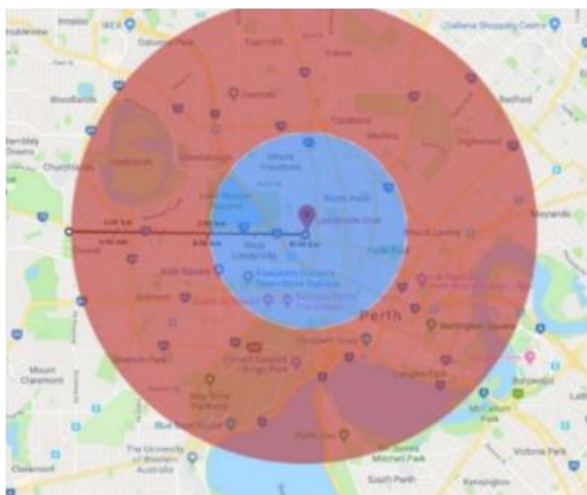
Projected Population data and 2km/5km Catchment of Leederville Oval

The key population indicators are contained at Appendix B and summarised below. They indicate:

- The City of Vincent population forecast for 2019 is 38,713 and is forecast to grow to 51,726 by 2041.
- It is assumed that the migration flows of younger professionals into higher density residential areas within the City will continue into the future.

Under the designated Public Open Space definition of District Open Space, a catchment of 2km is generally accepted as being appropriate for community level sporting provision. For state level/Regional infrastructure the general catchment is accepted as being 5km. It is accepted however that for WAFL clubs the likely supporter catchment of any site is likely to draw from a much broader catchment of 5km. For major non-sporting events, it is also likely that the catchment may be broader than a 5km catchment. Nevertheless, for regular community events which perform a regional function the likelihood is that over 80% of users will gravitate to the site from a 5km catchment. For this reason, an assessment of the population demographics has been undertaken based on both a 2km and 5km catchment:

Figure 2: Leederville Oval 2km and 5km Catchments



- The 2km and 5km catchment of the Leederville Oval site is shown in the Figure 2. The 5km catchment includes suburbs within the City of Vincent, City of Subiaco, City of Perth, City of South Perth, Town of Cambridge and City of Stirling.
- Within the 2km and 5km catchments of the LO site the following table indicates the likely population growth to 2036:

Table 3: 5km and 5km catchment populations

Population Year	2016	2021	2026
2km Catchment	37,062	43,320	47,396
5km Catchment	137,119	160,551	175,060

- The 2km growth figures indicate that the majority of growth is going to occur in the suburbs of North Perth, West Perth and Leederville within the City of Vincent and Perth – West End and Perth Central, within the City of Perth.
- The 5km growth figures show a much more extensive growth in areas within the City of Stirling (notably Yokine, Tuart Hill, Joondanna and Mount Lawley).
- An assessment of key demographic indicators from the 2016 Census related to the 5km catchment of the site indicated:
 - A generally affluent society with all suburbs, with the exception of Crawley, Northbridge and West Perth having a significantly higher or equivalent high household incomes than the Greater Perth average. The low level for Crawley is generally indicative of a high student population. This is indicative of a generally higher level of disposable income and ability to spend on recreational pursuits when presented to individuals.
 - Similarly, unemployment rates were significantly below the Greater Perth average in all suburbs with the exception of Crawley and Northbridge. This is also indicative of a general ability within the catchment to generate disposable income to take part in festivals, events and sporting activities.
 - The percentage of older couple households within the catchment is significantly below the Greater Perth average in all suburbs with the exception of Subi Central, Shenton Park and Subiaco South. This is generally indicative of a young upwardly mobile area,

which when coupled with disposable income and high employment rates are likely to support local events.

- All suburbs within the 5km catchment are below the Greater Perth average for couples with children (with the exception of Mount Hawthorn, Shenton Park and Subiaco South). Whilst this generally indicates a lesser requirement for family based activities, it also tends to indicate a higher degree of disposable income aligning to the other indices.

Catchment Population Implications

The assessment of the current demographic indices and future anticipated population growth highlights the potential capability of the 2km and 5km catchments to support community events and social infrastructure financially.

Generally, where there are areas with high levels of assumed disposable income, coupled with high employment rates and a younger demographic there is indicatively a higher demand for social activities at evenings and weekends. Such people are generally prepared to travel to attend events which appeal to them and in particular support similar events locally.

Whilst the fan base for WAFL Clubs is generally perceived to be ageing with measures being put in place to attract a higher percentage of youth and family members, the major attractor for Leederville Oval is likely to be as a broader event space. The provision of WAFL infrastructure therefore is likely to have to consider a broader activation hook than pure football development if the Leederville Oval site is to become a financially viable proposition. This is likely to demand other activation activities to draw the catchment population into the site in addition to festivals and events. A younger and growing upwardly mobile demographic within the City of Vincent and broader catchment is also likely to be demanding of more and more social activity and event spaces.

4. Industry Trends and Current Site Auditing

This section identifies trends in sport and recreation provision and its relevance to the future development of Leederville Oval. In addition, a visual audit was undertaken of the Leederville Oval site and Associated infrastructure.

4.1 Industry Trends

Trends associated with WAFL infrastructure, broader sporting infrastructure development and general community facility provision have been identified through industry research, current publications and knowledge based on previous project work:

- Across many metropolitan local governments, there is a proliferation of ageing infrastructure in need of replacement. This is more acute for infrastructure which has traditionally provided for state level use where the responsibility for ongoing maintenance and replacement is not considered to be a high priority for local government investment. This is not untypical of existing WAFL grounds where infrastructure has been developed and the ongoing upgrade and/or replacement has not been undertaken. The current infrastructure at Leederville Oval principally provides for state level sporting use, is ageing and has a number of design deficiencies which is impacting upon its viable use and attractiveness to the surrounding residential community.
- Whilst investment has or is currently taking place at some WAFL grounds (most notably, Peel Thunder, West Perth, Claremont and Perth) there is a significant concern that the future of the WAFL and WAFL clubs is uncertain. WAFL clubs have indicated that their long term sustainability will be reliant on developing a new/updated business model focussed on generating income outside of the traditional sponsorship, match day and television rights deals.
- In more general terms, there are significant additional pressures facing local sporting and recreation groups through a declining volunteer base and increased risk management requirements of operating infrastructure. Whilst Leederville Oval benefits from having established sporting clubs on site with a relatively strong membership and volunteer base, this is recognised as declining and is likely to impact on the longer-term viability of the sporting infrastructure on site if this decline is not addressed.
- There is an ongoing increase in the availability of leisure opportunities and there is a need for traditional clubs to constantly review their service offering and focus on effective and efficient management and meeting the needs of the customer. The current management arrangement of Leederville Oval is dominated by the WAFL clubs who have priority access and usage. Whilst this is likely to remain in the short to medium term, the increased accessibility of the general community to the site is important to increase its viability and will need to be addressed in the future planning processes.
- The need for modern facilities that meet statutory building requirements is becoming more important. In particular the need to provide access for users of all abilities.
- The growth in the women's game across a number of traditionally male dominate sports. Currently, the design inefficiencies associated with Leederville Oval are inhibiting optimum use. The changing, locker, toilet and shower facilities are in need of replacement, modernisation and upgrade if it is to meet current day sporting requirements. This lack of provision has been recognised as an issue with facilities servicing football.
- There is a general acknowledgement that centralised administration and facilities can benefit clubs whilst meeting modern day sporting needs. The current shared use of the oval and associated infrastructure at between SFC and EPFC is considered to be a model for future WAFL ground developments. This is driven by the level of efficiency which can be achieved due to the avoidance of duplication of servicing and management obligations. This, however, is only partly being met at Leederville Oval due to the inefficiencies in current design and the need to further develop a shared use agreement and potential refined design which would increase security through added passive surveillance across the site and provide a single focal point for external users and site administration functions.

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- There is now a more acute focus on financial viability of all sport and recreation infrastructure and rationalisation of provision. This has been referenced within Strategic Directions 6 (DSR WA) as a key issue facing the industry. There is a drive towards more efficient and effective community buildings and sites where multiple users and age groups can benefit from a range of shared and efficient service provision.
- The focus of local governments is on maximising the social return on available public open space to provide a full range of sport and recreation opportunities that promote physical activity, balanced with complimentary recreational pursuits.
- The importance of fully costing out asset management plans and future proofing expenditure (including lifecycle costing) is becoming more critical. This will need to be addressed by the City of Vincent within its ongoing asset management program.
- There is a focus on accessibility and connectedness to provide high levels of community accessibility and local integration. Currently Leederville Oval fails to maximise connectivity with adjoining users and provide good access opportunities for neighbouring residents. This will need to be a focus for the master planning and ensure that the surrounding community have strong entry statements and access points which encourage greater activity and use of the site.
- The need to provide flexible sport and recreation infrastructure is becoming increasingly important due to factors such as demographic shifts and changing sport and recreation preferences. The changing demographic profile within the catchment of Leederville Oval (see below) indicates that over time, a greater provision of infrastructure for both an ageing demographic and youthful upwardly mobile demographic with potentially high levels of available discretionary spending capability will be necessary.
- There is an increase in community expectations of people in relation to the quality of provision for the spectator, including associated parking, shade and toilets. The current spectator provision at Leederville Oval is of poor quality and would not encourage potential WAFL supporters into the ground.
- The main consideration with the development of sites for event use relates to the flexibility of space, ability to provide substantial areas which are readily accessible to bring temporary infrastructure in and the availability of services. Strong public transport links and the ability to bring people to and from a venue is particularly important to increase viability.

The broader trends in relation to sport and recreation participation have been researched through The Australian Sports Institute who in December 2016 published the latest participation data for sport and recreational pursuits in Australia (AUSplay). Some of the key trends associated with participation included:

- Australian adults tend to play sports for longer durations than non-sport related physical activities. However, they participate in non-sport related physical activities more often than sport.
- Women are more likely to participate in sport or physical activity for physical and mental health reasons and to lose or maintain weight than men.
- Men are more motivated by fun/enjoyment and social reasons than women
- For adults, up to middle-age, time pressure is by far the main barrier to participating in sport or physical activity. Poor health or injury then also becomes a main factor.
- Sport clubs are the primary avenue for children to be active (except for children aged 0–4, who are more likely to be active through other organisations).
- Sport clubs are not the main choice for participation in sport or physical activity in Australia for adults aged 18 years and over
- One of the main conclusions from the research related to the gradual diminishing participation in formalised club based sport and the growth in personal fitness, walking and general health and wellbeing. The development of Leederville Oval will need to consider these trends as the project evolves.

4.2 AFL Guidelines

The AFL have produced a series of guidance notes in relation to the development of various levels of infrastructure (state, regional and local). These include:

- AFL Preferred Facility Guidelines for State, Regional and Local Facilities 2012 and AFL Preferred Facility Guidelines Addendum – Amenities for Unisex Use (July 2015). These were subsequently replaced in 2019 by an updated version which incorporates both of the previous guidelines and provides greater clarity on gender diverse changing room, showers and toilets.
- AFL Venue Guidelines: AFL and AFLW Matches (Pre-Season Match Facility Guidelines 2018)
- AFL Information and Communications Technology Guidelines 2018
- AFL Televised and Non-Televised Professional Level Lighting Guidelines

It is to be noted that the facility guidelines in respect of state level infrastructure are minimum requirements and do not necessarily reflect those spatial requirements necessary to support current WAFL administrative staff, programs, zonal development initiatives and potential income generating opportunities. Both EPFC and SFC were requested to comment on the spatial requirements below and provide commentary on their future needs during this process. It became clear that both clubs required spectator and functional facility requirements above the minimum requirements identified below. In addition, the potential to utilise the site for AFLW games was raised as an important consideration which may attract external funding through the AFL. Where infrastructure is required to service at a state level, this is referenced as core. Where infrastructure is required to service both a WAFL and AFLW games (but are identified as non-core facilities for state provision) these are identified as Core for WAFL and AFLW. These were subsequently worked up to form the basis of a more detailed specification following the stakeholder and community consultation process.

Table 4: Grandstand and Club Requirements (Minimum): 2019 preferred minimum sizes (core and optional) and additional 2018 AFL and AFLW Facility Guidelines

	2018 Guideline Requirements	2018 Guidelines – Detailed Descriptors	2019 Preferred Minimum Sizes (m ²)	Core or Optional Facility Component
Main Pavilion	WAFL Level Category 4 specification	References	State League	State League
Amenities (Player toilet/showers)	1 x toilet cubicle 2 x urinals 1 x hand basin 4 x showers 4 x portable ice baths	Players Wet Area Wet area to be located adjacent to or in close proximity to the player change room facility	35m ² x 2	Core

	2018 Guideline Requirements	2018 Guidelines – Detailed Descriptors	2019 Preferred Minimum Sizes (m ²)	Core or Optional Facility Component
Change Rooms	85m ²	A secure Change room area in size Seating for Players and Staff (30) Lockers/appropriate apparel cabinetry for players and staff (30) Refrigerator with minimum capacity of 240 litres	80m ² -90m ² x 2 x 2	Core
Prayer Room	?	Each venue to provide a private, clean room or area available for patrons of all religious denominations for use on match day.		
Doctors Room	10 m ²	The Operator to provide a medical room for each AFL Club located adjacent to, or within, the team facilities. A clean private room with vinyl flooring and doors and corridors leading to the room wide enough to allow access for ambulance trolleys, stretchers and wheelchairs (double door access from medical room to field of play and ambulance)	15m ² x 2	Core
Massage/ Strapping Room		The Operator must provide a private area within the team change facility with a minimum of six (6) massage tables.	20m ² x 2	Core
External covered viewing area			150m ²	Core
Gymnasium/ Fitness Room			46m ² +	Core
Kitchen & Kiosk			40m ²	Core
First Aid/ Medical Room (Public Access)			15m ²	Core
Office/ Administration/ Meeting			25m ²	Core
Public Toilets			Male 17m ² , Female 17m ² , Disabled 9m ²	Core

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	2018 Guideline Requirements	2018 Guidelines – Detailed Descriptors	2019 Preferred Minimum Sizes (m ²)	Core or Optional Facility Component
Storage (internal and external)			22m ² +	Core
Social/ Community Room			200m ²	Core
Third umpire/ match referee/ venue management room			15m ²	Core
Timekeeping/Scorers Box	Seating - 4	The Operator must provide the following box for the AFL Official Statisticians: Elevated central position between both 50 metre arcs with clear unrestricted view of playing arena. Tiered seating capacity with desktop provision.	15m ²	Core
Umpires Rooms (including toilet and showers).	45m Seating - 14	A secure Change room area. Refrigerator with a minimum capacity of 120 litres. Separate change room with lockers/ cabinetry for female umpires/ officials including a minimum of one (1) shower and one (1) toilet located within or adjacent to other umpires and officials change facilities. Area adjacent to the umpires change rooms to enable team sheets to be submitted to match day official with table and 2 chairs.	40m ²	Core
Wet Area	1 x toilet cubicle 2 x urinals 2 x showers 2 x ice baths	Area to be located adjacent to or in close proximity to the umpire change room facility		Core for WAFL and AFLW
Utility/ Cleaners Room			5m ² +	Core
Corridors			84m ²	Core

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	2018 Guideline Requirements	2018 Guidelines – Detailed Descriptors	2019 Preferred Minimum Sizes (m ²)	Core or Optional Facility Component
Media/ Broadcasting	4 seats	<p>Be elevated and positioned in the centre of the ground (on the northern or western wing depending on ground orientation) with a minimum number of seats and benches for commentators with unrestricted view of the ground. It is particularly important that the camera position be located right on centre wing.</p> <p>Be of sufficient size to accommodate a Hosting Set, Commentary Position and minimum of two Camera Positions.</p> <p>Typical width 13.5m, depth 5m and ceiling height 3m incl Camera deck (or 9m wide if camera position in alternative location)</p>		Core for WAFL and AFLW
Outside Broadcast Compound	300m ²	<p>A flat hard-stand surface of sufficient size to accommodate outside broadcast trucks and other broadcast vehicles.</p> <p>House a secure well-lit patch room, adjacent to the outside broadcast compound and also have provision for access to the satellite uplink location.</p> <p>Toilet facilities in close proximity.</p> <p>Parking Facilities close to the Outside Broadcast compound are to be made available for Broadcasters.</p>		Core for WAFL and AFLW
Radio Boxes	<p>4 (4 seat capacity minimum) 2.4m Minimum width of box Ground level seating - 2</p>	<p>Minimum no. of radio boxes with unrestricted view of ground. Each box to be located in an elevated position between the 50 metre arcs.</p> <p>Ground level seats in close proximity to the Club Interchange bench area for radio boundary side reporter</p>		Core for WAFL and AFLW
Print and Online Media Area	6	Seating capacity with unrestricted view of ground located in an elevated position between the 50 metre arcs		Core for WAFL and AFLW
Interview / Press Conference Room	15m ² (10 theatre seats)	Secure room in close proximity to both team change rooms.		Core for WAFL and AFLW

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2018 Guideline Requirements	2018 Guidelines – Detailed Descriptors	2019 Preferred Minimum Sizes (m ²)	Core or Optional Facility Component
	Table or bench with four (4) chairs on riser at front of room for interviewees. Sufficient area behind interview table at front of room for sponsor back drop.		
Auskick	Space TBD Where applicable the Operator is to provide a suitable change facility/area for Auskick participants and where possible a secure storage area for Auskick equipment. The quantity of reserved seats for Auskick participants and guardians will depend on the number of Auskick/Grid Games		

In addition to the minimum facility requirements to service the minimum state level club needs, additional guidelines are provided for spectator and match requirements associated with the main oval playing surface.

Table 5: Oval and Spectator Requirements (benchmarked against guidelines)

2018 Guidelines	2018 Guidelines – Detailed Descriptors	2012 Preferred Minimum Sizes (m ²)	Core or Optional Facility Component
Main Pavilion	References	State League	State League
WAFU Level Category 4 specification			
Car parking	Competing Team Parking (i) A secure reserved car parking space for all competing players and officials (50 per AFL team, 40 per AFLW team) or team bus transportation; and (ii) Security personnel to escort players on arrival and departure from car/bus parking area to change facility	No specific standards	Core Non-core
	Match Day Official Parking – 12 umpires plus 20 match day officials		Core for WAFU and AFLW
Clock	The time clocks will be installed and maintained by the AFL for all Matches	Yes	Core

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2018 Guidelines		2018 Guidelines – Detailed Descriptors	2012 Preferred Minimum Sizes (m ²)	Core or Optional Facility Component
Cricket Wicket			Turf only	Optional
Cricket Practice Nets			As required	Optional
Oval Fencing		All arena fence signage installed at the Venue, including but not limited to fixed, scrolling and LED, must be approved by the AFL Risk and Insurance Manager prior to the start of the AFL season. The AFL has exclusive access to the arena for all signage. No playing arena advertising signage shall be permitted except as may be required or approved by the AFL.	No specific standards	Core
Public address system			No specific standards	Core
Reserve Fencing			No specific standards	Core
Siren		The Venue must have an AFL approved siren system installed.	Yes	Core
Spectator Seating/Grandstand			No specific standards	Core for WAFL and AFLW
Water Harvesting/ESD			Optional	Optional
Car parking	Competing Team Parking	(i) A secure reserved car parking space for all competing players and officials (50 per AFL team, 40 per AFLW team) or team bus transportation; and	No specific standards	Core
		(ii) Security personnel to escort players on arrival and departure from car/bus parking area to change facility		
		Match Day Official Parking – 12 umpires plus 20 match day officials		
Clock		The time clocks will be installed and maintained by the AFL for all Matches	Yes	Core
Cricket Wicket			Turf only	Optional

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2018 Guidelines		2018 Guidelines – Detailed Descriptors	2012 Preferred Minimum Sizes (m ²)	Core or Optional Facility Component
Cricket Practice Nets			As required	Optional
Oval Fencing		All arena fence signage installed at the Venue, including but not limited to fixed, scrolling and LED, must be approved by the AFL Risk and Insurance Manager prior to the start of the AFL season The AFL has exclusive access to the arena for all signage. No playing arena advertising signage shall be permitted except as may be required or approved by the AFL.	No specific standards	Core
Public address system			No specific standards	Core

Minimum Unisex Changing Infrastructure

The AFL Preferred Facility Design for changing facility infrastructure focus is on transforming existing amenities to cater for unisex use. This involves removing urinals and open showers and replacing with toilet cubicles and shower cubicles that allow showering and changing in privacy. Some of the basic principles include:

- Avoid open shower pillars, open stalls and glazed shower screens.
- Provide compact laminate shower cubicles with dedicated seating.
- Provide vandal-resistant fittings and fixtures such as recessed soap dishes.
- Avoid trough and individual urinals.
- Convert all urinals into individual partitioned toilet pans.
- Provide minimum 1(no) ambulant accessible toilet cubicle in each Amenities and Umpires rooms as required by current codes and standards.
- Avoid wall-hung basins with no shelf space.
- Provide vanity / shelving / ledge and mirror behind.
- Provide electrical outlets in close proximity for hair dryers.

For umpire rooms, the following are relevant:

- Provide at least 1no. ambulant compliant toilet cubicle.
- Provide seating within each shower cubicle.
- Provide bench seating in main change area.
- Provide full-height partitions.
- Provide power outlets near basin for hair dryers.
- Provide shelving / ledge near basin for personal grooming items.
- Provide sliding / roller shutter doors to divide the space.

These principles are important considerations in assessing the facility composition of any replacement facility to ensure it, as far as practicable, meets the principles of gender diversity.

4.3 Facility Benchmarking

Research has been undertaken into state level football facility infrastructure and the lessons learnt in respect of the consequential impact on community use; the viability of clubs and level of infrastructure desired. This is provided in detail at Appendix D and specifically refers to the redevelopment of VFL grounds and WAFL clubs where the main tenants have been football clubs with capability to provide for broader community use (events, festivals and general community activities) when not utilised by the football club(s). The critical considerations are:

- A core focus for the majority of new and emerging facility developments has been on community outcomes with state level football infrastructure, being an ancillary benefit .
- The incorporation of other business opportunities (as either sub-leases or directly operated businesses i.e. gym, coffee shop, allied health) were important in maintaining a strong income stream.
- The ability for the community to gain access to a range of shared facilities (meeting rooms, function rooms etc.) is important to ensure the site is activated throughout the week and off-season.
- The management model varied. An important component was the ability of the sporting club to influence key decisions and maintain control at key usage times (especially for match days and for training).

- Effective partnerships are critical to their success. This may include Universities, colleges, other sporting groups and health and wellbeing service providers.
- Commercial operations can be limited due to the needs of a football club. This is further compounded when the facility is shared with another club.
- The ability to generate income through functions and corporate activity is essential. These areas however need to be flexible and sound attenuation / acoustics are becoming more important.
- Funding commitments have been achieved through federal, state and local government together with funds raised through club activities. There is an expectation that the club will contribute financially to such infrastructure.
- Game day family activities and events are seen as a mechanism to attract greater spectator engagement.

4.4 Site Audit: Leederville Oval and Associated Facilities

A visual site audit was undertaken together with images of the current infrastructure which is provided at Appendix D. The key outputs and potential opportunities are provided in Table 6 below and specifically refer to the areas identified in Figure 1 provided in Section 1.

Table 6: Visual Audit Overview of Leederville Oval and Associated Infrastructure

Facility	Visual Audit Outcomes
Area 1: Detached covered viewing area bank and overflow car parking area	<ul style="list-style-type: none"> • Cantilevered stand whilst appearing structurally sound is showing signs of decay. Positioned adjacent to oval boundary fence it is constructed of corrugated sheeting with four supporting columns. • The permanent bench seating is poor and in need of replacement. Half of the seating is uncovered. • Stained by bore water. • Elevated viewing position on grass bank with car parking overflow behind. • Existing mature tree (Moreton Bay Fig) which provides extensive shade on boundary with adjacent land owners. • Mature tree on banking behind stand. • Extensive area behind stand provides opportunity for re-aligned car parking and servicing of site. Care will need to be exercised to integrate mature trees within any development. • To gain access to the main grandstand requires spectators to walk through the stand. • A floodlighting pylon is located to the south of the stand. <p>Opportunity: Rationalise the area through the replacement of the covered grandstand and providing access from the top bank through to the main grandstand and spectator viewing area. Re-alignment of car parking and access.</p>
Area 2: Northern gate, banking and terracing	<ul style="list-style-type: none"> • Currently the main gated entrance from the Loftus Recreation, Library and Civic Centre car park. • Access is narrow but both vehicular and pedestrian access can be achieved from the adjacent car parking area. • Banking is elevated above the oval with a slight incline from the gate to a series of 0.5 metre high limestone terrace beds. • Limestone steps provide access to the wide grass apron and edge of the fenced oval within which one floodlighting column is positioned. • The top part of the banking provides a relatively open area covered in wood chip which is used to gain access by event service vehicles (food and drink wagons). • The spectator gate provides a permanent shade structure but is old and provides paying access during match days with no box provision for employees. The area can be gated to funnel spectators through the turnstile area and around the ground.

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Facility	Visual Audit Outcomes
	<ul style="list-style-type: none"> • To the bottom of the woodchip area is a bound path which leads to the end of the terracing (adjacent to a retaining wall overlooking adjacent buildings and access road to the west) and along the eastern boundary of the oval. • The grassed area is well maintained but none of the terracing has any permanent shade. • The boundary fencing is chain link and posts (approx. 2m in height). • The edge of the area (to the west contains a retaining wall and advertising with 5m chain link fence behind the football goals. <p>Opportunity: The most prominent position on the site. Options include family activity area, play equipment, hardstanding for game day and event infrastructure. Elevated stage or viewing area with option to provide shade infrastructure. Potential to regrade the banking and provide a more effective link through to the main grandstand and car parking area. Improved gate entry statement and event profile. Activation of this area by pedestrians from surrounding through the existing car park needs to be considered.</p>
<p>Area 3: Eastern terracing adjacent to Loftus Centre</p>	<ul style="list-style-type: none"> • A narrow area of spectator terracing with a footpath running north to south against a planted 1.5m to 2m high limestone wall between the oval site and Loftus Recreation Centre, Library and Civic buildings. The terracing consists of limestone steps and grass banking (5 steps, slimming down to three steps in the south-east corner where the grass bank extends out) • The footpath provides access to maintenance vehicles, pedestrians and cyclists. • Steps from the Leederville Oval site lead to Loftus Recreation Centre and a small synthetic futsal area. • One floodlighting tower is present within the grass banking area which leads down to the oval surround fencing. • The narrow spectator area has no shade and limited spectator infrastructure. <p>Opportunity: Incorporate terracing more effectively with adjacent Loftus Recreation Centre and alternative controlled entry to rear of building. Provision of shaded spectator viewing off the raised limestone wall (natural and shade sails) and potential seating areas. Re-alignment of terracing to provided elevated viewing above the oval.</p>
<p>Area 4: South-eastern banking, public toilets and access to Civic Centre</p>	<ul style="list-style-type: none"> • Located adjacent to the eastern terracing the area incorporates a public toilet block (Leederville Oval East Toilet Block which is open at weekends only). • The toilet block backs onto a child care centre and fronts the adjacent footpath which also runs to the north of the toilet block and south of the civic building. • The toilet block is structurally sound although in need of repointing in areas. • The footpath which runs past the toilet block to the south bends past a car parking area to a gated exit point. • Adjacent to the gated exit is a floodlight pylon. • Within the Leederville Oval site, the grass bank gradually slopes towards the fenced oval towards the rear of the goal area. <p>Opportunity: Replacement of the existing toilet block with controlled access units open seven days per week. Expanding the footpath link and integrate terracing with area 3. Activation of this area through the site is to be the main focus.</p>

Facility	Visual Audit Outcomes
<p>Area 5: Southern oval and footpath adjacent to Vincent Street</p>	<ul style="list-style-type: none"> • The dual use path connects with Vincent Street and to the southern portion of Leederville Oval. • The Moreton Bay Fig Tree in the road verge dominates the area with historic signage identifying the past and current use of the oval (previously wetlands and market gardens until the development of the ground as an oval in 2015). • High chain link fencing, mature vegetation and advertising hoardings block the most prominent view of the site from the only highly trafficked road which borders the site. <p>Opportunity: Consideration of opening up the visual amenity to the oval and increase the sites presence within the street scene.</p>
<p>Area 6: Department of Local Government Sport and Cultural Industries Building (leased)</p>	<ul style="list-style-type: none"> • A relatively modern structure which currently houses the government department on a medium term lease from the City of Vincent. • The facility provides undercroft car parking for users of the building and some secure above ground car parking. • The prominent location of the building at the main road entry point to Leederville Oval lends itself to be incorporated within the Master Plan. <p>Opportunity: Consideration of potential future use of the building as part of an extended WAFL Centre of Excellence (coaching, Umpire Development, Women’s Football). All subject to discussion with DLGSC.</p>
<p>Area 7: Main access to site off Vincent Street and car parking area (servicing SFC, EPFC and DLGSC)</p>	<ul style="list-style-type: none"> • The main access off Vincent Street is narrow and affords limited opportunity at present to increase the profile of the site. • The covered Phil Matson Gate which is set back from the entry off Vincent Street is the main spectator access entry point to the south of the site. • The narrow access road and car parking to the rear of the main grandstand is impacted upon by an old toilet block (Leederville Oval West Toilet Block which is open on gamedays only). • Car parking is heavily constrained by limited maneuvering space, ad hoc storage and external grandstand accessibility. <p>Opportunity: Re-alignment of site entry off Vincent Street to increase profile of the site for gameday and events. Re-align current car parking (subject to redevelopment of grandstand and integration of public toilets within built infrastructure. Improve boundary treatment with adjacent sites. Increase visibility of internal infrastructure to Vincent Street.</p>
<p>Area 8: Main grandstand and administrative base of SFC and EPFC</p>	<p>External:</p> <ul style="list-style-type: none"> • The main grandstand comprises of a series of raised seating areas which are accessed by external steps with handrails. • There are two dedicated and elevated viewing areas to the north and south of the grandstand which provided dedicated club seating for Subiaco and East Perth Football Club members (immediately to the front of their dedicated function areas. The cantilevered roof covers approximately two thirds of the seated area. • The central stand provides additional elevated seating which also includes media access (Jack Sweet Media Centre). The cantilevered roof covers approximately two thirds of the seating (folded seating).

Facility	Visual Audit Outcomes
	<ul style="list-style-type: none"> • Beneath the main grandstand exists the central changing area and central race. • To the front of the central grandstand is a partly covered seating and standing area. The majority of the ground floor in front of the extended grandstand is for standing spectators. • Viewing from the elevated spectator areas is generally good across the oval. However, viewing from the areas (corporate) from behind the seating is extremely constricted in areas due to the ad hoc development of the stand and internal configuration. This does not permit unhindered views across the oval. <p>Subiaco Football Club:</p> <ul style="list-style-type: none"> • Internally the administration and office area are located within the northern part of the main grandstand. The entrance lobby leads into the large reception area and 'Hall of Fame'/trophy display area. • Offices, main boardroom and subsidiary meeting room is located off the main reception area. This also provides access to staff kitchen toilets and relatively large areas for equipment/ merchandise storage. The general office area is open plan with up to 5 dedicated office areas and additional partitioned stations for administration, football and program staff. • The Don Carter Room (subsidiary meeting room) provides access for external users off the car park. • Access to the main function room and board room is via an internal stairwell leading into the extensive first floor function room. • The function room incorporates a bar and presentation stage with a view over the oval. • Player photographs and achievements are placed around the room on the wall. • Adjacent to the main function area is an outdoor function area which has been covered with a principle view towards the TAFE site and stepped access to the oval (the view over the oval is extremely limited. This area can operate independently with an outdoor bar and seating area. • The function areas can be accessed from the external seating areas. Internal HVAC systems are visible in the main function area. Viewing across the oval is restricted by the adjacent stand. • The function areas are supported by a commercial kitchen on the west side. • Between EPFC and SFC extends an extended function suite which has limited external viewing. The area is mainly used for storage and overspill bar for gamedays. The functionality of this area is extremely restricted for SFC. • The general appearance of the main function area and outdoor bar space is of a reasonable quality facility. The view across the oval however from all areas and adjacent extended function suite is obscured by the positioning of the Jack Sweet Media Centre stand which extends into the viewing line (seating and access stairs). • On the ground floor, there is a substantial area allocated for football development including a warm-up area, gym, changing and locker rooms, showers, toilets, strapping and medical rooms. • The gym is located just beyond the main warm-up area

Facility	Visual Audit Outcomes
	<ul style="list-style-type: none"> • A dedicated ice bath and spa is provided together with showers. • A tiered lecture theatre is provided for team briefings with individual permanent seating provided. • Lighting throughout is of fluorescent strips. • Access to the football department is relatively controlled although lacks passive surveillance. Access internally to match viewing areas and a coaching box is provided from the player areas. • The level and provision of space is above recognised AFL state level infrastructure and although of a higher standard than EPFC still has significant limitations (i.e. lack of female changing and locker space, poor air circulation, ageing equipment, lacking privacy/security and secure storage). <p>East Perth FC:</p> <ul style="list-style-type: none"> • Internally the lower ground office and administration space has undergone some refurbishment but is generally open plan with dedicated cubicles for administration, football staff and program operators. • Front of house reception and trophy cabinet is obtained off a lobby area with offices and meeting rooms behind. • Access to the main function room and board room is via an internal stairwell leading into the first floor function room. • The function room incorporates a bar and presentation stage with a view over the oval. • Historic achievements are placed around the room on the wall. • A board room is located off the function area to the south. • Both the function areas and board room can be accessed from the external seating areas. Internal HVAC systems are visible. • As referenced above, between EPFC and SFC extends an extended function suite which has limited external viewing. The area is mainly used for storage and overspill member use for gamedays. • The function areas are supported by a commercial kitchen on the west side. • The general appearance is of a dated facility in need of significant uplift (internal refurbishment) The view across the oval from the function area and adjacent extended function suite is obscured by the positioning of the Jack Sweet Media Centre stand which extends into the viewing line (seating and access stairs). • Access to storage is constrained both within the function/corporate/ membership areas and in the football playing areas on the ground floor. • On the ground floor, there is a substantial area allocated for football development including a warm-up area, gym, changing and locker rooms, showers, toilets, strapping and medical rooms. • The gym is fitted in a matted area with cardio and weights equipment. • A tiered lecture theatre is provided for team briefings.

Facility	Visual Audit Outcomes
	<ul style="list-style-type: none"> • Lighting throughout is of fluorescent strips. • The level and provision of space is above recognised AFL state level infrastructure but the quality of provision is poor (i.e. lack of female changing and locker space, poor air circulation, ageing equipment, lacking privacy/security and secure storage). • Access into the football department area is relatively unconstrained and there is a lack of passive surveillance to provide added security. <p>Opportunity: Complete redevelopment and integration of two football clubs. Elevated viewing both internally and externally to have unfettered views across the entire oval. Increased corporate opportunity shared between the two clubs designed to provide flexible space which can be split into membership areas, corporate hospitality and general public access. Co-location of shared infrastructure where possible whilst maintaining the identity of each club. Both clubs having independent administrative space, Hall of Fame, reception and membership. Duplicate unisex football facilities (changing, strapping, medical, gym, football department, ice bath areas, showers etc.) to perform home and away functions on match days.</p> <p>Additional commercial/retail/office accommodation to be considered together with potential additional tenants to offset operational costs.</p>
<p>Area 9: Western entry to site from TAFE</p>	<ul style="list-style-type: none"> • A gated access with signage on the Leederville Oval side indicating area is for staff parking only and a penalty of up to \$200 for any unauthorised parking. • A permanent turnstile for matchday entry is provided adjacent to the gate which is covered and protected on two sides by Perspex sheeting. • Area is fenced by rusted 2 metre high chain link fencing with barbed wire above. <p>Opportunity: Consideration of alternative access provision through TAFE (subject to discussion with TAFE) and enhanced boundary treatment. Alternative off-site parking provision and pedestrian access on matchdays through a redeveloped gate area.</p>
<p>Area 10: The football oval and floodlighting</p>	<ul style="list-style-type: none"> • The north-south orientation of the oval is the ideal positioning for football and provides the optimum viewing alignment. • The bowl around the oval provides the ability to bring in substantial event overlay if required. • The pitch condition prior to the start of the season looked excellent although both clubs have expressed concern with excessive wear and tear and potential drainage issues. The distribution of storm water from the adjacent Loftus Centre to the top third of the oval would not assist. • Floodlighting columns are recognised as being substandard for current football use and will require an upgrade. <p>Opportunity: Consideration of complete redevelopment and replacement of oval and floodlighting to meet modern state level requirements, increase playing and training capacity of oval and to address sting nematode infestation.</p>

WHERE DO WE WANT TO BE?

