



# City of Greater Geraldton

## Spalding Park Feasibility Report and Master Plan

### Final Report

April 2025

## DOCUMENT CONTROL

Document Version	Description	Prepared and Approved By	Date Approved
V1.0	Draft Needs Analysis and Feasibility Study Report.	Shane Spinks	09/01/2025
V2.0	Final Master Plan Report	Shane Spinks	12/04/2025

This document is produced by Shane Spinks Consulting solely for the benefit and use by the client in accordance with the terms of the engagement. The information contained in this document has been prepared with care and includes information from apparently reliable secondary data sources which have been relied upon for completeness and accuracy.

Shane Spinks Consulting does not and shall not assume any responsibility or liability whatsoever to any third party arising out of any use or reliance by any third party on the content of this document.

## GLOSSARY AND ABBREVIATIONS

<b>ABS</b>	Australian Bureau of Statistics
<b>AFL</b>	Australian Football League
<b>ASC</b>	Australian Sports Commission
<b>CBP</b>	Corporate Business Plan
<b>CEPTED</b>	Crime Prevention through Environmental Design
<b>CFG</b>	Community Facility Guidelines
<b>CSIRO</b>	Commonwealth Science, Innovation and Research Organisation
<b>DLGSC</b>	Department of Local Government Sport and Cultural Industries (WA)
<b>ESD</b>	Environmental Sensitive Design
<b>CGG</b>	City of Greater Geraldton
<b>GSAC</b>	Geraldton Sporting Aboriginal Corporation
<b>Ha</b>	Hectares
<b>IPRF</b>	Integrated Planning and Reporting Framework
<b>LED</b>	Light-emitting diode
<b>LTFP</b>	Long Term Financial Plan
<b>LGA</b>	Local Government Area
<b>LPS</b>	Local Planning Strategy
<b>.m<sup>2</sup></b>	Square meter
<b>PESTEL</b>	Political Economic, Social, Technological, Environmental, and Legal
<b>POS</b>	Public Open Space
<b>PLA WA</b>	Parks and Leisure Australia (Western Australia)
<b>PWD</b>	People With Disability
<b>RAP</b>	Reconciliation Action Plan
<b>SCP</b>	Strategic Community Plan
<b>TEC</b>	Threatened Ecological Community
<b>the City</b>	City of Greater Geraldton
<b>the Precinct</b>	Spalding Park Precinct
<b>UAT</b>	Universal Access Toilets
<b>WA</b>	Western Australia

## TABLE OF CONTENTS

1.	INTRODUCTION.....	13
2.	METHODOLOGY .....	13
3.	STRATEGIC CONTEXT AND LITERATURE REVIEW.....	14
3.1.	Integrated Planning and Reporting Framework .....	14
3.2.	Strategic Community Plan 2031 .....	15
3.3.	Corporate Business Plan 2021 to 2025 .....	16
3.4.	Long Term Financial Plan.....	18
3.5.	Other City of Greater Geraldton Strategic Documents.....	19
3.6.	City of Greater Geraldton Policies .....	24
3.7.	Key Findings .....	24
4.	FACILITY PROVISION STANDARDS .....	25
4.1.	DLGSC Facility Planning Guide.....	25
4.2.	DLGSC Function and Hierarchy Classification .....	26
4.3.	Parks and Leisure Australia (WA) – Community Facility Guidelines .....	28
4.4.	Key Findings .....	30
5.	TRENDS .....	31
5.1.	Mega Trends.....	31
5.2.	Participation Trends .....	32
5.3.	Key Findings .....	34
6.	DEMOGRAPHIC AND COMMUNITY PROFILE .....	35
6.1.	Population Analysis .....	35
6.2.	Community Profile .....	37
6.3.	Key Findings .....	38
7.	FACILITY PROVISION AND UTILISATION.....	39
7.1.	Current Facility Provision.....	39
7.2.	Asset Condition Rating.....	41
7.3.	Current Utilisation.....	43
7.4.	Key Findings .....	43
8.	STAKEHOLDER ENGAGEMENT.....	43
8.1.	Stakeholder Workshop .....	43
8.2.	City of Greater Geraldton – Youth Services and Community Development ..	46
8.3.	Other Stakeholders .....	47
8.4.	Key Findings .....	48

9.	SITUATIONAL ANALYSIS.....	49
10.	RISK ASSESSMENT.....	52
11.	MANAGEMENT MODELS.....	52
	11.1. Direct Management.....	52
	11.2. Indirect Management.....	53
	11.3. Key Findings .....	53
12.	SITE ANALYSIS.....	54
13.	DESIGN BRIEF .....	54
	13.1. Design Philosophy and Principles .....	54
	13.2. Design Elements .....	55
14.	CONCEPT DESIGNS OVERVIEW AND RATIONALE .....	57
	14.1. Overview .....	57
	14.2. Community Facility .....	57
	14.3. Public Open Space - .....	58
	14.4. Key Findings .....	60
15.	CAPITAL COST AND FUNDING MODEL .....	61
	15.1. Capital Cost Estimate.....	61
	15.2. Implementation Plan and Priorities .....	62
	15.3. Project Funding .....	64
	15.4. Key Findings .....	66
16.	OPERATING PLAN.....	67
	16.1. Indicative annual maintenance costs.....	67
	16.2. Marketing and Utilisation .....	68
	16.3. Key Performance Indicators .....	68
17.	CONCLUSIONS .....	71
	17.1. Need Analysis .....	71
	17.2. Feasibility .....	71
	17.3. Relocation of Croquet Courts .....	72
18.	RECOMMENDATIONS .....	73
19.	APPENDICES .....	74
	Appendix 1: Spalding Park Precinct – Site Plan.....	75
	Appendix 2: CGG POS Strategy – Spalding and Bluff Point POS Plan.....	76
	Appendix 3: DLGSCI Facility Planning Guide Framework.....	78
	Appendix 4: DLGSC Sports Dimension Guide .....	79
	Appendix 5: Moloney Asset Condition Rating System .....	83

Appendix 6: Master Plan Stakeholder Workshop – Invitation List .....	84
Appendix 7: Master Plan Stakeholder Workshop – Summary Notes.....	85
Appendix 8: Women’s Flat Track Derby Association (WFTDA) – Track Layout .....	90
Appendix 9: Batavia Coast Miniature Railway Society Inc. Correspondence and Indicative Track Extension Plan.....	91
Appendix 10: Master Plan Meeting Notes - CGG Youth Services .....	93
Appendix 11: Master Plan Meeting Notes – Other Stakeholders .....	95
Appendix 12: Spalding Park Precinct Master Plan Risk Assessment.....	98
Appendix 13: Spalding Park Place Record: CGG Municipal Inventory of Heritage Places .....	101
Appendix 14: CGG Environmental & Aboriginal Heritage Considerations Report for Spalding Park .....	106
Appendix 15: Spalding Park Site Feature Survey .....	111
Appendix 16 – Chapman River Regional Park Aboriginal Heritage Sites .....	112
Appendix 17 – Spalding Park Precinct Concept Designs .....	113
Precinct Opportunity Plan .....	113
Master Plan Concept 1 – Inclusive of Croquet Courts.....	114
Master Plan Concept 2 – Excluding Croquet Courts .....	115
Building Concept – New Buildings (Demolition of Existing).....	116
Building Concept – Refurbishment of Existing Building and New Changeroom Building .....	117
Building Concept – Refurbishment of Existing Building and New Changeroom Building (Potential Staging) .....	118
Master Plan Concept 1 – Aerial Perspective.....	119
Master Plan Concept 2 – Aerial Perspective.....	120
Appendix 18 - Concept 1A Cost Summary by Implementation Stage .....	121
Appendix 19 – Concept 1B Cost Summary by Implementation Stage.....	123
Appendix 20 – Concept 2A Cost Summary by Implementation Stage.....	125
Appendix 21 – Concept 2B Cost Summary by Implementation Stage.....	127
Appendix 22 – Grant Funding Analysis.....	129

## FIGURES

Figure 1: City of Greater Geraldton Integrated Planning and Reporting Framework.....	14
Figure 2: City of Greater Geraldton Integrated Planning and Reporting Framework.....	14
Figure 3: The Future of Australian Sport Megatrends (CSIRO & ASC 2022).....	31
Figure 4: Participation by Activity – Adults .....	33
Figure 5: Organised Participation by Activity – Adults .....	33
Figure 6: Organised Participation by Activity – Children.....	34
Figure 7: City of Greater Geraldton Age Cohorts - Change in Population Number 2016 to 2021 .....	35
Figure 8: Neighbouring Local Governments Age Cohorts - Change in Population Number 2016 to 2021.....	36
Figure 9: Summary of Project Cost by Stage (including escalation) .....	63
Figure 10: Summary of Total Project Cost Increase by Stage (Over 10 Years).....	63

## TABLES

Table 1: Spalding Park Precinct Master Plan – Key Components.....	10
Table 2: Spalding Park Master Plan Project Methodology.....	13
Table 3: Spalding Park Master Plan Alignment with the City of Greater Geraldton Strategic Community Plan. ....	15
Table 4: Spalding Park Master Plan Alignment to the Corporate Business Plan .....	17
Table 5: City of Greater Geraldton – Other Strategic Documents.....	19
Table 6: Summary of Relevant City of Greater Geraldton Policies .....	24
Table 7: Department of Local Government Sport and Cultural Industries POS Classification by Function .....	26
Table 8: Department of Local Government Sport and Cultural Industries POS Classification by Hierarchy.....	27
Table 9: Parks and Leisure Australia WA – Community Facility Guidelines (Hierarchy of Definitions).....	29
Table 10: Sporting Mega Trend Implications for the Spalding Park Master Plan .....	31
Table 11: Spalding Park – Summary of Current Facility Provision .....	39
Table 12: Spalding Park Asset Condition Rating.....	41
Table 13: PESTEL Analysis.....	49
Table 14: Spalding Park Master Plan Design Philosophy and Principles .....	55
Table 15: Spalding Park Master Plan – Proposed Community Facility Provision .....	55
Table 16: Spalding Park Master Plan – Proposed Public Open Space Infrastructure...	56
Table 17: Spalding Park Precinct Master Plan Cost Summary by Concept Option.....	62

Table 18: Spalding Park Precinct Master Plan – Staging Timeframes and Priorities ....	62
Table 19: Summary of Grant Opportunities.....	64
Table 20: Summary of Potential Grant Funding for the Spalding Park Master Plan.....	66
Table 21: Indicative Annual Facility Costs.....	67
Table 22: Suggested Key Performance Indicators .....	69



## EXECUTIVE SUMMARY

The Spalding Park Precinct Master Plan provides a clear vision and supporting rationale for the development of the Precinct to meet the future sport and recreation needs of the community.

The recent amalgamation of the Spalding Park and Geraldton Tennis Clubs, and their subsequent relocation to the Wonthella Sporting Precinct, along with the cessation of rugby activity at the Precinct, provides the City with a unique opportunity to reimagine the future use of the Precinct and support those sport and recreational activities not typically catered for by historical infrastructure provision.

The Master Plan has been developed using a thorough methodology which has included analysis of the strategic context, current facility provision standards, facility provision trends, participation trends and demographic analysis. This analysis, coupled with the outcomes of the stakeholder engagement process provides the supporting rationale for the Master Plan and recommended infrastructure development within the Precinct.

The key outcomes from this analysis include:

- The master planning and subsequent re-development of the Precinct as a community and recreation space is strongly aligned with the City's strategic direction and is consistent with a number of the City's key strategic documents. These include the Youth Strategy, the Community Safety and Crime Prevention Plan, and the Reconciliation Action Plan through the Precinct's proximity to the Chapman River and related aboriginal cultural sites.
- Key trends shows that participation in non-organised activity continues to increase across all age groups, with an increased focus on supporting lifelong healthy lifestyles. Social, economic and environmental sustainability continue to remain of significant importance, particularly relating to the provision of safe participation opportunities, support of social outcomes and providing value for money. Scarcity of space (as well as capital and management resources) also means that facilities need to be multi-functional and flexible. The outcomes presented within the Master Plan addresses each of these areas.
- The Master Plan provides a unique opportunity for the City to provide publicly accessible multi use hard courts for activities such as basketball and netball, which is currently non-existent, which limits the participation opportunities for children and young adults with Spalding and surrounding suburbs, where there is a general under provision of functional POS and facilities.
- The Master Plan is consistent with the outcomes of the stakeholder engagement process which identified that the existing facilities were not fit for purpose, that future facility provision should be multi-purpose in nature and have the capacity to accommodate future growth in community use and that the provision of adequate and compliant toilets and changerooms would be critical to the future success of the Precinct's development.

The key components considered within the development of the Master Plan include:

Table 1: Spalding Park Precinct Master Plan – Key Components

Facility	Elements
Community Facility	<ul style="list-style-type: none"> <li>• Access available on both sides of the building.</li> <li>• Multi-purpose / Activity Room - for general activity use – seminars, meetings, social events etc.</li> <li>• Meeting Room</li> <li>• Kitchen / Kiosk – with external servery</li> <li>• Internally accessible public toilets (male, female and UAT)</li> <li>• Externally accessible public toilets (male, female and UAT)</li> <li>• First aid room</li> <li>• Storage areas</li> <li>• External BBQ, seating and play areas.</li> </ul>
Changerooms	<ul style="list-style-type: none"> <li>• Separately accessible changeroom and amenities to support the use of the external hard courts and POS area.</li> <li>• Storage areas.</li> </ul>
Public Open Space Infrastructure	<ul style="list-style-type: none"> <li>• Four (4) croquet courts, with secure fencing, floodlighting and additional car parking.</li> <li>• Roller Derby Track (33m x 23m) with floodlighting</li> <li>• Two (2) multi-purpose hard courts (netball, basketball) with floodlighting</li> <li>• Additional car parking on the northern perimeter of the Precinct.</li> <li>• Nature play space</li> <li>• Half-court basketball court</li> <li>• Grassed leisure play space</li> <li>• Recreational “kick-a-bout” play space.</li> </ul>

The concept development and cost estimation process considered a number of facility development options, including:

- Demolition and provision of a new community building and changeroom building.
- Refurbishment and extension of the existing community building, with the provision of a new changeroom building.
- Provision and non-provision of the four proposed croquet courts and associated infrastructure.

Of these options, it was found that the refurbishment and extension of the existing community building, with the provision of a new changeroom building was the most cost effective building option. Together with the development of the balance of the POS infrastructure (excluding the croquet courts), the total cost of this option has been estimated at \$6,994,856 (as of April 2025).

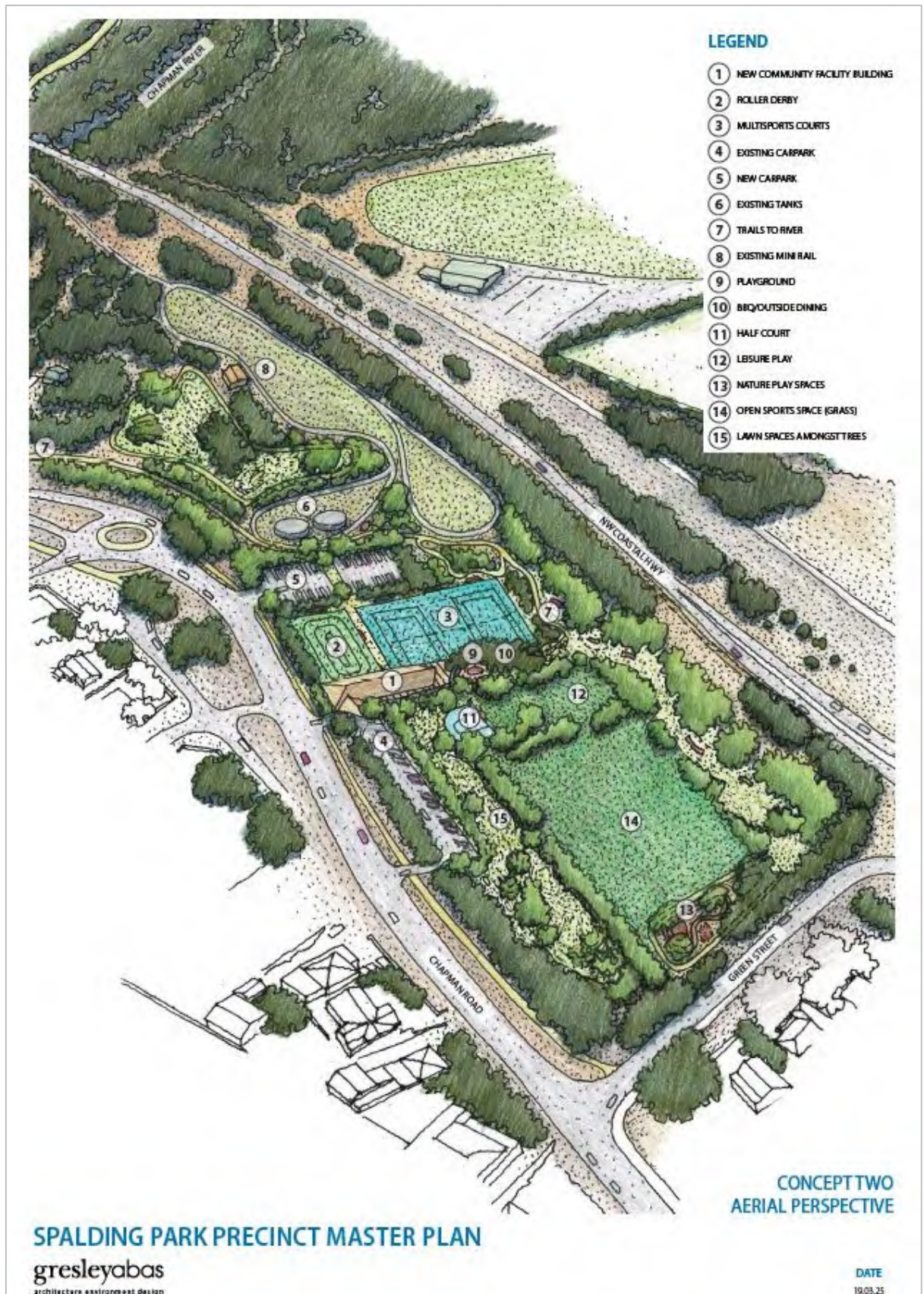
Based on a four stage project implementation approach (over 10 years ), the project life cost of this option has been estimated to be \$8,207,165 (an increase of 17% over the project life).

While the need for the re-location of the croquet courts and associated infrastructure is not in question, the feasibility of developing the croquet facilities at the Spalding Park Precinct is questionable. This is primarily due to the following:

- The sport specific nature of the facility and its restricted access, which is contrary to the Master Plan principles being multi-purpose and shared use facilities, and equity in access.
- Development of the croquet courts at the Precinct would undoubtedly result in an increased level of activity, which may not be able to be adequately accommodated by the proposed infrastructure, therefore having a negative effect on access to the Precinct facilities and on surrounding residents.
- The cost of re-locating the croquet facilities to the Precinct is also significant, in the order of \$920,799 assuming implementation within three years. The largest cost item being the re-establishment of the grass courts, which are maintained to a specification significantly higher than that of the existing rectangular playing surface.

The assessment of the croquet court provision at the Precinct has concluded that consideration be given to the re-location of the croquet courts to the Wonthella Sporting Precinct, which has the capacity to accommodate the expected level of use of the facility and has an existing grass surface which is nearer to the turf specification required for croquet, reducing the re-location cost.





## 1. INTRODUCTION

The City of Greater Geraldton (the City) has engaged Shane Spinks Consulting to undertake the development of a Master Plan for the Spalding Park Precinct (the Precinct). The purpose of the Master Plan is to provide a clear vision and supporting rationale for the development of the Precinct to meet the future sport and recreation needs of the community.

The amalgamation of the Spalding Park and Geraldton Tennis Clubs, and the subsequent relocation of tennis activity from Spalding Park (the Park) to the Wonthella Sporting Precinct provides the City with a unique opportunity to reimagine the future use of the Precinct and support those sport and recreational activities which have not been catered for by historical infrastructure provision within the City.

In this regard, the Precinct has the potential to become an important hub for the local community, adding to the development which has occurred in the northern half of Spalding Park.

The City is found over 400km north of Perth and encompasses a total area of 9,908km<sup>2</sup>, and includes the communities of Geraldton, Greenough, Mullewa and Walkaway. The City is boarded by the Shires of Chapman Valley, Irwin, Mingenew and the Morawa and is the economic centre of the Midwest Region. In 2023 the City had an estimated population of 41,914 people.