Following the assessment and benchmarking process further consultation and dialogue was held with the Project Control Group. This was initially focussed on the vision for the site and the development principles. It then considered some of the initial development options related to the needs of the two football clubs, particularly with regard to their ongoing operations in developing their WAFL business. This is presented below.

5. Initial Consultation Process

Initial consultation has been held with the Project Control Group consisting of the two football clubs, officers from the City of Vincent, the consultant, representatives from the Western Australian Football Commission (WAFC) and the Department of Local Government, Sport and Cultural Industries (DLGSC). The main considerations identified within the meeting were:

- The future of the two football clubs is yet to be determined:
 - SFC indicated that they are committed to remaining on site
 - EPFC indicated that they were still to determine their future business model following their recent decision to cease operating the West Coast Eagles alignment.
- Both clubs expressed a need to increase the ability to generate a financial return from the Leederville Oval site on a regular basis
- DLGSC indicated that their current building should be incorporated as a consideration of the future development of the ground and part of the Master Plan.
- WAFC indicated that the Master Plan was part of an ongoing commitment to review and invest in the long term future of the WAFL. A review of the future of the WAFL is to be undertaken in 2019 and it is anticipated that the clubs will remain, but the overall business model is likely to change.
- All recognise the infrastructure (built) is past the end of its useful life.

Consultation was undertaken internally within the City of Vincent with the Senior Executive and Elected Members who confirmed the approach which needed to be considered for the site. This included:

- Football is key to the sites short to medium term future.
- Community accessibility needs to be improved both to and within the site. Enhance pedestrian links to and within the site and assess the potential to create a Town Centre Park.
- Event capability needs to be explored (small community events and festivals).
- The current buildings are not worthy of retention due to inherent deficiencies related to health and safety, structure, disability access compliance, servicing and functionality.
- There is a need to upgrade floodlighting.
- Opportunities to improve relationships with neighbouring sites should be explored and in particular integrating those uses with the development of the broader precinct.
- Opportunities to increase or introduce new revenue to the site and key tenants should be explored.
- The outcome of the master plan should provide a sustainable business model.

Initial consultation undertaken independently with each club identified the following critical considerations:

- The need to cater for existing staff and future growth is important.
- A full rebuild of the grandstand and surrounds provides an opportunity for commercial development for the benefit of both clubs.
- Current servicing costs (power) are particularly high and need to be addressed.

- The capacity of the oval is limited and there will still be a need to explore alternative options for training and competitive games to facilitate their expanded team program (particularly with the introduction of a women's team for both clubs). This is compounded by the current drainage on site which renders the use of the oval unplayable at times during winter.
- The master plan must deliver a more welcoming community offer.
- Car parking options to generate revenue should be explored.
- The DLGSC building is fundamental to the site development.
- The option for clubs to secure freehold should be considered.
- The connection through to Vincent Street and Oxford Street will need to be resolved. This may present opportunities for retail and other commercial developments.

Further to the PCG member input, discussions were undertaken with the consultants (GHD Pty Ltd) undertaking the broader Leederville Activity Centre Plan. Options which were initially mooted to be considered at Leederville Oval included:

- Potentially changing the land use of the surrounding area
- Relocating the civic centre and library elsewhere
- Reconfiguration of the recreation centre entry point and profile adjacent to the oval.
- Incorporate a different vision for the surrounding land which may include disposal of land for residential development or alternative mixed-use opportunities.

These approaches were supported through the initial Leederville Activity Centre Planning Reports which would inform a subsequent engagement process which is to run beyond the development of this Master Plan.

The Initial stakeholder consultation outputs are provided in detail at Appendix E.

5.1 Summary Conclusions: Vision for the Site

Following the initial assessment by the PCG it was determined that the vision for the site should be:

The development and delivery of a connected formal and informal active recreation and sporting space within a Town Centre location, which will be accessible to all, safe and sustainably managed for the benefit of the community and sporting clubs.

The initial feedback indicates that for the next decade or more the following components are going to be critical to the evolution of Leederville Oval:

- The site will be the home to the EPFC and SFC WAFL clubs and requires sufficient/appropriate infrastructure to enable the game to grow and develop.
- The site should provide a training, developmental and competition base for both the WAFL and WAWFL.
- The ability to commercialise aspects of the Leederville Oval site will be essential if the long term future of the WAFL clubs is to be secured.
- Existing infrastructure is substandard and should be re-developed in a staged and cost effective manner to meet the needs of the key tenants and also the broader needs of the community.
- Wherever possible the collocation of infrastructure should be incorporated to ensure the development is viable, cost effective and efficient.
- The future development must be cognisant of ongoing asset management, repairs and renewals and should not seek to develop infrastructure that is not substantiated by an explicit need.

- The Leederville Oval site should provide the capability (servicing, accessibility, permanent and temporary infrastructure) to operate small, medium and large community events in a cost effective and efficient manner.
- The interface with adjacent users should be considered as a fundamental outcome of the Master Plan.
- The profile of the site and its use will need to be enhanced to increase its marketability and accessibility.
- Partnerships with other potential user groups and neighbouring landowners/users should be explored to maximise the potential opportunity to activate the oval and associated infrastructures use. This is particularly important with the DLGSC, Loftus Recreation Centre and neighbouring TAFE activities.
- The integration with the City's Activity Centre planning process is essential to ensure a consistent approach is adopted across all planning processes.
- Enhanced spectator and game day activities which can support alternative site uses should be considered as a fundamental part of the Master Plan.

It was on the basis of this approach that the more expansive club and community consultation process was undertaken.

5.2 EPFC and SFC Facility Requirements

The broader development principles and development options have been identified in Section 4.4 and 5.1 above. This however has not fully taken into account the requirements of the two existing WAFL clubs. In order to meet there ongoing needs, it was important to establish a broad specification and floor area which could be incorporated within a redeveloped grandstand (as a core component of the overall site development). This necessitated a review of their existing space, its functionality and potential future needs. Both WAFL clubs were requested to identify the preferred facility composition and the rationale for inclusion was assessed against the minimum AFL standards for state level infrastructure, having regard to the extent of playing, coaching, player development, administration, zonal and game day staff.

A combined specification is provided below at Table 7. It is to be noted that the spatial requirements reflect a combination of current club areas together with the guidelines provided by the AFL (previously referenced in Section 4.2) in respect of state level infrastructure. For the purposes of this table, dedicated space for each club is identified together with combined shared infrastructure. In some cases (such as changing room space which provides home and away provision) the dedicated area for each club is identified and the combined figure is provided as shared infrastructure. In other circumstances, where the club is the only user, a shared infrastructure figure is omitted.

Table 7: Indicative Specification for Grandstand accommodating WAFL Club requirements

Facilities	EPFC Dedicated area	SFC Dedicated Area	Shared Space	Rationale
AREA 1 Main Grandstand				
Amenities (Toilets / Showers)	88	88	176	In accordance with AFL State level requirements this space is identified as 70m ² in total. This does not take into account the current space both SFC and EPFC benefit from. This incorporates toilets, showers and spa bath areas. The amenities will need to cater for unisex.

Facilities	EPFC Dedicated area	SFC Dedicated Area	Shared Space	Rationale
Change Rooms	148	148	296	2 x 80m ² changing facilities for home and away lockers for 2 teams playing each other (each changing room acts as the home changing room for SFC and EPFC respectively) This figure also includes a warm up area combined with the locker space which is not in accordance with AFL State level requirements (which references players room). The change rooms will need to cater for unisex.
Doctors Room	0	0	15	Incorporating secure storage/drugs area for testing. In accordance with AFL state level guidelines.
Massage / Strapping	40	40	80	AFL guidelines suggest a combined total of 40m ² but does not reflect current club provision.
Gymnasium / Fitness	200	200	400	Current AFL guidelines suggest 50m ² +. This does not reflect current club provision. Consideration will need to be given to whether the gym space could be shared or combined as a commercial entity.
Kitchen / Kiosk	60	60	20 (additional)	AFL Guidelines indicate a space of 40m ² . Current provision is 50m ² for the commercial kitchen for each club. It is anticipated that a shared kiosk could be incorporate whilst the commercial kitchen and associated areas to service each clubs function space will need to be increased. 20m ² is identified for the shared kiosk space
First Aid / Medical	0	0	15	As per AFL Guidelines
Office Administration	250	250	0	Basic 25m ² identified within 2012 AFL guidelines. This accommodates a minimal staff level. Generally, to accommodate permanent staff, a minimum of 6.5m ² for each user is required. Rooms are required for meetings and occasional staff. EPFC have suggested 294m ² for all staff offices and meeting room space. It is considered that with more efficient use of space 250m ² would accommodate each clubs' individual needs (including for coach and player consultation space/rooms).
Public Toilets	0	0	100	Identified in AFL guidelines as 45m ² minimum but does not reflect current

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Facilities	EPFC Dedicated area	SFC Dedicated Area	Shared Space	Rationale
				public toilet allocation on site. Public toilets can be shared
Storage	70	70	0	Extended from 2012 guidelines to take into account all club administration storage areas and storage for football dept. This has been modified down from a request by EPFC to double current storage to 100m ² .
Social Community Room (Members Bar)	350	350	400	AFL Standard is 200m ² . EPFC have confirmed that the current: Members Area is 650m ² with an additional function facilities area 300m ² for game day. Ideally, they have suggested they require larger function spaces for their increasing facilities business. The Members area needs to accommodate 300 guests seated on 30 round tables, a Sponsor's Lounge function room for 250 guests standing, and a board room for 40 guests seated at 9 round tables. All three rooms to be air conditioned as per health standards. This has been split to accommodate both clubs and the potential to commercialise the space during the week.
Third Umpire	0	0	15	In accordance with AFL standards
Timekeepers	0	0	15	In accordance with AFL standards
Umpires Room	0	0	40	In accordance with AFL standards (includes shower and toilets)
Utility / Cleaners Room	0	0	30	AFL Standard is 5m ² which would be substandard for the venue. EPFC have suggested 30m ² which ideally should be shared.
Reception / Foyer	20	20	0	Reception desk for each club etc.
Hall of Fame / Display Area	20	20	0	Display of achievements, best and fairest, fags, photographs etc. (on entry)
Merchandise / Membership	20	20	0	Ticket sales etc. Potential to share should be explored
Other Potential Spaces (Those not included are deemed to be incorporated in the above infrastructure)				
Player analysis and review room	0	0	0	Generally accepted as a necessary requirement for state level infrastructure but could be combined with other areas to maximise use of space.

Facilities	EPFC Dedicated area	SFC Dedicated Area	Shared Space	Rationale
Coaches Offices	0	0	0	Essential component for club meetings but potentially could be incorporated with administration area
Theatre Room	50	50	0	Generally accepted as a necessary requirement for state level infrastructure
Match Cttee Room	0	0	0	Essential component for club meetings but potentially could be incorporated with administration area.
Laundry Room	0	0	14	Laundry room potentially to be shared by both clubs if deemed necessary.
Home and away wet ice baths	0	0	0	Considered as part of the change room configuration.
Football Staff Offices	0	0	0	Essential component for club meetings but potentially could be incorporated with administration area.
Staff Toilets	15	15	0	Essential to service staff within the club administration
Staff Room	20	20	0	Essential to service staff within the club administration
Board Room	0	0	0	Essential component for club meetings but potentially could be incorporated with administration area.
Media / Broadcasting	0	0	20	Essential for current media requirements and 2018 pre-season AFL game guidelines
Radio Boxes	0	0	20	Essential for current media requirements and 2018 pre-season AFL game guidelines
Media / Print and Online	0	0	25	Essential for current media requirements and 2018 pre-season AFL game guidelines
Interview / Press conference room	0	0	15	Essential for current media requirements and 2018 pre-season AFL game guidelines
Total	1,351	1,351	1,696	
Overall Floor Area	3,446 m² (Excluding Circulation Space)			
AREA 2 - External to main building				
External Covered Viewing Area	0	0	1,000	Indicative standing and seating area for members and corporates
Coaches Box (2)	15	15	30	In accordance with 2012 guidelines plus optimum figure desired by EPFC.

Facilities	EPFC Dedicated area	SFC Dedicated Area	Shared Space	Rationale
Interchange Benches (2)	8	8	16	In accordance with 2012 guidelines
Interchange Steward / Umpires / Officials Box	0	0	5	In accordance with 2012 guidelines
Storage	0	0	10	External storage for game day equipment - larger area could be justified
Maintenance Area	0	0	20	To facilitate club pitch and building maintenance
External facing bar area	0	0	20	Complements kiosk and game day activities - essential
Total	23	23	1,101	
Overall Floor Area	1,101m² (Excluding Circulation Space)			
AREA 3 - Pitch and Lighting				
Relaying of Pitch, reticulation and improvements to sub-surface (full redevelopment based on m2)			Full Oval	Complete replacement of current surface based on industry benchmarking.
Floodlighting (500lux - 40m light poles, 100 light fittings)			4 Lighting Poles	Required for standard of play and tv requirements
Total			0	
AREA 4 - Commercial Space for income generation				
Café		60	60	Café could support activation of the space throughout the week and be an additional income generator for the club if operated as a franchise (i.e. limit risk)
Retail	TBD	TBD	TBD	
Commercial Lets	TBD	TBD	TBD	
Total	TBD	TBD	TBD	

The spatial components identified by the football clubs were then used as the basis for developing a master plan which could accommodate the clubs detailed requirements. It must however be stressed that while the specific facility areas and spatial components are identified, the Master Plan will; merely take these areas in total to ensure sufficient space exists within the grandstand to fulfill the clubs requirements.

HOW DO WE GET THERE?

6. Consultation Outputs

The second phase of the consultation process included a more intensive approach of:

- One to one consultation with nominated organisations/agencies, individuals and neighbouring users of the Leederville Oval Site.
- Briefing of nominated working groups within the City of Vincent undertaken by City of Vincent staff.
- A community on-line questionnaire which closed on 22nd April 2019.
- Leaflet drops at WAFL and pre-season AFL games notifying spectators/users of the on-line survey to complete.
- Consultation with the consultants (GHD) responsible for developing Leederville Activity Centre Plan
- Workshop with Leederville Connect on 1st May 2019
- Elected state and federal representatives.

The detailed output from the consultation process is contained at Appendix F.

6.1 Nominated Organisations Agencies

A summary of the key outputs from organisations and agencies consulted is provided in Table 8 below:

Table 8: Overview of Consultation outputs

Consultee	Interest	Requirements
Foyer Oxford	An integrated learning and accommodation setting for young people, aged 16 – 24 years, who are at risk of or experiencing homelessness.	Visual access allowing the free flow of human traffic into and out of Leederville Oval. Better use of banks including an edible landscape on the wood chipped area. Greater integration.
Leederville Early Community Childcare (LECC)	A long day care centre catering for 0-5 year olds. It operates from 7.30am to 6.00pm and is licensed for 64 children and 27 staff (20FT/7PT).	Shading, particularly on Vincent Street side. Better or more visual access for the public into and out of Leederville Oval. Better use of the wood chipped area. Better relationship with the clubs – going/watching/playing. Forums to bring the precinct together. Some good individual relationships exist but there is not a holistic approach.
Loftus Community Centre	A 60 child 3+ kindy. It has several different size hire out rooms for community use and a toy library. The Centre caters for Seniors' activity and is staffed Monday to Friday from 9.00am to 3.00pm but has 24/7 access.	Visual access allowing the free flow of pedestrians from Vincent and Oxford Street through to the Centre's car parks and vice versa. Better relationships with Football Clubs and use of their facilities and personnel. Shade on the banks.

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Consultee	Interest	Requirements
Mt Hawthorn Kindy (Margaret's)	Caters for 3-4 year olds with a maximum 60 children per day. The Kindy operates over a 5 day fortnight.	Fences remain important to keep the children in and strangers out. Some or all of the wood chip area could be made into a shaded playground area for different age groups which the Kindy would consider using.
North Metro TAFE	NM TAFE itself occupies a large portion of the surrounding Leederville Oval buildings taking up approximately 25% of the space. They use the oval under an arrangement with the City and football clubs.	More use of the oval area. Currently restricted to the eastern side of the oval. The wood chip area should be utilised better to draw people into Leederville Oval. An outdoor gymnasium could form part of a new development along with a playground or even a garden. Shaded areas. Water fountains. More visible entrance points.
School of Isolated and Distant Education (SIDE)	While its main activity is online education, it does have approximately 130 students on campus over the week (Year 7 to Year 12) along with 165 staff, the majority of which are full time	Fences remain important for car parking purposes. Believes it should be used more by the community and need to be accessible and inviting with modern facilities. SIDE believes it would still not be a user of the space even if it were modernised.
Gymnastics WA	Caters primarily for 5-12 year old girls and is primarily a competition venue attached to the Loftus Centre. They are in the 12th year of their current facility with 8 years to go on the lease	Access from the back of the Gymnastics facility to Leederville Oval would be useful. An easier thoroughfare from Oxford and Vincent Streets through to the Loftus Centre would be desirable. Shaded areas. Increase car parking. More visible entrance points. It is unlikely Gymnastics WA would use the fields or banks of Leederville Oval for training or competitions.
Dept of Local Government, Sport and Cultural Industries	State government department residing in the old Department of Sport and Recreation building on Vincent Street.	Authorised use of parking amongst the various stakeholders. Shaded areas. Landscaping and better use of available space around banks. Updated grandstand more suitable for WAFL games. DLGSC see a possibility of expanding their current footprint across the fenced carpark and through to the Grandstand. This space could be multi use.
Loftus Recreation Centre / Belgravia	Belgravia operates the Loftus Recreation Centre which is staffed from 7.00am to 9.00pm and has a 24/7 gym (1,400 members) and health club, café, crèche and 4 full size courts catering for basketball, netball,	Access from the back of the Rec. Centre facility to Leederville Oval would be useful to create an integrated sports precinct. Security would need to be considered. Shaded areas. Landscaping (not just woodchips) and better use of available space around banks. Authorised use of car parking.

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Consultee	Interest	Requirements
	volleyball and indoor soccer	More visible entrance points.
Noongar Sports Association	The association is not currently based within the Leederville Oval precinct but see it as a perfect venue for it to set up its operations.	Noongar Sports Association do not really have a view on the current status of Leederville Oval other than they know it is an ageing facility but, more importantly, they believe by having a presence at Leederville Oval, they will enrich the activity and culture of the precinct.
Leederville Connect	A representative body coordinating responses to the design and development of projects within the Leederville Precinct.	Connectivity and the interface to greater Leederville is critical Continue Scarborough Beach Road/ Greene Street intersection bikeway Access point through NM TAFE - SIDE and Oxford Foyer (Currently a SIDE car park) An interactive space and having art/ sculptures that can change over time. Recognise wetland belonging to the Noongar people. Turn Grandstand into apartments Space to children and families.
John Carey MP	Former Mayor of Vincent	Greater integration with the Leederville Town Centre and Vincent/Oxford Streets. Greater utilisation of the site. Car parking should not be seen as an issue because the precinct is serviced very well by public transport Additional density on the precinct, particularly in the form of residential and mixed use.
AFL	Option to use the venue as a Marquee Venue for AFLW	Require improvements to lighting towers for televised games. Need to enhance changing facilities to meet gender diverse obligations to comply with AFL guidelines. Investment may be provided to improve the oval condition, lighting and changing infrastructure. A need for a geotechnical report is essential to confirm approximate costings for the oval improvements.
Event and Promoter Consultation	Operations of major concerts and community events	The site is currently suitable for a range of events. The critical issue is the approval process undertaken by local governments. Event operators require decisions to be expedited within a 48 hour period. Ensure access for large pieces of equipment is maintained. Ensure the site can be managed and secured (i.e. controlled access positions and gate entry stations). Power is important, but if sufficient power is not available it can be readily supplied through generators.

6.2 Advisory Group Input

During the consultation process further consultation was held with City Advisory Groups. A summary of the consultation output is provided in Table 9 below:

Table 9: Advisory Group Summary Outputs

Consultee	Requirements
Children and Young People Advisory Group	<p>Reference was made to the numbered plan referenced under Figure 1:</p> <ul style="list-style-type: none"> Entrance areas – Use art, rather than signage Area 1 – provide skate-able furniture Area 2 – Playground, consider cutting in to make amphitheatre, open up to the Loftus car park, installing exercise/ parkour equipment, basketball or netball rings, make the embankment less steep to make it more accessible. Area 4 – Playground and a toilet should be retained on this side of the oval Area 9 - A shared space/ pedestrian mall, this could be utilised by students at the TAFE etc. and encourage people to walk from Oxford St to the oval Making the area more appealing for events and activations Furniture that can also be used as skate objects, or skate sculptures Space and facilities for performances to be held An entrance from Loftus Recreation Centre
Arts Advisory Group	<ul style="list-style-type: none"> Art can be integrated as wayfinding Incorporate a café to draw people into the area Open up and entrance from the Library, Loftus and create courtyards. Create spaces for rentable art studios and public art studios Incorporate a 'makers space' Integrated artwork into playgrounds Utilise the history of the oval and Consider Aboriginal history / use. Utilise DLGSCI building and create and entry statement through a café on the ground floor which would then open up out to the oval. Utilise trees to screen pathways from hot summer sun
Urban Mobility Advisory Group	<ul style="list-style-type: none"> Site is open to the public and could form important connection particularly from Richmond St to Vincent St Give treatment to pathways similar to Shakespeare Street in colour so people know the path is there and open to the public. Make more of the spaces around the oval itself

6.3 Community Survey Outputs

The Community survey was open from 24th May until 22nd April 2019 through the City of Vincent website. It received 714 total visits and 49 surveys were completed. Key statistics included:

- 53% of those which identified their normal place of residence indicated they resided within the City of Vincent.
- 86% of respondents were over 35 with the predominant age band being 36-54 (61%).
- When respondents were asked the question of how frequently they had visited/used the Leederville Oval site in the past 12 months there was a relatively even split between those which infrequently used the site and those that visited the site at least 2-3 times per month.

- When respondents were requested to identify the type of activities, they utilised Leederville Oval for, the main use was as a spectator of a sporting event. Walking and casual recreation rated high as did attendance at other community events.
- The following six facilities were highlighted as the most important (i.e. most important or important in order of priority).
 - The Sports Oval
 - Pedestrian access to the site
 - Spectator facilities around the oval and external to the main grandstand
 - Covered areas (Shaded spectator facilities)
 - Floodlighting
 - Public toilets
- When respondents were requested to consider their satisfaction with current facilities the responses identified slightly different priorities when considering those areas where potential immediate investment is required. They indicated:
 - Public toilets
 - Covered areas (shaded spectator facilities)
 - Spectator facilities around the oval and external to the main grandstand.
- In response to the overall satisfaction with the appearance of Leederville Oval. 46.9% of respondents were very unsatisfied or unsatisfied. 32.7% of those responding were satisfied with its current appearance.

6.4 Additional Potential User Groups

In addition to the consultation undertaken above, during the review phase both Baseball WA and Softball WA approached the City with regard to the potential opportunity to utilise Leederville Oval as their major competition venue. The outcome of the consultation process is contained in Appendix G. This identifies the potential spatial components for the installation of a baseball and softball diamond within the footprint of Leederville Oval.

The need to identify a venue had arisen from the current limitations experienced by the two sports in relation to their current sites:

- Baseball WA is the peak representative body for the sport of Baseball in WA. It is located at Perth Harley-Davidson Ballpark, Thornlie (Formerly known as Tom Bateman Reserve). The site has been the home of baseball for a number of years and has received significant investment from state government to improve the office accommodation and ancillary supporting infrastructure. Currently the Australian Baseball League team, Perth Heat, play their home games at Ballpark. Perth Heat have been national champions four times in the past nine years and have hosted the final on three occasions. In addition, Gosnells Hawks WA State League team play their home games at the venue (a member of the 12 strong WA State League). The venue whilst performing adequately in providing the administrative base for Baseball WA and for community level use, has a number of constraints due to limitations on access and ground capacity (current ground capacity is 4,000). This limits the type of events Baseball WA can operate and attract to the state. In particular, this impacts significantly on the future viability of Perth Heat and income which may be generated by attracting inter-state and international competition.
- Softball WA is the peak representative body for the sport of Softball in WA. The administrative base is at Mirrabooka International Softball Stadium within the City of Stirling which has four floodlit softball diamonds, changerooms, showers and a clubroom. Two of the diamonds are of international standard with lighting of 650/450 lux. Two other diamonds are of a club standard and consist of 250/150 lux floodlighting. The future of the site is in doubt following the approval

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of mixed use and residential development on and around the site. It is not certain at this stage when development is likely to commence, and an alternative venue has not been determined.

Initial discussions with both sports have identified the need to develop a location within the central metropolitan area within close proximity to transport nodes which has the potential to offer state and international standard infrastructure with a ground capacity of between 12,000 to 20,000. This has been identified for both sports due to the constraints experienced on their current sites and in particular the need for Softball WA to maintain opportunities to attract inter-state and international competition. Despite reservations from the DLGSC based on the view that it conflicted with the State Sporting Infrastructure Plan (2019) it was agreed that the potential option be explored in the development of the master plan.

In addition, a proposal to consider the development of a synthetic hockey turf on site to support the local hockey club should be explored. An initial assessment of the site indicated that the facility would likely compromise the use of the site for WAFL and their proposed expansion plans. Further research into similar turf provision across Metropolitan Perth revealed:

- The optimum membership size to justify investment in a turf and potential ability to generate a viable business proposition is approximately 500 to 550.
- Recent investment in hockey turfs at Fremantle, Southern River and Warwick (in addition to Guildford School) has resulted in a potential over-provision of turf within Metropolitan Perth. The capacity on turfs is a significant concern with only the Perth Hockey Stadium (pitch one) being utilised for over 40 hours per week (capacity of turfs as a minimum should be 20 hours on weekdays, operating between 5pm and 9pm and 20 hours at weekends, operating from 8am to 6pm). Hockey WA have indicated that they are reviewing their business model and are likely to adjust their future operations commensurate with the need to facilitate the Australian Institute of Sport (AIS) commitments but also turf viability.
- Hockey WA suggest that for a turf to be sustainable 180 programmed games per season are required. Those clubs who have put in place a new turf over the past 2 years will require additional matches to be scheduled if they are to be financially viable (i.e. Whitford and Southern River). Both would deem to be high risk according to the games identified as being played.

Due to site limitations and the above reasons which deem the development high risk, this option was not pursued any further.

6.5 Summary Conclusions

The key themes which emerged from the stakeholder engagement and community consultation process can be summarised as:

1. **Relationships:** The importance of enhancing the relationship between the football clubs and neighbouring land owners, particularly those who have a sport and recreational role to play in the local area.
2. **Integrated Development:** The consideration of integrating any future development with neighbouring land users (i.e. shared use of meeting spaces, gym, fitness activities, spectator provision and social space).
3. **Building Interface:** Reposition the current profile of surrounding users to ensure they interface more effectively with Leederville Oval.
4. **Site Utilisation:** Perceived underutilisation of the site by the local community and the need to enhance the opportunities and encouragement for people to transfer across the site.
5. **Spectator Banking:** Better use of banks and in particular the area referenced as the wood chipped area.
6. **Toilet Blocks:** The removal and redevelopment of the Public toilet blocks to reduce potential issues with strangers, potential unsavoury activity and smell.

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7. **Shade Infrastructure:** The need for shade and improved spectator infrastructure throughout the site.
8. **Security:** Maintenance of security in all areas associated with child care and child protection.
9. **Ageing Infrastructure:** The need for the replacement of ageing facilities throughout the site (i.e. the tin spectator area, grandstand and toilet blocks).
10. **Capacity of the Oval:** Potential overuse of the oval from current activities and the need to protect worn areas.
11. **Car Parking:** The importance of car parking in relation to surrounding users of land. The key area is to control car parking and accessibility during game days and coordination with neighbouring users.
12. **Public Art:** Consideration of public art to enhance the entrance to the Leederville Oval site and within all infrastructure.
13. **Youth Infrastructure:** Incorporation of skate sculptures/objects and appropriate street furniture.
14. **Pedestrian Use:** Increased activation by pedestrians from surrounding areas and enhanced site wayfinding (signage).
15. **Commercial Opportunities:** Incorporation of café within the site to encourage people through the area and
16. **Alternative Sporting Use:** The opportunity to integrate the redevelopment of the Leederville Oval site with international standard Softball and Baseball infrastructure.

7. Multiple Bottom Line Analysis – Consistent Themes

Based on the consultation output a number of key themes were identified which established potential future development opportunities and the need for change. Those were identified in the previous section and are summarised in column 2 of Table 10 below where reference is also made to the Multiple Bottom Line Impact (Social, Sports Development, Environmental and Financial) of each potential development opportunity as relevant. A number of the themes naturally overlap and where relevant these are referenced. The output of the multiple bottom line analysis is used to determine the direction and recommendations for the master planning options being considered.:

Table 10: Key Themes and Identified Facility Development Opportunities

Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
1	Relationships: The importance of enhancing the relationship between the football clubs and neighbouring landowners, particularly those who have a sport and recreational role to play in the local area.	<p>Ensure that all new development is focussed on reducing artificial barriers and increasing potential activity.</p> <p>Development of MOU, formal agreements, user’s forum with neighbouring site users to ensure access to facilities, the oval and banking is formalised. This should evolve as the master planning and subsequent business case evolves to ensure wide support for investment.</p>	<p>Social and Sporting: It has the potential to provide a more integrated social and community hub with sport and recreation opportunities as a core focus. An increased awareness of sports and sporting facilities via the additional exposure to the organisations and resources within the Precinct should assist in the effective development and investment in new facilities.</p> <p>Financial: There would potentially be opportunities to share relevant infrastructure through agreement and avoid unnecessary duplication of provision.</p> <p>Recommendation: It is recommended that formal agreements be explored as part of the ongoing relationship building with neighbouring users.</p>
2	Integrated Development: The consideration of integrating any future development with neighbouring land users (i.e. shared use of meeting spaces, gym, fitness activities, spectator provision and social space).	<p>Incorporate community spaces within any newly developed facilities.</p> <p>Explore the potential to develop infrastructure which is consistent with neighbouring users and has the capability to attract additional investment and/or enhance the potential to generate income to sustain club and community activities at Leederville Oval.</p>	<p>Social and Sporting: The integration of social, recreational and sport activities will assist in enhancing activity within and adjacent to Leederville Oval.</p> <p>Environmental: Potential reduced footprint and/or enhanced energy efficiency of modern fit for purpose buildings and spaces which can be used by multiple users.</p> <p>Financial: Avoidance of unnecessary duplication of provision and potential generation of both initial capital and ongoing revenue sources of funding.</p>

Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
			Recommendation: Aspects, such as shared space with DLGSC, Noongar Sports, Baseball and Softball are incorporated within the development of the site concept plans to test viability.
3	Building Interface: Reposition the current profile of surrounding users to ensure they interface more effectively with Leederville Oval.	Focus on changing the profile of surrounding uses in order that they have an interface with the Leederville Oval site.	<p>Social: The re-alignment of surrounding users has the potential to enhance passive surveillance across the site which would encourage greater use.</p> <p>Financial: The ability to re-align existing infrastructure outside of the remit of the master plan is high cost and will not be achievable in the long term. This would be a long term proposition and part of the broader Leederville Activity Centre Planning process</p> <p>Recommendation: As part of the master planning process the concept plans indicate how the current boundary infrastructure can be altered to interface more effectively and increase site activity and inform the Leederville Activity Centre process.</p>
4	Site Utilisation: Perceived underutilisation of the site by the local community and the need to enhance the opportunities and encouragement for people to transfer across the site.	<p>The re-alignment of footpaths and opportunities to break through isolated areas which act as barriers to use needs to be considered.</p> <p>Consideration of attractors within the site including children’s play for all ages.</p> <p>Potential opportunities for seating and meeting areas under shade through an expanded spectator area on the banking.</p>	<p>Social: The current site is recognised as being under-utilised and not achieving the optimum return for the community. The removal of barriers to access is a critical component to any future development and will need to be incorporated.</p> <p>Financial: At a relatively modest cost accessibility and community use could be increased with the provision of strategically placed infrastructure to attract visitors through and around Leederville Oval.</p> <p>Recommendation: As part of the master planning process the concept plans incorporate a range of dual use path improvements and activation nodes which can be utilised to both enhance day to day activity at Leederville Oval and for game day use.</p>
5	Spectator Banking: Better use of banks and in particular the area referenced as the wood chipped area.	The inefficient and ineffectual use of the banking is identified as being an issue which needs to be addressed. There is potential to explore further the options for banking and	Social and Sporting: As an extension of site utilisation spectator banking has been identified as being under-utilised and not achieving the optimum return for the community. These can be more effectively managed with direct integration with neighbouring users

Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
		<p>use of the wood chip area as an activated space with shade, seating, play/playground and social meeting opportunities.</p> <p>The re-alignment of the woodchip banking area to provide an attractive entry statement to the site is important to draw community users into the site. There is potential to create an amphitheatre with appropriate shade and event infrastructure as an attractive entry into the site from the northeast gate.</p>	<p>and greater innovation in the placement of activity nodes within the site. The wood chip area is a particular focus which could be transformed into a family activity and focal point for events and game day activities.</p> <p>Financial: As with 4. above increased activation of the space can be achieved at a relatively modest cost.</p> <p>Recommendation: To redesign and redevelop the banking areas throughout the Leederville Oval site with a particular focus on the woodchip area as a major site entry and activation node. Incorporate a variety of play, exercise and social infrastructure particularly on the eastern banking in strategic locations with appropriate shade and integration with neighbouring properties (aligned to 3 above).</p>
6	<p>Toilet Blocks: The removal and redevelopment of the Public toilet blocks to reduce potential issues with strangers, potential unsavoury activity and smell.</p>	<p>The appearance of the toilet blocks and positioning inhibits the use of the Oval in critical locations (access and openness of the oval on the south-eastern corner and constraining the car parking area to the west). A need to integrate the public toilets within newly developed infrastructure is considered important as it will also provide the potential to maintain effective passive surveillance and control (i.e. potentially within re-designed grandstand and through incorporation within Loftus Recreation Centre).</p> <p>This will offer the potential to redevelop the land upon which the toilet blocks are located to increase the visual profile and accessibility through the site.</p>	<p>Social: The toilet blocks are recognised, particularly by the childcare centres as an issue which potentially encourage antisocial activity. The community survey similarly highlighted the dissatisfaction with current provision. The replacement of both detached toilet blocks would be highly beneficial for the site future activation.</p> <p>Financial: The re-alignment of public toilets within managed facilities with constant supervision will be a more cost effective solution than replacing current infrastructure in situ.</p> <p>Recommendation: Both detached public game day toilet facilities should be removed and integrated within a new development option for the site (within a replacement grandstand and potentially re-aligned Loftus Recreation Centre).</p>

Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
7	Shade Infrastructure: The need for shade and improved spectator infrastructure throughout the site.	<p>Current shade throughout the site is limited to the grandstand and part of the north west banking (referenced as the tin shed). There is no shade on the east and the appearance does not encourage local community members to visit and stay within the Leederville Oval site.</p> <p>To attract greater spectator use of the eastern banking area during game day, additional shade is essential.</p>	<p>Social: The provision of additional shade has the potential to increase activation in otherwise under-utilised areas on the eastern banking.</p> <p>Sporting: From a spectator perspective the development of shade on the eastern bank and northern aspects will encourage greater spectator usage. This has been identified in the community survey as a high priority.</p> <p>Financial: The development of shade sails and associated supporting infrastructure is a relatively cost effective mechanism to enhance use.</p> <p>Recommendation: The integration of shade infrastructure with a re-aligned eastern banking together with structures associated with event infrastructure to the north are to be incorporated in the concept plans (aligned to 3 and 5 above).</p>
8	Security: Maintenance of security in all areas associated with childcare and child protection.	<p>The passive surveillance afforded areas adjacent to the childcare centres is limited as they are bordered by open accessible land. It is however the responsibility of the childcare centres to ensure effective security on site is managed. The increase in passive surveillance across the site by increasing public movement and accessibility should however reduce such instances.</p>	<p>Social: Via connecting Leederville Oval with the community (through the development of more park friendly facilities and significantly more community usage), it is expected that the local community's pride and ownership of the venue will increase significantly which in turn should increase passive surveillance.</p> <p>Recommendation: The boundary treatment to the two childcare centres should seek to maintain security whilst permitting access to play and sensory infrastructure immediately adjacent to their boundary.</p>
9	Ageing Infrastructure: The need for the replacement of ageing facilities throughout the site (i.e. the tin spectator area, grandstand and toilet blocks).	<p>The ageing infrastructure has been recognised throughout the consultation process as being the critical component which impacts on the use of the site, discouraging site accessibility and adaptability for multiple user groups. This also confirms the output of the previous</p>	<p>Social: The replacement and reconfiguration of ageing infrastructure has the potential to address current perceived barriers to community access</p> <p>Sport: Current infrastructure servicing the needs of the sport, whilst providing adequate space, does not meet modern day standards for elite level provision. The redevelopment of the existing facilities offer</p>

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Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
		<p>visual audit which highlighted the need to replace all infrastructure on site to ensure issues associated with quality of infrastructure, functionality and ongoing viability are addressed.</p>	<p>the opportunity to consolidate space more effectively and provide a functional training, changing and rehabilitation space for the athletes and football departments.</p> <p>Environmental: The demolition of older parts of the venue and replacement with functional modern infrastructure will assist in reducing ongoing operational costs associated with energy consumption and lack of functionality in some areas. There is also the potential for additional environmentally sensitive design (ESD) initiatives to be incorporated such as an advanced water recycling program through use of the water from the redeveloped structures.</p> <p>Financial: The redevelopment reduces the current maintenance burden and functional deficiencies which is a direct result of the very old facilities.</p> <p>Recommendation: Based on the previous facility audit the existing buildings on site will need to be redeveloped and rationalised to meet current day sporting and community expectations. The specification for the redeveloped floor areas should be based on sport and community facility guidelines.</p>
10	<p>Capacity of the Oval: Potential overuse of the oval from current activities and the need to protect worn areas.</p>	<p>The need to enhance the sporting oval has been identified to ensure a greater potential capacity and use through enhanced drainage and floodlighting.</p> <p>Whilst current reticulation is deemed sufficient the drainage on site is recognised as having issues, partly caused through adjacent stormwater drainage onto the oval.</p> <p>Floodlighting is recognised as being below standard for televised games and would not be satisfactory to accommodate small ball sport use (see 16 below). Whilst the</p>	<p>Sporting: The oval is highly valued by the community and recognised as the most important aspect through the community survey. Increasing capacity can only be achieved if the surface drainage is improved and associated floodlighting infrastructure is put in place to enhance its potential use for other sporting uses and events.</p> <p>Social: in order to provide the optimum opportunity for community events the oval and surrounds needs to be constructed to be able to cope with high levels of foot traffic and opportunities for event overlay.</p> <p>Financial: The cost of re-laying the oval and enhancing its capacity will require substantial investment. This would also need to include</p>

Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
		<p>management of game days may obviate the need for additional floodlighting, all WAFL ground infrastructure should seek to meet minimum televised standards and those identified for pre-season games to facilitate greater flexibility and use during the winter period. Current lighting poles will need to be replaced to conform to the required lighting cover upgrade.</p>	<p>enhanced servicing and potential installation of floodlighting towers at a level which can accommodate televised matches and capability to support small ball sports. The cost of floodlighting to 500lux and beyond is a significant impost and may be part of a phased investment program for the site's redevelopment.</p> <p>Environmental: The re-laying of the oval and improvements to drainage provide an opportunity to generate more efficient and effective water management solutions to that which currently exist.</p> <p>Recommendation: These aspects should be considered as a potential phase of future development and costed accordingly.</p>
11	<p>Car Parking: The importance of car parking in relation to surrounding users of land. The key area is to control car parking and accessibility during game days and coordination with neighbouring users.</p>	<p>Car parking has been identified as an issue for neighbouring users during gamedays and at times where neighbouring use conflicts with occasional evening games during the WAFL season or pre-season. This could be addressed with more effective coordination and dialogue (see No.1 above).</p>	<p>Social: The introduction of more effective dialogue with neighbours through an agreed MOU or other mechanism will improved relationships and more effective coordination of activities.</p> <p>Financial: Currently there is no income derived from the car parking on site outside of any game day use and whilst car parking is at a premium within the City centre, the potential for expanded car parking options on site to generate income are likely to be limited.</p> <p>Recommendation: The re-alignment of car parking areas is to be considered in the concept plan development by focussing on more effective an efficient use of the car parking area to the west of the grandstand and in the northwest corner. This will necessitate the demolition of the current detached toilet block and re-alignment of the northwest banking and demolition of the spectator area (referenced as 'tin shed')</p>
12	<p>Public Art: Consideration of public art to enhance the entrance to the Leederville Oval site and within all infrastructure.</p>	<p>This has emerged during the consultation process and would be a suitable addition to the redevelopment and re=design of built infrastructure on site. Examples existing within the new Perth (Optus) Stadium and Perth Oval (HBF Park) where public art has</p>	<p>Social: Has the potential to increase activation of the space and provide welcoming entry statements.</p> <p>Financial: Minimal financial cost and provides the opportunity to engage with local artists and community groups throughout the design and development phase.</p>

Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
		added to the value of the precincts through recognising local and indigenous heritage	Recommendation: Public art is incorporated within the development of the Leederville Oval site and to be annotated on concept plans to identify appropriate location and potential impact.
13	Youth Infrastructure: Incorporation of skate sculptures/objects and appropriate street furniture.	Whilst this has been identified within one of the focus groups the ability to integrate skating infrastructure within the overall site master plan will need to be carefully considered. There is potential to integrate such furniture with game day spectator infrastructure. The avoidance of conflict with existing users and impact on pedestrian access through the site will need to be carefully assessed	Social: Potential to increase site activation across all age ranges if carefully planned and conflict between users is avoided. Financial: Limited financial investment and potential to integrate with spectator, play and game day infrastructure Recommendation: Consideration of street furniture within and adjacent to the shared path and activity nodes are to be considered within the initial concept plans for review.
14	Pedestrian Use: Increased activation by pedestrians from surrounding areas and enhanced site wayfinding (signage).	The importance of providing attractive entry statements and wayfinding around Leederville Oval has been emphasised throughout the consultation process as a mechanism to break down barriers to entering into the site. This needs to be incorporated as part of the overall development of re-aligned footpaths and opportunities to break through isolated areas which act as barriers to use (reference No.4 above).	Social: Pedestrian access through the site by community members and its value to users of the site is highly valued. Effective signposting and waymarking, in addition to what currently exists, is likely to encourage greater use. Financial: A relatively cost effective and easy to implement solution which can be undertaken in advance of some of the major infrastructure investment. Recommendation: In accordance with other theme recommendations (No.4, 5 and 12), the identification of suitable locations for signage and site entry statements are to be identified on the site concept plans.
15	Commercial Opportunities: Incorporation of café within the site to encourage people through the area and	The need for additional commercial opportunities has been identified by the PWG as a mechanism to ensure the long term viability of the site and in particular, the two WAFL clubs is maintained. Whilst the only commercial space identified through the	Social: Potential to increase the activation of the space through providing a resource/resources which will encourage wider community access. Sporting: Potential opportunities to increase the use of sports training, rehabilitation and developmental infrastructure with neighbouring users with similar infrastructure needs. Alignment with

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Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
		<p>consultation process alludes to a café, there are nevertheless opportunities to incorporate other community groups, potential future users and adjacent building occupiers within the potential funding of both the capital build and future use. These include DLGSC, Softball, Baseball and Noongar Sports. Other opportunities include a potential long-term re-alignment of Loftus Recreation Centre and greater integration of sports programming with adjacent users.</p>	<p>theme 2 above in the potential sharing of space with DLGSC, Noongar Sports, Baseball and Softball.</p> <p>Environmental: More effective use of the building footprint will minimise environmental impact.</p> <p>Financial: The provision of a café will need to be market tested to ensure it is commercially viable and attractive for a potential lessee. Other uses are currently consistent with the sites use. Further commercial opportunities will need to be tested in accordance with the ongoing Leederville Activity Centre planning process to ensure consistency of approach</p> <p>Recommendation: Incorporate shared use and commercial areas on the ground floor of the redeveloped grandstand to test viability and consistency with the emerging outcomes from the Leederville Activity Centre planning process.</p>
16	<p>Alternative Sporting Use: The opportunity to integrate the redevelopment of the Leederville Oval site with international standard Softball and Baseball infrastructure</p>	<p>The opportunity to incorporate Softball and Baseball infrastructure has the potential to generate all year round use of the oval for significant sporting use. This requirement has emerged through the consultation process. No other sporting use of the oval has been identified as being compatible with other sporting codes</p>	<p>Social: Increased activation of the space.</p> <p>Sporting: It has the potential to provide all year sporting use of the site and attract additional significant sporting events to Leederville Oval.</p> <p>Financial: There is a significant cost associated with the development of the infrastructure (\$10M+) which may be offset by the use of existing/ developing sporting infrastructure required to service the WAFL. Conversely the potential to attract additional major events during the football close season will potentially enhance the sites financial viability and attractiveness for a variety of sponsorship opportunities.</p> <p>Recommendation: The development of the softball and baseball infrastructure should be explored in the northwest, northeast and southeast corners of the Leederville Oval site. The preference would be to integrate the diamond location with the potential redeveloped</p>

Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
			spectator and game day infrastructure on the western side of the oval. It must however be viable without adversely impacting upon the Football operations.

8. Master Plan Development

This Section identifies the evolution of the master plan from the initial concepts through to the agreed master plan considerations

8.1 Initial Development Options

The initial master plan considerations sought to explore all development options identified and recommended in section 7 above. The initial site development options included an assessment of the site from an architectural options perspective and a landscape design perspective. Hodge Collard Preston and Josh Burn Associates were engaged to explore the potential development solutions for the site. This was focused not just on Leederville Oval but also on the connectivity between neighbouring sites and from the local road and footpath / cycleway network. Both development options were to also consider a baseball / basketball option in alternative locations. The site opportunities are identified below and presented in in Figure 3 (Architectural Considerations) and Figure 4 (Landscape Considerations):

- Area 1 detached covered viewing area bank & overflow car park area: Replacement of covered grandstand, provide access from top bank through to main grandstand & spectator viewing area. Realignment of car parking & access. Landscape options for this area included:
 - Retention of shade trees
 - Improve visual and access permeability through to the covered viewing area
 - Reconfigure parking area to be integrated with the landform that may offer opportunities for passive recreation
 - Micro play space
 - Integrated approach to the boundary treatment using a combination of trees, planting and small scale fence
- Area 2 northern gate, banking & terracing: Family activity area, play eqpt, hardstand for game day & event infrastructure. Pedestrian activation from exist. Car park. Landscape options for this area included:
 - Mixed-use space with structures that accommodate for events, play, skate and exercise activities, and passive recreation
 - Integration of planting buffer and shade trees
 - Potential for direct access from TAFE
- Area 3: East terracing adjacent to Loftus Centre: More effective terracing & alternative controlled entry to rear of exist. Building. Shaded spectator viewing off raised l/stone wall. Landscape options for this area included:
 - Terraced vegetated swale and trees adjoining Loftus Recreation Centre to capture stormwater runoff
 - Improve pedestrian and service/emergency vehicle access
 - Integrated approach to the boundary treatment
 - Light weight and visually permeable shade to oval seating area
- Area 4: S/e banking, public wc's & access to Civic Centre: Replace exist. WC block with controlled access units (7 day access). Expand footpath link & integrate terrace seating. Landscape options for this area included:
 - Reinforce connection to the City of Vincent Civic Centre with pathways and landscape treatment
 - Micro playspace
 - Reposition ablution facility to suit new function of the oval

- Retention of shade trees
 - Integrated approach to the boundary treatment
- Area 5: South oval & footpath to Vincent Street: Open up the visual amenity to the oval & increase site presence to Vincent Street scene. Landscape options for this area included:
 - Improve visual connectivity and sightlines from Vincent Street
 - Redevelop area as the street-front access to the oval and improve pedestrian and universal accessibility from street level
 - Integration with small scale built form to create a park like setting
 - Retention of shade trees
 - Reinforce interpretation opportunities
- Area 6: Dept. Local govt. Sport & Cultural Industries building: Potential future use of the building as part of extended WAFL Centre of Excellence. Landscape options for this area included:
 - Integrate building forecourt to the oval masterplan as a main entry point to the oval with landscaped areas including seating, wayfinding, accessible routes, wide pathways and shade trees
- Area 7: Vincent Street main site access: Realignment of entry to increase site visibility & profile for game day & events. Realign exist. Car parking & improve boundary treatments. Landscape options for this area included:
 - Pedestrian priority zone to facilitate access from Vincent Street
 - Streetscape to include planting, shade trees and parking bays
 - Feature lighting treatment to highlight access way to the oval, club houses and grand stand
- Area 8: Main grandstand & SFC and EPFC administrative bases: Complete redevelopment & integration of 2 football clubs, with elevated viewing. Possible additional commercial/ retail/ office accommodation. Landscape options for this area included:
 - Access permeability opportunities from street level to oval through built form
- Area 9: West entry to site from TAFE: Alternative access provision through TAFE & enhanced boundary treatment. Alternative off-site parking provision & pedestrian access with redeveloped gates. Landscape options for this area included:
 - Area to be a pedestrian priority zone to facilitate people traffic from Oxford Street
 - Create clear sightlines and access from Oxford Street
 - Streetscape to include planting, shade trees and parking bays
 - Feature lighting treatment to highlight access way to the oval
- Area 10 Football oval & floodlighting: Complete redevelopment & replacement of oval and floodlighting to state level requirements. Increase playing & training capacity of oval & address sting nematode infestation. Landscape options for this area included:
 - Relocate seating areas for oval forward and closer to the playing field to allow for access around the oval
 - Grass treatment to suit playing field and events
 - Lighting to suit sports and club activities and organised/community events
- Area 11: Baseball Diamond: 76.2m outfield and backstop 18m from home base
- Area 12: Softball Diamond 76.2m outfield and backstop 9.14m from home base

Figure 3: Initial Concept Ideas (Hodge Collard Preston)



Figure 4: Initial Concept Ideas (Josh Burn and Associates)



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The outputs from this initial review process were presented to the PCG and feedback sought. In general the principles of the development were supported although there were distinct reservations with regard to the imposition of diamond pitch sports on the oval and the relationship between the potential diamonds(s) and the spectator / administrative function areas.

8.2 Further Development Options

Following more detailed considerations of the plans these evolved further to consider more detailed development options. Under this process the main landscape options were retained as being the optimum solution for the site. Further analysis was undertaken on the land, grandstand components and movement within and around the site. The next iteration of the plans incorporated the main Master Planning components by considering the following development options:

- Area 1: Football Club Building With 5 Floors Mixed Use Over - new integrated football facility to accommodate:
 - Subiaco Football Club
 - East Perth Football Club
 - Tiered & Covered Seating
- Area 2: Mixed Use Building - new building to accommodate commercial / food offering
- Area 3: WAWFL or Baseball Club - new club building with shared facilities to accommodate WAWFL or Softball & Baseball
- Area 4: East Terracing Adjacent to Loftus Building: more effective terracing & alternative controlled entry to rear of exist. Building. Shaded spectator viewing off raised l/stone wall.
- Area 5: North & South Exist. Grassed Areas: increased tiered seating areas, for enhanced spectator amenity & comfort
- Area 6 Boulevard: activated pedestrian boulevard link to Oxford Street. Incorporate public art
- Area 7 Boulevard: activated pedestrian boulevard link to Vincent Street. Incorporate public art
- Area 8: DLGSC Extension: Extension of existing DLGSC Building At Ground Floor
- Area 9: Vincent Street Main Site Access: realignment of entry to increase site visibility & profile for game day & events. Improve boundary treatments. Incorporate landscaping & play equipment
- Area 10 Football Oval & Floodlighting: upgraded floodlighting to provide greater flexibility for scheduling & enhance exposure of various sporting codes
- Area 11 Baseball Field: 76.2m outfield. Backstop 18m from home base
- Area 12 Softball Field: 76.2m outfield. Backstop 9.14m from home base
- Area 13: Exist Public toilets demolished, and relocated to soccer field at Loftus Centre. consider gym facilities extension over on 1st floor

This plan is provided as Figure 5 below.

Further consideration was also given to the long term development options for the site and in particular to focus on potential building interfaces with:

- A redeveloped civic precinct incorporating the leisure centre, library, civic centre extension
- Connections through the adjacent North Metropolitan TAFE and School of Isolated and Distance Education (SIDE).
- Greater connectivity with Vincent Street.

The initial plan is presented at Figure 6 below.

Figure 5: Initial Concept Plan exploring Baseball and Softball Options – Short to Medium Term Development Options (Hodge Collard Preston Architects)



Figure 6: Initial Concept Plan exploring Baseball and Softball Options –Long Term Development Options



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HAVE WE GOT IT RIGHT?

9. Final Master Plan Development

The final development options are identified below and due to the concerns identified through the PCG consultation and feedback process, Basketball and Softball were omitted from the final plans.

The final plans produced as the Master Plan for Leederville Oval incorporated:

- The short term (funding constrained: 1-5 years in planning and delivery)
- The medium term (phased development in accordance with available funding program and negotiations with Treasury/Govt Depts: 3-10 years in planning and delivery) to provide an opportunity to rectify current deficiencies with the site and to provide the appropriate timeline to develop a business case, secure statutory approvals and secure funding.
- The long term development options which are subject to further detailed negotiations with state government and potential commercial partners (particularly centred around the potential mixed use residential and commercial development).

The key development options and approvals include:

Short Term:

- Upgrade lighting around the oval to comply with AFLW games and to support WAFL televised games
- Upgrade Changing room provision within the grandstand to meet AFLW requirements.
- Upgrade oval to increase playing capacity and winter playing capability (redirect stormwater flows)
- Address servicing issues (power, water, stormwater drainage)
- Undertake business case for medium to long term development options.
- Secure statutory approvals and undertake land negotiations with the Department of Planning and Lands to secure the potential development of alternative commercial opportunities to enable the management of, and investment in the asset to be secured.
- Explore agreed commercial opportunities, in the first instance through Landcorp and other state government departments to secure development options for the site.
- Re-negotiate the lease agreements with EPFC and SFC to secure their commitment to the site and its potential redevelopment.
- Engage surrounding landowners / occupiers in the ongoing evolution and development of the Leederville Oval precinct and broader development opportunities.
- Advertise the Master Plan Options for public comment through the Leederville Activity Centre Plan process.

Medium Term:

- Grandstand Redevelopment. Explore options for a 5-6 story development for mixed use potential.
- Re-alignment of existing public toilets into grandstand and adjacent Loftus Recreation Centre.
- Redevelop eastern terrace with hard and soft landscaping, including shade and street furniture.
- Develop north, south and west terracing with hard and soft landscaping, including shade and street furniture.
- Investigate and develop the boulevard from Oxford Street in partnership with adjacent landowners.

- Investigate and develop the boulevard from Vincent Street in partnership with adjacent landowners.
- Confirm and obtain a commitment from DLGSC to extend the existing departmental building to form an extension to the grandstand redevelopment and integrate shared function, meeting room and office space with EPFC and SFC.
- Enhance the interface with Vincent Street at the southern end of the oval to increase visibility through the site and maximise opportunities for club sponsorship.

Long Term

- Explore potential development opportunities for the broader civic precinct on the eastern side of Leederville Oval, including a redeveloped recreation centre, library and community centre (multi-functional).
- Enhance site access and relationships between all surrounding users / occupiers and provide complimentary boulevard and access features enabling greater connectivity and passive surveillance across Leederville Oval.

The Final Master Plans are provided at Figure 7, 8 9 and 10. It should be stressed that the indicative floor plan for the grandstand is indicative and reflects the level of detail normally anticipated at the master planning phase. This would be subject to more detailed design during subsequent development phases associated with the business case and subsequent concept design and detailed design phases.

Figure 7: Final Master Plan: Short to Medium Term Development Options (Hodge Collard Preston)



Figure 8: Final Master Plan: Long Term Development Options (Hodge Collard Preston)



Figure 9: Indicative Grandstand Redevelopment Options (Hodge Collard Preston)

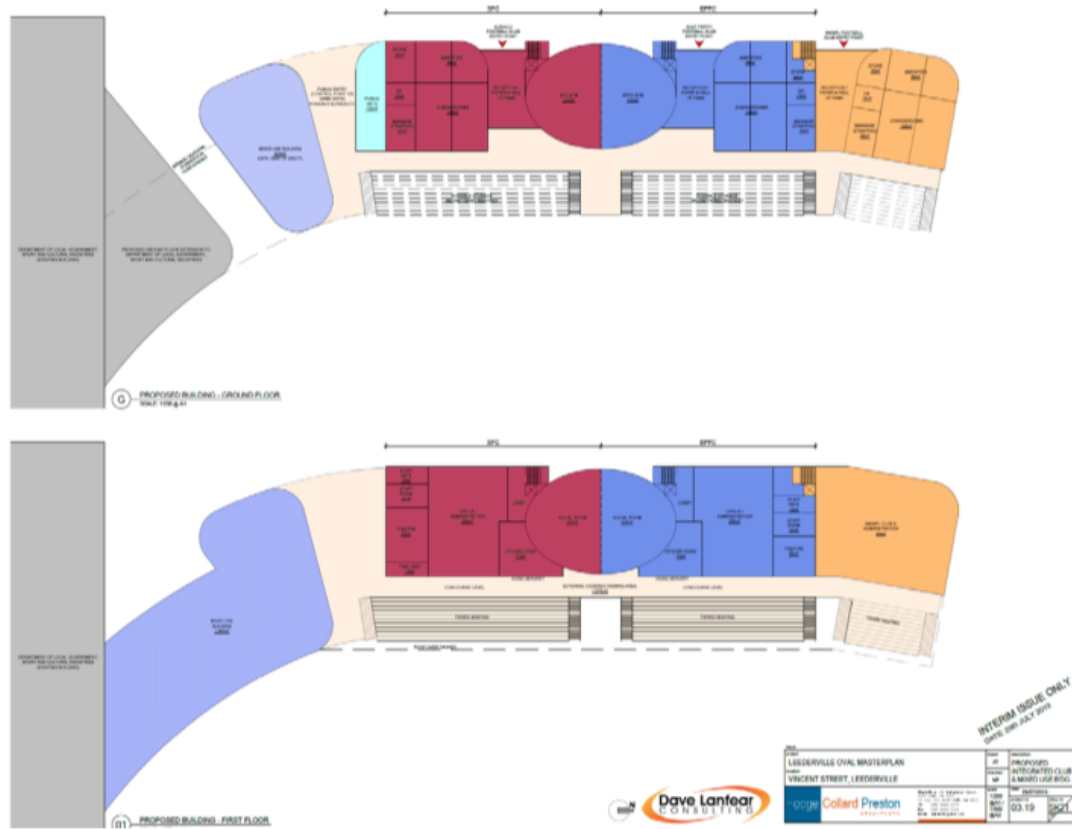


Figure 10: Indicative Grandstand Redevelopment Options – Upper Floor Areas(Hodge Collard Preston)



INTERIM ISSUE ONLY
DATE: 29th JULY 2019

		DATE: 03/19 DRAWN BY: [Signature] CHECKED BY: [Signature]
LEEDERVILLE OVAL MASTERPLAN VINCENT STREET, LEEDERVILLE		PROPOSED INTEGRATED CLUB & MIXED USE BLDG

10. Cost of Development

The overall costs for the full Leederville Oval Precinct development are identified below. They are split into two columns related to the short to medium term development options (Plan SK18) and the long term development options (Plan SK19).

Table 11: Estimated Project Costs (DCWC – Opinion of Probable Costs - OPC)

Element		Plan SK18 Total	Plan SK19 Total
Building and External Works		\$78,983,535	\$205,427,478
Site Clearance, Demolition and External Services		\$2,166,800	\$9,675,354
Construction Works Sub-Total		\$81,150,335	\$215,102,832
ESD Technology	1%	\$811,503	\$2,151,028
Design Contingency	8%	\$ 6,147,138	\$16,294,039
Construction Contingency	5%	\$4,405,449	\$11,677,395
Professional Fees	10%	\$ 9,251,443	\$24,522,529
Indicative Project Budget Total		\$101,765,868	\$269,747,824

These costs at this stage are estimated based on the Master Plans produced and will need to be refined during any subsequent Business Case. They exclude:

- GST
- Abnormal Ground Conditions
- Assume generally flat site with limited, if any, retaining structures
- services diversions
- major utility upgrades / contributions & headworks
- works to or new perimeter roads
- option with baseball and softball field
- FF&E client costs, legal costs, site costs, agents fees, finance etc
- land purchase costs
- Client Representative / Project Management
- Fee escalation - costs are current day
- % for Public Art unless stated

Costs assume Competitive Tender process with local builders using basic palette of materials. Building rates to SK19 additional buildings are indicative and could vary by -5% to +20% dependent on design solution.

11. Management Approach to the Site

In order to provide guidance in respect of future development and use an overview of management options has been considered. The main concerns which have been raised by the existing tenants (WAFL clubs) relate to:

- Any lease or ownership structure requires clarity and equity. Any agreements must ensure primacy of tenants (WAFL/AFL clubs) and be cost effective, clear and fair.
- WAFL/AFL football should be the prime occupant.
- The need for redevelopment / improvement / maintenance is urgent and should be an immediate consideration.
- WAFL clubs need to be able to secure the site on game day / training / events.
- Management and maintenance of any 24/7 or fully public facility should be the responsibility of Local Govt.
- Explore potential for revenues to clubs or future transport hub revenue to go to the clubs
- The theming and brand important for WAFL clubs and should be part of any agreement
- Clubs should be offered freehold or long leases on clear and equitable terms

To ascertain the potential opportunities and ability to secure investment into the redevelopment of the site, the Department of Planning and Lands were approached and a number of potential solutions explored. These included:

- The City managing the facility on behalf of the state in its entirety as a sporting and community reserve in accordance with the current agreement which divests responsibility to local government. This would secure limited financial return to be achieved from activities on the site. This would enable the City to enter into a lease agreement with the clubs in accordance with current arrangements.
- The City managing the facility on behalf of the state in its entirety as a sporting and community reserve with the option to isolate the grandstand and associated building infrastructure from the current agreement to explore potential commercial returns which could then be re-invested in the site. The Department considered it to be a viable option provided that any income received from any commercial activity would then be re-invested in the site to secure the long term viability of the assets and activities. This would require a clear business case to be presented to the department with a well-considered cost benefit analysis incorporated. This may also require an MRA amendment depending on the level of commercial activity introduced into the site.
- The City managing the site and the WAFL clubs being provided with a long term lease to commercialise the asset and re-invest in club activities. The Department did not support this approach as the control by the City, and ultimately the state, would be diminished and the fundamental intent of the land and associated buildings would be compromised. An MRA amendment may be required depending on the level of commercial activity introduced into the site.
- Complete redevelopment of the Leederville Oval precinct and commercialise the building infrastructure while retaining the oval and surrounding community activity space. The Department advised that further detailed analysis would be required during a business case process to clearly identify how the commercialisation may contribute to the retention of the oval as a community resource. Any plans and future investment would need careful consideration and guarantee the future viability of the clubs, use of the oval by the community and retain its intended purpose. An MRA amendment would be required.

There are a variety of management models which may be considered and with the approach to sharing and co-locating clubs / user groups within a multi-functional facility. The common management approaches are:

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- Management by an Alliance of User Groups / Trust with a management board.
- Nominated Club / Organisation / Association under a leasehold arrangement (plus paid staff managing the complete complex under agreement)
- User Groups – Managing their own dedicated sports spaces only and shared use of the oval (plus paid staff managing the complete complex under agreement as is currently the case)
- Sport owned and managed facilities (with Government support).
- Owned and managed by the City of Vincent.
- Other Professional Management Body / Group under contract

Variations of these could be considered and the strengths of weaknesses of each are dependent on the extent of commercial development, the ability to generate income, capability, capacity, knowledge and the governance structure which is required to be put in place. Benchmarks identified in Appendix D provide a number of instances where local governments / state government has taken alternative approaches to the management and delivery of assets within their control. A complete redevelopment similar to Claremont Football Club is not supported by partners. The land deal is not recommended but a variation of the innovative approach may have merit. As part of the overall development at Claremont, the club relinquished the lease over the premises and surrounds and the state government through Landcorp provided funding for the facility. Landcorp then sold off all available land for unit development within the club confines. A consideration of this approach will need to be further developed within the subsequent business case.

12. Funding Options

The development of the Master Plan is reliant on achieving a suitable level of external funding at all levels from the short term investment options (to increase functionality of existing infrastructure); medium term solutions (focused on the redevelopment of the grandstand) and long term (full internal and external Leederville Oval precinct development). The funding options available to develop the facility infrastructure are limited, but potentially include:

- Public Private Partnership and other private sector Investment: Whilst private sector funding has been used to finance the complete build of sport and recreation facility projects, they have historically more often been confined to specific segments of the market where commercial returns can be made on the investment required to 'start-up' the facility (e.g. gymnasiums, commercial function infrastructure, commercial office space etc.). It is unlikely that this vehicle could be used as a mechanism for funding the development of Leederville Oval, given the current economic climate where investors are seeking to minimise and mitigate financial risk. More recent investment by commercial operators has seen the market divest risk and splitting the construction from management of infrastructure. In such instances the initial risk (financial investment) is taken by the developer with the surety that a specialist management body will take over the ongoing operational costs and generate profit. Opportunities would however exist for the long term development options associated with the potential redevelopment of the grandstand and civic precinct subject to a clear approvals process being adhered to and desired outcomes for the community clarified.
- State government redevelopment through Landcorp. Opportunities exist for Landcorp to explore development options and state government to consider the relocation of central Perth CBD state departments and office staff to the site. This would be subject to further negotiation with relevant state governments departments and in particular, the Treasury.
- Department of Local Government Sport and Cultural Industries – Community Sports and Recreation Facility Funding: The current allocation has been subject to change. Priority is given to facility sharing and rationalisation. The construction of new facilities to meet sport and recreation needs would fall within the remit of this fund. Limited financing for elements of the phased development approach could be considered, but would be subject to further planning, design, feasibility and potentially a business case.
- A rate levy administered by the City of Vincent: In order to achieve the extent of development associated with the Leederville Oval redevelopment, a rate levy is unlikely to be palatable for a limited number of sporting and community group users.
- Alternative State Funding: Current state and local governments support programs in addition to those operated by the Department of Local Government Sport and Cultural Industries which are published annually (previously by the Dept of Local Government). Upon detailed review of the criteria for funding and amounts available, it was concluded that none of those funding sources would be able to contribute in any significant way to the development of Leederville Oval and associated infrastructure. In addition, LotteryWest has reviewed its investment priorities over the past few years and indicate it would be unlikely to support projects with a sporting outcome. LotteryWest however would consider the broader community outcomes associated with the development subject to an appropriate case being made.
- Federal Funding: There may be opportunities to attract investment in sport and recreation infrastructure from federal government, particularly where an economic and events outcome is promoted. Current grant assistance is limited but is likely to emerge as the project develops.
- Funding from other sports bodies: Various grants can be attracted from funding bodies related to community and elite level facility developments. The WAFC through the AFL has already indicated that they are prepared to consider investment in the floodlighting and upgrade to changing infrastructure to meet the needs of the AFLW and facilitating the development of Leederville Oval as the main home ground (Marquee Venue) for AFLW competitive matches.

- Contributions from key user groups: There are currently none identified due to the limited financial reserves of the clubs involved in the feasibility process and the likely lead in time to its delivery.
- Other charitable trusts/foundations: Potential exists to attract funding through a variety of charitable organisations. However, these are limited in scope and extent. The project is unlikely to achieve a significant investment through these channels.
- Developer contributions: It is unlikely that such contributions would be sourced for the development of Leederville Oval as it would lie outside of the scope of such contributions identified in State Planning Policy 3.6.
- Asset leasing: There may be opportunities long-term, subject to market testing, to lease specific assets to operational service providers and/or commercial clubs.

These aspects will need to be considered in more detail during the Business Case development.

At this stage, it is premature to recommend the appropriate funding model which will deliver the desired objectives of all partners. This will need to be further developed within the subsequent business case.

13. Recommendations

It is recommended that the Leederville Oval Master Plan be considered by the City of Vincent for public advertisement with a view to:

- Progressing the long term vision and overall site concepts with State Government
- Incorporating the Leederville Oval concept into the Leederville Activity Centre Plan for combined consultation
- Continue investigating the AFLW marquee venue opportunity with the AFL and WAFC

APPENDIX A: Document Review

Document	Precis of Main Considerations
City of Vincent Documentation	
City of Vincent Strategic Community Plan 2018-2028	<p>This document highlights the strategic objectives which the City of Vincent aims to achieve. The vision states: <i>"In 2028, the City of Vincent is a leafy and vibrant 24 hour city which is synonymous with quality design and sustainability. Its diverse population is supported in their innovative endeavours by a Council that says YES!"</i></p> <p>Priorities for action included:</p> <ul style="list-style-type: none"> • Accessible City: We want to be a leader in making it safe, easy, environmentally friendly and enjoyable to get around Vincent. • Connected Community: We want to celebrate what makes us unique and connect with those around us to enhance our quality of life. • Thriving Places: We want to create, enhance and promote great places and spaces for everyone to enjoy. • Sensitive Design: We want to see unique, high quality developments that respect our character and identity and respond to specific local circumstances. • Innovative & Accountable: we will be an innovative, honest, engaged and responsible organisation that manages resources well, communicates effectively and takes our stewardship role seriously. <p>Of the specific outcomes the following are relevant to Leederville Oval:</p> <ul style="list-style-type: none"> • Increase access to green space in high priority areas. • Deliver alternative streetscapes that encourage increased pedestrian and cyclist activity. • Integrate accessibility, diversity and inclusion into our operations and service delivery to meet the needs of everyone in our community. • Increase our role and influence in attracting, retaining and growing independent businesses in the City through economic development initiatives and support for town teams. • Prioritise investment in maintenance, repair and improvement programs to deliver high quality public places and facilities. • Take a place-based approach to investment in our town centres and gathering places to increase activation, improve wayfinding and create destinations for all members of the community. • Reward sustainable design innovations including improved waste management, alternative energy, improved air quality and noise attenuation and more useable green space. • Review and consolidate assets to ensure all buildings and facilities are well utilised and meet community needs.