Spalding Park (Appendix 1) is in the northern corridor of the Geraldton townsite, in the suburb of Spalding. The Chapman River forms the northern boundary of the Park, beyond which is the suburb of Sunset Beach and Bluff Point to the east (Appendix 2). The Park is 7.8ha in size and includes of playground and recreational infrastructure, and a miniature railway in the northern half, with the southern half of the Park accommodating the existing tennis courts, clubroom building, car parking and a rectangular playing field. The Precinct is an area of approximately 2.9ha.

## 2. METHODOLOGY

The Master Plan has been developed through a series of sequential tasks, guided by the Project Scope and as outlined below.

Table 2: Spalding Park Master Plan Project Methodology

Sept. 2024	Oct. 2024	Oct. – Dec. 2024	Nov. 2024 to Jan. 2025	Jan.-Apr. 2025
<b>Project Initiation</b>	<b>Stakeholder Engagement</b>	<b>Investigation and Analysis</b>	<b>Concept Design</b>	<b>Report</b>
Commissioning Process	Project Team	Strategic Context and Literature Review	Site Analysis	Draft Master Plan
Project Commencement Meeting	Review of previous stakeholder engagement	Demographic and Community Profile Analysis	Site Concept Plan	Building Concept Plans



Project Charter	Spalding Park Workshop (on-site)	Facility Provision and Utilisation		Cost Report
Document and Data collation	Stakeholder Meetings	Situational Analysis	Project Team Engagement	Stakeholder Engagement
	Workshop data collation and analysis	Risk Assessment		Final Report

### 3. STRATEGIC CONTEXT AND LITERATURE REVIEW

The purpose of this stage of the methodology is to ensure a thorough understanding of the strategic environment in which the City operates and in which the development of the Precinct will occur.

A number of the City strategic documents and policies have been included within this review with the aim being to identify potential strategy and policy opportunities and obstacles, and key strategic influences affecting the City.

#### 3.1. Integrated Planning and Reporting Framework

The review and analysis of the City's strategic documents has been undertaken in the context of the Integrated Planning and Reporting Framework (IPRF). The implementation of the IPRF is a requirement of the Local Government Act 1995 and provides local government with the mechanism to ensure that the aspirations of the community are captured and shown within the operational objectives and actions of the organisation, and that the tracking and reporting of progress occurs on a regular and transparent basis.

There are three levels within the IPRF, strategic planning (10-year horizon), corporate business planning (4-year horizon) and annual operational planning (one year horizon). Each of these are informed by Strategic Enablers, as shown in the figure below.<sup>1</sup>

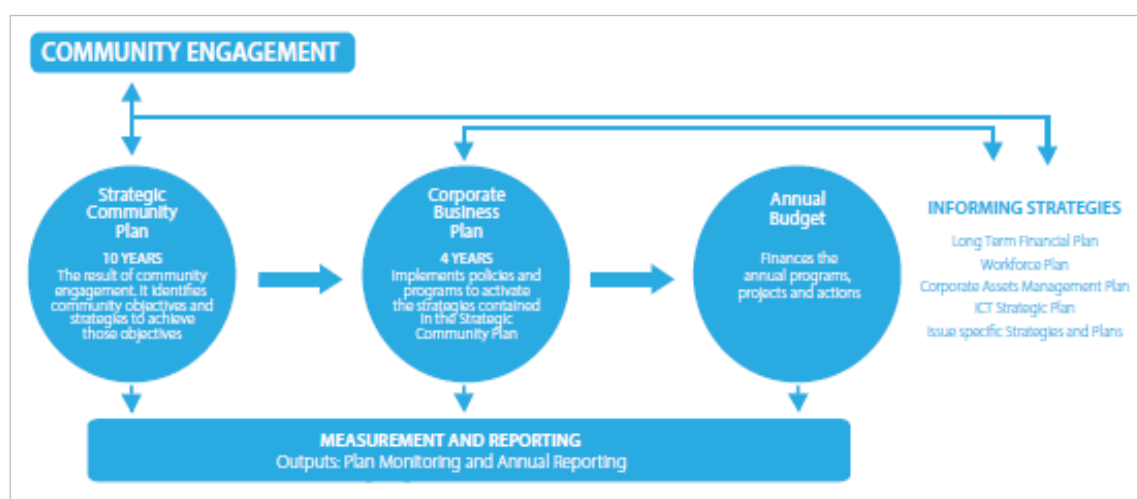


Figure 1: City of Greater Geraldton Integrated Planning and Reporting Framework

### 3.2. Strategic Community Plan 2031

The City's Strategic Community Plan 2031 (SCP) is the key document within the IPRF and reflects the aspirations and priorities of the community. In this regard, it is important that infrastructure investment made by the City should align to the SCP, and therefore the community's aspirations.<sup>1</sup>

The City's Vision is as follows:

"Home of WA's Regional Capital

It is 2031, Greater Geraldton is the home of the regional capital city in Western Australia. Vibrant public places and spaces support our enviable lifestyle. We will be a recognised leader in the protection of our natural environment and our people will thrive and prosper. We will celebrate our cultural heritage and history. We support business growth through industry diversification, education and employment opportunities. As an inclusive community, we will strive for equal rights and access for all. We will face challenges by working together in unity with integrity and creativity. We will achieve this on the foundation of open and collaborative leadership."

The City's SCP names four Strategic Focus Areas being, Community, Economy, Environment and Leadership. Within each of these Focus Areas the SCP provides an aspiration statement, defined outcomes, supporting strategies and the role of the City. The provision and use of Public Open Space, community and recreation facilities align with the following focus areas and outcomes.

Table 3: Spalding Park Master Plan Alignment with the City of Greater Geraldton Strategic Community Plan.

Focus Area: Community	
<b>Aspiration</b>	Our culture and heritage is recognised and celebrated. We are creative and resilient. We can all reach our full potential.
<b>Outcomes</b>	1.1 Enhanced lifestyle through spaces, places, programs and services that foster connection and inclusion. 1.3 Pride in place and a sense of belonging is commonplace. 1.5 The opportunity for all to reach their potential exists. 1.8 Active living and recreation is encouraged. 1.9 A strong sports culture exists through well-planned facilities.
Focus Area: Economy	
<b>Aspiration</b>	A healthy thriving and resilient economy provides opportunities for all whilst protecting the environment and enhancing our social and cultural fabric.
<b>Outcomes</b>	2.4 A desirable place to live, work, play, study, invest and visit.
Focus Area: Environment	

<b>Aspiration</b>	Our natural environment has a voice at the table in all our decisions. We are a leader in environmental sustainability.
<b>Outcomes</b>	<p>3.1 A City that is planned, managed and maintained to provide for environmental and community well-being.</p> <p>3.4 A desirable and sustainable built and natural environment responsive to community aspirations.</p>

The SCP also identified several Community Decision Making Criteria, which are used to inform the prioritisation of actions to ensure they reflect the values and expectations of the community. These criteria are:

- Community support and involvement in its planning and development.
- Community value/benefit.
- Balancing growth and development while maintaining the small-town feel.
- Protection and enhancement of the natural environment.
- Protection and enhancing cultural diversity and heritage.
- Financial benefit and ongoing costs.

Based on the above it can be seen that the Precinct is aligned with the community's aspirations and priority areas. In particular by supporting an active and engaged lifestyle, providing a focal point and a sense of place for residents and an opportunity to connect the Precinct with the broader cultural and environmental significance connected to the Chapman River to the north.

### 3.3. Corporate Business Plan 2021 to 2025

The Corporate Business Plan (CBP) includes the mechanism for the implementation of the SCP and its identified outcomes, ensuring the organisation's continued focus on the community's aspirations and values. The CBP includes the specific actions which will be implemented over the four year period to support each of the SCP outcomes.

The development of the Precinct supports or can be aligned with a number of the CBP actions, as summarised in the table below.



Table 4: Spalding Park Master Plan Alignment to the Corporate Business Plan

CBP Action	Spalding Park Precinct Master Plan Link
<b>Focus Area: Community</b>	
1.1.1.Facilitate and deliver school holiday, afterschool programs and youth vibrancy initiatives	Provides contemporary and fit-for-purpose facilities to facilitate the development of sport and recreation programs and services, therefore enabling greater community participation.
1.1.3.Support Progress Associations and community groups to maximise use of halls.	Provides the facilities required to enable community groups to undertake and develop their activities.
1.4.2.Programs and services that improve community wellbeing are developed and promoted	Provides contemporary and fit-for-purpose facilities which enable the development of programs by the City or the community which benefit individual and community wellbeing.
1.6.1.Facilitate and support the development and delivery of projects and programs that build community capacity.	Provides contemporary and fit-for-purpose facilities which enable the development of programs by the City or the community which benefit individual and community wellbeing.
<b>Focus Area: Environment</b>	
3.3.4. Continue upgrades and renewal to irrigation systems and parks including furniture and landscaping	Provides the opportunity for the renewal of existing passive park infrastructure and implementation of water conservation strategies, such as hydro-zoning of irrigation areas.
3.4.2 Delivery of 25,000 to 30,000 native plants for City and Community projects	Provides an opportunity to plant more native tree species to augment the existing mature trees at the Park.

### 3.4. Long Term Financial Plan

The City's Long Term Financial Plan (LTFP) provides detailed information on the City's planned projects and initiatives over the ten-year period from 2023 to 2033. The LTFP offers the mechanism for the implementation of the City's Strategic Community Plan and the Corporate Business Plan. An important consideration of the Review is the organisation's ability to deliver proposed infrastructure projects and the extent to which projects may be subject to municipal funding, grant funding and other external funding.

The LTFP includes 14 service areas, including "Leisure and recreation services and facilities", which is the primary focus of the Review. Other related services include:

- Community development and youth services
- Libraries, festivals, concerts, art gallery and other cultural events
- Parks and natural areas and management of the environment

In respect to service delivery, the LTFP notes that historically the City's ability to fund delivery of identified community needs has been limited, leading the City to use deliberative democracy principles to inform decision-making.

Key Financial Ratios are summarised as follows:

- Operating Surplus Ratio - improves over the first four years, with a gradual decline from years five to ten. This suggests a higher level of expenditure from year six onwards, as indicated within the discussion of debt financing.
- Own Source Revenue Coverage Ratio – is above the identified target range and stable over the duration of the LTFP, indicating the City has a lower dependency on recurrent external funding for operational activities.
- Debt Service Cover Ratio – improves over the duration of the LTFP, showing that the City has improved ability to borrow over the duration of the plan.

While there will be new projects identified over the period of the LTFP and the strategic environment in which the City operates will evolve, the review of the LTFP suggests the City has a degree of organisational ability (resourcing and funding) to enable the delivery of the Master Plan.

### 3.5. Other City of Greater Geraldton Strategic Documents

A summary of other relevant strategic documents and plans is provided below.

Table 5: City of Greater Geraldton – Other Strategic Documents

Local Planning Strategy <sup>1</sup>	
Overview	<ul style="list-style-type: none"> <li>– The objective of the Local Planning Strategy (LPS) is to decide the key land use and development strategies and actions for the City over the long term.</li> <li>– In doing so, the LPS provides a land use plan which responds to the community's vision and aspirations expressed through the City's SCP. Based on the long term aspirational population of 100,000 people, the LPS provides a framework to guide the City's development and to achieve the best possible outcomes.</li> <li>– Strategies which are relevant to the Master Plan include:               <ul style="list-style-type: none"> <li>○ 4.4.1 Promote and support the ongoing and timely delivery of community facilities.</li> <li>○ 4.4.2 Ensure that existing and planned community facilities and services are easily accessible and meet the needs of the community.</li> <li>○ 4.5.1 Recognise the differences in function of public open space for recreation and conservation purposes.</li> <li>○ 4.6.1 Ensure the recognition and protection of valued Aboriginal and European heritage precincts and places.</li> <li>○ 4.7.1 Ensure that the development of land, where possible and appropriate, maximises protection of environmental features (e.g., remnant vegetation, coastal, water resources).</li> </ul> </li> </ul>
Master Plan Consideration	<ul style="list-style-type: none"> <li>– It is important that the development of the Master Plan takes into consideration the LPS strategies and seeks to integrate them, where appropriate, within the Master Plan outcomes.</li> <li>– As a designated area of Public Open Space within the LPS, and adjacent to areas of Foreshore (Chapman River) and Environmental Conservation, the Master Plan will need to ensure compliance with the relevant development requirements related to each of these areas.</li> </ul>

<sup>1</sup>City of Greater Geraldton.(2015).*Local Planning Strategy*  
[https://www.cgg.wa.gov.au/documents/1198/local\\_planning\\_strategy](https://www.cgg.wa.gov.au/documents/1198/local_planning_strategy)

Public Open Space Strategy <sup>2</sup>	
Overview	<ul style="list-style-type: none"> <li>- The overall objective of the Public Open Space (POS) Strategy is to provide a strategic vision for POS within the City's urban areas and townsites.</li> <li>- The specific objectives of the Strategy include:               <ul style="list-style-type: none"> <li>o Establish a quality open space network:</li> <li>o Establish a framework for public open space provision with regard to hierarchy, services, design, and construction and maintenance</li> <li>o Upgrade existing and develop new public open spaces</li> </ul> </li> <li>- The Strategy adopted the following POS hierarchy:               <ul style="list-style-type: none"> <li>o Local Open Space</li> <li>o Neighbourhood Open Space</li> <li>o District Open Space</li> <li>o Regional Open Space</li> <li>o Conservation Open Space.</li> </ul> </li> <li>- In respect to the Spalding locality, the Strategy noted the following objectives:               <ul style="list-style-type: none"> <li>o Minimise inefficiencies from unsuitable public open space provision.</li> <li>o Recognise and support conservation opportunities within the locality.</li> <li>o Bring existing public open space areas in line with their hierarchy and service level.</li> </ul> </li> <li>- The overall POS provision within the locality is 23.9ha or 17.7% of the total subdivisional area, noting that 19.97ha is Regional Open Space (Spalding Park and Eadon Clarke Reserve).</li> <li>- Spalding Park also provides import POS for the Bluff Point locality, which has a POS provision ratio of only 4.08% (excluding the adjacent foreshore area).</li> <li>- The Spalding and Bluff Point POS Plans are included within Appendix 2.</li> </ul>
Master Plan Consideration	<ul style="list-style-type: none"> <li>- The lower level of POS provision within the Spalding and Bluff Point localities (including foreshore and regional park areas), places an increased importance on ensuring that the outcomes of the Master Plan meet the sport and recreational needs of the local community.</li> <li>- The provision of Eadon Clarke Reserve to the immediate east of the Park, which is 18.2ha in size and provides multiple oval and rectangular playing fields, suggests that the focus of the Precinct should be recreational in nature.</li> <li>- The identification and disposal of residual POS within the Spalding locality provides a funding opportunity for the Master Plan's implementation.</li> </ul>

<sup>2</sup>City of Greater Geraldton.(2015). *Public Open Space Strategy*  
[https://www.cgg.wa.gov.au/documents/1203/public\\_open\\_space\\_strategy](https://www.cgg.wa.gov.au/documents/1203/public_open_space_strategy).

Youth Strategy 2024 – 2029 <sup>3</sup>	
Overview	<ul style="list-style-type: none"> <li>– The aim of the Strategy is “<i>to create a vibrant, inclusive, and safe community where young people are valued, engaged, and empowered to actively participate in shaping their future.</i>”</li> <li>– The Strategy identifies four strategic areas, each with specific objectives as outlined below: <ul style="list-style-type: none"> <li>○ Empowerment and Participation <ul style="list-style-type: none"> <li>▪ Increase youth engagement and participation in decision-making processes and community affairs.</li> <li>▪ Improved training opportunities in Greater Geraldton</li> </ul> </li> <li>○ Spaces and Places <ul style="list-style-type: none"> <li>▪ Foster and support opportunities for youth participation in conserving our natural environment.</li> <li>▪ Provide accessible places and spaces for young people to interact with and belong.</li> <li>▪ Create a safe and secure community.</li> </ul> </li> <li>○ Connection and Community <ul style="list-style-type: none"> <li>▪ Promote physical and mental wellbeing among young people.</li> <li>▪ Encourage social cohesion and promote youth participation in the community.</li> </ul> </li> <li>○ Advocacy and Partnerships <ul style="list-style-type: none"> <li>▪ Support stakeholders to improve outcomes for young people in Greater Geraldton.</li> <li>▪ Engage in partnerships with key stakeholders to increase positive outcomes for young people.</li> </ul> </li> </ul> </li> </ul>
Master Plan Consideration	<ul style="list-style-type: none"> <li>– The development of the Master Plan provides an opportunity to create <i>Spaces and Places</i> which meet the needs of young people within the Spalding and Bluff Point localities.</li> <li>– This includes the provision of suitable and safe outdoor areas, multi-purpose spaces which can be used during the day and at night and strengthening the link between the Precinct with the northern half of Spalding Park and the Chapman River.</li> </ul>
Community Safety and Crime Prevention Plan 2024 – 2029 <sup>4</sup>	
Overview	<ul style="list-style-type: none"> <li>– The objective of the Plan is to guide the City’s direction and resource allocation in the areas of community safety and crime prevention and inform how the City engages with young people.</li> <li>– The Plan identifies four priority strategy areas, as follows: <ul style="list-style-type: none"> <li>○ Breaking Cycles <ul style="list-style-type: none"> <li>▪ Future proofing through primary prevention</li> <li>▪ Integrated engaged and cohesive community</li> </ul> </li> <li>○ Safe Spaces and Places</li> </ul> </li> </ul>

<sup>3</sup> City of Greater Geraldton.(2024). *Youth Strategy 2024-2029*. <https://www.cgg.wa.gov.au/documents/1416/youth-strategy-2024-2029>

<sup>4</sup> City of Greater Geraldton.(2024). *Community Safety and Crime Prevention Plan 2024-2029*. <https://www.cgg.wa.gov.au/documents/1415/community-safety-and-crime-prevention-plan-2024-2029>

	<ul style="list-style-type: none"> <li>▪ A safer community through planning, design and maintenance</li> <li>▪ Place activation of key areas</li> <li>○ Perception and Personal Responsibility <ul style="list-style-type: none"> <li>▪ Increase crime prevention awareness and responsibility for personal safety</li> <li>▪ Change the City's perceived reputation</li> </ul> </li> <li>○ Advocacy and Partnerships <ul style="list-style-type: none"> <li>▪ A safer community through planning, design and maintenance</li> <li>▪ Place activation of key areas</li> </ul> </li> </ul>
Master Plan Consideration	<ul style="list-style-type: none"> <li>– The Master Plan is able to support this Plan through the provision of well-planned facilities and spaces which provide an opportunity for increased participation, activation and community involvement.</li> <li>– It is widely understood that participation brings with it an increased level of ownership and passive surveillance, which is a deterrent to anti-social and criminal behaviour.</li> </ul>
<b>Sport and Recreation Facility Review<sup>5</sup></b>	
Overview	<ul style="list-style-type: none"> <li>– The purpose of the Review was to identify current and future facility requirements, management practices and infrastructure upgrades, with a view to maximising the future utilisation of the City's existing facilities.</li> <li>– Overall, the Review found that the existing number of AFL players exceeded the forecast number of potential players, while the existing player numbers for cricket and football (soccer) were significantly below the forecast number of players.</li> <li>– The Review found that the CGG's playing fields were underutilised, with the level of annual utilisation ranging from 22% down to 1%. The functionality and capacity of existing infrastructure (e.g., floodlighting, changerooms, toilets etc.) were identified as the main inhibitors of use.</li> <li>– Eadon Clarke Reserve (which is located adjacent to Spalding Park), has an estimated 12.7 hours of use per week, which is significantly below the benchmark maximum of 25 hours to 30 hours. On an annual basis, this equates to approximately 7.5% of available capacity.</li> </ul>
Master Plan Consideration	<ul style="list-style-type: none"> <li>– Eadon Clarke Reserve has the capacity to accommodate organised sport, such as rugby and cricket. This provides the opportunity to have a greater focus on the development of the Precinct as a Recreation Space, as opposed to a Sports Space.</li> </ul>
<b>Reconciliation Action Plan (RAP) 2024-2026<sup>6</sup></b>	
Overview	<ul style="list-style-type: none"> <li>– The City's vision for reconciliation is:   <i>"...where Aboriginal and Torres Strait Islander cultures and cultural heritage are recognised and celebrated throughout Greater Geraldton and where Aboriginal and Torres Strait Islander peoples can benefit</i> </li> </ul>