Document	Precis of Main Considerations
Corporate Business Plan 2017/18-2020/21	Our community cherishes the unique character and identity of our town centres, our parks and open spaces and that means we're committed to creating great places for people.
Long Term Financial Plan 2017/18 to 2026/27 (adopted by Council 22/08/17)	The plan states that the 'City has remained passionate about preserving and expanding green space for the enjoyment of residents and ratepayers, and our parks and reserves provide vital oases dotted throughout the City.' No provision has been allowed for the outcome of proposed planning projects listed in the 2017/18 Budget, such as the Leederville Oval Master Plan. These will be considered in future reviews of the LTFP once quantified.
Masonry Drone inspection for City of Vincent by Devco Builders	The grandstand is in a sound condition and shows now evidence of failure in the mortar joints. All west facing surfaces have damage that require attention. Failed mortar joints would be allowing water egress into the cavity and likely rusting of wall ties, etc. Recommendations included rectification works to be carried out before any brickwork becomes dislodged and falls. The area below the failing brickwork is used by the public which poses a significant risk. The rear wall of the grandstand supports a large awning style roof, so the integrity of the rear wall really should be checked and assessed by a structural engineer. Estimated costs for work is \$15k-\$20k
City of Vincent, Leederville Oval: Turf and Irrigation Audit (Sports Turf Technology: December 2017)	<p>The objective was to provide an independent audit of turf and irrigation infrastructure, with recommendations for upgrading or renewal that would likely to be required within the next ten years. The main findings include:</p> <ul style="list-style-type: none"> • Irrigation system: should not require significant upgrading or replacement within the next ten years. Lack of current uniformity can be addressed through minor adjustments. The bore water has a very high iron content, which causes severe staining but is not detrimental to the system. • Turf: The eastern side of the oval was found to be in much better condition than the western side (due to excessive wear from training). The main concern is the poor recovery of kikuyu and the development of bare, sandy spots with unstable footing and surface depressions. It is recommended to make provision for the replacement of up to 750 m² of turf each year • Sting nematode is widespread on the oval. Stubby-root nematode was also identified as a serious problem. • The ground is still prone to becoming excessively soft and muddy in wet conditions. • Drainage - there is no immediate need for remedial action, however there is the potential for drainage to deteriorate during winter.
Leederville Oval Economic Study Report to City of Vincent (March 2018) Final Report – ACIL Allen Consulting	<p>The City's economy has grown at an average of 3.7 per cent per annum over the past five years. In the 2017 season, Leederville Oval hosted 70 games of State league football making it the most used State league football venue in Western Australia. Leederville Oval and its buildings is also used by the local community for a variety of activities.</p> <p>It is estimated that Leederville Oval contributed \$3 million (\$2.99 million) of value added in direct and indirect economic output in the City of Vincent in 2016-17. This represents a little less than 0.1 per cent of the local economy, or 0.1 per cent if the influence of the Water</p>

Document	Precis of Main Considerations
	<p>Corporation is abstracted from the City's overall economy. The implied economic value added multiplier is 5.9, which means that for every dollar spent by the Oval in the City of Vincent, additional spending of \$4.90 is generated across the City of Vincent's economy.</p> <p>The large multiplier occurs because the operations of the Oval (being the sum of the activities of the two football clubs and the City of Vincent in maintaining the Oval and its buildings) produce very little economic profit – almost all of the revenue raised is spent on the activities of the Oval. The direct economic activity of the Oval and all associated flow-on activity generated three direct jobs, and 24 indirect jobs across the City of Vincent in 2016-17.</p> <p>An increase in the average crowd from around 2,100 per game to 3,000 per game could deliver an additional \$186,100 in local economic activity, while an increase to 5,000 per game could deliver an additional \$568,700.</p>
<p>Electrical Report: Leederville Oval Floodlight Upgrade Stage 1 & 2 - Report Existing Conditions Report (14th June 2018)</p>	<ul style="list-style-type: none"> • The existing site has sufficient power available from the existing point of attachment transformer to the Site Main Switchboard (SMSB) for the current lighting and general power works including illumination levels up to 500lux. The recently installed SMSB has sufficient space for an upgrade to 1000lux on the oval and would not need replacing. • The current recorded lighting measurement on the oval has a horizontal illuminance average of 391lux. • The existing pole and light configuration due to its aging equipment and some nonreplaced lamps, would not be suitable for a 500lux. • The LED solution is the recommendation solution for the site based on a Life Cycle cost analysis, site access issues and the most important issue of maintenance. If the proposed AFLW is introduced and television rights are required then the LED solution will remove any potential power spike issues in the system. • There is a need to investigate the possibility of piling to the existing eastern lighting towers (3 off) footings thereby reinforcing the existing footing to increase the support for a heavy-duty pole. This could potentially enable a 1000 lux requirement to be met. • The current obtrusive lighting measurements do not comply with the Australian Standards at the southern end of the ground.
<p>Leederville Oval Energy Audit by Cundall (13/12/2017)</p>	<p>Electrical consumption is higher during the season with the base load for the period averaging 25,000kWh. Building has a base load consumption of approximately 20,000kWh. Flood lights consume the largest amounts of energy. The 1st floor function space is the second largest energy user. As of July 2017, the average daily cost of electricity is \$36.17.</p> <p>Average daily gas consumption was 270.44MJ as of July 2017. As of July 2017, the average daily cost of gas is \$22.75. There are no sub-meters located within the facility</p> <p>Based on the work undertaken to date, the consultants recommended the following initiatives would reduce the building's energy consumption whilst minimally impacting on building operation.</p> <ul style="list-style-type: none"> • Floodlight upgrade which provides an annual cost saving of \$ 19,500. Replacement with LED's will further increase efficiency. • Photovoltaic installation which provides an annual cost saving of \$ 4,600 • Staff training

Document	Precis of Main Considerations
<p>Leederville Oval Services Condition Report by Cundall (22/12/2017)</p>	<p>The majority of services condition are ranked good. There is no BMS on site and base building lighting does not utilise a centralised lighting control system.</p> <p>5 No. flood lighting towers are located around the oval and are maintained by the council through a subcontractor. Each floodlight tower houses approximately 25 No. metal halide lamps. Floodlights are controlled via local controllers.</p> <p>All electricity consumption (including tenancy power) is charged on a common utility bill based on two physical meters measuring consumption for the floodlights and the building. The building also contains sub-meters to 5 areas.</p> <p>Code compliance issues include:</p> <ul style="list-style-type: none"> • At present, the external fire hydrants do not reach all portions of the building at the end of a 60m hose in accordance with AS 2419. Further investigation would be required to determine the intent and strategy for the existing installation to determine the extent of remedial works. • The external fire hose reel located within the external grandstand was found to be defective and should be repaired as a matter of urgency to ensure it can be safely operated in an emergency event.
<p>City of Vincent Heritage Strategic Plan 2013-2017 - May 2013</p>	<p>Prepared by Strategic Planning, Sustainability and Heritage Services, the document identifies the heritage assets within the custodianship of the City of Vincent. These include Perth Oval, Robertson Park, Hyde Park and Beatty Park. Leederville Oval is not incorporated within the list.</p>
<p>Leederville Town Centre Masterplan & Built Form Guidelines (10/07/12)</p>	<p>It states: <i>'The Loftus Street Civic Precinct, is comprised of the City of Vincent Administration Centre, the Loftus Centre recreational facilities and the new City of Vincent Library and Local History Centre and the Leederville Oval. As an established and successful civic centre, the masterplan aims to consolidate the centre and provide more effective pedestrian links to other precincts. The masterplan highlights the potential redevelopment of the Vincent Street Leederville Child Care site.'</i></p> <p>No attempt has been made to integrate the oval and grandstand development within the overall master planning of the area.</p>
<p>The Leederville Masterplan: Public Consultation Discussion Paper</p>	<p>The document references Leederville as one of the most cosmopolitan and vibrant part of the Vincent community. In referring to Leederville Oval, at the time it was not seen as one of the key sites – the adjacent TAFE, Childcare Centre, Library, Local History Centre, Loftus Recreation/State Gymnastics Centre/Loftus Community Centre, Shire Offices (adjacent) and the then Dept of Sport and Recreation were. Key outcomes being sought included:</p> <ul style="list-style-type: none"> • Economic Sustainability: realise maximum financial return, with managed financial risk to the City. • Environmental sustainability: deliver or facilitate 'best practice sustainable' development that is high quality, innovative, contemporary, environmentally efficient and safe. • Social sustainability: deliver or facilitate community and social activities where people can meet and interact.

Document	Precis of Main Considerations
	<p>The education centre (TAFE and childcare) and Civic Precinct (library, Loftus Centre etc.) surrounded the site.</p> <ul style="list-style-type: none"> • Movement through to Leederville Oval was identified from the TAFE site (existing access). A planted area was identified adjacent to Loftus Centre Car Park with direct entry to the Loftus Centre from Leederville Oval.
<p>Reflect: Reconciliation Action Plan June 2017 - June 2018 – City of Vincent</p>	<p>The RAP sets out key actions and efforts that the City will pursue to further strengthen respect for, recognition of and relationships with Aboriginal and Torres Strait Islander people. Of the key actions the following are particularly relevant:</p> <ul style="list-style-type: none"> • 6. Celebrate Aboriginal and Torres Strait Islander histories, cultures and achievements through arts, place making and cultural projects. <ul style="list-style-type: none"> ○ Increase representation of Aboriginal and Torres Strait Islander cultures, and in particular Whadjuk Noongar people, in public murals located within the City of Vincent. ○ Investigate Aboriginal and Torres Strait Islander sites of significance within public places as the basis for future installation of plaque/s or other suitable infrastructure to acknowledge significant cultures, histories and achievements.
<p>City of Vincent Bike Plan (Aurecon 2013)</p>	<p>In the development of the Vincent Bike Plan due consideration was given to improving cycling safety and linking communities and facilities, as well as the needs of all types of cyclists, regardless of their age, gender, experience or reason for cycling.</p> <p>Compared to other local governments in the Perth Metropolitan area, the City of Vincent already has a bicycle travel mode share well above the average. Also, many bicycle commuters pass through the City of Vincent to and from the Perth CBD. This means that appropriate bicycle infrastructure should be considered a justified expense.</p> <p>The recreational cyclist is targeted by route and cycle infrastructure such as:</p> <ul style="list-style-type: none"> • Shared paths • Meandering routes through parks and along rivers • Longer distance routes • Adequate information about routes (proper signage)
<p>Physical Activity Strategic Plan 2009 – 2013</p>	<ul style="list-style-type: none"> • The Physical Activity Strategic Plan's aim is to facilitate improved physical activity in the City of Vincent mainly through program delivery, the dissemination of information, creating environments that support physical activity and physical activity partnerships. • Selected comments raised during the plans development included: <ul style="list-style-type: none"> ○ More facilities to encourage proper stretching and warm-up/cool-down. ○ More equipment needed at park to make it more interesting and safer. ○ Small business development like cafes around parks.

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Document	Precis of Main Considerations
	<ul style="list-style-type: none"> ○ Parks with outdoor gym equipment. • Shade is important.
Community Safety and Crime Prevention Plan 2015-18	<p>Strategy focus included:</p> <ul style="list-style-type: none"> • Community Safety and Promotion • Safety through effective partnerships • Safe places and safe spaces - It seeks to address matters impacting on the positive use of public spaces including parks, commercial areas and the entertainment precincts within the City, for increased social benefit. This strategy encompasses actions to further develop and maintain the City's assets as welcoming places and includes Crime Prevention through Environmental Design (CPTED) principles and other proactive strategies to deter and reduce anti-social behaviour. <ul style="list-style-type: none"> a. Identify vulnerable public places and community spaces for improved safety, accessibility and crime prevention through CPTED principles. • Collaborate with Technical and Health Services Divisions to promote, recommend and implement a CPTED approach to the development of the City's built and landscape development projects.
Town of Vincent Car Parking Strategy (9 March 2010)	<p>The strategy identifies a Deck car park business model: Paving land for parking can impose environmental costs, including loss of greenspace (reduced parkland, garden, playing fields and open space), increased impervious surfaces and related stormwater management costs and aesthetic degradation. Where this has already occurred, the opportunity to construct deck parking will not impose a further environmental cost, and makes use of the already established demand and awareness of the particular site. Additionally, there is also an opportunity cost where valuable land appropriated for parking could be sold off and the income used for alternative purposes.</p>
Town of Vincent Asset Management Strategy 2010 to 2020	<ul style="list-style-type: none"> • In order to fulfil its obligations in delivering a variety of services to the community, the Town must ensure that the assets supporting these services are managed in a way that guarantees maximum performance for the lowest "whole of life" cost. • It is proposed to review the Asset Management Strategy every 3 years in conjunction with the Long Term Financial Plan and Plan for the Future. The Town's Risk Management Strategy will also guide future actions and assist in the prioritisation of actions and/or activities if identified.
Disability Access and Inclusion Plan 2012 – 2017	<p>Of the strategies identified, the following are specifically relevant:</p> <ul style="list-style-type: none"> • 2.3 Planning of facilities and equipment considers accommodating people with specific requirements: Park design considers a wide range of access requirements including seating, paths, parking, toilets, signage and shelter. Play equipment includes access options for children and carers who have specific access requirements. Community and leisure facilities is reviewed as required to meet specific individual access requirements.

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> 2.4 Footpath access shall undergo a process of Continuous improvement: Continue the footpath upgrade programme and adopt a range of strategies to provide information regarding the importance of maintaining footpath access standards in relation to ensuring universal access
Vincent Town Centre Place Plans: Volume 01	Sets out the strategic direction for all of the City's town centres and outlines the projects (including associated funding and resources) which are common to all town centres. The City of Vincent is committed to 'Greening Vincent' by increasing overall canopy cover, creating more liveable and walkable neighbourhoods and fostering biodiversity within the City of Vincent.
Place Planning Documents	Leederville and West Perth Vision 2024 - Community facilities are accessible to all residents and cater to the diverse needs of our community. The community values large and small open spaces which serve both active recreational and passive uses. Excellent infrastructure provides a high level of public amenity. A neighbourhood park is within walking distance of all households without the need to cross a major road. Our parks and open spaces are well connected and recognise indigenous and heritage values. Guiding Principle: Parks and public open spaces are protected, enhanced and increased. Developed as quality 'people places' with public facilities catering for all users, parks are a focal point for community interaction and activity.
Town of Vincent Economic Development Strategy 2011-2016 (Nov 2010)	Leederville stakeholders – want to retain the unique character: Through appropriate urban design and development of vibrant open spaces, the precinct will continue to prosper as an upmarket, alternative precinct that is attractive to niche business owners and a diversity of visitors.
The Multicultural Plan 2013 – 2017	<p>The Plan communicates to internal staff and residents the City's approach for improving access, removing barriers and promoting awareness of cultural diversity in the City.</p> <p>The Multicultural Plan 2013-2017 has three objectives:</p> <ul style="list-style-type: none"> To implement a strategic planning approach to multiculturalism in the City of Vincent; To encourage community engagement to specific ethnic groups in the development and management of community projects and/ or events; and To foster an awareness of the City's role in supporting the development of a diverse range of quality multicultural facilities, activities and programmes, which contribute to the wellbeing of the community.
Sustainable Environment Strategy 2011 – 2016	<p>This Strategy provides a framework to progress the City to an environmentally sustainable future. These include:</p> <ul style="list-style-type: none"> Increasing opportunities for residents, businesses and visitors to use cycling and walking as their preferred means of transport; Encouraging sustainable practices that conserve the City's key physical features; Ensuring the effective and efficient management of water supplies within the City;

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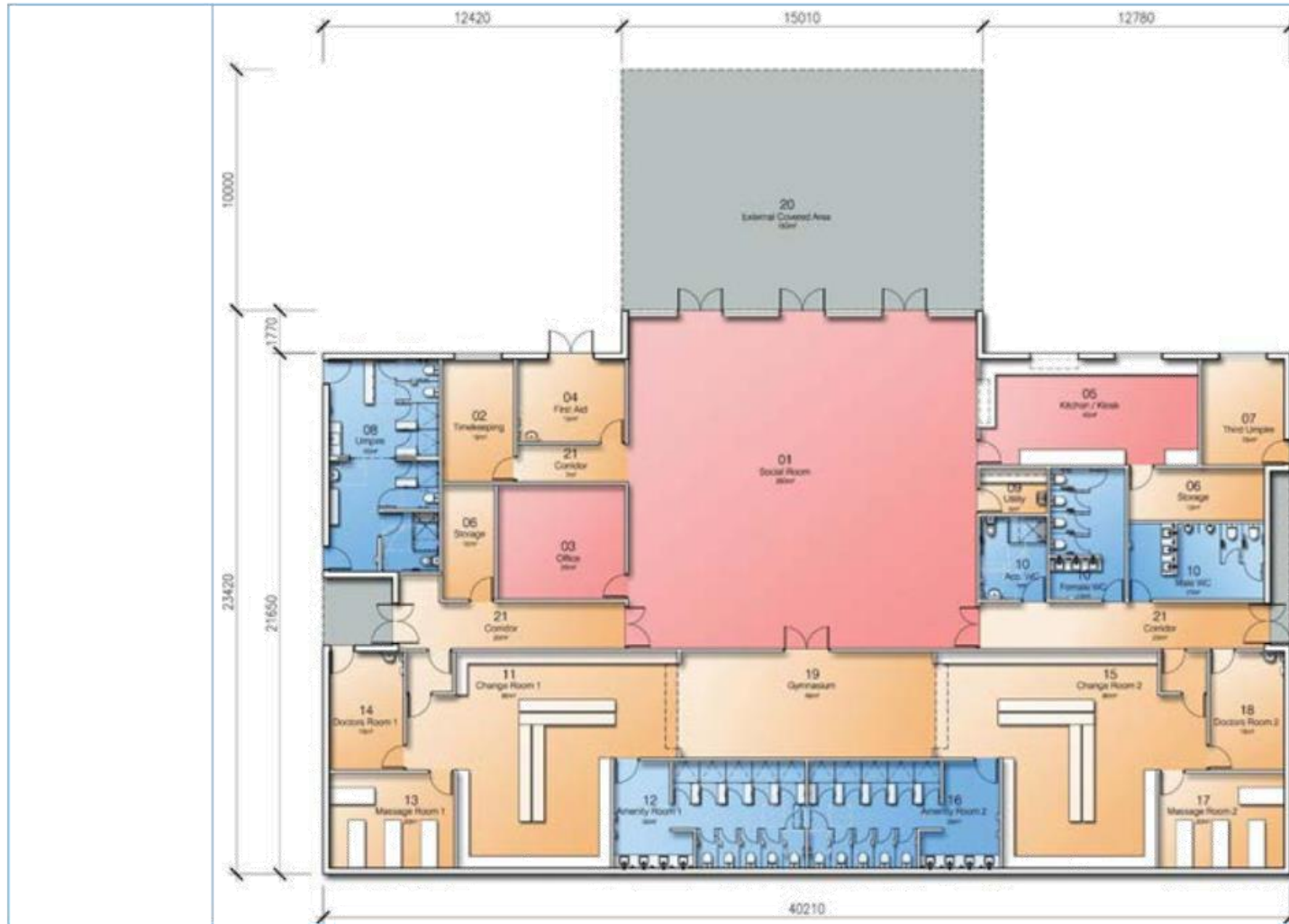
Document	Precis of Main Considerations
	<ul style="list-style-type: none"> Encourage the incorporation of water sensitive urban design in developments within the City. Continue to replant areas of City-owned land with local plant and tree species to increase food and habitat areas, including native fringing vegetation as faunal habitat areas.
Relevant State Documentation and Sport Specific Plans and Strategies	
<p>Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020 (Department of Sport and Recreation)</p>	<p>The document provides vision and direction for Western Australia’s Sport and Recreation Industry. The following key challenges, relevant to the development of sporting infrastructure, are:</p> <ul style="list-style-type: none"> PUBLIC OPEN SPACE AND URBAN FORM: Spaces for sport and active recreation are integral components of urban infrastructure and make a significant contribution to community health and wellbeing. In order to deliver public open space, which meets the needs of communities into the future, we must be efficient with resources, focus on the function of sites, provide equitable access to facilities and secure strategically important regional scale spaces. COMMERCIALISATION: A small number of high profile sports with significant participation bases and integrated competition structures now have robust commercially-oriented business models, while community-based sport and recreation organisations are increasingly reliant on public investment for their survival. Public investment in sport and recreation organisations should factor in the capacity of these organisations to source commercial revenue. FINANCIAL [UN]CERTAINTY: The sport and recreation industry must optimise the value derived from public and private funding in tight fiscal circumstances. Sport and recreation stakeholders must be strong advocates for the many benefits that are enabled by continued investment. LIFE COURSE AND LIFE STAGE PARTICIPATION: The achievement of improved participation rates in sport and recreation, and more broadly active lifestyles, will require innovative responses to the life course and life stage circumstances of Western Australians. A combination of expanding pioneering initiatives and adapting successful concepts from other jurisdictions can stimulate healthier and socially-beneficial outcomes for our community.
<p>City of Perth Grandstands Heritage Report -Perth Oval, Lathlain Park, Leederville Oval (Prepared for Department of Sport and Recreation)</p>	<p>The review examines the relative heritage of the three stands and then provides an assessment of the sensitivities in a heritage context associated with the three sites. The outcome of the report has not been formally endorsed and adopted by State Heritage and as such Leederville Oval is not contained within any state heritage listing.</p> <p>The reports states: Perth Oval and Leederville Oval have been considered for entry in the State Register of Heritage Places, with Perth Oval being entered in the Register and Leederville Oval was assessed as not justifying assessment. Lathlain Oval has not been referred for assessment. Comparative analysis of the three stadia indicates little difference in the degrees of significance of each of the grounds. In terms of patronage and continuity of codes, Leederville Oval has a marginal edge on heritage value related to its relatives at Perth and Lathlain .</p>

Document	Precis of Main Considerations
<p>December 2013) Griffiths Architects</p>	<p>Given the possibilities for a sustainable future, it is a more likely prospect that Leederville Oval and its grandstand have the prospect of conservation and adaptation. Options for Lathlain Park Oval grandstand may need to be considered if its long term future cannot be sustained. This view however is predicated on Perth Oval being demolished to make way for the redevelopment of the site and the lack of long term viability of Lathlain Park Oval. It further states:</p> <p><i>Leederville Oval Grandstand has been adapted to suit changing conditions and requirements over time, and has had additions made to its northern and southern ends. Notwithstanding these changes, its architectural intent remains legible and prominent. Retention of this grandstand would ensure that a good representative example of the suite of grandstands would be a reminder of the development of WAFL in the post World War II era, and of the considerable amount of work that was done by the City of Perth in preparation for the VIIIth Commonwealth and Empire Games in 1962. It is recommended that it should be retained, conserved and adapted for future use, if possible.</i></p>
<p>Classification framework for public open space (Department of Sport and Recreation) 2013</p>	<p>Within the Classification Framework for Public Open Space, different types of POS infrastructure are categorised by primary function: recreation, sport and nature space; and by expected catchment: local, neighbourhood, district or regional open space.</p> <p>Descriptions of primary function comprise:</p> <p>Recreation space</p> <ul style="list-style-type: none"> • Provides a setting for informal play and physical activity, relaxation and social interaction. • Includes open parkland and gardens, community gardens, corridor links, amenity spaces, community use facilities, civic commons or squares. <p>Sport space</p> <ul style="list-style-type: none"> • Provides a setting for formal structured sporting activities. • Includes playing surfaces, buffer zones and supporting infrastructure such as clubrooms. <p>Nature space</p> <ul style="list-style-type: none"> • Provides a setting where people can enjoy nearby nature. • Includes sites managed to encourage recreational access while protecting local ecological and biodiversity values. <p>Catchment category descriptions are based on expected purpose, typical size and how far a user might travel from their home to visit parkland, and include:</p> <p>Local Open Space</p> <ul style="list-style-type: none"> • Usually small parklands that service the recreation needs of nearby residents. • 0.4ha to 1ha in size and within 400 metres or a 5 minute walk. <p>Neighbourhood Open Space</p>

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> • Usually provide a variety of features and facilities with opportunities to socialise. • 1ha to 5ha in size and within 800 metres or a 10 minute walk. <p>District Open Space</p> <ul style="list-style-type: none"> • Usually designed to provide for organised formal sport and inclusion of substantial recreation and nature space • 5ha to 15ha in size and within 2 kilometres or a 5 minute drive. <p>Larger areas of Regional Open Space are expected to serve one or more geographical or social regions and attract visitors from outside any one local government (LG) area. Size will be variable and dependent on function. When sport space is identified as a necessary regional function, land allocations for playing fields and sports facilities are expected to be upwards of 20 hectares in area.</p>
<p>State Sporting Infrastructure Plan Review 2019 (DLGSC)</p>	<p>The Plan (formerly the State Sporting Facilities Plan) has been developed by the DLGSC to serve as forward planning for the provision of infrastructure to service State, National and International level sporting competition. Reference is made to the following projects which do not have an identified site:</p> <ul style="list-style-type: none"> • BMX – State facility business case and feasibility planning • Cycling – Criterion Track • Lawn Bowls – State Centre • Softball – State Centre Business Case • Table Tennis – State Table Tennis Centre • Rugby League – Admin and Training Facilities Business Case • Squash – State Facility. <p>Key Themes identified for the sports and relevant to Leederville Oval include:</p> <ul style="list-style-type: none"> • Resources: Sports with lower inherent levels of commercial opportunity face the risk of further declines in participation due to their low levels of resourcing and exposure. A lower diversity in sports offerings is likely to have a negative impact on participation rates. • Cultural Hubs: Sport is arguably Australia’s most popular cultural past-time and there is a significant opportunity to create integrated cultural hubs or precincts that provide both efficient use of shared facilities and offer a wider variety of cultural and entertainment offerings, further integrating sport into our local way of life. Facility provision therefore requires continued integration with broader strategic planning and local government planning processes. <p>The approach by state government to funding is now moving towards outcome based assessments. The development of evidence-based outcomes enables alignment with external funding objectives.</p>

Document	Precis of Main Considerations
<p>WAFC Strategic Community Plan 2017-2022</p>	<p>A number of critical initiatives are proposed to secure the future development of the sport and potentially impact on the development of Leederville Oval. These include:</p> <ul style="list-style-type: none"> • E3.1 Relocate the district development staff into 3 metropolitan-based offices, central to their geographic areas of responsibility (which could be at a WAFL Club, subject to appropriate facilities being available) • E5.1 Identify and implement other specific competition equalisation measures that support club sustainability, team competitiveness and a broadcast quality competition, with all measures in place by the end of the 2019 season including zone review of WAFL Club/District zones. • E5.2 Change the WAFL home and away season to an 18-round season to assist in managing the costs of the competition. • E5.3 Undertake a detailed review of community expectations for WAFL Clubs to develop an appropriate mix of facilities, services, food and beverage experiences plus marketing strategies to attract a new generation of members and fans to the WAFL. • E5.4 Work with AFL to ensure the WAFL remains the only senior competition in WA from which AFL players can be drafted and provide support to potential draftees accordingly. • E5.5 Implement strategies to work with the WAWFL to develop a new WAFL-aligned women's competition and determine size and licence conditions for teams in the competition. • E5.6 Develop process for regular WAFL benchmarking both monthly and annually against agreed KPIs • E5.7 Review ideal competition structure for WAFL • E5.8 Develop a heritage and memorabilia plan. • T1.1 Transfer management of the WA talent pathway from the WAFL to the WAFC (with commensurate changes to WAFL funding and AFL draft fees), whilst supporting the deep connection of players to WAFL Clubs. • T2.2 Provide support to mature-age talent playing in the WAFL competition. • T2.3 Work closely with our AFL Clubs to effectively align Next Generation Academies with WAFL programs and planning. • T3.1 Develop a plan to provide relevant Professional Development and mentoring to support talented coaches, umpires and administrators. • S2.3 Seek a long-term broadcast deal that can offer new revenue opportunities for WAFL Clubs and showcase the WAFL to the broadcast market in WA. • S2.5 Adjust funding to WAFL Clubs to ensure a sustainable level of spending consistent with WAFL's defined role as the premier state league, through a model that considers baseline funding, outcome-linked funding and project specific funding, with clear criteria linked to objectives. This will be done in consultation with clubs, providing an adequate transition process. • S2.6 Undertake a feasibility study of joint commercial assets and membership structure of the WAFL to increase value and financial return of those assets, whilst delivering increased value to partners. • S5.5 Develop strategic facilities plan including focus on female-friendly facilities. <p>The document identifies a number of areas which are going to have a direct impact on the future of WAFL clubs and their extended business models. This will be developed over the next few years, Key messages however include the development of the women's game and the need</p>

Document	Precis of Main Considerations
	to adapt new facilities to meet the growing demand. In addition, the support for talented coaches, umpires and administrators in addition to players which ultimately feed the national AFL will become more dominant.
AFL Facility Guidelines (AFL 2019)	<p>The following is a summary of the recommendations contained within the facility guidelines for state level infrastructure. State facilities are primarily servicing state leagues and elite underage competitions and are seen as second tier competition facilities. These facilities are also used for competition finals as they are maintained to a showcase level, offering higher standard of amenities with perimeter fencing and the capacity to cater for larger crowds. They contribute 3% of venues nationally. The diagram below identifies the facility composition suggested for state facilities. This is the minimum requirement for one club and does not take into account the WAFL club development programs and unique zonal responsibilities of each club:</p> <p>Orientation and Design of Clubhouse (1,000m²) - State (Essential components):</p> <ul style="list-style-type: none"> • Pavilions (and main viewing areas) should be positioned to allow viewing of the entire field of play and to avoid looking into the sun. For this reason, pavilions are generally positioned on the western side of the playing field. • Amenities (Player toilet/showers) - 35m² x 2, Change Rooms - 80m² x 2 and Massage Room – 20m² x 2 • Gymnasium – 46m² • External covered viewing area - 150m² • Kitchen and Kiosk - 40m² • First Aid/Medical Room (Public Access) - 15m², Doctors Room – 15m² x 2 • Office/Administration/Meeting - 25m² • Public Toilets - Male 17m², Female 17m², Disabled 9m² • Storage (internal and external) - 22m² • Social/Community Room - 200m² • Timekeeping/Scorers Box - 15m² • Umpires' Rooms (including toilet and showers) - 40m² and third umpire - 15m² • Utility/Cleaners Room - 5m² • Corridors – 84m² • The minimum level maintained average horizontal illuminance for semi-professional venues is 200lux but needs of AFL / AFLW and second tier competitions can alter based on competition regulations, broadcast needs and local environments. Venue owners wishing to conduct games are advised to consult closely with their AFL State body or relevant competition governing body to ensure lighting design and levels meet all stakeholder requirements.



Document	Precis of Main Considerations
Hockey WA Strategic Facilities Plan (2009)	<p>The option to develop a synthetic hockey turf within the oval space was identified as a potential opportunity at the Leederville Oval site in its initial inception phase. The 2009 strategic plan for hockey contains a series of recommendations relating to the provision of synthetic turf and grass pitch infrastructure. In consideration of State Sporting Strategic Facilities Plan, the Hockey WA Board is to review its existing policy titled "Additional Synthetic Turf" to determine the level of and the conditions under which funding may be available for turf provision. Twelve (12) specific sites are identified for synthetic turf pitch provision with associated grass pitch provision. The document is principally focused on metropolitan Perth and identifies a population trigger point of 1:75,000 head of population for turf provision. Due to a recent increase in turf provision which has had an adverse impact on existing turf viability, particularly at the State Hockey Centre, Curtin, Hockey WA have indicated they are in the process of reviewing the strategy with a view to providing more detailed guidance for the long-term viability and sustainability of turf infrastructure.</p>
5 Trends Driving the Future of Parking (Blake Laufer, VP of Research 2016)	<p>During the development of the Master Plan the ability to generate alternative revenue sources were considered. Of those, car parking was considered to be a short to medium term option to underwrite the development of the site and sustain club activities. This study sought to assess the likely future for car parking within developed urban areas. The key outcomes indicated:</p> <ul style="list-style-type: none"> • Self-driving Cars: University of Toronto predicts that autonomous cars could reduce parking demand by 90%. • The Internet of Things: Everyday physical objects will be connected to the Internet and will be able to identify themselves to other devices. Providing "ambient intelligence" and the ability to locate the best option available. • Smart Cities: Real-time occupancy data available via apps and signage; Optimization facility use via car counting. Dynamic pricing to incentivize parkers toward specific locations. Traffic congestion optimisation. • Millennials: Studies reveal they are less likely to use cars (Americans under 30 are 7.2 times more likely to take public transit than Americans over 60 - University of Michigan).If you're living in a city with a robust multi-modal transit system then you won't own a car • Data Analytics: Impact on carbon footprint analysis – making small adjustments to systems.

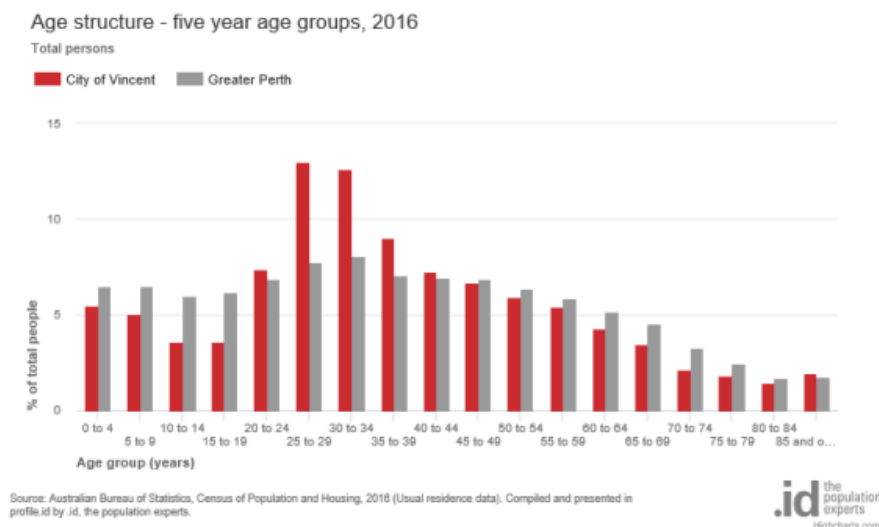
APPENDIX B: Demographic Analysis

The following information identifies the City of Vincent Demographic influences. The information has been obtained from Forecastid™; Profileid™ and the ABS 2016 Census. In addition to support the catchment analysis data was obtained from Community Profile and Social Access (City of Vincent, City of Subiaco, City of South Perth & City of Perth), Remplan Community (City of Stirling) and WA Tomorrow (2015) (City of Stirling & Town of Cambridge)

Population & Growth

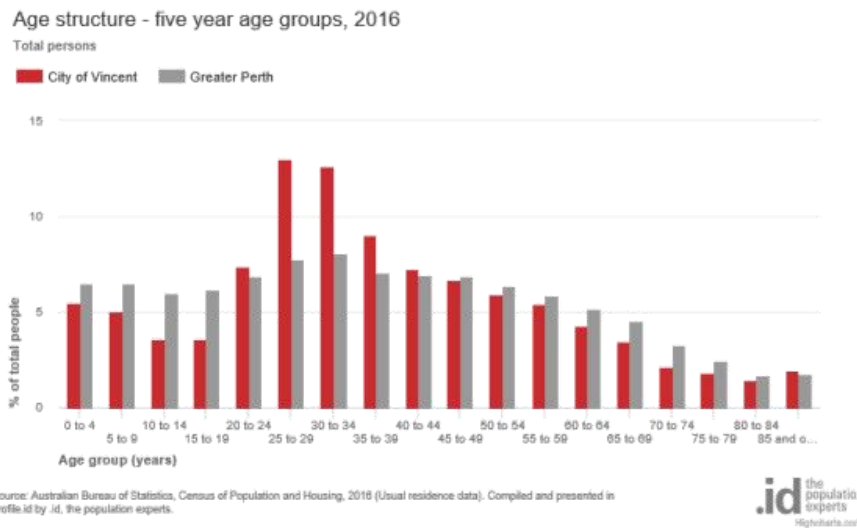
The 2018 population of City of Vincent estimated at 33,693 (Estimated Resident Population). Figure 11 refers. This represents an increase of 2,145 (6.8%) since the 2011 census.