<sup>5</sup>Shane Spinks Consulting (2024). *Sport and Recreation Facility Review*. City of Greater Geraldton

<sup>6</sup> City of Greater Geraldton.(2024). *Innovate Reconciliation Action Plan 2024-2026*.  
<https://www.cgg.wa.gov.au/documents/1418/reconciliation-action-plan-2024-2026>

	<p><i>equally from a vibrant economy and healthy community throughout the City of Greater Geraldton.”</i></p> <ul style="list-style-type: none"> <li>– The RAP will guide the planning and delivery of all essential and relevant activities so that the City’s efforts align and contribute to the journey of reconciliation.</li> <li>– The RAP identifies 17 Actions across 4 Activity Areas, which are:               <ul style="list-style-type: none"> <li>○ Relationships</li> <li>○ Respect</li> <li>○ Opportunities</li> <li>○ Governance</li> </ul> </li> <li>– Those Actions which are relevant to the Master Plan include:               <ul style="list-style-type: none"> <li>○ 5.Increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning</li> <li>○ 7.Explore the appropriate acknowledgement and renaming of culturally significant sites throughout the City of Greater Geraldton.</li> <li>○ 9.Increase understanding and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledges throughout the City of Greater Geraldton.</li> <li>○ 13.Engage with First Nations voices in the City’s development by actively involving Aboriginal and Torres Strait Islander communities in the planning of place-making, new capital works, and major infrastructure renewals.</li> </ul> </li> </ul>
Master Plan Consideration	<ul style="list-style-type: none"> <li>– The development of the Master Plan provides an opportunity to promote the RAP through its proximity to the Chapman River and the identified aboriginal cultural sites.</li> <li>– Specifically, the Master Plan can increase understanding and appreciation through signage and storytelling. Inclusion of appropriate Aboriginal representation within the design development process resulting from the Master Plan would also strengthen the project outcomes.</li> </ul>

### 3.6. City of Greater Geraldton Policies

A summary of specific policies and their relevance to the Master Plan is provided below.

Table 6: Summary of Relevant City of Greater Geraldton Policies

Policy	Asset Management
Overview	<ul style="list-style-type: none"> <li>The objective of the policy is to provide a coordinated approach to asset management, provide clear direction on the provision and management of assets and ensure sustainable outcomes.</li> <li>Principles include: <ul style="list-style-type: none"> <li>Critical review of need prior to investment in an asset.</li> <li>Development of financially sustainable Asset Management Plans.</li> <li>Involve and consult the community and stakeholders in setting asset service standards.</li> <li>Focus on multi use opportunities for assets.</li> </ul> </li> </ul>
SPMP Considerations	<ul style="list-style-type: none"> <li>It is important that the infrastructure provided as a result of the Master Plan is aligned with the City's asset management plans, is functional and robust, providing value for money over the life of the infrastructure.</li> </ul>
Policy	Community Engagement
Overview	<ul style="list-style-type: none"> <li>Policy objectives include: <ul style="list-style-type: none"> <li>Continually adapt engagement processes to meet the engagement and communication needs of the community.</li> <li>Maintain a robust engagement framework which can respond to increasingly complex public policy issues.</li> <li>Integrate community engagement processes into project planning and service delivery.</li> <li>Ensure appropriate, consistent and coordinated engagement practices.</li> </ul> </li> <li>The policy also identifies when engagement should and should not occur, and the levels of engagement, being Inform (Low Level), Consult and Involve (Mid-Level), and Collaborate and Empower (High level).</li> </ul>
Master Plan Considerations	<ul style="list-style-type: none"> <li>It is important that the community and stakeholder engagement undertaken as a part of the Master Plan's development is consistent with the City's policy and provides an opportunity for all stakeholders to provide input.</li> </ul>

### 3.7. Key Findings

The key findings from this analysis are:

- The master planning and subsequent re-development of the Precinct as a community and recreation space aligns with the City's strategic direction and has the potential to provide key infrastructure to meet the future needs of the community and to enable the Precinct to become a "hub" for the Spalding community.
- The re-development of the Precinct aligns with the three of the City's four Strategic Focus Areas and eight strategic outcomes, with the primary strategic link being



with the Community focus area and the strategic outcomes of “*Enhanced lifestyle through spaces, places, programs and services that foster connection and inclusion.*”

- The Master Plan aligns with a number of Community and Environment CBP Actions, through the provision of contemporary and fit-for-purpose facilities to enabling greater community participation, reducing water use and increasing the native tree canopy.
- The development of the Master Plan is consistent with the City’s Local Planning Strategy, Public Open Space Strategy and Youth Strategy.
- The Master Plan will also support the implementation of the Community Safety and Crime Prevention Plan through the provision of well-planned facilities and spaces which provide an opportunity for increased participation, activation and community involvement, and the Reconciliation Action Plan through the Precinct’s proximity to the Chapman River and related aboriginal cultural sites.

## 4. FACILITY PROVISION STANDARDS

### 4.1. DLGSC Facility Planning Guide<sup>7</sup>

The Department of Local Government, Sport and Cultural Industries (DLGSC) Facility Planning Guide (the Guide) is a benchmark document within the sport and recreation industry and has been used by facility planners since 2007 as a reference when undertaking facility planning processes.

The Guide identifies four key principles of facility provision, as summarised below:

- Planning – alignment with the organisation’s strategic objectives, the need for the facility is justified and is feasible, options have been considered, and community and stakeholder engagement has been undertaken.
- Management – focus on maximising access and opportunity to meet a range of needs, development of a management plan to reflect operational strategies and design requirements.
- Design – develop a design brief that meets the needs of users and staff, focus on practical, flexible design that is low maintenance and energy efficient. Design using Life-Cycle Cost principles.
- Financial – seek external funding, assess short and long term viability against the aim of the facility, its operating philosophy and projected operating costs, develop an asset management plan and a Life-Cycle Cost plan.

The Guide provides an end-to-end process framework for completion of Needs Analysis, Feasibility Studies, Design, Construction and Evaluation (Appendix 3). It is this framework upon which the Master Plan has been developed and upon which it should be implemented.

---

<sup>7</sup> Department of Sport and Recreation. (2007). *Facility Planning Guide: Sport and Recreation Facilities*. Government of Western Australia. [Facility Planning.indd \(dlgsc.wa.gov.au\)](#)

In addition to this, the DLGSC provides a Sports Dimensions Guide<sup>8</sup> which details the field of play dimensions for sports. In this instance the court dimensions for basketball, netball and croquet have been included within Appendix 4.

#### 4.2. DLGSC Function and Hierarchy Classification<sup>9</sup>

The DLGSC Public Open Space (POS) Classification Framework 2012, defines POS by function and by hierarchy of use and underpins the planning of POS and community facilities.

In the implementation of the framework, it is important to note that the hierarchy definition can be influenced by the facilities or amenity provided by the POS or facility. This is particularly relevant to the Precinct, as while it may be defined as Neighbourhood POS (based on size), it's current amenity and proximity to the Chapman River would suggest it functions as a District POS.

Table 7: Department of Local Government Sport and Cultural Industries POS Classification by Function

Recreation Spaces	
Purpose	Recreation Spaces provide a setting for informal play and physical activity, relaxation and social interaction.
Description	<ul style="list-style-type: none"> <li>Recreation Spaces enhance physical and mental health through activity that provides relaxation, amusement or stimulation.</li> <li>Recreation Spaces can be accessed by all to play, socialise, exercise, celebrate or participate in other activities that provide personal satisfaction or intrinsic reward.</li> <li>Recreation Spaces include gardens and open parklands, community gardens, corridor links, amenity spaces, community use facilities, civic commons or squares.</li> </ul>
Sport Spaces	
Purpose	Sport Spaces provide a setting for formal structured sporting activities.
Description	<ul style="list-style-type: none"> <li>Sport Spaces provide a venue for formal structured sporting activities such as team competitions, physical skill development and training.</li> <li>Sport Spaces are designed to accommodate playing surface, buffer zones and infrastructure requirements of specific or general sporting activity.</li> </ul>
Nature Spaces	

<sup>8</sup> Department of Sport and Recreation.(2016). *Sports Dimensions Guide for Playing Areas: Sport and Recreation Facilities*. Government of Western Australia. <https://www.dlgsc.wa.gov.au/sport-and-recreation/sports-dimensions-guide>

<sup>9</sup> Department of Sport and Recreation.(2012). *Classification Framework for Public Open Space*. Government of Western Australia. <https://www.dlgsc.wa.gov.au/department/publications/publication/classification-framework-for-public-open-space>

Purpose	Nature Spaces provide a setting where people can enjoy nearby nature and protect local biodiversity and natural area values.
Description	<ul style="list-style-type: none"> <li>– Nature Spaces provide opportunities for low-impact recreational activities, such as walking, cycling, picnicking, playing, watching or exploring natural features.</li> <li>– Nature Spaces may include bushland, coastal areas, wetlands and riparian habitats, and geological and natural features.</li> <li>– Sites are managed to enable recreational access while protecting local ecological and biodiversity values.</li> </ul>

Table 8 Department of Local Government Sport and Cultural Industries POS Classification by Hierarchy

Small POS	
Description	Small open spaces can provide numerous community benefits, particularly within an inner urban context.
Catchment & Size	<ul style="list-style-type: none"> <li>– Within immediate walking distance.</li> <li>– Total area of &lt; 0.4ha</li> </ul>
Local POS	
Description	Are small parklands that service the recreation needs of the immediate residential population.
Catchment & Size	<ul style="list-style-type: none"> <li>– Within 400 metres or 5-minute walk.</li> <li>– Total area of between 0.4ha to 1ha</li> </ul>
Neighbourhood POS	
Description	Provide the recreational and social focus of a community, providing a variety of features, facilities, and opportunities to socialise.
Catchment & Size	<ul style="list-style-type: none"> <li>– Within 800 metres or 10-minute walk.</li> <li>– Total area of between 1ha to 5ha.</li> </ul>
District POS	
Description	<p>Principally designed to provide for organised formal sport and usually include Recreation Space and some Nature Space around the perimeter of the Sporting Spaces.</p> <p>These spaces serve large catchment areas, with players and spectators travelling to take part. They have a large amount of infrastructure to accommodate multiple uses and playing surfaces are kept to a high level.</p>

	Utilisation of these spaces can occur throughout the day and into the evening.
Catchment & Size	<ul style="list-style-type: none"> <li>– Within 2 kilometre or 5-minute drive.</li> <li>– Total area of between 5ha to 15+ha</li> </ul>
<b>Regional POS</b>	
Description	<p>These spaces accommodate important Recreation and organised Sport Spaces as well as significant Nature Spaces. They accommodate a high degree of simultaneous use and provide substantial facilities for organised sport, play, social interaction, relaxation and enjoyment of nature.</p> <p>Utilisation of these spaces can occur throughout the day and into the evening.</p>
Catchment & Size	<ul style="list-style-type: none"> <li>– Serve one or more geographical or social regions.</li> <li>– Attract visitors from outside the local government area and serve residents' needs. Parking facilities and public transport, pedestrian and cycling network connections are important.</li> </ul>

At present, the Precinct can be defined as a Recreation Space due to the existing provision of the path network, playground, BMX jumps and informal play areas and a Sport Space, based on and the hard courts and playing field.

In terms of the hierarchy classification, the Precinct is defined as a Neighbourhood POS based on its size of approximately 2.4ha. However, when considering the functionality of the Precinct and its previous use, it can also be defined as a District POS, on the basis that those using the facilities would be within a radius of 2 kilometers or a 5 minute drive.

When considering future enhancements at the Precinct, it is important to consider the relationship between increased functionality, increased level of use and the capacity for the Precinct to be able to accommodate this activity, without affecting access and use of the Precinct by the community and without affecting the amenity of the surrounding residents.

#### 4.3. Parks and Leisure Australia (WA) – Community Facility Guidelines

Parks and Leisure Australia – Western Australia (PLAWA) have developed a suite of documents which are collectively referred to as the Community Facility Guidelines (CFG)<sup>10</sup>. The purpose of these documents is to act as a resource for industry professionals in the planning of public open space, sport and recreation facilities. The CFG uses the categories defined by DLGSC, those being Recreational Space, Sport Space and Nature Space. The CFG also has key principles which relate to long term viability, suitability and ease of access, as outlined below:

<sup>10</sup>Parks and Leisure WA(202). *Community Facilities Guidelines*. Parks and Leisure Australia.

<https://parksleisure.com.au/wa/>

- Hierarchy of development
- Catering for a defined catchment
- Accessibility
- Equity
- Visibility
- Location
- Co-location
- Service Integration
- Flexibility of use
- Social connectivity
- Design
- Adaption
- Financial Viability
- Multiple criteria performance
- Safety and Security
- Diversity of use
- Optimise land use
- Asset management and lifecycle costing
- Incorporate smart technology

There are some 50 plus individual facility guidelines identified by the CFG covering all aspects of public open space, sport, recreation and community facility provision. Those guidelines relevant to this analysis have been included in the table below.

Table 9: Parks and Leisure Australia WA – Community Facility Guidelines (Hierarchy of Definitions)

Facility	Definition	Population	Distance and Spatial Components
Public Open Space			
Regional Public Open Space	Serves or is significant to residents of the whole Local Government area (LGA) and those from neighbouring LGAs and the broader metropolitan area.	1:250,000	>15 ha 10km catchment population
District Public Open Space	Will draw people from a section of the community due to its uniqueness or specific function.	1:15,000 to 1:25,000	>5 ha and <15 ha 2km catchment population
Neighbourhood Public Open Space	The focus is on the provision of space for the immediate community for recreational or organised sporting activity.	1:5,000	>1 ha and <5 ha 800m catchment population
Local Open Space	Serves a broader purpose than neighbourhood parks, with the focus being on meeting the recreational and leisure needs of the immediate residential catchment.	1:1,000	>0.4ha to <1 ha 400m population catchment

Community & Recreation Centres			
Neighbourhood Community Centre	Small meeting rooms and activity spaces which can be used by local organisations for various community and recreational activities.	1:7,500	GFA ~300m <sup>2</sup>
Hard Courts (Indoor and Outdoor)			
Netball Courts	A flat surface free of obstacles of the dimensions of 30.5m by 15.25m with a minimum run-off of 3.05m or 3.65m between courts.	1:5,000 to 8,000	1 to 6 courts within a 5km population catchment.
Basketball Courts	A flat surface free of obstacles of the dimensions of 28m by 15m with a minimum run-off of 2m.	1:3,000 to 4,000	1 to 4 courts within a 5km population catchment.

The City is well serviced in regard to tennis court provision with approximately 52 courts being provided within Geraldton at a ratio of 1 court per 806 people compared to the standard of 1:2,000.

Netball and basketball court provision is limited to association courts (indoor and outdoor), school provision and a small number of 3 on 3 basketball courts within local parks. The association and school courts are not publicly available for general community (i.e., casual use), which suggests that there is the opportunity to provide publicly accessible multi-sport hard courts with a basketball and netball focus at the Precinct.

It should be noted that there are not any available facility provision standards for croquet courts.

#### 4.4. Key Findings

The key findings from this analysis are:

- Functionally the Precinct can be defined as a Recreation Space and a Sports Space.
- The hierarchy classification of the Precinct is that of a Neighbourhood POS based on its size (2.4ha), noting that the previous use of the tennis courts and playing field would have meant that the Precinct had a broader District catchment.
- The relationship between increased functionality, increased level of use and the capacity for the Precinct is an important consideration to ensure that access and general amenity are not adversely affected.
- The Master Plan provides a unique opportunity for the City to provide publicly accessible multi use hard courts for activities such as basketball and netball, which is currently non-existent.

## 5. TRENDS

### 5.1. Mega Trends

*The Future of Australian Sport: Megatrends shaping the sports sector over coming decades Australian Sports Participation*

The Future of Australian Sport report was conducted by the CSIRO and the Australian Sports Commission and identified six sporting 'megatrends' that may redefine the Australian sport and recreation sector over the next 30 years.<sup>11</sup>



Figure 3: The Future of Australian Sport Megatrends (CSIRO & ASC 2022)

Outcomes relevant to the Master Plan have been identified below.

Table 10: Sporting Mega Trend Implications for the Spalding Park Master Plan

Mega Trend	Description
Escalate The Exercise	Rise in participation in non-organised physical activities. Barriers to participation in formalised sports remain significant for some groups, including older populations,
New Horizons	Increased adoption of new technologies that support the enhancement of performance of the individual.
The Next Arena	Digital sport and e-sports are becoming increasingly popular, offering access to new activities in virtual environments.

<sup>11</sup> Cameron A, Bratanova A, May C, Reynolds G, Burgin N, Menaspà P, and Burns S (2022). The Future of Australian Sport. The second report: Megatrends shaping the sport sector over coming decades (published December 2022). CSIRO, Brisbane, Australia.



Mind The Gap	<p>Sport will play an important role in bridging the cultural and demographic gaps existing and emerging across Australian society.</p> <p>Young Australians are growing up with new technologies and global connections, creating distinctly different behaviours and values.</p>
Our Best Sporting Side	<p>Sports organisations will be faced with even stronger social licence obligations and will need to develop well informed practices to encourage diversity and inclusivity.</p>
The Perfect Pivot	<p>Uncertainty will affect all sports, including event planning and infrastructure design.</p> <p>Increased need for some sports to make strategic 'pivots' or rapidly deploy alternative approaches and resources at short notice.</p>

The use of technology in sport and recreation infrastructure is ever increasing and is focusses in the areas of access to buildings, playing areas, floodlighting, booking of spaces and access to information. This is in addition to the use of alternative energy generation and use of energy efficient infrastructure.

The Master Plan provides an important opportunity for the provision of technology enabled infrastructure which improves accessibility to facilities and improves customer outcomes. Examples include SMS controlled lighting, on-line facility bookings and swipe card or bar code facility entry.

## 5.2. Participation Trends

The analysis of sport participation trends in WA is based on the Australian Sports Commission's (ASC) AusPlay Western Australian participation data tables (October 2023).<sup>12</sup> Key points in relation to overall participation levels and frequency of participation at a state level include the following:

- 77.2% of adult males and 80.3% of adult females participate in sport once a week, while 68.1% of males and 73.1% of females participate in sport twice a week.
- Overall, 78.8% of adults and 46.9% of children participate in organised sport at least once per week
- Participation is at its highest when undertaken through an organisation or venue with 73.2% of children and 59.2% of adults who participate annually, doing so through an organisation or venue.
- There is a high correlation between full-time employment and an increased frequency in participation.
- The primary reasons for participation include for physical health and for fun and enjoyment.

<sup>12</sup> [AusPlay results | Clearinghouse for Sport](#)



- The top five adult participation activities are walking, fitness/gym, swimming, running and cycling.