Figure 11: Population of the City of Vincent 2016 (Source: Profile ID)



- The City has a population density of 31.37 persons per hectare with an average household size of 2.18.
- 18,787 people living in the City of Vincent in 2016 were employed, of which 65% worked full-time and 33% part-time. With 33% of households earned an income of \$2,500 or more per week in 2016.
- The primary housing market role played by the City of Vincent has moved historically from the provision of modest workers' housing to a high-demand 'lifestyle migrant' area attracting professionals, young people, and students.
- Analysis of the five year age groups of the City of Vincent in 2016 compared to Greater Perth shows that there was a lower proportion of people in the younger age groups (under 15) as well as a lower proportion of people in the older age groups (65+):
 - A larger percentage of persons aged 25 to 29 (13.0% compared to 7.7%)
 - A larger percentage of persons aged 30 to 34 (12.6% compared to 8.0%)
 - A smaller percentage of persons aged 15 to 19 (3.6% compared to 6.2%)
 - A smaller percentage of persons aged 10 to 14 (3.6% compared to 6.0%)
- The most significant growth between 2011 and 2016 was in the 30-34 age range (795), 65-69 age range (369) and 5 to 9 age range (325). However, the most significant fall was in the 20 - 24 age range (-399).

Figure 12: City of Vincent Age Structure for 2016 (Source: Forecastid)



Projected Population data and 2km/5km Catchment of Leederville Oval

The key population indicators are contained at Appendix B and summarised below. They indicate:

- The City of Vincent population forecast for 2019 is 38,713 and is forecast to grow to 51,726 by 2041.
- It is assumed that the migration flows of younger professionals into higher density residential areas within the City will continue into the future.

Under the designated Public Open Space definition of District Open Space, a catchment of 2km is generally accepted as being appropriate for community level sporting provision. For state level/Regional infrastructure the general catchment is accepted as being 5km. It is accepted however that for WAFL clubs the likely supporter catchment of any site is likely to draw from a much broader catchment of 5km. For major non-sporting events, it is also likely that the catchment may be broader than a 5km catchment. Nevertheless, for regular community events which perform a regional function the likelihood is that over 80% of users will gravitate to the site from a 5km catchment. For this reason, an assessment of the population demographics has been undertaken based on both a 2km and 5km catchment:

- The 2km and 5km catchment of the Leederville Oval site is shown in the Figure 13. The 5km catchment includes suburbs within the City of Vincent, City of Subiaco, City of Perth, City of South Perth, Town of Cambridge and City of Stirling.
- Within the 2km and 5km catchments of the LO site the following table and graph indicates the likely population growth to 2036:

Figure 13: Leederville Oval 2km and 5km Catchments

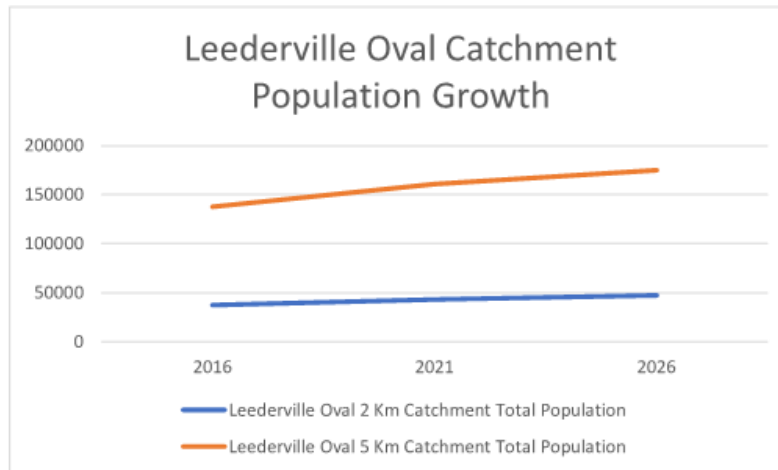


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Table 12: 5km and 5km catchment populations

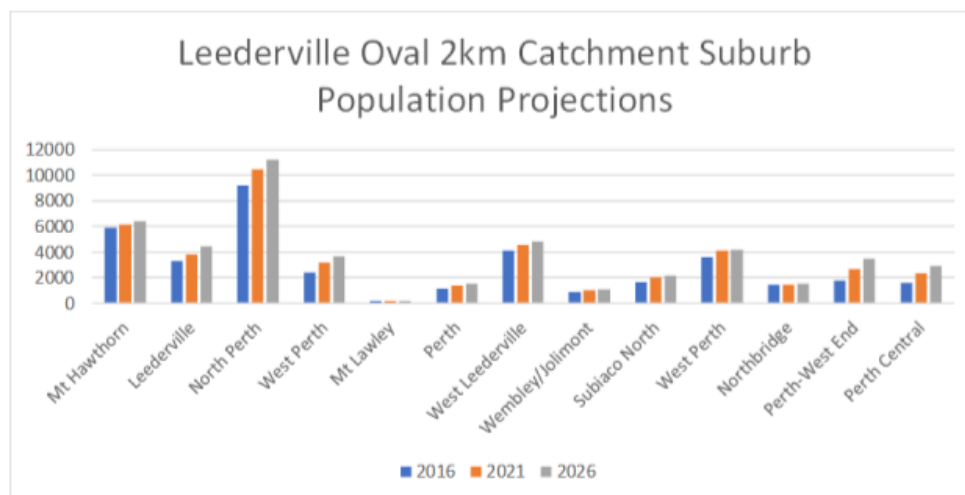
Population Year	2016	2021	2026
2km Catchment	37,062	43,320	47,396
5km Catchment	137,119	160,551	175,060

Figure 14: Leederville Growth Summary by Catchment (Source: WA Tomorrow / Forecastid)



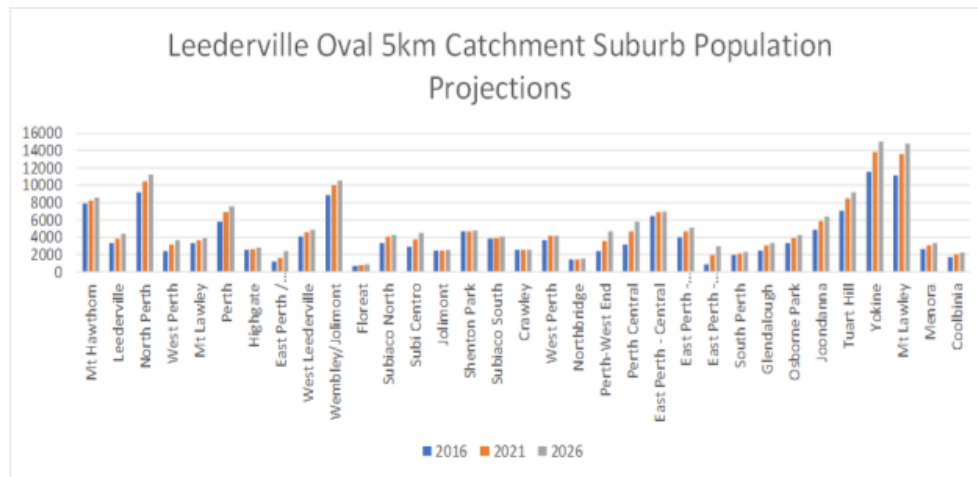
- The 2km growth figures indicate that the majority of growth is going to occur in the suburbs of North Perth, West Perth and Leederville within the City of Vincent and Perth – West End and Perth Central, within the City of Perth.

Figure 15: Leederville Oval 2km Catchment by Suburb – Population Projections (Source: ABS Census 2016)



- The 5km growth figures show a much more extensive growth in areas within the City of Stirling (notably Yokine, Tuart Hill, Joondanna and Mount Lawley).

Figure 16: Leederville Oval 5km Catchment by Suburb - Population Projections (Source: ABS Census 2016)



- An assessment of key demographic indicators from the 2016 Census related to the 5km catchment of the site indicated:
 - A generally affluent society with all suburbs, with the exception of Crawley, Northbridge and West Perth having a significantly higher or equivalent high household incomes than the Greater Perth average. The low level for Crawley is generally indicative of a high student population. This is indicative of a generally higher level of disposable income and ability to spend on recreational pursuits when presented to individuals.

Figure 17: Leederville Oval 5km Catchment - Low Income Households (Source: ABS Census 2016)

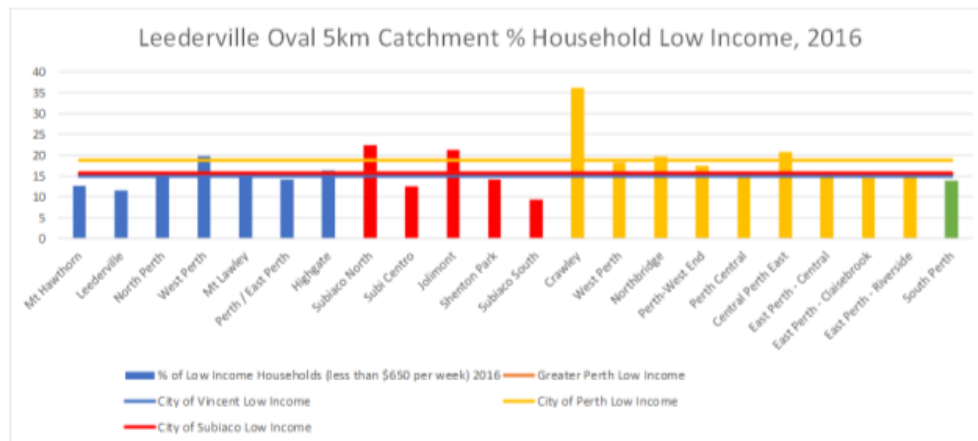
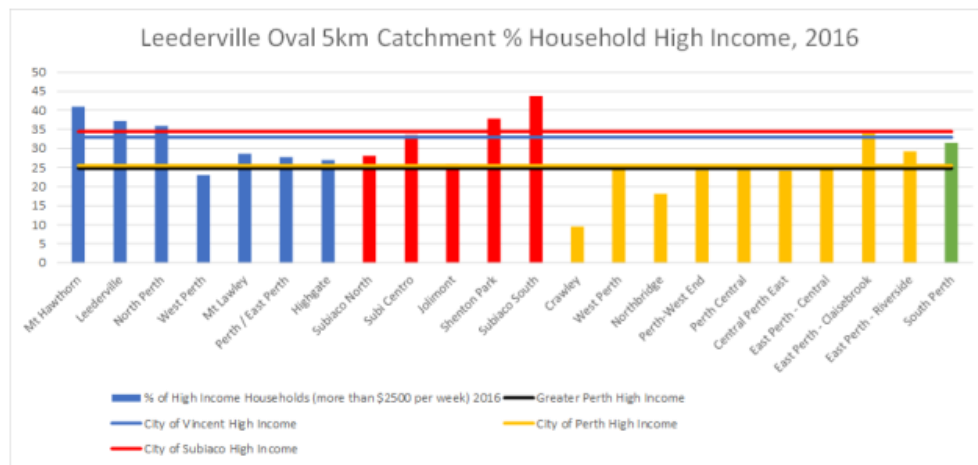
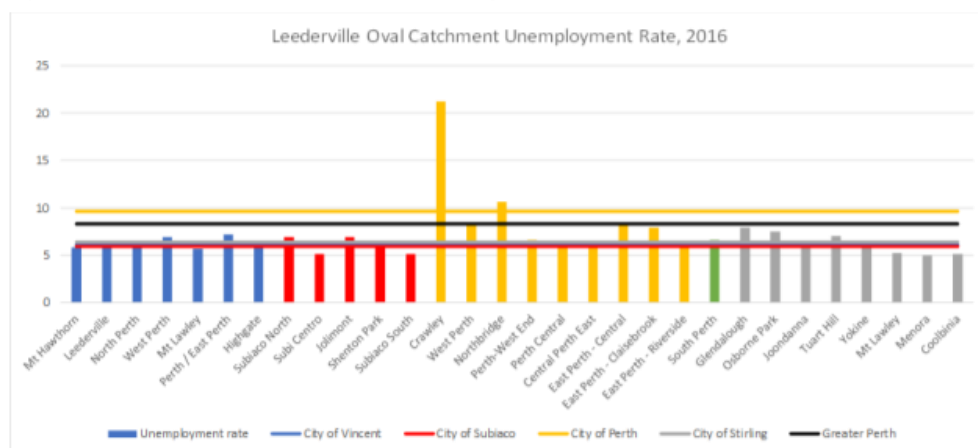


Figure 18: Leederville Oval 5km Catchment - High Income Households (Source: ABS Census 2016)



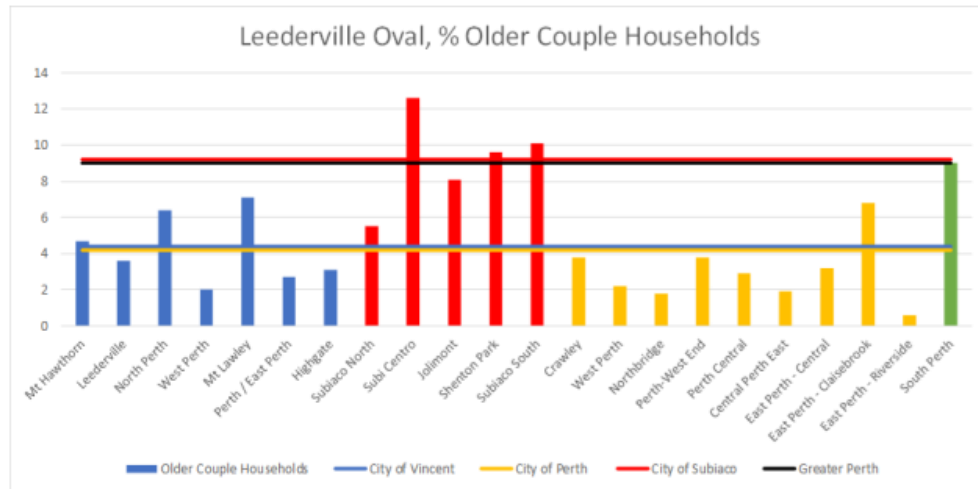
- Similarly, unemployment rates were significantly below the Greater Perth average in all suburbs with the exception of Crawley and Northbridge. This is also indicative of a general ability within the catchment to generate disposable income to take part in festivals, events and sporting activities.

Figure 19: Leederville Oval 5km Catchment Unemployment Rate 2016 (Source: ABS Census 2016)



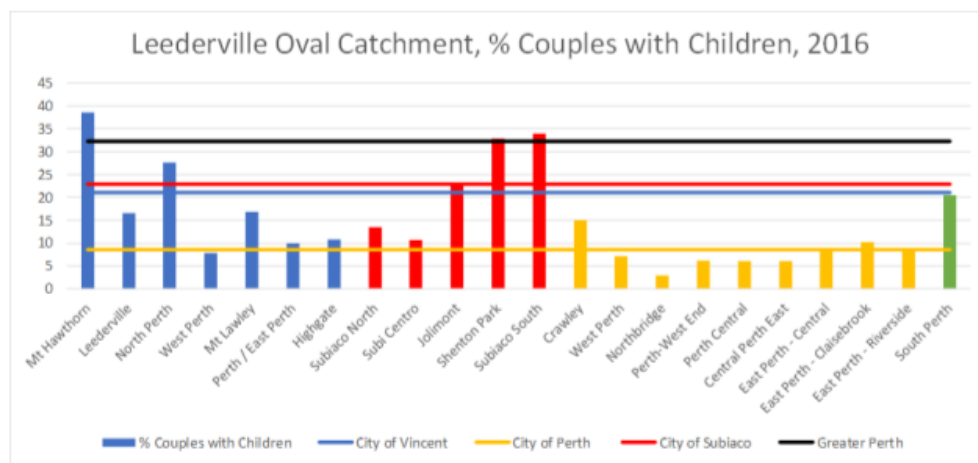
- The percentage of older couple households within the catchment is significantly below the Greater Perth average in all suburbs with the exception of Subi Central, Shenton Park and Subiaco South. This is generally indicative of a young upwardly mobile area, which when coupled with disposable income and high employment rates are likely to support local events.

Figure 20: Leederville Oval 5km Catchment - Older Couple Households (Source: ABS Census)



- o All suburbs within the 5km catchment are below the Greater Perth average for couples with children (with the exception of Mount Hawthorn, Shenton Park and Subiaco South). Whilst this generally indicates a lesser requirement for family based activities, it also tends to indicate a higher degree of disposable income aligning to the other indices.

Figure 21: Leederville Oval 5km Catchment - Percentage of Couples with Children (Source (ABS Census 2016)



Catchment Population Implications

The assessment of the current demographic indices and future anticipated population growth highlights the potential capability of the 2km and 5km catchments to support community events and social infrastructure financially.

Generally, where there are areas with high levels of assumed disposable income, coupled with high employment rates and a younger demographic there is indicatively a higher demand for social activities

at evenings and weekends. Such people are generally prepared to travel to attend events which appeal to them and in particular support similar events locally.

Whilst the fan base for WAFL Clubs is generally perceived to be ageing with measures being put in place to attract a higher percentage of youth and family members, the major attractor for Leederville Oval is likely to be as a broader event space. The provision of WAFL infrastructure therefore is likely to have to consider a broader activation hook than pure football development if the Leederville Oval site is to become a financially viable proposition. This is likely to demand other activation activities to draw the catchment population into the site in addition to festivals and events. A younger and growing upwardly mobile demographic within the City of Vincent and broader catchment is also likely to be demanding of more and more social activity and event spaces.

APPENDIX C: Facility Benchmarking

WAFL and Equivalent Benchmarks

Research has been undertaken into state level football facility infrastructure and some of the lessons learnt in respect of the consequential impact on community use; the viability of clubs and level of infrastructure desired. The information supplied below relates to development of infrastructure related to state level facility developments (previous VFL grounds and WAFL clubs) where the key tenants have been football clubs:

Table 13: Selected Facility Benchmarks

Facility	Lessons Learnt
North Melbourne – Arden Street	<p>Business case developed by Coffey. The focus was as much on community as football. It incorporated:</p> <ul style="list-style-type: none"> • Incorporated indoor training facility (shared with Melbourne Tigers Basketball Team). • Commercial gymnasium. • 2 connected facilities – run by the City. North M had use of basketball facility. Community learning centre was provided for CaLD community. • 2-storey building – Fencing Victoria based on top floor. North M had ability to have access to this area. • Community could gain access to lecture theatres and other areas. • Management model – Club and City management but with interactions across both. <p>As a former VFL base it is considered to be one of the best examples where community and club development outcomes have been achieved in a collaborative manner. A true football community facility where additional services complement player, coach and official development program use.</p>
Carlton Facility – Princess Park	<p>The initial investment began in 2006/07 and incorporated the following:</p> <ul style="list-style-type: none"> • Gymnasium, weights and stretch areas • 4-lane, 25-metre indoor heated pool • Medical offices and rehabilitation/treatment areas • Football Administration offices • Lecture theatre and meeting rooms • Change room facilities <p>A broader Master Plan was developed in 2012 for the remainder of the park which incorporated a bowls club, bookable event area, temporary car parking, Carlton Recreation ground, grandstand, pavilion, tennis club, three ovals, a tram stop and public toilets. The vision was <i>‘Princes Park will provide for a diverse range of high quality passive informal and active recreation and sporting activities in a magnificent landscape of open spaces, surrounded by significant tree avenues and boundary plantings. The park will be accessible, safe and sustainably managed.’</i></p> <p>The development incorporated upgrades to existing infrastructure, additional planting, car parking rationalisation, a synthetic oval and other sports field upgrades. The overall development of the football infrastructure is considered to be principally a football facility with certain aspects incorporating community activity. The community aspects were considered to be more of a side issue to access funding. The facility incorporated a</p>

Facility	Lessons Learnt
	large commercial coffee shop, commercial allied health facilities. The business models for commercial operations have however been limited.
Peel Thunder, Rushton Park, Mandurah	<p>A \$9 million redevelopment of the ground, consisting of the construction of a new grandstand and facilities (change room, gym, function and administrative building), began in February 2010, and was completed in June 2011. The new development at the time was advocated as being able to <i>'substantially increase profits for Peel Thunder with 'out of football' revenue streams firmly established'</i></p> <p>An excellent football facility with good function room and bar area. The Platinum Room accommodates guest numbers up to approximately 500 persons (theatre style), and can be comfortably divided into North & South. It is ideal for the larger conference group. Commercial gym (public and club) was compromised by local competition. Operational costs are excessive and hence the club have identified a need to review current business model which they are currently progressing.</p>
Western Bulldogs – Whitton Oval	<p>Initially a VFL facility and now the training and administrative headquarters of the Western Bulldogs Football Club. In September 2004, the club secured a deal for a \$19.5m redevelopment, with contributions from the Federal Government (\$8.0m), Western Bulldogs Forever Foundation (\$5.5m), State Government (\$3.0m), AFL (\$1.5m) and the City of Maribyrnong (\$1.0m). The development included a community and football club orientation. It includes a 120 place childcare centre, a conference and convention centre and a state-of-the-art sports, medical, and health care centre for the Bulldogs to use as a training base.</p> <p>There is a relationship with Victoria University around health disciplines. The university brought people in to undertaken support programs through an integrated business model. There is an indoor six basketball court hall providing a community basketball centre. The ground also includes a variety of commercially-oriented tenancies, including retail although it has been stated that the club did not focus on commercial activities.</p>
West Perth Football Club	<p>A club that remains in serious financial difficulty following the recent announcement that the state government rejected a request for support to keep the club afloat at Arena Joondalup. This follows a \$200k debt write off in 2018. The club have reduced debt but have not been able to build revenues to a sustainable level. The club are at the behest of VenuesWest. In moving to Arena Joondalup, the club had nothing bar the football side of the facility to generate income. Therefore, their ability to generate non-core football income was negligible.</p>

An additional review of WAFL facilities was undertaken on behalf of the WAFC by The Paatsch Group. The conclusions reached and selected recommendations are provided in summary in Table 14 below:

Table 14: WAFL Facilities Review (Source: Paatsch Group 2019)

Facility	Lessons Learnt
Peel Football Club	<p>Generally well thought out community integrated facility.</p> <p>Positive relationship with local Council</p> <p>Multiple funding streams across Federal, State and Local Government.</p>

Facility	Lessons Learnt
	<p>Incorporate commercial facilities that meet community needs.</p> <p>Include flexible function spaces to maximise revenue.</p> <p>Focus on non-match day revenue streams</p>
Claremont Football Club	<p>Well developed commercial facilities (tenancies)</p> <p>Model for provision of funding for long term maintenance.</p> <p>Innovative funding strategy through State Government via the liquidation of valuable commercial land around the ground by Government who in turn used part proceeds of land sale to fund facility.</p> <p>Be Clear on your target markets when developing facilities.</p> <p>Provide dedicated space (and enough) space for match day family fun activations</p>
West Perth Football Club	<p>Quality admin facilities</p> <p>Lack of Governance and planning in the development process.</p> <p>over design of certain areas but no commercial revenue and no obvious opportunities for commercialisation.</p> <p>Funded entirely through State Government with what appears to be lack of strategy.</p> <p>Need strong project governance separate from CEO or administration.</p> <p>Fully develop commercial partnership opportunities including agreements with external parties before proceeding.</p> <p>Test the operating financial assumptions with other similar facilities</p>
<p>Overall Recommendations include:</p> <ul style="list-style-type: none"> • WAFC investigate shared facility related business opportunities on behalf of the Clubs, including but not limited to: <ul style="list-style-type: none"> ○ Gym/Health Club – single operator across multiple venues ○ Catering and function sales - centralised across multiple clubs ○ Allied Health/sports medicine/physio – single operator across multiple venues ○ Facilities Management - centralised across multiple clubs ○ Community programming – centralised across multiple clubs • New Potential Drivers of Revenue: <ul style="list-style-type: none"> ○ Physio/Allied Health/Sports Medicine <ul style="list-style-type: none"> ▪ Commercial tenants possibly aligned to club medical services ○ Field Club <ul style="list-style-type: none"> ▪ Generally low cost as they sit in dead space adjacent change room ▪ Great inner sanctum product ▪ Increase margin on premium hospitality ○ Decks and Terraces <ul style="list-style-type: none"> ▪ Low cost premium hospitality option ▪ Increase margin on food as can often serviced as BBQ style ▪ Low capital cost • Stadium Activation and Community 	

Facility	Lessons Learnt
	<ul style="list-style-type: none"><li data-bbox="395 387 1145 434">• Maintain consistent message from football for a "community facility supporting the operations of a WAFL club"

APPENDIX D: Visual Site Audits

The Leederville Oval site has significant constraints associated with its development. It is land-locked with a number of existing users surrounding the oval which impacts on the opportunity to raise the visual profile of the site. For the purposes of the visual audit and to guide initial architectural/landscape architect considerations it has been divided into 10 specific areas. These are depicted below:

- Area 1: Detached covered viewing area bank and overflow car parking area.
- Area 2: Northern gate, banking and terracing.
- Area 3: Eastern terracing adjacent to Loftus Centre.
- Area 4: South-eastern banking, public toilets and access to Civic Centre.
- Area 5: Southern oval and footpath adjacent to Vincent Street.
- Area 6: Department of Local Government Sport and Cultural Industries Building (leased).
- Area 7: Main access to site off Vincent Street and car parking area (servicing SFC, EPFC and DLGSC).
- Area 8: Main grandstand and administrative base of SFC and EPFC.
- Area 9: Western entry to site from TAFE.
- Area 10: The football oval and floodlighting.



Figure 22: Visual Audit Components







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Visual assessment	Images	
<p>Area 1: Detached covered viewing area bank and overflow car parking area.</p> <ul style="list-style-type: none"> • Cantilevered stand whilst appearing structurally sound is showing signs of decay. Positioned adjacent to oval boundary fence it is constructed of corrugated sheeting with four supporting columns. • The permanent bench seating is poor and in need of replacement. Half of the seating is uncovered. • Stained by bore water. • Elevated viewing position on grass bank with car parking overflow behind. • Existing mature tree (Moreton Bay Fig) which provides extensive shade on boundary with adjacent landowners. • Mature tree on banking behind stand. • Extensive area behind stand provides opportunity for re-aligned car parking and servicing of site. Care will need to be exercised to integrate mature trees within any development. • To gain access to the main grandstand requires spectators to walk through the stand. • A floodlighting pylon is located to the south of the stand. 		
<p>Area 2: Northern gate, banking and terracing.</p> <ul style="list-style-type: none"> • Currently the main gated entrance from the Loftus Recreation, Library and Civic Centre car park. • Access is narrow but both vehicular and pedestrian access can be achieved from the adjacent car parking area. • Banking is elevated above the oval with a slight incline from the gate to a series of 0.5 metre high limestone terrace beds. • Limestone steps provide access to the wide grass apron and edge of the fenced oval within which one floodlighting column is positioned. • The top part of the banking provides a relatively open area covered in wood chip which is used to gain 		

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Visual assessment	Images	
<p>access by event service vehicles (food and drink wagons).</p> <ul style="list-style-type: none"> The spectator gate provides a permanent shade structure but is old and provides paying access during match days with no box provision for employees. The area can be gated to funnel spectators through the turnstile area and around the ground. To the bottom of the woodchip area is a bound path which leads to the end of the terracing (adjacent to a retaining wall overlooking adjacent buildings and access road to the west) and along the eastern boundary of the oval. The grassed area is well maintained but none of the terracing has any permanent shade. The boundary fencing is chain link and posts (approx. 2m in height). The edge of the area (to the west) contains a retaining wall and advertising with 5m chain link fence behind the football goals. 		
<p>Area 3: Eastern terracing adjacent to Loftus Centre.</p> <ul style="list-style-type: none"> A narrow area of spectator terracing with a footpath running north to south against a planted 1.5m to 2m high limestone wall between the oval site and Loftus Recreation Centre, Library and Civic buildings. The terracing consists of limestone steps and grass banking (5 steps, slimming down to three steps in the south-east corner where the grass bank extends out) The footpath provides access to maintenance vehicles, pedestrians and cyclists. Steps from the Leederville Oval site lead to Loftus Recreation Centre and a small synthetic futsal area. One floodlighting tower is present within the grass banking area which leads down to the oval surround fencing. The narrow spectator area has no shade and limited spectator infrastructure. 		

Visual assessment	Images	
		
<p>Area 4: South-eastern banking, public toilets and access to Civic Centre.</p> <ul style="list-style-type: none"> • Located adjacent to the eastern terracing the area incorporates a public toilet block (Leederville Oval East Toilet Block which is open at weekends only). • The toilet block backs onto a childcare centre and fronts the adjacent footpath which also runs to the north of the toilet block and south of the civic building. • The toilet block is structurally sound although in need of repointing in areas. • The footpath which runs past the toilet block to the south bends past a car parking area to a gated exit point. • Adjacent to the gated exit is a floodlight pylon. • Within the Leederville Oval site, the grass bank gradually slopes towards the fenced oval towards the rear of the goal area. 		
		
		
		
		
<p>Area 5: Southern oval and footpath adjacent to Vincent Street.</p> <ul style="list-style-type: none"> • The dual use path connects with Vincent Street and to the southern portion of Leederville Oval. • The Moreton Bay Fig Tree in the road verge dominates the area with historic signage identifying the past and current use of the oval (previously wetlands and market gardens until the development of the ground as an oval in 2015). • High chain link fencing, mature vegetation and advertising hoardings block the most prominent view of the site from the only highly trafficked road which borders the site. 		
		
		























Visual assessment	Images	
<p>Area 6: Department of Local Government Sport and Cultural Industries Building (leased).</p> <ul style="list-style-type: none"> A relatively modern structure which currently houses the government department on a medium term lease from the City of Vincent. The facility provides undercroft car parking for users of the building and some secure above ground car parking. The prominent location of the building at the main road entry point to Leederville Oval lends itself to be incorporated within the Master Plan. 		
<p>Area 7: Main access to site off Vincent Street and car parking area (servicing SFC, EPFC and DLGSC).</p> <ul style="list-style-type: none"> The main access off Vincent Street is narrow and affords limited opportunity at present to increase the profile of the site. The covered Phil Matson Gate which is set back from the entry off Vincent Street is the main spectator access entry point to the south of the site. The narrow access road and car parking to the rear of the main grandstand is impacted upon by an old toilet block (Leederville Oval West Toilet Block which is open on gamedays only). Car parking is heavily constrained by limited manoeuvring space, ad hoc storage and external grandstand accessibility. 		
		
		
		
<p>Area 8: Main grandstand and administrative base of SFC and EPFC.</p> <ul style="list-style-type: none"> External: The main grandstand comprises of a series of raised seating areas which are accessed by external steps with handrails. There are two dedicated and elevated viewing areas to the north and south of the grandstand which provided dedicated club seating for Subiaco and East Perth Football Club members (immediately to the front of their dedicated function areas. The cantilevered roof covers 		
		
		



Visual assessment	Images	
<p>approximately two thirds of the seated area.</p> <ul style="list-style-type: none"> The central stand provides additional elevated seating which also includes media access (Jack Sweet Media Centre). The cantilevered roof covers approximately two thirds of the seating (folded seating). Beneath the main grandstand exists the central changing area and central race. To the front of the central grandstand is a partly covered seating and standing area. The majority of the ground floor in front of the extended grandstand is for standing spectators. Viewing from the elevated spectator areas is generally good across the oval. However, viewing from the areas (corporate) from behind the seating is extremely constricted in areas due to the ad hoc development of the stand and internal configuration. This does not permit unhindered views across the oval. Subiaco Football Club: Internally the administration and office area are located within the northern part of the main grandstand. The entrance lobby leads into the large reception area and 'Hall of Fame'/trophy display area. Offices, main boardroom and subsidiary meeting room is located off the main reception area. This also provides access to staff kitchen toilets and relatively large areas for equipment/ merchandise storage. The general office area is open plan with up to 5 dedicated office areas and additional partitioned stations for administration, football and program staff. The Don Carter Room (subsidiary meeting room) provides access for external users off the car park. Access to the main function room and board room is via an internal stairwell leading into the extensive first floor function room. The function room incorporates a bar and presentation stage with a view over the oval. 		

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Visual assessment	Images	
<ul style="list-style-type: none"> • Player photographs and achievements are placed around the room on the wall. 		
<ul style="list-style-type: none"> • Adjacent to the main function area is an outdoor function area which has been covered with a principle view towards the TAFE site and stepped access to the oval (the view over the oval is extremely limited. This area can operate independently with an outdoor bar and seating area. 		
<ul style="list-style-type: none"> • The function areas can be accessed from the external seating areas. Internal HVAC systems are visible in the main function area. Viewing across the oval is restricted by the adjacent stand. 		
<ul style="list-style-type: none"> • The function areas are supported by a commercial kitchen on the west side. 		
<ul style="list-style-type: none"> • Between EPFC and SFC extends an extended function suite which has limited external viewing. The area is mainly used for storage and overspill bar for gamedays. The functionality of this area is extremely restricted for SFC. 		
<ul style="list-style-type: none"> • The general appearance of the main function area and outdoor bar space is of a reasonable quality facility. The view across the oval however from all areas and adjacent extended function suite is obscured by the positioning of the Jack Sweet Media Centre stand which extends into the viewing line (seating and access stairs). 		
<ul style="list-style-type: none"> • On the ground floor, there is a substantial area allocated for football development including a warm-up area, gym, changing and locker rooms, showers, toilets, strapping and medical rooms. 		
<ul style="list-style-type: none"> • The gym is located just beyond the main warm-up area 		
<ul style="list-style-type: none"> • A dedicated ice bath and spa is provided together with showers. 		
<ul style="list-style-type: none"> • A tiered lecture theatre is provided for team briefings with individual permanent seating provided. 		
<ul style="list-style-type: none"> • Lighting throughout is of fluorescent strips. 		

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Visual assessment	Images	
<ul style="list-style-type: none"> Access to the football department is relatively controlled although lacks passive surveillance. Access internally to match viewing areas and a coaching box is provided from the player areas. 		
<ul style="list-style-type: none"> The level and provision of space is above recognised AFL state level infrastructure and although of a higher standard than EPFC still has significant limitations (i.e. lack of female changing and locker space, poor air circulation, ageing equipment, lacking privacy/security and secure storage). 		
<ul style="list-style-type: none"> East Perth FC: Internally the lower ground office and administration space has undergone some refurbishment but is generally open plan with dedicated cubicles for administration, football staff and program operators. 		
<ul style="list-style-type: none"> Front of house reception and trophy cabinet is obtained off a lobby area with offices and meeting rooms behind. 		
<ul style="list-style-type: none"> Access to the main function room and board room is via an internal stairwell leading into the first floor function room. 		
<ul style="list-style-type: none"> The function room incorporates a bar and presentation stage with a view over the oval. 		
<ul style="list-style-type: none"> Historic achievements are placed around the room on the wall. 		
<ul style="list-style-type: none"> A board room is located off the function area to the south. 		
<ul style="list-style-type: none"> Both the function areas and board room can be accessed from the external seating areas. Internal HVAC systems are visible. 		
<ul style="list-style-type: none"> As referenced above, between EPFC and SFC extends an extended function suite which has limited external viewing. The area is mainly used for storage and overspill member use for gamedays. 		
<ul style="list-style-type: none"> The function areas are supported by a commercial kitchen on the west side. 		
<ul style="list-style-type: none"> The general appearance is of a dated facility in need of significant uplift (internal refurbishment) The view 		

Visual assessment	Images	
<p>across the oval from the function area and adjacent extended function suite is obscured by the positioning of the Jack Sweet Media Centre stand which extends into the viewing line (seating and access stairs).</p> <ul style="list-style-type: none"> • Access to storage is constrained both within the function/corporate/ membership areas and in the football playing areas on the ground floor. • On the ground floor, there is a substantial area allocated for football development including a warm-up area, gym, changing and locker rooms, showers, toilets, strapping and medical rooms. • The gym is fitted in a matted area with cardio and weights equipment. • A tiered lecture theatre is provided for team briefings. • Lighting throughout is of fluorescent strips. • The level and provision of space is above recognised AFL state level infrastructure, but the quality of provision is poor (i.e. lack of female changing and locker space, poor air circulation, ageing equipment, lacking privacy/security and secure storage). • Access into the football department area is relatively unconstrained and there is a lack of passive surveillance to provide added security. 		
<p>Area 9: Western entry to site from TAFE:</p> <ul style="list-style-type: none"> • A gated access with signage on the Leederville Oval side indicating area is for staff parking only and a penalty of up to \$200 for any unauthorised parking. • A permanent turnstile for matchday entry is provided adjacent to the gate which is covered and protected on two sides by Perspex sheeting. • Area is fenced by rusted 2 metre high chain link fencing with barbed wire above. 		
<p>Area 10: The football oval and floodlighting.</p> <ul style="list-style-type: none"> • The north-south orientation of the oval is the ideal positioning for 		

Visual assessment	Images	
<p>football and provides the optimum viewing alignment.</p> <ul style="list-style-type: none"> The bowl around the oval provides the ability to bring in substantial event overlay if required. The pitch condition prior to the start of the season looked excellent although both clubs have expressed concern with excessive wear and tear and potential drainage issues. The distribution of storm water from the adjacent Loftus Centre to the top third of the oval would not assist. Floodlighting columns are recognised as being substandard for current football use and will require an upgrade. 		
		

APPENDIX E: Initial Stakeholder Consultation Outputs

Initial consultation has been held with the Project Control Group consisting of the two football clubs, officers from the City of Vincent, the consultant, representatives from the Western Australian Football Commission (WAFC) and the Department of Local Government, Sport and Cultural Industries (DLGSC). The main considerations identified within the meeting were:

- The future of the two football clubs is yet to be determined:
 - SFC indicated that they are committed to remaining on site
 - EPFC indicated that they were still to determine their future business model following their recent decision to cease operating the West Coast Eagles alignment.
- Both clubs expressed a need to increase the ability to generate a financial return from the Leederville Oval site on a regular basis
- DLGSC indicated that their current building should be incorporated as a consideration of the future development of the ground and part of the Master Plan.
- WAFC indicated that the Master Plan was part of an ongoing commitment to review and invest in the long term future of the WAFL. A review of the future of the WAFL is to be undertaken in 2019 and it is anticipated that the clubs will remain but the overall business model is likely to change.
- All recognise the infrastructure (built) is past the end of its useful life.

Subsequent to the PCG meeting a Senior Executive meeting and Elected members meeting was held to determine the focus point for the development of the Master Plan. The outputs from Both Meetings is provided below and will be refined as the Master Planning process progresses:

Table 15: Corporate Executive and Elected Member Briefing Outputs

Corporate Executive Meeting 23/01/19	Elected Members Briefing 12/02/19
<p>No consensus was reached and agreed to by Corp Ex. The points made are by individual Corp Ex members.</p> <ul style="list-style-type: none"> • Keep both WAFL clubs at LO in terms of weekend activation, resulting in people coming into Leederville and being exposed to potential sponsors branding / products – which would be beneficial to both clubs financially as sponsors would see value in sponsoring the clubs & ground. • The supporter member base is important to the City as they contribute to the economic vitality of the area during match days. • The clubs need to have facilities worth staying for • Demolish all buildings: <ul style="list-style-type: none"> ○ Engineering issues / concerns with current buildings ○ Health issues / concerns with current buildings and this negatively impacts approvals for any events. 	<p>No consensus was reached and agreed by the Elected Members. The following points were raised and to be considered through the MP process:</p> <ul style="list-style-type: none"> • Football is important. Key elements are: <ul style="list-style-type: none"> ○ How do we support the community? ○ Explain leasing arrangements to the public. ○ Find out where the water table is • How do you open it up – TAFE is an important consultation • Event infrastructure: <ul style="list-style-type: none"> ○ Arts requirement for a venue accommodating 2-5,000 ○ Current accommodation provides a 15,000 capacity ○ Commercially viable for people to hire ○ A stage is not to impact on the pitch ○ Focus on Festival season use (football club close season) • Assess capability of astro turf for hockey club

Corporate Executive Meeting 23/01/19	Elected Members Briefing 12/02/19
<ul style="list-style-type: none"> o Financially – probably better to knock down and start again, then to maintain and restore existing buildings. • Floodlight upgrades – for TV and sponsors (financial benefit), There is a need to make sure there is the appropriate level of lighting for the telecast. • Female facilities to be included for inclusiveness and increase grant funding success. • Master plan needs to address how we are working with other users. • Is there an expectation that the City of Vincent will contribute financially towards any upgrades or new facilities at LO? Possible available funding opportunities? • Multi storey carpark is an option to increase revenue. • Oval looks out to the 'backside' of other buildings. • Enhance pedestrian links to and from the site. • MP needs also to work with the integrated transport plan • Potentially look at how the commercial use may be staged. • Include DSR building in LOMP site area. Incorporation of DSR building is accepted – there will be certainty about the lease soon, but it is not clear what extent of the state government department will be housed in the current building. • One option to consider is to cease it being a WAFL oval. <ul style="list-style-type: none"> o However, it was thought that Council would want to keep it as a WAFL oval & that the Mayor would like the 2 WAFL clubs to stay. • Why is the northern bank perimeter of the site currently undeveloped & unused with bark chips? • Members will be looking for a sustainable business plan 	<ul style="list-style-type: none"> • Basic principle is co-location and multi-use • Alternative sports • If it is a WAFL facility there is only a 3-4 month availability. • Look at what TAFE want to do on there. • Kinder kids carnival • Loftus, DLGSC and TAFE are fixed – need to be innovative with linkage between Loftus and the club • Opportunity to potentially link the small soccer pitch into the oval. • Look at football from a potential growth sport perspective • Short to medium term it will be a WAFL club base. • Think about anchor tenants • It must be a community outcome for the City to invest. • It could become the Town Centre Park.

During the initial phases meetings were held with both Subiaco Football Club and East Perth Football Club. The key outputs of those meetings is provided in Table 16 overleaf:

Table 16: Subiaco Football Club and East Perth Football Club Initial Consultation Outputs

Subiaco Football Club 19-12-18	East Perth Football Club on 15-01-19
<p>Current staffing:</p> <ul style="list-style-type: none"> 7 x staff paid for by SFC 2 x talent employees Therefore 9 FTE working out of the club 1 x community engagement program The football manager and talent manager are based in the office. <p>Office/Administration space:</p> <ul style="list-style-type: none"> 5 x offices – enough for current and future growth Open plan and board room structure A common meeting room also accessible by other community groups. <p>Club requirements</p> <ul style="list-style-type: none"> A full rebuild of the oval provides the opportunity for commercial development They have undertaken a number of stakeholder group meetings and developed their strategic plan (now expired and subject to review). The planning process identified 6 key things to address and these focussed on additional revenue in order to sustain the club Subi Forever is the investment strategy – Investing money, generating revenue, perception shift, corporate and stadium deal. The future of the club is firmly based on the current site – commitment has not wavered. Joint meetings have been held with EPFC and they have an agreed principles – when lease was renewed there was an \$80k reversal in revenue due to the changes imposed by the City. There are operational plans under business units – 6 investment portfolios. Governance models – they meet monthly and each is overseen by a board member and then report to the board. Club surveys over the past two years are to be supplied. <p>Investment from Club:</p> <ul style="list-style-type: none"> It must be a revenue raising facility The current facility was industry leading in 2004 but now needs a significant amount of work. <p>Constraints on site:</p>	<p>Current employment within EPFC:</p> <ul style="list-style-type: none"> 5 x FTE and 2 PTE <p>Current Club commitment to the site:</p> <ul style="list-style-type: none"> Varying levels of views within the club. They currently have concerns with the amount of cost associated with the shared use. In particular energy costs are \$80k when it was expected to be half of that cost. The club doesn't see the benefit of a shared facility which appears to benefit the City at a cost to the club. A Centre of Excellence was previously mooted for the site with an initial \$1M commitment. This has never materialised and the option appears to have discarded. This is partly assumed to be as a result of the investment required at Beatty Park. The Board is not wedded to anything on the site. <p>Three themes are required to be looked at:</p> <ol style="list-style-type: none"> There must be a function facility/corporate hospitality to attract income outside of the sporting club. Peel Thunder have unrestricted ability to open up as needs. Claremont give \$450k in management. All aspects are based around community need and what can be undertaken to generate revenue. AFL guidelines: There is an average of 2,000 people attending games. The facility needs to cater for sponsors and unrestricted viewing. This aspect alone contributes 25% of the income to the club. Look at how the facility is run for the benefit of the sport. It must have a business centre/commercial activities attached to it. <p>Options for development</p> <ul style="list-style-type: none"> DLGSC building is fundamental to the site development. If the club had everything they needed to service the sport and some commercial income, they would be happy. <ul style="list-style-type: none"> The principle of any development must be via a sustainable club business model. \$0.5M is required in addition to the

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Subiaco Football Club 19-12-18	East Perth Football Club on 15-01-19
<ul style="list-style-type: none"> • A shared ground doesn't allow female and talent to be developed together. • There is a need to develop a Centre of Excellence • There is a need to partner with colts and women. This could be achieved if the ground were not shared but all cannot train in one location. • The clubs are currently paying double due to the lack of functionality. • The shared facility in the middle is not licensed – liquor licensing is not available due to it being shared. • A decking area was introduced due to the need to overcome the lack of viewing to the ground (built in 2018). • The power is constrained – clubs are unable to add any new infrastructure on. • Car parking has limitations and has been constrained further by recent TAFE developments. • The bark chip area was previously identified as a family friendly area. • Would not need to go back further than the tiered seating – need to look at revenue raising. • Sponsorship is not possible on Oxford Street due to other users obscuring the vision. The clubs also in sharing the use of the oval inhibit sponsors requirements – each require a physical presence at the oval. <p>Revenue Opportunities:</p> <ul style="list-style-type: none"> • Concerts/Events • St Patricks Day/others • Potentially look at personal training • CEDA is based out of the facility (East Perth plus Loftus Centre). • Real estate has been based on the site previously. <p>Current Operations</p> <ul style="list-style-type: none"> • Attendance average is around 2,200. • A home game would generate a surplus but does not cover player costs. • The Boston Report has a number of outstanding actions which have yet to be undertaken. A sustainable competition has not been delivered yet. Women's football is in development and re-investment associated with government/ground finances. 	<p>sponsorship the club already receive. This will need to be generated outside of normal football operations.</p> <ul style="list-style-type: none"> • The club ideally would wish to obtain the freehold to secure additional finance. • Car parking revenue was suggested as an option. • Up to 500 seated in the grandstand. • There are aspects which need to be resolved regarding the Oxford Street access – previously a designated road reserve. • Retail and commercial freehold. • Building to be developed on advanced sustainability principles. (green roof, solar and water harvesting etc.) • Sharing of space where practical between sport, recreation and commercial opportunities. • More efficient entry and exit points. • It is not considered that residential will work on site. <p>Key Issues:</p> <ul style="list-style-type: none"> • Must solve connection between Vincent Street and Oxford Street. • The club currently have \$1M in the bank which they need to use judiciously to secure its long term future following the severing of the alignment with West Coast. • They currently have a problem with accommodating young people from the bush. <p>Financially:</p> <ul style="list-style-type: none"> • Being a stand-alone club, they are potentially facing a \$150k year on year loss. • Clubs will not survive in their current format • There is a salary gap of \$280k • Administration costs \$260k • They do not have the ability to strip out much more of their on costs as they operate lean. • An annual sponsorship of \$600k-700k has dropped back to \$200k-300k. The Medibank sponsorship no longer exists and is unlikely to be replicated. • The location of where the club is based is secondary to the business model. <p>Zonal Catchment:</p> <ul style="list-style-type: none"> • The club's catchment includes Ellenbrook, Beechboro and Mount Hawthorn.

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Subiaco Football Club 19-12-18	East Perth Football Club on 15-01-19
<ul style="list-style-type: none"> The club has position statements, not a strategy. <p>Desired Master Plan outcomes:</p> <ul style="list-style-type: none"> It must be a more community welcoming site. TAFE/DSR/School are major constraints which impact on activation. Signage is required to enhance the opportunity to generate income. There are vertical parking opportunities (modulised and moveable). Potential to use DSR offices as part of the plan – the club does not necessarily need all activities to be placed on one site. Could generate more effective partnerships and activities. The fortunate aspect is that Leederville is in a transport hub and is changing scope – greater levels of retail etc. <p>Oval Usage:</p> <ul style="list-style-type: none"> It is maintained well Constraints are that it floods in winter – in a perfect world you would dig up and replace. Option is to look at the tiered area behind the seating for the car park. Limitations: <ul style="list-style-type: none"> weather dependant, worm during the season, need to look at impact of each sport, significant limitations during the winter. 3 x training sessions are held each week by each club. There is potential for one more. They are currently off the ground until mid-January. Spectator infrastructure is old – Grandstand has a reasonable level of seating, but it is disconnected. It is about as good as you will get at any WAFL ground. The clubs would prefer the TV to shoot from the opposite side <p>Women's Game:</p> <ul style="list-style-type: none"> They have an aligned women's team – one of the most successful. SFC went to one club three years ago. 5 x teams in the premier league, reserves and younger girls' team – all will play out of Leederville. There are 6/7 home games (EPFC will not have one at present). Training is a key issue 	<ul style="list-style-type: none"> The good aspect from a sporting side is the changing demographics and transport links are bringing people into the City. <p>Oval usage:</p> <ul style="list-style-type: none"> The club has a women's team but have elected not to enter the WAFL women's competition in year 1. The club do not consider themselves to be competitive and cannot afford the outlay at present. Additional games will put additional pressure on the oval. They currently alternate training across the week. They would love to have the full extent of playing teams but currently it is not viable. The oval in summer gets 5% usage and there is definitely capacity to enhance this. The club have previously tried to put on a youth concert but were pushed back. They have also looked at how they could be the states 3rd AFL side. The upside with the West Coast link was not as fruitful as first thought TV will drive the future of the next franchise. The club has a strong indigenous heritage – the link with Aboriginal groups would be an extremely positive benefit. – they have traditionally provided very gifted players. <p>Utopia:</p> <ul style="list-style-type: none"> Agreement with SFC where they share infrastructure, costs, expenditure, usage and infrastructure in a fair and equitable manner Sufficient office space to meet current and potential minor growth needs. Retail opportunities with a profile towards Vincent and Oxford Street.

Subiaco Football Club 19-12-18	East Perth Football Club on 15-01-19
<ul style="list-style-type: none"> • Need to be smart about how you do this. • Facilities are not compliant • They need a plan in place over 12 months to be compliant with league requirements – the club consider this can be achieved with minor modifications to showers and changing rooms. • The shower block is a square – a need to build cubicles in the shower area and build toilets. • The multi-purpose room is well designed with a separate access. <p>Centre of Excellence</p> <ul style="list-style-type: none"> • Colts and women should be on site but there is not enough capacity (days) to do it. • They want to operate coaching clinics and academy. • It is important to deliver this on site. • The potential is to develop Les Lileyman as the satellite site (EPFC is outside of the city area). 	

Leederville Activity Centre Planning

Initial discussions were undertaken with the consultants (GHD Pty Ltd) undertaking the Leederville Activity Centre Plan. Options which were initially mooted to be considered included:

- Potentially changing the land use of the surrounding area
- Relocating the civic centre and library elsewhere
- Reconfiguration of the recreation centre entry point and profile adjacent to the oval.
- Incorporate a different vision for the surrounding land which may include disposal of land for residential development or alternative mixed-use opportunities.

Current reports provided by the consultants are summarised below:

LEEDERVILLE TOWN CENTRE ACTIVITY CENTRE PLAN Context Report (April 2019).

In referencing Leederville Oval, the document states:

‘Leederville Oval is a regional open space primarily used for football. Whilst the space is a restricted Metropolitan Region Scheme reserve, the oval is accessible to the general public when not being used for formal events or training. The oval is surrounded by tiered steps for seating and a small grandstand on the western side.’

Whilst there is development on all sides, it maintains the open feel of the oval. Reference is also made to the path accessibility to the general public during non-event times but is not well utilised as the space looks private and inaccessible to the public. Its lack of visual profile from Vincent Street is also referenced.

The option is to investigate ways to better utilise the land whilst maintaining the primary function of the oval as recreation space.

Leederville Activity Centre Structure Plan Part 1: Background Population, demographics and economic profile

The report highlights the current projects in the pipeline within Leederville. These include:

- 15 residential projects that if completed could deliver approximately 580 dwellings to 2025, these projects have a total estimated value of \$262.8 million, 11 of which have received development approval and two are under construction.
- nine commercial projects in pipeline, with an estimated value of \$236.3 million. If completed on schedule these developments could deliver over 2,300m² of commercial floorspace to 2024. All but one (7-9 Loftus St) of these projects have received development approval.
- four retail projects in pipeline, with an estimated value of \$191.0 million and if completed could deliver more than 774m² of retail floorspace to 2025. Two of these developments have received development approval and the other two are at the tender stage.

All of these projects will have a significant impact on any future development of Leederville Oval. In particular it will be important to consider whether potential retail and commercial development should be considered within the site to enhance opportunities for providing both the City and current tenant clubs with the potential to generate greater income returns to sustain the current and future infrastructure.

APPENDIX F: Second Phase Consultation Outputs

The second phase of stakeholder engagement included a more intensive approach of:

- One to one consultation with nominated organisations/agencies, individuals and neighbouring users of the Leederville Oval Site.
- Briefing of nominated working groups within the City of Vincent undertaken by City of Vincent staff.
- A community on-line questionnaire which closed on 22nd April 2019.
- Leaflet drops at WAFL and pre-season AFL games notifying spectators/users of the on-line survey to complete.
- Consultation with the consultants (GHD) responsible for developing Leederville Activity Centre Plan
- Workshop with Leederville Connect on 1st May 2019
- Elected state and federal representatives.

Nominated Organisations / Agencies

Table 17 provides a summary of the stakeholder consultation outputs with nominated agencies, organisations and individuals with a direct interest with the site.

Table 17: Detailed Consultation Response and Feedback from Selected Stakeholders

Consultee	Response
Foyer Oxford	<p>Foyer Oxford is an integrated learning and accommodation setting for young people, aged 16 – 24 years, who are at risk of or experiencing homelessness.</p> <p>The building was built in 2014 on an old TAFE carpark. Foyer Oxford has good relationships with State Government Departments, City of Vincent, Anglicare WA and other Leederville Oval stakeholders including the TAFE, SIDE and Leederville Childcare.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> • Foyer Oxford does not use Leederville Oval or have any real relationship with the Football Clubs. • The Foyer building is fenced causing a natural barrier between it and Leederville Oval. There is no natural access to Leederville Oval. • Foyer believes the Leederville Oval and its surrounds are a wonderful site but underutilised by the community. • There is no free flow of human traffic from Leederville into Leederville Oval. <p>Improvements sought:</p> <ul style="list-style-type: none"> • Visual access allowing the free flow of human traffic into and out of Leederville Oval. • Better use of banks including an edible landscape on the wood chipped area. • The precinct is surrounded by learning, sporting, health and well-being businesses with a sporting field in the middle, but it is not integrated and there are barriers between the surrounding businesses and the fields.
Leederville Early Community Childcare (LECC)	<p>LECC is a long day care centre catering for 0-5 year olds. It operates from 7.30am to 6.00pm and is licensed for 64 children and 27 staff (20FT/7PT). The children are evenly split between male and female and are approximately 80% local and 20% from parents who are working local.</p>

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Consultee	Response
	<p>The Centre is a Not for Profit (NFP) under the Department of Community Services and has a peppercorn lease with the City of Vincent. Income is from fees for services rendered.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> • LECC uses Leederville Oval on an ad hoc basis without any formal approval. They will have run around activities on the oval (when not being used), picnics on the banks or may watch football training. The oval is easily accessible from the Centre facility. • The Centre does not have any real relationship with the Football Clubs. • The banks are great for children's physical development and the grass on the oval is the best surface for running on. The wide open spaces are beneficial from a sensory development. • Public toilet block backs directly onto the Centre causing issues with strangers and smell. • Have had some issues with general public nuisance (after hours) coming from the Leederville social precinct. • The banks and the oval appear to be underutilised with no or little community use. <p>Improvements sought:</p> <ul style="list-style-type: none"> • Shading, particularly on Vincent Street side. • Better or more visual access for the public into and out of Leederville Oval. • Better use of the wood chipped area. • Better relationship with the clubs – going/watching/playing. • Forums to bring the precinct together. Some good individual relationships exist but there is not a holistic approach.
Loftus Community Centre	<p>The Centre has a 60 child 3+ kindy that is 95% occupied. It has several different size hire out rooms (26/45/70/130 people) for community use and a toy library. The Centre caters for Seniors' activity and has been running for 40 years. The Centre is staffed Monday to Friday from 9.00am to 3.00pm but has 24/7 access via a key system and bond arrangement.</p> <p>The Centre has been on a 12 month rollover lease since 2016 and is paying close to commercial rent. It has sought assistance from the City stating they are at risk of winding up.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> • Community Centre does not use Leederville Oval or have any real relationship with the Football Clubs. • The Centre does not back onto Leederville Oval and access requires walking through the car park and past the library. Access is not easy for Seniors. • Visibility to the Community Centre and also to Leederville Oval is restricted and not visual. <p>Improvements sought:</p> <ul style="list-style-type: none"> • Visual access allowing the free flow of pedestrians from Vincent and Oxford Street through to the Centre's car parks and vice versa. • Better relationships with Football Clubs and use of their facilities and personnel. • Shade on the banks. • Some individual relationships exist (Rec Centre and Foyer) but a holistic relationship with other precinct stakeholders should exist so that large

Consultee	Response
	<p>community days could be held using the assets of the open space at Leederville Oval.</p> <ul style="list-style-type: none"> • Need to draw people into Leederville Oval. At present, it is not visually accessible and is uninviting. During the day, the facility appears underutilised yet there are many people using the businesses around the oval and in the café hub.
<p>Mt Hawthorn Kindy (Margaret's)</p>	<p>Margarets Kindy caters for 3-4 year olds with a maximum 60 children per day. The Kindy operates over a 5 day fortnight from 8.30am to 3.15pm. It has an even spread of boys and girls with 95% of the children coming from the Leederville/Mt Hawthorn areas.</p> <p>There are 3 separate buildings on the site (2 permanent and 1 demountable) which backs onto Leederville Oval at the vacant woodchip area. The Kindy operates on a peppercorn lease from the City with operational costs picked up from Mt Hawthorn primary school.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> • Margarets does not use the Leederville Oval field and they have no real relationship with the Football Clubs or any other Leederville Oval Precinct stakeholders. • Detailed paperwork is required for the children to venture outside the Kindy fencing and it is generally not seen as worth the effort. • Facilities appear to be ageing, there is no shade and the woodchip area is a wasted space. • Leederville Oval is underutilised and is currently uninviting. • The access gate next to the Kindy is problematic as there is a path which runs between the side of the carpark and the side of the kindy which has risk potential from pedestrians viewing the children. <p>Improvements sought:</p> <ul style="list-style-type: none"> • Fences remain important to keep the children in and strangers out. • Some or all of the wood chip area could be made into a playground area for different age groups which the Kindy would consider using and could be a drawcard for other members of the community. Must be shaded. Viewing into the Kindy would need to be considered.
<p>North Metro TAFE</p>	<p>The Sports department of the NM TAFE are the users of the Leederville Oval fields. The NM TAFE itself occupies a large portion of the surrounding Leederville Oval buildings taking up approximately 25% of the space.</p> <p>There is one direct access gate from the TAFE to Leederville Oval at the northern end. The TAFE runs 3 primary departments, being Sport, Education and Disabilities/Community Service. The Sport program is 12 months long leading to a Certificate 3 Diploma in Sports Development. AFL and Swimming are the primary sports. The course has 3 FT teachers and between 65-80 students who are on campus 4 days per week during terms. The TAF has 500 to 600 students attending each day with 200 to 300 students on campus at any one time.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> • NM TAFE use Leederville Oval fields 2 to 3 days per week for up to 8 hours in total under arrangement with the City and the Football Clubs. Wednesday mornings and Friday afternoons are the main days for use. • Due to concerns with loading on the turf, the students only use the eastern side of the oval and keep away from the centre square. • The terracing on the banks at the northern end are also used for activities from time to time.

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Consultee	Response
	<ul style="list-style-type: none"> • The oval is critical to the sports program (at times Britannia Park is used when Leederville Oval is unavailable). • The TAFE also uses the Rec Centre courts from time to time which are conveniently located a couple hundred metres away. <p>Improvements sought:</p> <ul style="list-style-type: none"> • More use of the oval area. Currently restricted to the eastern side of the oval. • The wood chip area should be utilised better to draw people into Leederville Oval. An outdoor gymnasium could form part of a new development along with a playground or even a garden. • Shaded areas. • Water fountains. • More visible entrance points. <p>A multi-purpose sports precinct would be supported and given the education, health and mental wellbeing nature of the majority of the businesses around Leederville Oval, discussion amongst the stakeholders with support of the City and State would be beneficial.</p>
School of Isolated and Distant Education (SIDE)	<p>SIDE has existed on its current site since 1986 and replaced the old Leederville primary and junior schools. It is an education department site. As these schools are heritage listed, they form part of the overall SIDE facility. A separate education business, the Leadership Institute, also exists as part of the overall site.</p> <p>Whilst its main activity is online education, it does have approximately 130 students on campus over the week (Year 7 to Year 12) along with 165 staff, the majority of which are full time. SIDE also has a small accommodation village for rural and remote students visiting Perth. Each unit has 8 beds and is self-contained. The car parking for SIDE is made available to the Football Clubs on weekends.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> • SIDE does not use the Leederville Oval field. • SIDE frequently uses EP social hall for staff meetings on commercial terms and has a good relationship with EP. It has a very limited relationship with Subiaco. • Fences form a barrier between SIDE and Leederville Oval but this is important because it dictates parking priority and keeps the public out of SIDE's spaces. Parking is a major issue within the Leederville Oval precinct with the public often trying to get a free space. • SIDE does have a community BBQ area but this is not advertised and is not evident from Oxford Street. <p>Improvements sought:</p> <ul style="list-style-type: none"> • Fences remain important for car parking purposes. • Not overly concerned with what the site should look like but believes it should be used more by the community and need to be accessible and inviting with modern facilities. • SIDE believes it would still not be a user of the space even if it were modernised.
Gymnastics WA	<p>Gymnastics WA caters primarily for 5-12 year old girls and is primarily a competition venue. They are in the 12th year of their current facility with 8 years to go on the lease. They pay \$30k per year in rent (discounted). The facility backs onto Leederville Oval but there is no view of the field or direct access.</p>

Consultee	Response
	<p>The current facility is fit for purpose but does use Court 4 of the Rec Centre for larger competitions. These competitions also result in significant spectator flow which can be problematic for the Rec Centre.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> • Gymnastics WA does not use the Leederville Oval field and they have no real relationship with the Football Clubs or most other Leederville Oval Precinct stakeholders. The Rec Centre is an important neighbour and their facilities are used to help with larger competitions. • Gymnastics has no real relationship with Leederville Oval or its stakeholders and, as such, has no real comment on the facilities other to say that they appear to be ageing and there is no shade. <p>Improvements sought:</p> <ul style="list-style-type: none"> • Access from the back of the Gymnastics facility to Leederville Oval would be useful. An easier thoroughfare from Oxford and Vincent Streets through to the Loftus Centre would be desirable. • Shaded areas. • Increase car parking. • More visible entrance points. • It is unlikely Gymnastics WA would use the fields or banks of Leederville Oval for training or competitions.
<p>Dept of Local Government, Sport and Cultural Industries</p>	<p>DLGSC is a State Government department residing in the old Department of Sport and Recreation building on Vincent Street. Sport is still the primary activity but this could expand if the desired expansion of the building is undertaken.</p> <p>The building backs onto the south-west side of Leederville Oval and is next to one of the three access points. DLGSC has visitor car parks along the access way and has further staff parking in the north-west corner (backing onto NM TAFE). Parking is a major issue with illegal public use.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> • DLGSC does not use Leederville Oval but it has relationships with the football clubs and other stakeholders within the Leederville Oval precinct such as the Rec. Centre and NM TAFE. • Entrance to the DLGSC building is off the access way as is visitor parking which flows into EP, Subiaco and SIDE parking also along the access way. DLGSC also has secure staff parking under its building and in a fenced area between its building and the Grandstand. • The department is not looking to move elsewhere or decrease its footprint. • DLGSC believes the site is underutilised during daylight hours on weekdays and the amenities around the banks are uninviting. This is particularly so with the lack of shade, the old toilet block in the south-east corner and the woodchip area. The old tin shed in the north-west corner is also visually unappealing and the grandstand is in need of updating. <p>Improvements sought:</p> <ul style="list-style-type: none"> • Authorised use of parking amongst the various stakeholders. • Shaded areas. • Landscaping and better use of available space around banks. • Updated grandstand more suitable for WAFL games. • DLGSC see a possibility of expanding their current footprint across the fenced carpark and through to the Grandstand. This space could be multi use.

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Consultee	Response
Loftus Recreation Centre / Belgravia	<p>Belgravia operates the Loftus Recreation Centre which is staffed from 7.00am to 9.00pm and has a 24/7 gym (1,400 members) and health club, café, crèche and 4 full size courts catering for basketball, netball, volleyball and indoor soccer. There is also an outdoor 5-a-side soccer pitch at the back of the centre. There are rooms for hire including a large event room.</p> <p>The Rec. Centre backs on to Leederville Oval but access is via locked gates. Most of the facilities are at the front of the Centre and do not look over Leederville Oval (with the exception of the Event Room).</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> • Apart from the outdoor soccer pitch (unused at present and in need of repair), the Rec. Centre caters for indoor sports and does not use Leederville Oval. • A fence and locked gate divide the back of the Centre with Leederville Oval. • The Rec. Centre has no real relationship with Leederville Oval or its stakeholders (football clubs) and, as such, has no real comment on the facilities other than to say that they appear to be ageing, there is no easy access between the facilities and there is no shade. • There are synergies between the Rec. Centre and the football clubs such as the gym, exercise physiology and large indoor space but relationships have not formed. <p>Improvements sought:</p> <ul style="list-style-type: none"> • Access from the back of the Rec. Centre facility to Leederville Oval would be useful to create an integrated sports precinct. Security would need to be considered. • Shaded areas. • Landscaping (not just woodchips) and better use of available space around banks. • Authorised use of car parking. • More visible entrance points.
Noongar Sports	<p>Noongar Sports is not currently based within the Leederville Oval precinct but see it as a perfect venue for it to set up its operations. They are currently based in Maylands but a discussion with the City of Vincent, the potential to accommodate space in the old grandstand has been considered. However, due to its age and asbestos issues have halted any progress.</p> <p>Noongar Sports run sport, training and cultural programs for Aboriginal youth and schools. They see themselves as an anchor tenant between the football clubs and believe they would bring activity and cultural experience to the precinct. By having a presence at Leederville Oval, features of the Clubs' Reconciliation Action Plan will have been enacted as well as closing the gap between aboriginal and non-aboriginal youth.</p> <p>Use of the Leederville Oval fields would be required for a couple of hours 2-3 days per week and there is a preference for 200-300sqm of space, being approximately 100sqm of office space and the remainder being multi use meeting space.</p> <p>Noongar Sports do not really have a view on the current status of Leederville Oval other than they know it is an ageing facility but, more importantly, they believe by having a presence at Leederville Oval, they will enrich the activity and culture of the precinct.</p>
Leederville Connect	<p>A workshop was held with Leederville Connect (David Galloway and Various Members of Design Committee) on May 1st and reported at PWG. The outcomes of the consultation process identified the following issues:</p>

Consultee	Response
	<ul style="list-style-type: none"> Lack of permeability and not welcoming from the outside. Car parking should not exist on the site. Site is underutilised but work needs to be done to define exactly what spaces are underutilised. Should not just be about cost, it should also consider shared space Topographical issues between the low and high parts of Leederville. <p>Opportunities raised by the group included:</p> <ul style="list-style-type: none"> Connectivity and the interface to greater Leederville is critical Continue Scarborough Beach Road/ Greene Street intersection bikeway Access point through NM TAFE - SIDE and Oxford Foyer (Currently a SIDE car park) An interactive space and having art/ sculptures that can change over time. Recognise wetland belonging to the Noongar people. Turn Grandstand into apartments Space to children and families.
John Carey MP (former Mayor of Vincent)	<p>The following matters were raised as potential issues and solutions:</p> <ul style="list-style-type: none"> Lack of integration with the Leederville town centre and Vincent/Oxford Streets. Underutilisation of the site, particularly during weekday daylight hours and there should be further activity on the field including other sports and/or general community use. Car parking should not be seen as an issue because the precinct is serviced very well by public transport in the form of trains and buses. The current desire to have car parking on the site is one of the reasons the access points and the aesthetics are not seen by the public as inviting. More should be done to front buildings onto the oval There needs to be additional density on the precinct, particularly in the form of residential and mixed use. There is an opportunity to do this on the City's car park area near the Library and Margarets Kindy.