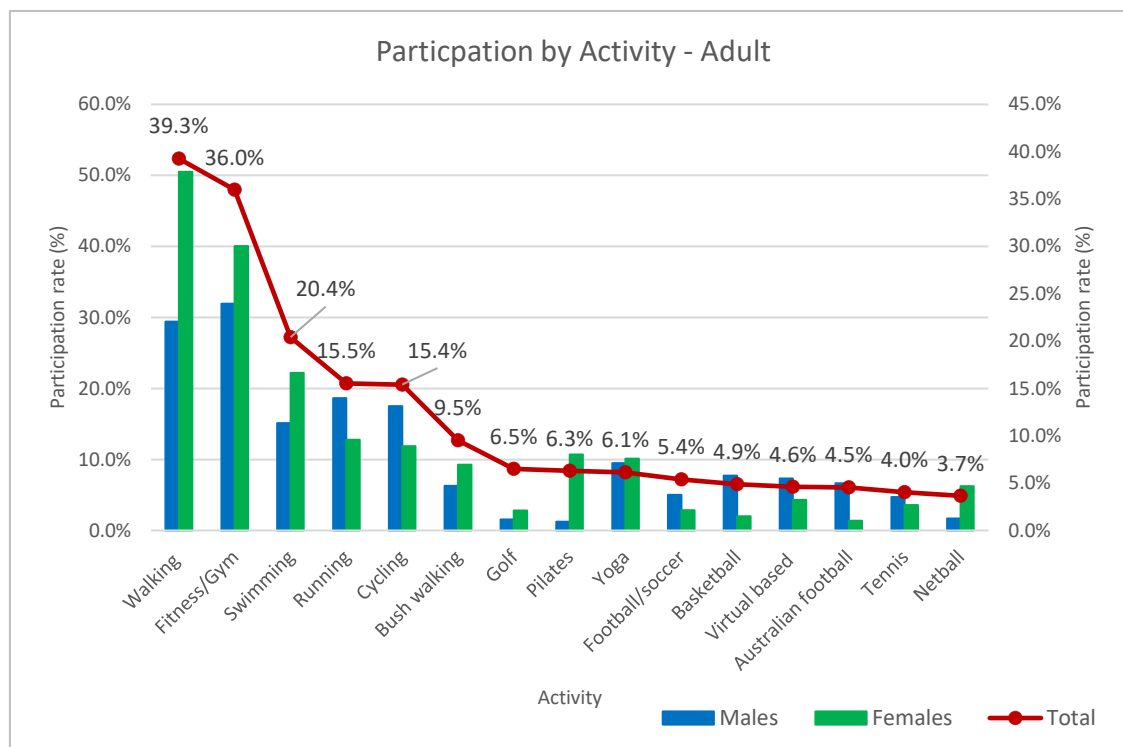


Figure 4: Participation by Activity – Adults

The top five organisation or venue-based activities for adults are fitness/gym, swimming, golf, pilates and walking.

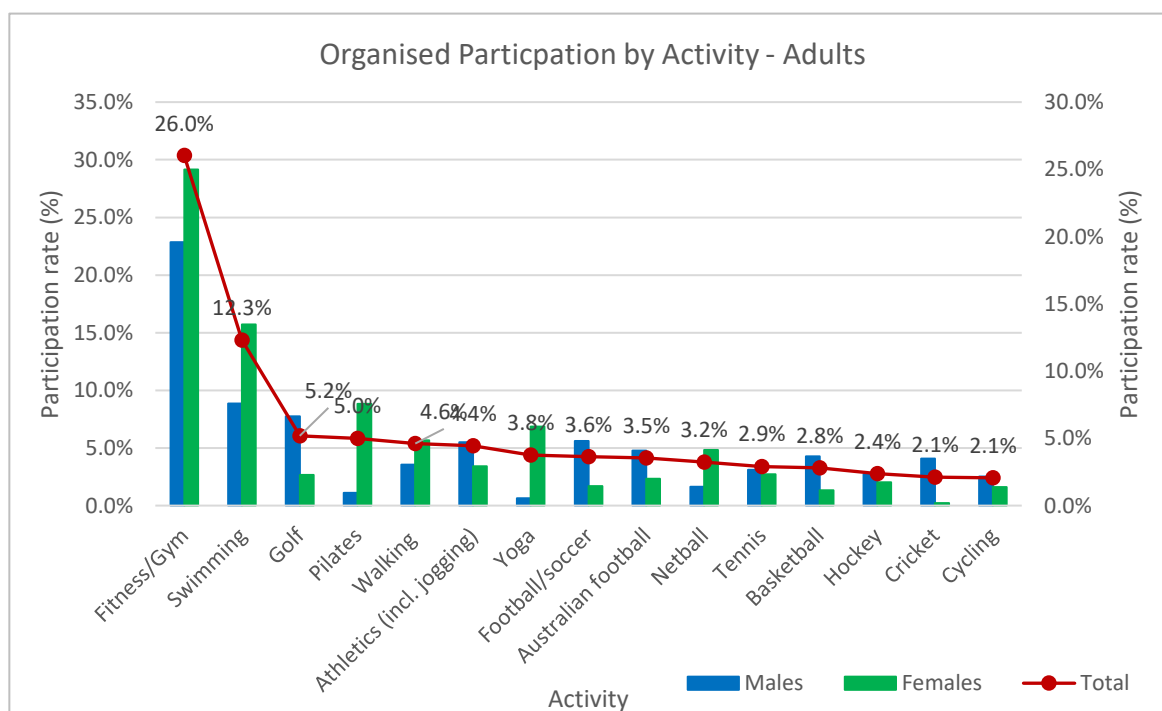


Figure 5: Organised Participation by Activity – Adults

For children's activities, the top five organisation or venue-based activities are swimming, AFL, basketball, football (soccer) and dancing.

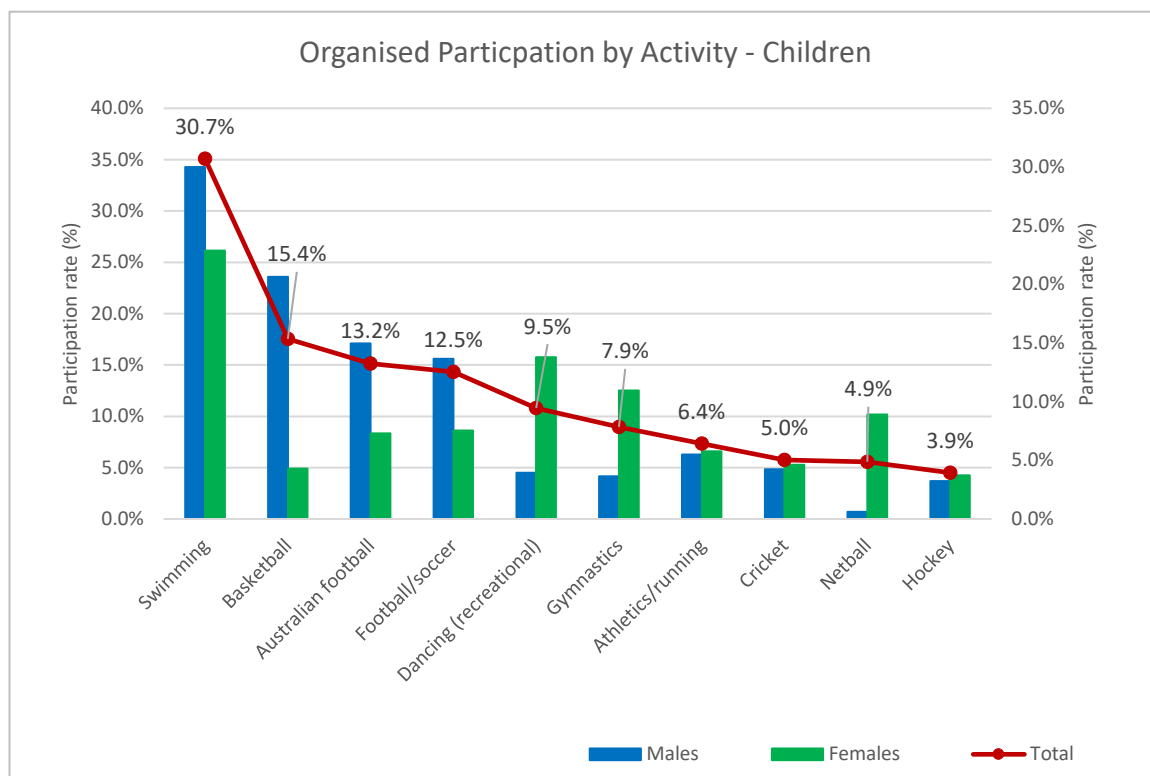


Figure 6: Organised Participation by Activity – Children

Given the largely recreational use of the Precinct, it is difficult to reliably estimate participation and therefore demand. As a consequence, rather than be based on a quantitative analysis, the rationale for the proposed facility development within the Master Plan will be largely undertaken on a qualitative basis, using the outcomes of the stakeholder engagement process, provision standards and analysis of the strategic context.

### 5.3. Key Findings

The key findings from this analysis are:

- Participation in non-organised physical activities which are more readily accessible (i.e., on-demand) continues to increase.
- There is an increased focus on supporting lifelong healthy lifestyles and the provision of specific wellness facilities and services, supporting physical and psychological well-being. Inclusivity also remains an area of importance, not only in respect to physical access, but also in relation to cultural, demographic and gender identity.
- Technology continues to be an important part of a customer's experience before, during and after their use of a facility. The heightened level of technology use also gives rise to the issue of accessibility, in that facility managers need to consider an individual's access and capacity to use technology.
- Sustainability of facilities in respect to social, economic and environmental factors remain of significant importance, in respect to providing safe participation opportunities for the customer, support social outcomes, provide value for money and sustainable financial outcomes, and minimise their ecological footprint.

- Increased urbanisation and scarcity of space require facilities to be multi-functional and flexible to enable them to meet the changing needs of the community over time and to respond quickly to significant external factors, such as a pandemic.

## 6. DEMOGRAPHIC AND COMMUNITY PROFILE

Analysis of the demographic and community profile has been undertaken using ABS Census data and WA Tomorrow population forecast data for the City and neighbouring local governments.

### 6.1. Population Analysis

#### 6.1.1 City of Greater Geraldton

In the period from 2016 to 2021, the CGG's population grew from 38,627 to 41,182, an increase of 2,555 people, or 6.6%.<sup>13</sup> In 2023, the CGG's population is estimated to be 41,914, an increase of 1.8% from 2021.<sup>14</sup>

The comparative population per ABS five-year age cohort between 2016 and 2021 has been illustrated in the Figure below<sup>15</sup>.