Advisory Group Consultation Outputs

The following table provides a summary of the stakeholder consultation outputs with advisory groups. An overview of their comments is provided, together with a separate summary aligned to the consistent themes in section 7 of the main body of the report:

Table 18: Working Groups Consulted by City Staff

Stakeholder	Brief Summary of Main Considerations
Children and Young People Advisory Group – 1st April 2019	<ul style="list-style-type: none"> Entrance areas – Use art, rather than signage, Having a public art piece at the main entrance Area 1 – Older, young adults connect to Oxford Street, amenities (i.e. coffee shops etc.) skate-able furniture Area 2 – Playground, consider cutting in and retaining this area to make amphitheatre, open up area 2 to the Loftus car park, installing exercise/ parkour equipment, basketball or netball rings, make the embankment less steep to make it more accessible Area 4 – Playground, is one of the nicest areas currently for families to sit and view football games and a toilet should be retained on this side of the oval Area 9 - a shared space/ pedestrian mall, this could be utilised by students at the TAFE etc. and encourage people to walk from Oxford St to the oval

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	<ul style="list-style-type: none"> • Making the area more appealing for events and activations • Furniture that can also be used as skate objects, or skate sculptures • Space and facilities for performances to be held • An entrance from Loftus Recreation Centre could draw people down into the space
<p>Arts Advisory Group – 4th April 2019</p>	<ul style="list-style-type: none"> • Pathways are narrow and isolated, art can be integrated as wayfinding • It's currently not obvious or inviting to walk through the space • Incorporate a café to draw people into the area • Open up and entrance from the Library, Loftus and create courtyards that overlook the oval. • Create spaces for rentable art studios and public art studios • Incorporate a 'makers space' • Integrated artwork into playgrounds – Optus Stadium has a good example of this • Themes for the artwork to be influenced by the Leederville Activity Centre Plan and Leederville Town Centre Place Plan • Utilise the history of the oval and 'quirky' details through art and design <ul style="list-style-type: none"> ◦ Consider Aboriginal history and original use of the site • Murals, discovery trails • Utilise DLGSCI building and create an entry statement through a café on the ground floor which would then open up out to the oval • By bringing people in for food / beverages it bridges the gap between the buildings and creates a hub utilised by the surrounding area • Utilise trees to screen pathways from hot summer sun
<p>Urban Mobility Advisory Group – 15th April 2019</p>	<ul style="list-style-type: none"> • The site is seen as exclusive and unattractive • Site is open to the public and could form an important connection particularly from Richmond St to Vincent St • Give treatment to pathways similar to Shakespeare Street in colour so people know the path is there and open to the public. • Group agreed that it is underutilised, and more could be made of the spaces around the oval itself

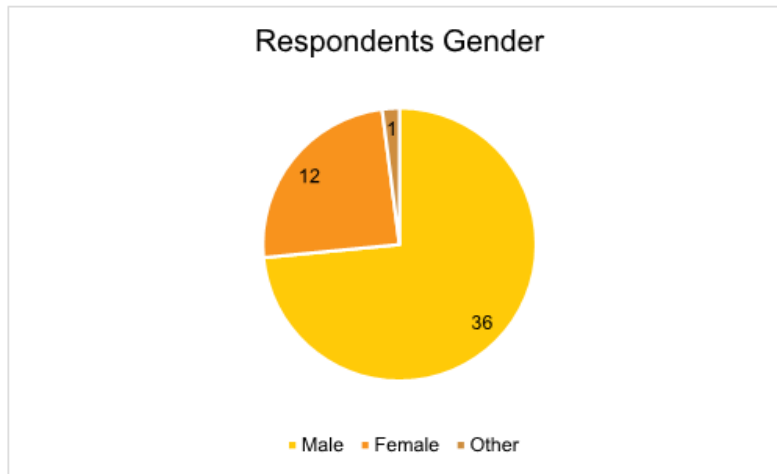
Community Survey Outputs

The Community survey was open from 24th May until 22nd April 2019 through the City of Vincent website. It received 714 total visits and 49 surveys were completed.

The following provides a summary of the outputs whilst the overall themes from the complete stakeholder engagement process is referenced in the main body of the report section 8.0.

The majority of respondents to the survey were male (73%). Figure 23 refers. The responses were received across the Metropolitan Perth area although the majority (53%) of those which identified their normal place of residence indicated they resided within the City of Vincent (Figure 24 refers)

Figure 23: Survey Respondents Gender



86% of respondents were over 35 with the predominant age band being 36-54 (61%) this is detailed at Figure 25. This is not untypical of a survey of this nature which generally attracts an older demographic with a specific interest in the sport and historic development of the Leederville Oval site and the WAFL teams located there.

Figure 24: Respondents Normal Place of Residence

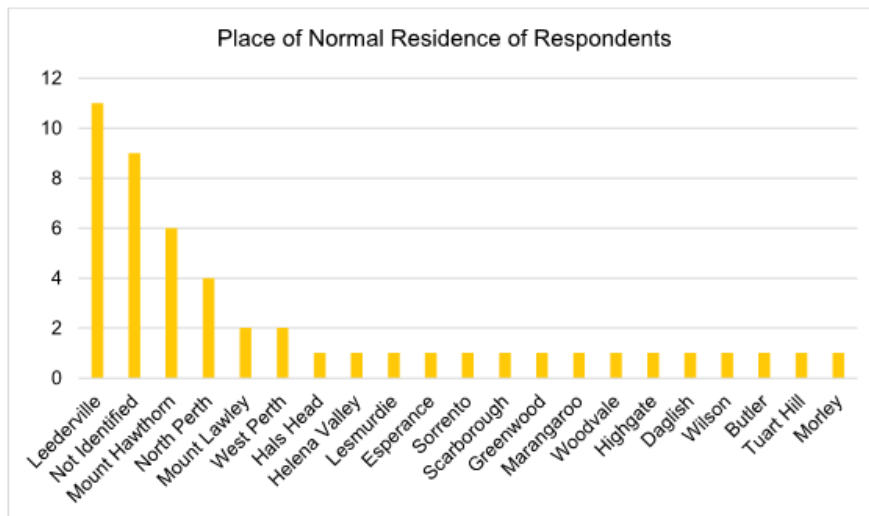
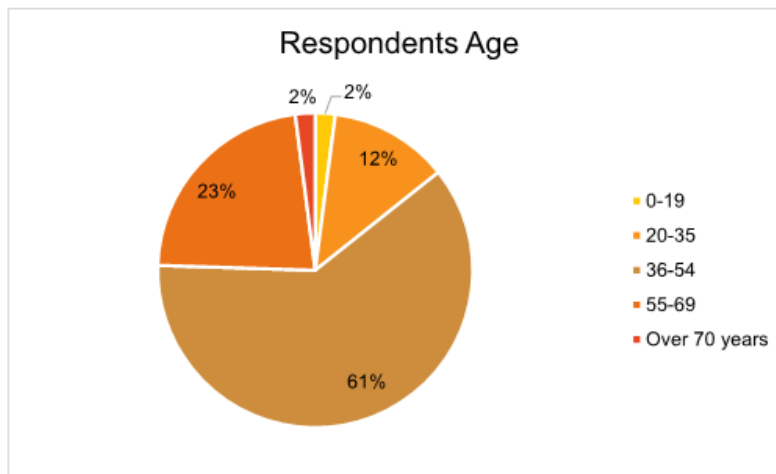


Figure 25: Respondents Age at time of Completing the Survey



A series of specific questions were asked with regard to the usage of the site; the relative importance of current facilities located within the Leederville Oval site and an individual's perception of the quality of those facilities.

When respondents were asked the question of how frequently they had visited/used the Leederville Oval site in the past 12 months there was a relatively even split between those which infrequently used the site and those that visited the site at least 2-3 times per month. Figure 26 Refers.

When respondents were requested to identify the type of activities, they utilised Leederville Oval for, the main use was as a spectator of a sporting event. Walking and casual recreation rated high as did attendance at other community events. The lack of other uses identified highlights the general limitations of the site and the general perceptions of what the key uses associated with the land are. Figure 20 refers.

Figure 26 The Frequency of Leederville Oval Visitation by Respondents

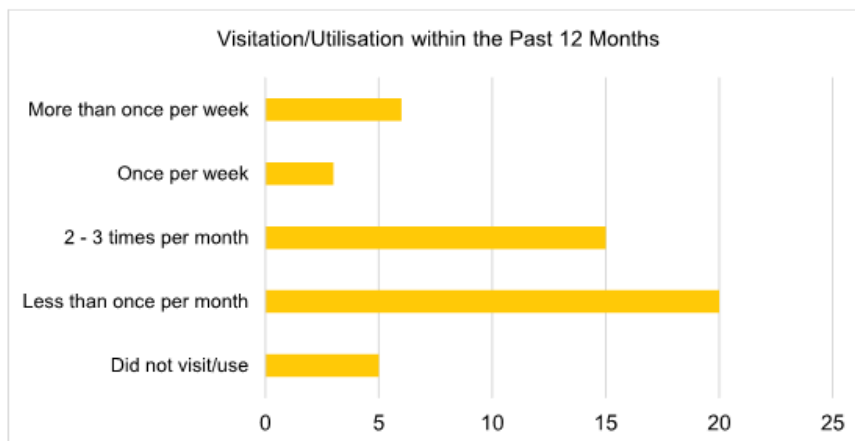
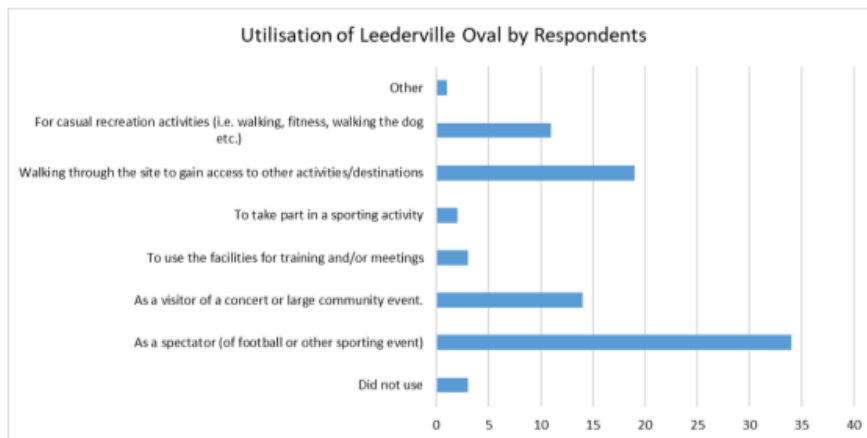


Figure 27 Utilisation of Leederville Oval by Respondents



The current state of infrastructure at the Leederville Oval site has previously been raised as a concern and supported by respondents in the ne to one interview process. When the respondents were requested to identify how important specific facilities at Leederville Oval were to them the following six facilities were highlighted as the most important (i.e. most important or important in order of priority).

- The Sports Oval
- Pedestrian access to the site
- Spectator facilities around the oval and external to the main grandstand
- Covered areas (Shaded spectator facilities)
- Floodlighting
- Public toilets

Figure 28 identifies the full range of responses. It should be noted that the sports oval and pedestrian access to the site were considered to be very important to over 50% of respondents. Vehicular access to the site, despite current constraints was not considered to be as important to respondents.

Figure 28: Relative Importance of Leederville Oval Facilities to Respondents

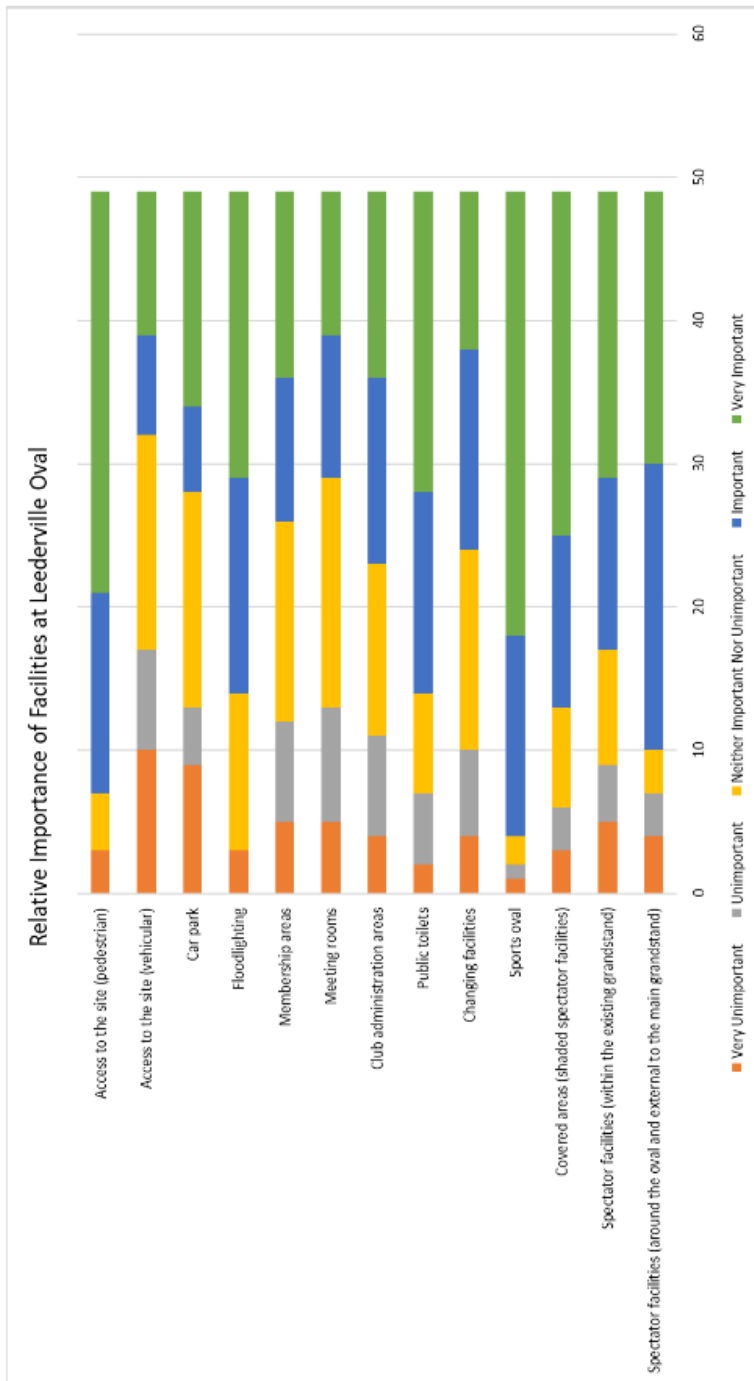
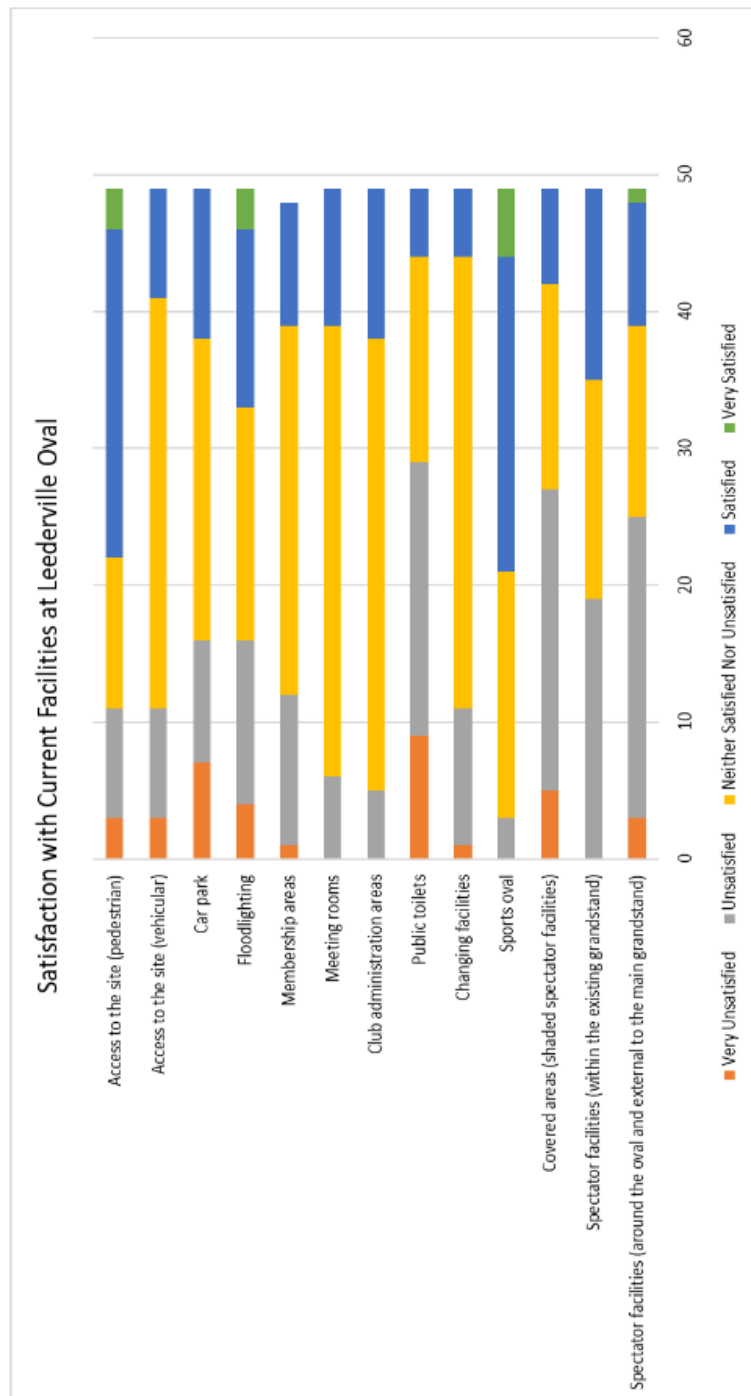


Figure 29 Satisfaction of Respondents with current Leederville Oval Facilities



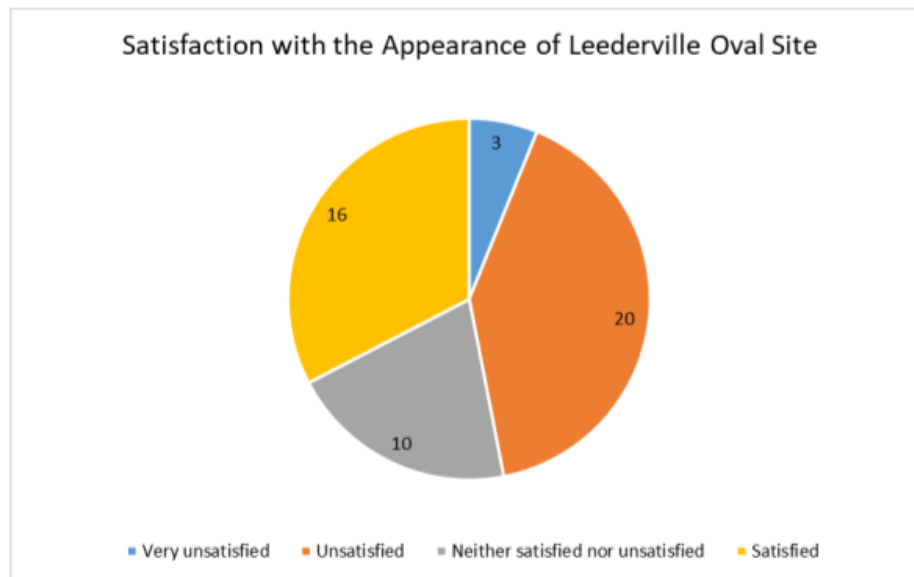
When respondents were requested to consider their satisfaction with current facilities the responses identified slightly different priorities when considering those areas where potential immediate investment is required. Figure 29 refers. It is clear that there is a high level of dissatisfaction, in particular, with (in order of priority):

- Public toilets
- Covered areas (shaded spectator facilities)
- Spectator facilities around the oval and external to the main grandstand.

Spectator facilities within the existing grandstand also rated high in relation to relative dissatisfaction as did car parking and floodlighting. The relative satisfaction rate with all facilities is generally quite low with the exception of the pedestrian access and sports oval. Respondents were relatively ambivalent administrative and meeting room areas which is generally reflective of the limited access respondents may have to these facilities.

In response to the overall satisfaction with the appearance of Leederville Oval. 46.9% of respondents were very unsatisfied or unsatisfied. 32.7% of those responding were satisfied with its current appearance. Figure 30 refers.

Figure 30 Respondents Satisfaction with the Appearance of Leederville Oval Site



The response in relation to the future development of Leederville Oval and potential solutions to address any issues currently associated with the site was limited. Four responses were received in relation to the comments/ideas. These included:

- Subi should move to the Showgrounds and East Perth to the WACA, Leederville can then be redeveloped to high density living.
- I think the residential and commercial development around Claremont Football Oval is fantastic and would look here for inspiration.
- A mix of residential and recreational uses around the oval. the oval should also be accessible and visible from Vincent street.
- A comment in response to "A mix of residential and recreational uses around the oval. the oval should also be accessible and visible from Vincent street." suggested 'Defo right way to go.

Maybe also throw in some small retail/hospitality tenants on the ground floor to help activate the street.

APPENDIX G: Additional Potential Development Option

Baseball and Softball

In addition to the broader stakeholder consultation undertaken, during the review phase both Baseball WA and Softball WA approached the City with regard to the potential opportunity to utilise Leederville Oval as their major competition venue. The need to identify a venue had arisen from the current limitations experienced by the two sports in relation to their current sites:

- Baseball WA is the peak representative body for the sport of Baseball in WA. It is located at Perth Harley-Davidson Ballpark, Thornlie (Formerly known as Tom Bateman Reserve). The site has been the home of baseball for a number of years and has received significant investment from state government to improve the office accommodation and ancillary supporting infrastructure. Currently the Australian Baseball League team, Perth Heat, play their home games at Ballpark. Perth Heat have been national champions four times in the past nine years and have hosted the final on three occasions. In addition, Gosnells Hawks WA State League team play their home games at the venue (a member of the 12 strong WA State League). The venue whilst performing adequately in providing the administrative base for Baseball WA and for community level use, has a number of constraints due to limitations on access and ground capacity (current ground capacity is 4,000). This limits the type of events Baseball WA can operate and attract to the state. In particular, this impacts significantly on the future viability of Perth Heat and income which may be generated by attracting inter-state and international competition.
- Softball WA is the peak representative body for the sport of Softball in WA. The administrative base is at Mirrabooka International Softball Stadium within the City of Stirling which has four floodlit softball diamonds, changerooms, showers and a clubroom. Two of the diamonds are of international standard with lighting of 650/450 lux. Two other diamonds are of a club standard and consist of 250/150 lux floodlighting. The future of the site is in doubt following the approval of mixed use and residential development on and around the site. It is not certain at this stage when development is likely to commence and an alternative venue has not been determined.

Initial discussions with both sports have identified the need to develop a location within the central metropolitan area within close proximity to transport nodes which has the potential to offer state and international standard infrastructure with a ground capacity of between 12,000 to 20,000. This has been identified for both sports due to the constraints experienced on their current sites and in particular the need for Softball WA to maintain opportunities to attract inter-state and international competition.

It is to be noted that the State Sporting Facilities Plan Review (2013) identified the State Baseball Centre as having opened in January 2005 as a purpose built facility to international standard with the capacity to be used as a training and competition venue for international teams and the hosting of major competitions with a seating capacity of 1,200 and standing room for a further 4,500. Additional funding was allocated in 2007 to provide increased corporate facilities and public seating. In 2010 improvements were made to permanent terrace bar, a batter's eye in centre field and an electronic scoreboard. The outfield fence was also brought in and improvements were made to the enclosed member's area, numbered seats, playing surface, corporate boxes, fencing around the terrace bar and a staff office building. In 2012 DSR undertook a business case and master plan for the site to determine the extent of facility upgrades and enhancements required to facilitate a phased approach to development of the site. The subsequent funding commitment was provided through the State Sporting Infrastructure Fund. The current State Infrastructure Plan of June 2019 in referencing baseball only alludes to Baseball Park as being the stadium to deliver the sport and a master plan realisation as a long term forward planning priority.

In respect of Softball WA, the need for a business case/feasibility study for the investment into media and corporate hospitality area for the Mirrabooka International Softball Stadium. This was identified as a medium-term priority for investment within the State Sporting Facilities Plan Framework but has been compromised by the uncertainty related to the future of the site. The current State Infrastructure Plan of June 2019 in referencing softball further confirms the short term need for a State Centre business case and a medium to long term forward planning priority being the development of a new state centre.

It is important to recognise that for both sports the option to utilise Leederville Oval is linked to the potential for national and international competition and not for general community use. With this in mind the following specifications (Table 19) have been identified during discussions with representative from Baseball WA and Softball WA respectively. Whilst the table below is based on baseball infrastructure requirements it is understood that in all but the field dimensions Softball can be accommodated within this infrastructure. The areas from a provisional perspective which can be shared between the two sports and potentially with the two WAFL clubs is also identified.

Table 19 Facility Requirements for Baseball

Facility Requirement (Baseball) based on Winter League Venue Requirements	Shared Use Potential (Y/N)
Seating Bowl	Y
Premium Seating/Corporate	Y
Restrooms (Public Toilets and Media Restrooms)	Y
Customer Service	Y
Security/First Aid	Y
Concourse Level Concessions - Concession and Vending areas (5 feet per 350 seats)	Y
Storage/Receiving (Storage for training equipment and players)	N
Admin Offices for teams and events	Y
Ticket windows and entry turnstiles	Y
Press Box and Media Facilities	Y
Home Team Clubhouse/ Home Changing Room	Y
Visiting Team Clubhouse/ Visitors Changing Room	Y
Umpires with minimum of four lockers	Y
Groundskeeper	Y
Playing Field (to standard specification identified in figure 31 below)	Y
Dugouts	Y
Batting Cages	Y
Storage Maintenance	N
Janitorial	Y
Mechanical/Electrical	Y
Rubbish collection and storage	Y
Estimated Construction Cost - \$12.34M	
Estimated Construction and Fitout Costs - \$14.64M	

The Baseball and Softball field requirements are highlighted in Figures 31 and 32 below. The most critical components related to the field requirements is the positioning of the more extensive distance dimensions for Baseball. In all circumstances there is a need for:

- A backstop
- Bases (1st, 2nd and 3rd)
- Batter's Box

A typical orientation of baseball/softball facility with spectator infrastructure behind the pitching mound is shown in Figure 33 below.

Figure 33: Indicative Diamond Field Layout (Source: ABL Model Stadium Dimensions and Orientation)



The option to consider baseball and softball activities at Leederville Oval could present an opportunity to maximise the use of the oval from November to February seasonally due to the current Australian Baseball League season being confined to those months. This would also enable international opportunities to attract top quality American teams to tour Australia and compete against ABL teams within a suitably accredited stadium.

It would however be necessary to determine the appropriate location for a potential diamond(s) and how such infrastructure could be accommodated without adversely impacting on the prime use as a football oval.

Hockey Benchmarking

The development of hockey facility infrastructure, in particular the development of synthetic turf (turf) has become a key consideration in metropolitan Perth over the past 5 years with facilities having been developed in Warwick, Guildford, Fremantle and Southern River. The intent for the development of a turf at Leederville Oval was suggested at the early phase in the site consideration options. It is important to understand the context of any potential turf development, usage and impact on the site.

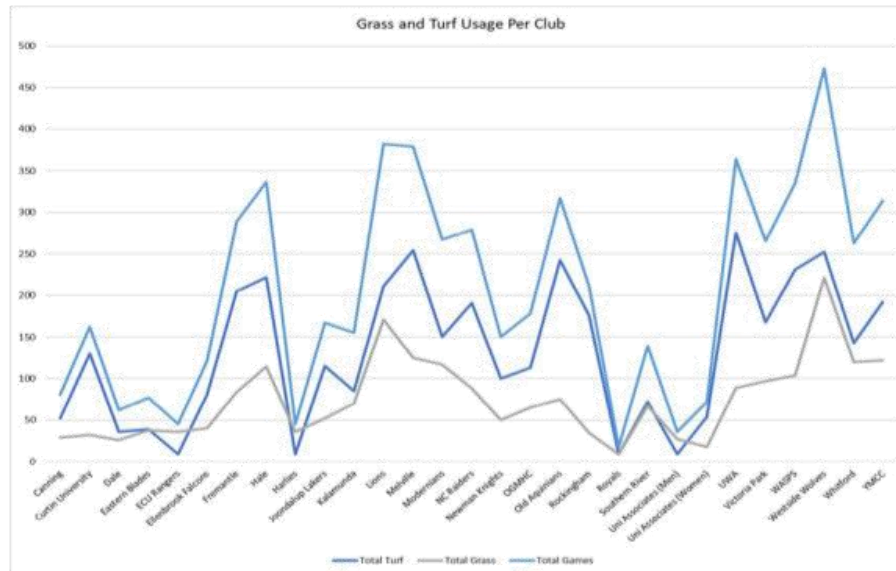
The current Hockey WA strategy referenced in Appendix A above indicates a population tipping point of 75,000 for a new turf. This however is not now considered to be a viable benchmark to justify investment in such infrastructure which is reliant on clubs generating significant income to be able to set aside monies in a sinking fund to secure the replacement of a turf. Turf replacement occurs approximately every 10 years with a full under-surface (shocks) and turf replacement every 20 years. The following are important considerations in determining whether investment in a turf is justified, even where the population growth is in excess of the :

- The optimum membership size to justify investment in a turf and potential ability to generate a viable business proposition is approximately 500 to 550.
- Recent investment in hockey turfs at Fremantle, Southern River and Warwick (in addition to Guildford School) has resulted in a potential over-provision of turf within Metropolitan Perth. The capacity on turfs is a significant concern with only the Perth Hockey Stadium (pitch one) being utilised for over 40 hours per week (capacity of turfs as a minimum should be 20 hours on weekdays, operating between 5pm and 9pm and 20 hours at weekends, operating from 8am to 6pm). Hockey WA have indicated that they are reviewing their business model and are

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likely to adjust their future operations commensurate with the need to facilitate the Australian Institute of Sport (AIS) commitments but also turf viability.

Figure 34: Grass and Turf Usage Per Club (Source: Hockey WA)



- Hockey WA suggest that for a turf to be sustainable 180 programmed games per season are required. Those clubs who have put in place a new turf over the past 2 years will require additional matches to be scheduled if they are to be financially viable (i.e. Whitford and Southern River). Both would deem to be high risk according to the games identified as being played (see figure 34 above).
- Hockey WA have indicated that they are limited in the number of games which can be scheduled due to impact on other turfs and the limited growth in the sport turfs promote (i.e. it results in player transfer rather than increase in participation).
- The optimum development associated with a synthetic turf facility is access to two additional rectangular pitches to service the developmental needs of the club. A turf development in isolation is not an optimum solution as it would result in a split management solution.

The conclusion of the current assessment process would indicate that the need to accommodate a turf hockey facility is unlikely to be justified and financially viable. It is also likely that to service the sport of hockey, it would render the use of Leederville Oval for Football unviable.

APPENDIX H: Master Plans



AREA	CONSIDERATIONS
AREA 1 FOOTBALL CLUB BUILDING WITH 5 FLOORS MIXED USE OVER	NEW INTEGRATED FOOTBALL FACILITY TO ACCOMMODATE: - SUBIACO FOOTBALL CLUB - EAST PERTH FOOTBALL CLUB - TIERED & COVERED SEATING
AREA 2 MIXED USE BUILDING	NEW BUILDING TO ACCOMMODATE COMMERCIAL / FOOD OFFERING
AREA 3 WAWFL CLUB BUILDING	NEW CLUB BUILDING WITH SHARED FACILITIES TO ACCOMMODATE WAWFL
AREA 4 EAST TERRACING ADJACENT TO LOFTUS BUILDING	MORE EFFECTIVE TERRACING & ALTERNATIVE CONTROLLED ENTRY TO REAR OF EXIST. BUILDING. SHADED SPECTATOR VIEWING OFF RAISED LISTONE WALL
AREA 5 NORTH & SOUTH EXIST. GRASSED AREAS	INCREASED TIERED SEATING AREAS. FOR ENHANCED SPECTATOR AMENITY & COMFORT
AREA 6 BOULEVARD	ACTIVATED PEDESTRIAN BOULEVARD LINK TO OXFORD STREET. INCORPORATE PUBLIC ART
AREA 7 BOULEVARD	ACTIVATED PEDESTRIAN BOULEVARD LINK TO VINCENT STREET. INCORPORATE PUBLIC ART
AREA 8 DLGSCI EXTENSION	EXTENSION OF EXIST. DLGSCI BUILDING AT GROUND FLOOR
AREA 9 VINCENT STREET MAIN SITE ACCESS	REALIGNMENT OF ENTRY TO INCREASE SITE VISIBILITY & PROFILE FOR GAME DAY & EVENTS. IMPROVE BOUNDARY TREATMENTS. INCORPORATE LANDSCAPING & PLAY EQUIPMENT
AREA 10 FOOTBALL OVAL & FLOODLIGHTING	UPGRADED FLOODLIGHTING TO PROVIDE GREATER FLEXIBILITY FOR SCHEDULING & ENHANCE EXPOSURE OF VARIOUS SPORTING CODES
AREA 11 EVENT SPACE	RAISED STAGE / EVENT AREA TO SUPPORT VARIOUS ACTIVITIES
AREA 12 PUBLIC TOILETS	EXIST PUBLIC TOILETS DEMOLISHED, AND RELOCATED TO SOCCER FIELD AT LOFTUS CENTRE. CONSIDER GYM FACILITIES EXTENSION OVER ON 1st FLOOR



1 INTEGRATED CLUB & SEATING FACILITY (FOR ILLUSTRATIVE PURPOSES ONLY)



14 OPEN PUBLIC ENTRIES THROUGH BUILDING TO OVAL



15 LOW SCALE FENCING TO EDGE OF OVAL



5 INTEGRATED SEATING TO GRASS BANKS

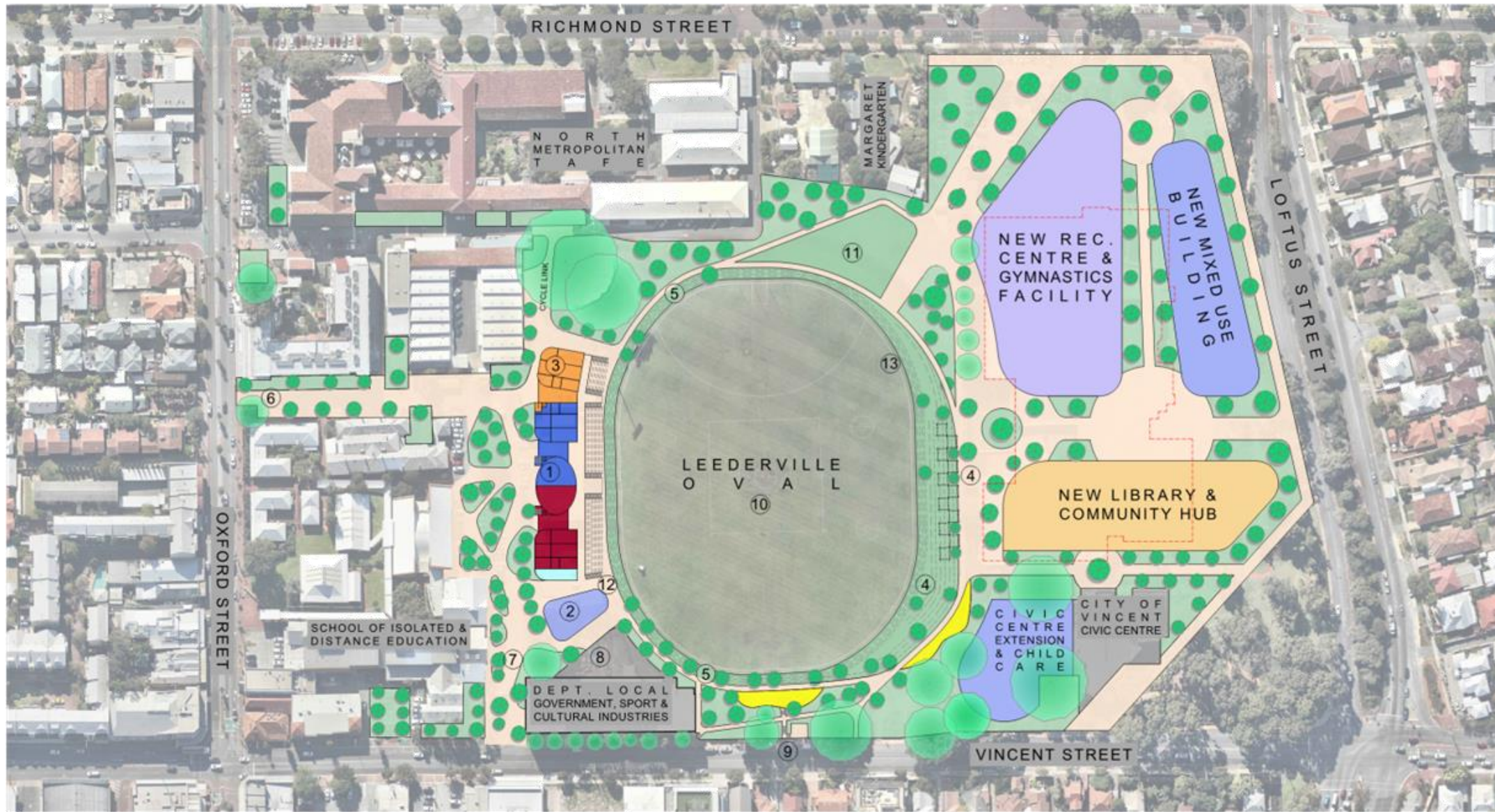
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DATE: 27th JULY 2019

LEGEND

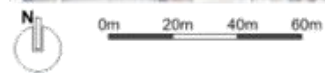
- EXIST. TREE RETAINED
- PROPOSED TREE / VEGETATION
- PROPOSED PLAYSPACE
- EXIST. STRUCTURES / BUILDINGS TO BE DEMOLISHED



LEEDERVILLE OVAL MASTERPLAN Location: VINCENT STREET, LEEDERVILLE		Drawn: JC Checked: SP Date: 29/07/2019 Scale: 1:1,000 Project No: 03.19 Rev: @A1.1 @A2 @A3	Description: MASTERPLAN SHORT/MEDIUM WAWFL & EVENT Rev: 03.19 SK18
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AREA	CONSIDERATIONS
AREA 1 FOOTBALL CLUB BUILDING WITH 5 FLOORS MIXED USE OVER	NEW INTEGRATED FOOTBALL FACILITY TO ACCOMMODATE: - SUBIACO FOOTBALL CLUB - EAST PERTH FOOTBALL CLUB - TIERED & COVERED SEATING
AREA 2 MIXED USE BUILDING	NEW BUILDING TO ACCOMMODATE COMMERCIAL / FOOD OFFERING
AREA 3 WAWFL CLUB BUILDING	NEW CLUB BUILDING WITH SHARED FACILITIES TO ACCOMMODATE WAWFL
AREA 4 EAST TERRACING	MORE EFFECTIVE TERRACING & SHADED SPECTATOR VIEWING OFF RAISED L/STONE WALL
AREA 5 NORTH & SOUTH EXIST. GRASSED AREAS	INCREASED TIERED SEATING AREAS. FOR ENHANCED SPECTATOR AMENITY & COMFORT
AREA 6 BOULEVARD	ACTIVATED PEDESTRIAN BOULEVARD LINK TO OXFORD STREET. INCORPORATE PUBLIC ART
AREA 7 BOULEVARD	ACTIVATED PEDESTRIAN BOULEVARD LINK TO VINCENT STREET. INCORPORATE PUBLIC ART
AREA 8 DLGSCI EXTENSION	EXTENSION OF EXIST. DLGSCI BUILDING AT GROUND FLOOR
AREA 9 VINCENT STREET MAIN SITE ACCESS	REALIGNMENT OF ENTRY TO INCREASE SITE VISIBILITY & PROFILE FOR GAME DAY & EVENTS. IMPROVE BOUNDARY TREATMENTS. INCORPORATE LANDSCAPING & PLAY EQUIPMENT
AREA 10 FOOTBALL OVAL & FLOODLIGHTING	UPGRADED FLOODLIGHTING TO PROVIDE GREATER FLEXIBILITY FOR SCHEDULING & ENHANCE EXPOSURE OF VARIOUS SPORTING CODES
AREA 11 EVENT SPACE	RAISED STAGE / EVENT AREA TO SUPPORT VARIOUS ACTIVITIES



1 INTEGRATED CLUB & SEATING FACILITY (FOR ILLUSTRATIVE PURPOSES ONLY)



5 INTEGRATED SEATING TO GRASS BANKS



12 OPEN PUBLIC ENTRIES THROUGH BUILDING TO OVAL



13 LOW SCALE FENCING TO EDGE OF OVAL

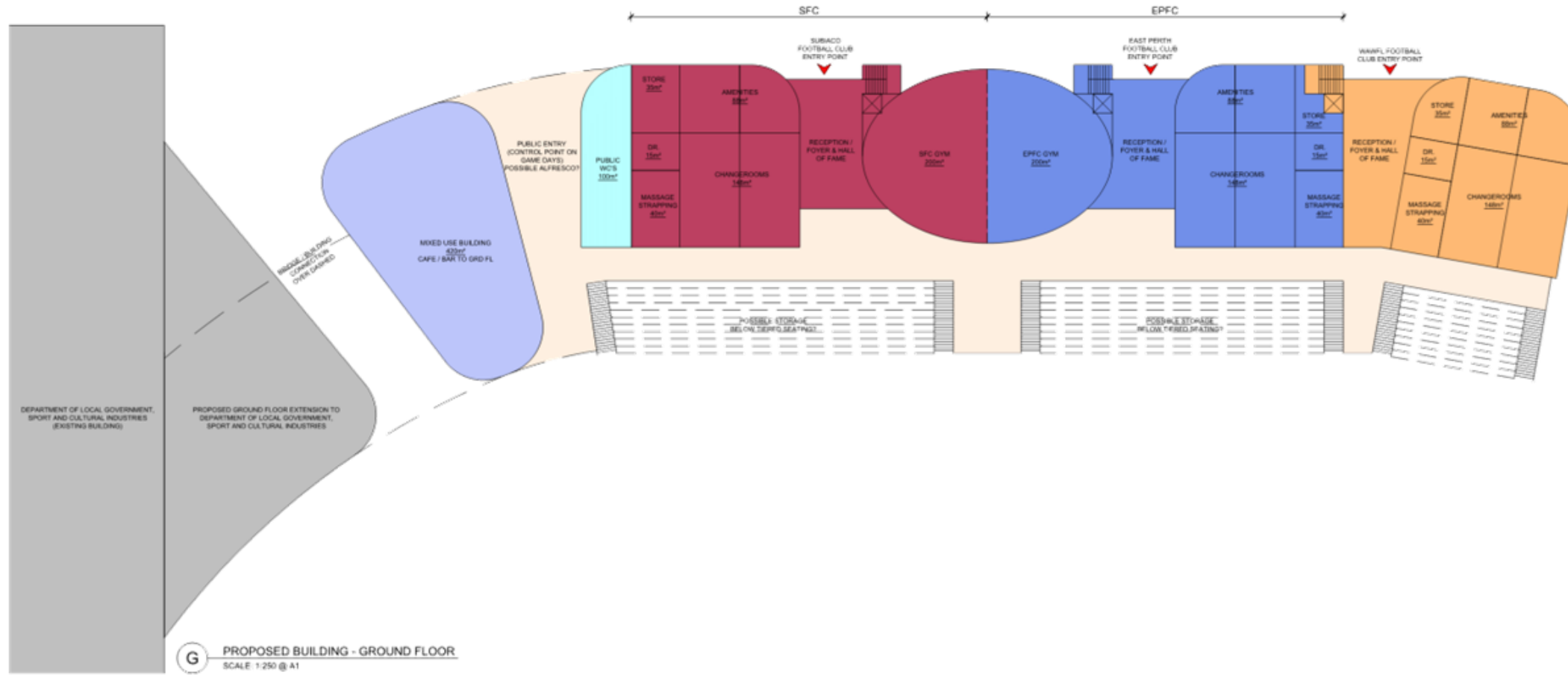
INTERIM ISSUE ONLY
DATE: 27th JULY 2019

LEGEND

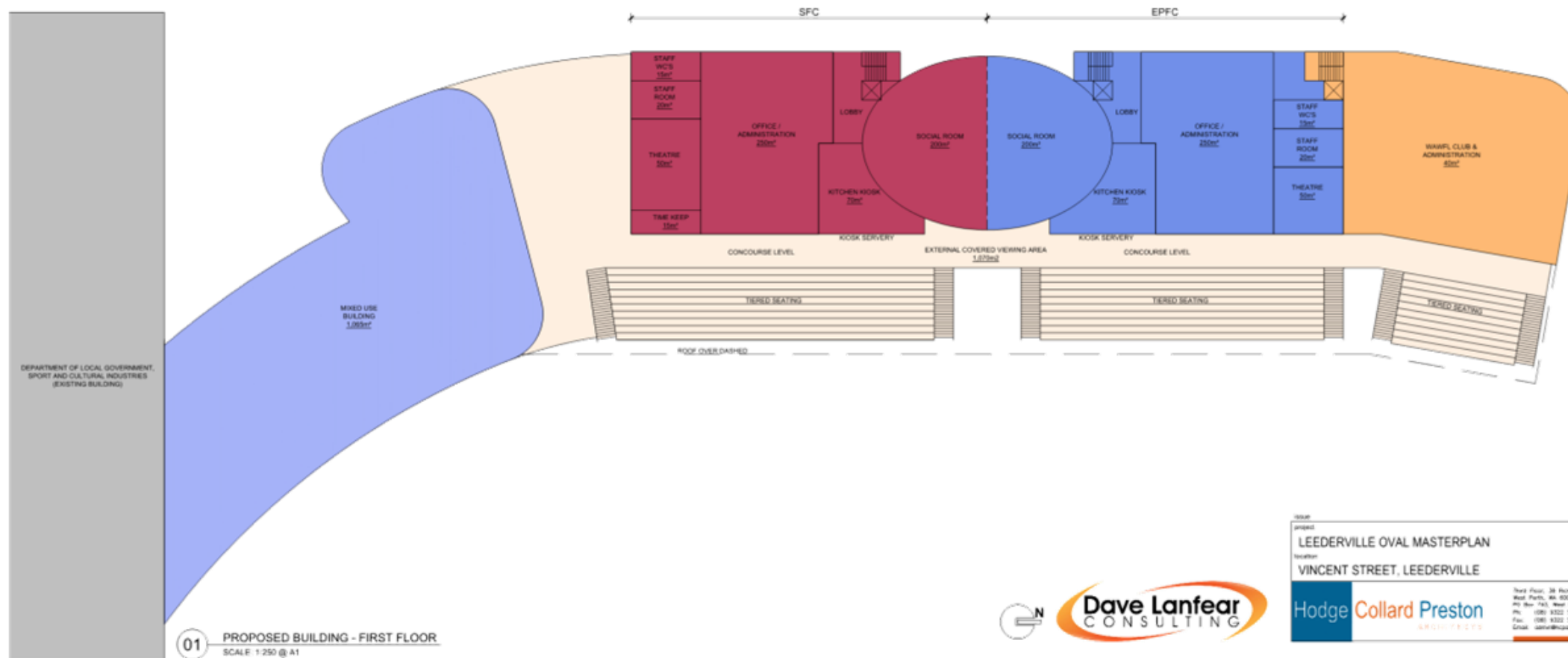
- EXIST. TREE RETAINED
- PROPOSED TREE / VEGETATION
- PROPOSED PLAYSPACE
- EXIST. STRUCTURES / BUILDINGS TO BE DEMOLISHED



LEEDERVILLE OVAL MASTERPLAN VINCENT STREET, LEEDERVILLE		Drawn: JC Checked: JGP Date: 27/07/2019 Scale: 1:1,000 Project No: 03.19 Sheet No: SK19
Hodge Collard Preston ARCHITECTS		Description: MASTERPLAN LONG TERM WAWFL & EVENT Project No: 03.19 Sheet No: SK19



G PROPOSED BUILDING - GROUND FLOOR
SCALE 1:250 @ A1

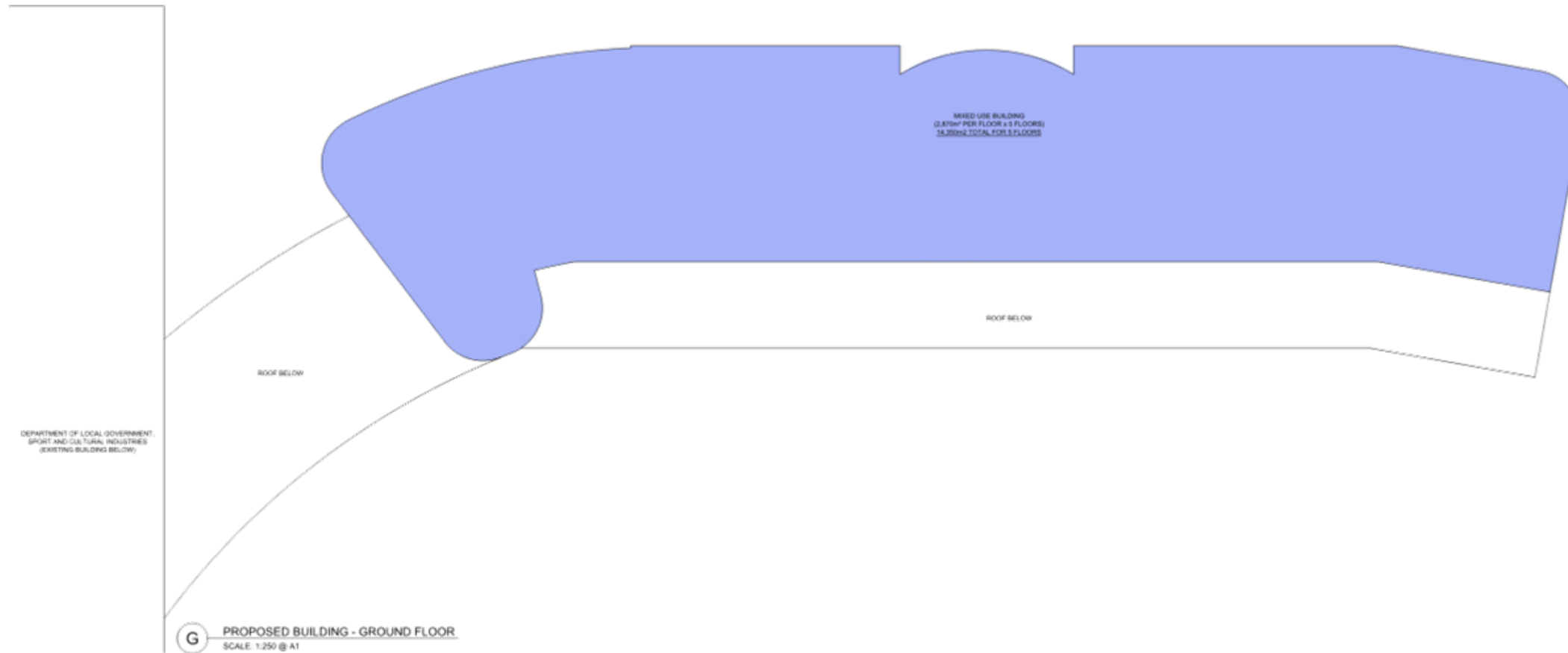


01 PROPOSED BUILDING - FIRST FLOOR
SCALE 1:250 @ A1

INTERIM ISSUE ONLY
DATE: 29th JULY 2019



Issue	03.19	03.19	SK21
Project	LEEDERVILLE OVAL MASTERPLAN	Drawn	JC
Location	VINCENT STREET, LEEDERVILLE	Checked	HP
Scale	1:250	Date	29/07/2019
Project No	03.19	Sheet No	SK21
Drawn	JC	Scale	1:250
Checked	HP	Project No	03.19
Date	29/07/2019	Sheet No	SK21
Scale	1:250	Drawn	JC
Project No	03.19	Checked	HP
Sheet No	SK21	Date	29/07/2019



INTERIM ISSUE ONLY
DATE: 29th JULY 2019



project LEEDERVILLE OVAL MASTERPLAN location VINCENT STREET, LEEDERVILLE		drawn JC checked JGP scale 1:250 @A1 1:500 @A3	description PROPOSED INTEGRATED CLUB & MIXED USE B'DG date 29/07/2019 project no 03.19 sheet no SK22 of 25
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APPENDIX I: Cost Plan

Figure 35: Comparative Costs for the Short to Medium Term Development Options and Long Term Development Options

Leederville Oval Masterplan				DONALD CANT WATTS CORKE
6/11/2019				
Element	SK18		SK19	
	Total	Total	Total	Total
Building and External Works		\$78,983,535		\$205,427,478
Site Clearance, Demolition and External Services		\$2,166,800		\$9,675,354
Construction Works Sub-Total		\$ 81,150,335		\$ 215,102,832
ESD Technology	1%	\$ 811,503		\$ 2,151,028
Design Contingency	8%	\$ 6,147,138		\$ 16,294,039
Construction Contingency	5%	\$ 4,405,449		\$ 11,677,395
Professional Fees	10%	\$ 9,251,443		\$ 24,522,529
Indicative Project Budget Total		\$ 101,765,868		\$ 269,747,824
Exclusion :				
Excludes GST				
Excludes abnormal ground conditions / contamination etc				
Assume generally flat site with limited, if any, retaining structures				
Excludes services diversions				
Excludes major utility upgrades / contributions & headworks				
Excludes works to or new perimeter roads				
Excludes option with baseball and softball field				
Excludes FF&E				
Excludes client costs, legal costs, site costs, agents fees, finance etc				
Excludes land purchase costs				
Excludes Client Representative / Project Management Fee				
Excludes escalation - costs are current day				
Excludes % for Public Art unless stated				
Costs assume Competitive Tender process with local builders using basic palette of materials				
Building rates to SK19 additional buildings are indicative and could vary by -5% to +20% dependent on design solution				
Notes:				
OPC based on indicative proposal drawings provided				
All quantities and rates are provisional therefore subject to adjustment				
Scope and quantities based on SK18, SK19, Sk21, SK22 and SK23 all dated 27 July 2019				

Figure 36: Short to Medium Term Development Cost Profiling

Leaderville Oval Masterplan FUNCTIONAL AREA BUDGET BREAKDOWN				DONALD CANT WATTS CORKE	
6/11/2019					
FUNCTIONAL AREA	SK18				Total
	Qty	Unit	Rate		
Item 1 and 3					
Allowance for site preparation	3500	m2	\$30		\$105,000
Ground Floor					
Store	105	m2	\$1,800		\$189,000
Amenities	264	m2	\$4,000		\$1,056,000
Changerooms	438	m2	\$3,500		\$1,533,000
Massage etc	165	m2	\$3,000		\$495,000
Public WC's	100	m2	\$4,000		\$400,000
Reception	320	m2	\$4,500		\$1,440,000
Gym	400	m2	\$3,000		\$1,200,000
Lift	15	m2	\$7,500		\$112,500
Stair	45	m2	\$2,000		\$90,000
Entry Concourse	760	m2	\$750		\$570,000
Seating	670	m2	\$500		\$335,000
Fencing	250	m	\$200		\$50,000
Gates etc	1	Sum	\$25,000		\$25,000
Signage	1	Sum	\$50,000		\$50,000
First Floor					
Office / Admin	952	m2	\$3,500		\$3,332,000
Social Room	400	m2	\$3,200		\$1,280,000
Kitchen Kiosk	140	m2	\$3,000		\$420,000
Kitchen Equipment	2	Item	\$100,000		\$200,000
Theatre	100	m2	\$3,500		\$350,000
WC's	30	m2	\$4,000		\$120,000
Staff Room	40	m2	\$3,000		\$120,000
Time Keep	30	m2	\$3,000		\$90,000
Lift	15	m2	\$7,500		\$112,500
Stair	45	m2	\$2,000		\$90,000
Lobby	80	m2	\$4,500		\$360,000
Cantilver Seating	670	m2	\$1,000		\$670,000
Cantilevered Roof	3500	m2	\$1,200		\$4,200,000
Signage	1	Sum	\$50,000		\$50,000
Second to Sixth Floor					
Allowance for mixed use - assumed residential	14350	m2	\$2,500		\$35,875,000
Item 2 - Mixed Use Building					
Allowance for site preparation	1065	m2	\$30		\$31,950
Ground Floor					
Café / Bar	420	m2	\$4,500		\$1,890,000
Fit Out and Equipment to a above		Note			By tenant
		m2	\$4,000		\$0
First Floor					
Mixed Use area	1065	m2	\$3,500		\$3,727,500
Fit Out and Equipment to a above		Note			By tenant
Allowance for connection works to existing building	120	m2	\$850		\$102,000
Allowance for soffit cladding / structure to underside of First Floor slab where exposed	350	m2	\$400		\$140,000

Item 4 - East Terracing				
Allowance for site preparation	7600	m2	\$15	\$114,000
Allowance for levels/retaining/grass	3100	m2	\$350	\$1,085,000
Allowance for hardlandscaped areas	4500	m2	\$250	\$1,125,000
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for interface with building	1	Sum	\$25,000	\$25,000
Allowance for canopies	550	m2	\$1,000	\$550,000
Allowance for signage	1	Sum	\$25,000	\$25,000
Allowance for lighting	7600	m2	\$25	\$190,000
Allowance for furniture	7600	m2	\$15	\$114,000
Allowance for Preliminaries	7%	Sum		\$229,510
Item 5 - North / South / West Terracing				
Allowance for site preparation	1600	m2	\$15	\$24,000
Allowance for levels/retaining/grass	1600	m2	\$350	\$560,000
Allowance for hardlandscaped areas		m2	\$250	Not Required
Allowance for trees	1	Sum	\$25,000	\$25,000
Allowance for interface with building		Sum	\$25,000	Not required
Allowance for canopies		m2	\$1,000	Not Required
Allowance for signage	1	Sum	\$25,000	\$25,000
Allowance for lighting		m2	\$25	Not required
Allowance for furniture	1600	m2	\$15	\$24,000
Allowance for Preliminaries	7%	Sum		\$46,110
Item 6 - Boulevard				
Allowance for site preparation	2500	m2	\$15	\$37,500
Allowance for levels	2500	m2	\$15	\$37,500
Allowance for hard /soft landscape	2500	m2	\$250	\$625,000
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for signage	1	Sum	\$50,000	\$50,000
Allowance for lighting	2500	m2	\$25	\$62,500
Allowance for street furniture / bollards	2500	m2	\$50	\$125,000
Allowance for interfaces / connections	1	Sum	\$75,000	\$75,000
Allowance for public art	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$77,925
Item 7 - Boulevard				
Allowance for site preparation	4400	m2	\$15	\$66,000
Allowance for levels	4400	m2	\$15	\$66,000
Allowance for hard /soft landscape	4400	m2	\$250	\$1,100,000
Allowance for trees	1	Sum	\$100,000	\$100,000
Allowance for signage	1	Sum	\$100,000	\$100,000
Allowance for lighting	4400	m2	\$25	\$110,000
Allowance for street furniture / bollards	4400	m2	\$50	\$220,000
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc	1	Sum	\$50,000	\$50,000
Allowance for public art	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$137,390
Item 8 - DLGSO Extension				
Office	600	m2	\$3,500	\$2,100,000
Fit Out and Equipment to above		Note		By tenant
Allowance for connection works to existing building	220	m2	\$850	\$187,000
Item 9 - Vincent Street Entry				
Allowance for site preparation	3150	m2	\$15	\$47,250
Allowance for levels	3150	m2	\$50	\$157,500
Allowance for hard /soft landscape	3150	m2	\$250	\$787,500
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for signage	1	Sum	\$50,000	\$50,000
Allowance for lighting	3150	m2	\$35	\$110,250
Allowance for street furniture / bollards	3150	m2	\$25	\$78,750
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc	1	Sum	\$100,000	\$100,000
Allowance for play equipment	1	Sum	\$100,000	\$100,000
Allowance for canopies to play areas	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$114,238

Item 10 - Football Oval and Lighting				
Allowance for floodlighting	4	No	\$250,000	\$1,000,000
Allowance for lighting from canopy	1	Sum	\$250,000	\$250,000
Allowance for drainage works	20500	m2	\$10	\$205,000
Allowance for fencing	520	m	\$75	\$39,000
Allowance for scoreboard	1	Sum	\$100,000	\$100,000
Allowance for Preliminaries	7%	Sum		\$111,630
Item 11 - Event Space				
Allowance for site preparation	3000	m2	\$15	\$45,000
Allowance for levels	3000	m2	\$50	\$150,000
Allowance for hard /soft landscape	3000	m2	\$250	\$750,000
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for signage	1	Sum	\$50,000	\$50,000
Allowance for lighting	3000	m2	\$35	\$105,000
Allowance for street furniture / bollards	3000	m2	\$25	\$75,000
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc	1	Sum	\$100,000	\$100,000
Allowance for raised stage	1	Sum	\$100,000	\$100,000
Allowance for canopies	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$110,300
Item 12 - Toilets and Extension				
Allowance for site preparation	350	m2	\$15	\$5,250
Allowance for toilets for ground	350	m2	\$4,500	\$1,575,000
Allowance for building extension to first	350	m2	\$3,500	\$1,225,000
Allowance for connection works to existing building	270	m2	\$850	\$229,500
Allowance for Preliminaries	7%	Sum		\$212,483
Indicative Buildings Sub-Total				\$78,983,535
External Works				
Generally				
Allowance for site clearance / levelling	50000	m2	\$5	\$250,000
Allowance for demolition of general buildings	500	m2	\$50	\$25,000
Allowance for demolition of stand	3000	m2	\$200	\$600,000
Allowance for Preliminaries	7%	Sum		\$61,300
External services				
Allowance for stormwater	1	Sum	\$100,000	\$100,000
Allowance for sewer	1	Sum	\$150,000	\$150,000
Allowance for water	1	Sum	\$100,000	\$100,000
Allowance for gas	1	Sum	\$50,000	\$50,000
Allowance for electrical	1	Sum	\$500,000	\$500,000
Allowance for communications	1	Sum	\$100,000	\$100,000
Allowance for security	1	Sum	\$150,000	\$150,000
Allowance for Preliminaries	7%	Sum		\$80,500
Indicative External Works and Services Sub-Total				\$2,166,800
Estimated Total Current Day Construction Budget				\$81,150,335

Figure 37: Long Term Development Cost Profiling

Leaderville Oval Masterplan				DONALD CANT WATTS CORKE	
FUNCTIONAL AREA BUDGET BREAKDOWN					
6/11/2019					
FUNCTIONAL AREA	SK19				
	Qty	Unit	Rate	Total	
Item 1 and 3					
Allowance for site preparation	3500	m2	\$30	\$105,000	
Ground Floor					
Store	105	m2	\$1,800	\$189,000	
Amenities	264	m2	\$4,000	\$1,056,000	
Changerooms	438	m2	\$3,500	\$1,533,000	
Massage etc	165	m2	\$3,000	\$495,000	
Public WC's	100	m2	\$4,000	\$400,000	
Reception	320	m2	\$4,500	\$1,440,000	
Gym	400	m2	\$3,000	\$1,200,000	
Lift	15	m2	\$7,500	\$112,500	
Stair	45	m2	\$2,000	\$90,000	
Entry Concourse	760	m2	\$750	\$570,000	
Seating	670	m2	\$500	\$335,000	
Fencing	250	m	\$200	\$50,000	
Gates etc	1	Sum	\$25,000	\$25,000	
Signage	1	Sum	\$50,000	\$50,000	
First Floor					
Office / Admin	952	m2	\$3,500	\$3,332,000	
Social Room	400	m2	\$3,200	\$1,280,000	
Kitchen Kiosk	140	m2	\$3,000	\$420,000	
Kitchen Equipment	2	Item	\$100,000	\$200,000	
Theatre	100	m2	\$3,500	\$350,000	
WC's	30	m2	\$4,000	\$120,000	
Staff Room	40	m2	\$3,000	\$120,000	
Time Keep	30	m2	\$3,000	\$90,000	
Lift	15	m2	\$7,500	\$112,500	
Stair	45	m2	\$2,000	\$90,000	
Lobby	80	m2	\$4,500	\$360,000	
Cantilver Seating	670	m2	\$1,000	\$670,000	
Cantilevered Roof	3500	m2	\$1,200	\$4,200,000	
Signage	1	Sum	\$50,000	\$50,000	
Second to Sixth Floor					
Allowance for mixed use	14350	m2	\$3,200	\$45,920,000	
Item 2 - Mixed Use Building					
Allowance for site preparation	1065	m2	\$30	\$31,950	
Ground Floor					
Café / Bar	420	m2	\$4,500	\$1,890,000	
Fit Out and Equipment to a above		Note		By tenant	
First Floor		m2	\$3,500	\$0	
Mixed Use area	1065	m2	\$3,500	\$3,727,500	
Fit Out and Equipment to a above		Note		By tenant	
Allowance for connection works to existing building	120	m2	\$850	\$102,000	
Allowance for soffit cladding / structure to underside of First Floor slab where exposed	350	m2	\$400	\$140,000	

Item 4 - East Terracing				
Allowance for site preparation	7600	m2	\$15	\$114,000
Allowance for levels/retaining/grass	3100	m2	\$350	\$1,085,000
Allowance for hardlandscaped areas	4500	m2	\$250	\$1,125,000
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for interface with building	1	Sum	\$25,000	\$25,000
Allowance for canopies	550	m2	\$1,000	\$550,000
Allowance for signage	1	Sum	\$25,000	\$25,000
Allowance for lighting	7600	m2	\$25	\$190,000
Allowance for furniture	7600	m2	\$15	\$114,000
Allowance for Preliminaries	7%	Sum		\$229,510
Item 5 - North / South / West Terracing				
Allowance for site preparation	1600	m2	\$15	\$24,000
Allowance for levels/retaining/grass	1600	m2	\$350	\$560,000
Allowance for hardlandscaped areas		m2	\$250	Not Required
Allowance for trees	1	Sum	\$25,000	\$25,000
Allowance for interface with building		Sum	\$25,000	Not required
Allowance for canopies		m2	\$1,000	Not Required
Allowance for signage	1	Sum	\$25,000	\$25,000
Allowance for lighting		m2	\$25	Not required
Allowance for furniture	1600	m2	\$15	\$24,000
Allowance for Preliminaries	7%	Sum		\$46,110
Item 6 - Boulevard				
Allowance for site preparation	2500	m2	\$15	\$37,500
Allowance for levels	2500	m2	\$15	\$37,500
Allowance for hard /soft landscape	2500	m2	\$250	\$625,000
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for signage	1	Sum	\$50,000	\$50,000
Allowance for lighting	2500	m2	\$25	\$62,500
Allowance for street furniture / bollards	2500	m2	\$50	\$125,000
Allowance for interfaces / connections	1	Sum	\$75,000	\$75,000
Allowance for public art	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$77,925
Item 7 - Boulevard				
Allowance for site preparation	4400	m2	\$15	\$66,000
Allowance for levels	4400	m2	\$15	\$66,000
Allowance for hard /soft landscape	4400	m2	\$250	\$1,100,000
Allowance for trees	1	Sum	\$100,000	\$100,000
Allowance for signage	1	Sum	\$100,000	\$100,000
Allowance for lighting	4400	m2	\$25	\$110,000
Allowance for street furniture / bollards	4400	m2	\$50	\$220,000
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc	1	Sum	\$50,000	\$50,000
Allowance for public art	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$137,390
Item 8 - DLGSO Extension				
Office	600	m2	\$3,500	\$2,100,000
Fit Out and Equipment to above		Note		By tenant
Allowance for connection works to existing building	220	m2	\$850	\$187,000

Item 9 - Vincent Street Entry				
Allowance for site preparation	3150	m2	\$15	\$47,250
Allowance for levels	3150	m2	\$50	\$157,500
Allowance for hard /soft landscape	3150	m2	\$250	\$787,500
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for signage	1	Sum	\$50,000	\$50,000
Allowance for lighting	3150	m2	\$35	\$110,250
Allowance for street furniture / bollards	3150	m2	\$25	\$78,750
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc	1	Sum	\$100,000	\$100,000
Allowance for play equipment	1	Sum	\$100,000	\$100,000
Allowance for canopies to play areas	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$114,238
Item 10 - Football Oval and Lighting				
Allowance for floodlighting	4	No	\$250,000	\$1,000,000
Allowance for lighting from canopy	1	Sum	\$250,000	\$250,000
Allowance for drainage works	20500	m2	\$10	\$205,000
Allowance for fencing	520	m	\$75	\$39,000
Allowance for scoreboard	1	Sum	\$100,000	\$100,000
Allowance for Preliminaries	7%	Sum		\$111,630
Item 11 - Event Space				
Allowance for site preparation	3000	m2	\$15	\$45,000
Allowance for levels	3000	m2	\$50	\$150,000
Allowance for hard /soft landscape	3000	m2	\$250	\$750,000
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for signage	1	Sum	\$50,000	\$50,000
Allowance for lighting	3000	m2	\$35	\$105,000
Allowance for street furniture / bollards	3000	m2	\$25	\$75,000
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc	1	Sum	\$100,000	\$100,000
Allowance for raised stage	1	Sum	\$100,000	\$100,000
Allowance for canopies	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$110,300
Item ?? - New Buildings				
Allowance for site preparation	37500	m2	\$15	\$562,500
Allowance for New Recreation Centre (assumed one full level plus half level at first)	10350	m2	\$3,500	\$36,225,000
Allowance for New Mixed Use Building (assumed 5 levels including ground of commercial)	16895	m2	\$3,000	\$50,685,000
Allowance for New Library and Community Hub (assumed one level)	4500	m2	\$4,000	\$18,000,000
Allowance for works to existing Civic Centre				Excluded
Allowance for extension to Civic and Childcare (assumed one level)	2150	m2	\$3,250	\$6,987,500
Allowance for levels	37500	m2	\$25	\$937,500
Allowance for hard /soft landscape	20571	m2	\$200	\$4,114,200
Allowance for trees	1	Sum	\$150,000	\$150,000
Allowance for signage	1	Sum	\$150,000	\$150,000
Allowance for lighting	20571	m2	\$15	\$308,565
Allowance for street furniture / bollards	20574	m2	\$10	\$205,740
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc	1	Sum	\$100,000	\$100,000
Allowance for public art	1	Sum	\$500,000	\$500,000
Allowance for canopies/shelters	1	Sum	\$150,000	\$150,000
Allowance for Preliminaries	7%	Sum		\$470,170
Indicative Areas Sub-Total				\$205,427,478

External Works				
Generally				
Allowance for site clearance /levelling	87468	m2	\$5	\$437,340
Allowance for demolition of general buildings	500	m2	\$50	\$25,000
Allowance for demolition of stand	3000	m2	\$200	\$600,000
Allowance for demolition of Loftus Recreation Centre	18300	m2	\$100	\$1,830,000
Allowance for Preliminaries	7%	Sum		\$202,514
External services				
Allowance for stormwater	1	Sum	\$100,000	\$100,000
Allowance for sewer	1	Sum	\$150,000	\$150,000
Allowance for water	1	Sum	\$100,000	\$100,000
Allowance for gas	1	Sum	\$50,000	\$50,000
Allowance for electrical	1	Sum	\$500,000	\$500,000
Allowance for communications	1	Sum	\$100,000	\$100,000
Allowance for security	1	Sum	\$150,000	\$150,000
Allowance for services infrastructure to Area 13	1	Sum	\$5,000,000	\$5,000,000
Allowance for Preliminaries	7%	Sum		\$430,500
Indicative External Works and Services Sub-Total				\$9,675,354
Estimated Total Current Day Construction Budget				\$215,102,832

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