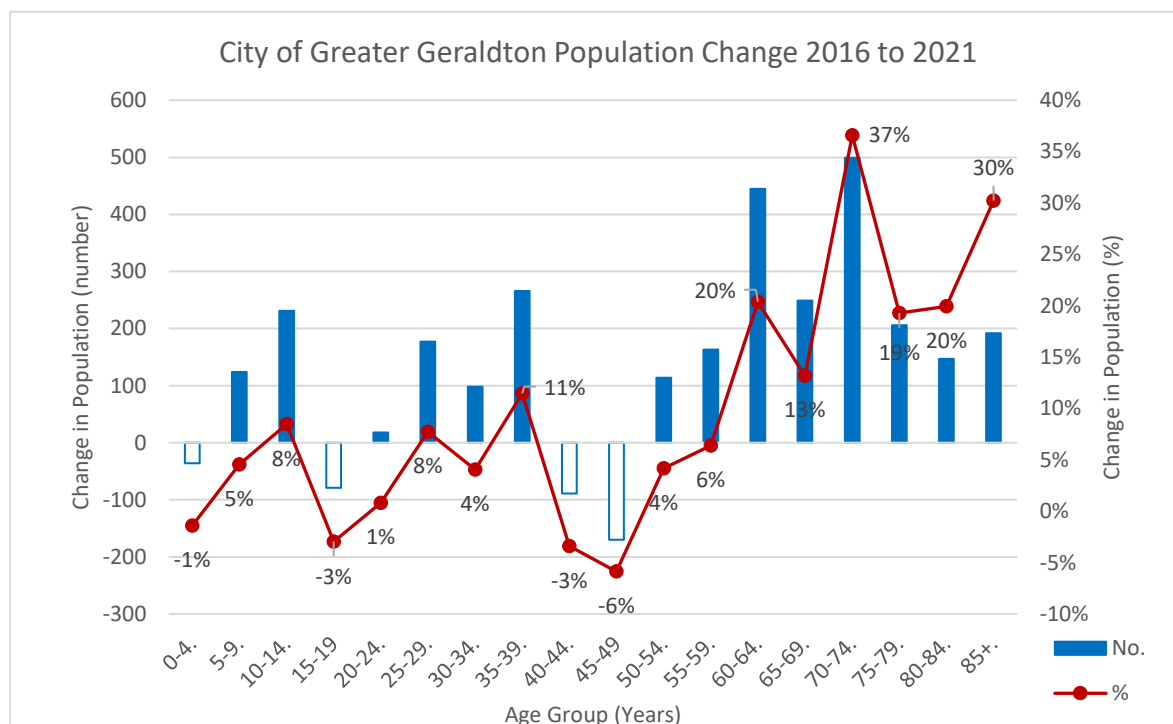


Figure 7: City of Greater Geraldton Age Cohorts - Change in Population Number 2016 to 2021

The key considerations which can be drawn from this information are as follows:

- There has been an increase in the population age cohorts of 5 to 9 years and 10 to 14 years (355 people in total), 25 to 29 years (177 people), 30 to 34 years (98 people) and 35 to 39 years (266 people). The cohorts from 50 to 54 years onwards

<sup>13</sup> <https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA51820>

<sup>14</sup> <https://app.remplan.com.au/greatergeraldton/community/summary>

<sup>15</sup> [2021 Western Australia, Census All persons QuickStats | Australian Bureau of Statistics \(abs.gov.au\)](https://www.abs.gov.au/census/find-census-data/quickstats/2021/WA51820)

all experienced increases in number over this period, with the largest increase in the 60 to 64 years and 70 to 74 years cohorts.

- The growth in the 5 to 9 years and 10 to 14 years cohorts is a positive sign for the City's sporting community, given these are the cohorts which form the junior sport catchment.
- A decrease in population has occurred within the age cohorts of 15 to 19 years (79 people), 40 to 44 years and 45 to 49 years cohorts (259 people in total). It should be noted that the 20 to 24 years cohort had a very small increase of 18 people, which is a 0.8% increase from 2016.
- The decline in the number of people from the 15 to 19 years cohort and the marginal increase within the 20 to 24 years cohort presents a risk to sports participation as these are key market cohorts. Without undertaking further detailed analysis it could be assumed that the change in these cohorts is related to education and employment opportunities.

### 6.1.2 Neighbouring LGAs

This analysis includes the Shires of Chapman Valley, Irwin, Mingenew, Morawa and Northampton.

In the period from 2016 to 2021, the population of these Local Governments grew from 9,586 to 9,806 an increase of 220 people, or 2.3%.<sup>16</sup> The comparative population per ABS five-year age cohort between 2016 and 2021 has been illustrated in the figure below<sup>17</sup>.

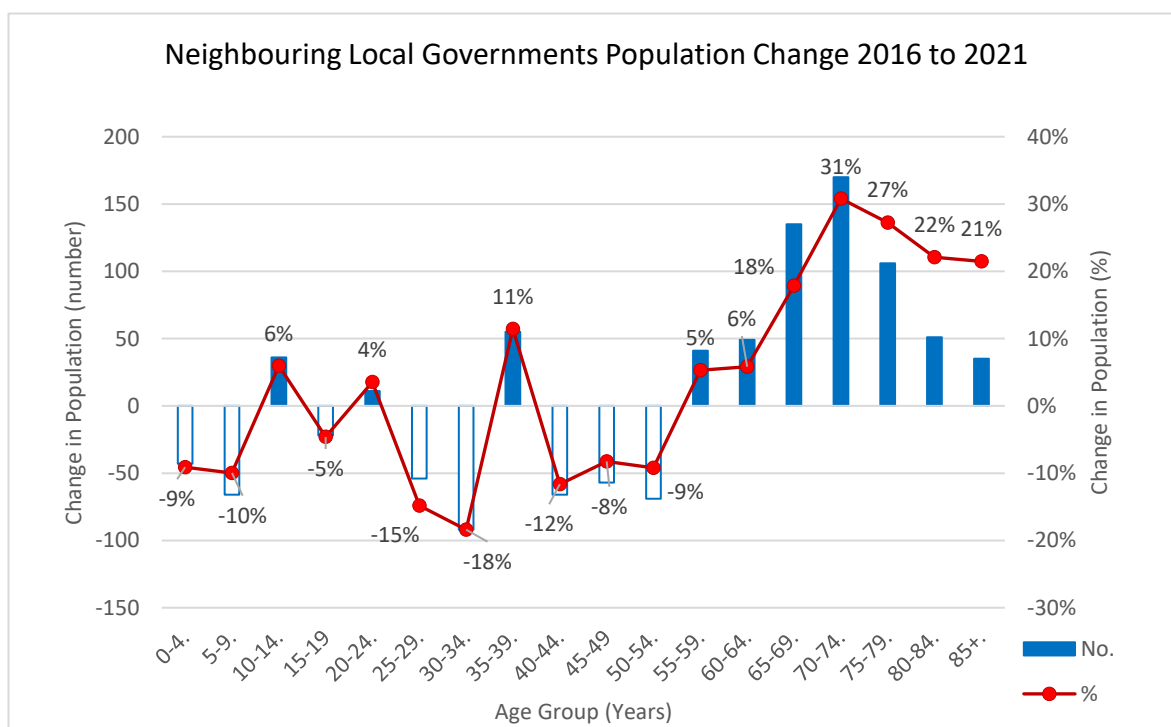


Figure 8: Neighbouring Local Governments Age Cohorts - Change in Population Number 2016 to 2021

The key considerations from this analysis are as follows:

<sup>16</sup> <https://www.wa.gov.au/system/files/2021-07/LSD-WAT-2016-2031-sub-State-LGA-forecast-by-age-and-sex.xlsx>

<sup>17</sup> [2021 Western Australia, Census All persons QuickStats | Australian Bureau of Statistics \(abs.gov.au\)](https://www.abs.gov.au/2021-Western-Australia-Census-All-persons-QuickStats)

- There has been a substantial decline in most of the age cohorts from 0 to 4 years through to the 50 to 54 years cohort. The exception being increases in the 10 to 14 years cohort (44 people) and the 20 to 24 years cohort (26 people).
- By comparison, a high degree of growth occurred in the 55 to 59 years cohort, through to the 85+ years cohort.
- Of the five neighbouring local governments, Chapman Valley, Irwin and Northampton had increases in population over this period of 151 people (10.3%), 133 people (3.7%), and 27 people (0.8%) respectively. Mingenew and Morawa had declines in population of 27 people (6.0%) and 64 people (8.7%) respectively.
- While the combined population of the four neighbouring local governments has increased by 193 people or 3.0% over the period, it is evident that this is being driven by an ageing population, who have a lower level of participation in organised sporting activity and therefore a lower level of demand for sporting infrastructure. The implication for the City is that these local governments and their residents will increasingly look to the City to provide the required sporting infrastructure. The impact of this on the use of the Precinct would be largely negligible, noting however that some activities undertaken at the Precinct post the implementation of the Master Plan may draw participation from these areas.

## 6.2. Community Profile

This analysis provides particular consideration to factors which are relevant to sport and recreational activity, and which influence an individual's ability to access facilities and take part in activities. These include the level of relative advantage and disadvantage within the community, median age, household type, household income, housing costs and diversity.

### 6.2.1 Cultural Background

The key considerations which can be drawn from this information are as follows:

- The City's Aboriginal and Torres Strait Islander population is 9.7% of the total population (no change from 2016), significantly higher than the 3.3% of the state population.
- Birthplace is an indicator of the level of non-First Nations cultural diversity within the City. In 2021, 23.5% of the City's population was born overseas, which is no change from 2016.
- The top five countries of birth are the United Kingdom (3.8%), New Zealand (1.7%), South Africa (1.2%), the Philippines (1.2%) and India (0.6%). The ranking of the top five countries of birth is unchanged from 2016 to 2021.
- In respect to languages used at home (other than English), 17.4% of the City's population spoke a language other than English, up from 16.1% in 2016. The top five languages spoken are Afrikaans (0.7%), Malay (0.7%), Tagalog<sup>18</sup> (0.5%), Italian (0.4%) and Vietnamese (0.4%).

### 6.2.2 Income, Housing and Employment

The key considerations which can be drawn from this information are as follows:

---

<sup>18</sup> Pilipino language of the ethnic Tagalog people - [https://en.wikipedia.org/wiki/Tagalog\\_language](https://en.wikipedia.org/wiki/Tagalog_language)

- In respect to education levels, the percentage of people within the City who have reached an education level at bachelor's degree or above was 12.3% (10.5% in 2016), which is lower than the overall WA result of 23.8%. Advanced Diploma or Diploma was 7.8%, (WA 9.3%), while Vocational qualifications was 21.6% (WA 17.8%).
- Working full-time is the dominant employment status at 56.2% (WA 57.1%), while part time work is at 32.2% (WA 32%). Unemployment is at 5.2% (WA 5.1%), which is down from 8.8% in 2016 (WA was at 7.8% in 2016).
- Personal, family and household income levels have all increased over the period 2016 to 2021, being at \$777.00, \$2,003.00 and \$1,536.00 respectively in 2021. Each of these are slightly below the WA 2021 Australian median figures by -\$71.00, -\$211.00 and -\$279.00, respectively.
- Family type within the City is made up of Couples Without Children (41.8%), Couples with Children (38.5%) and Single Parent Families (18.2%) - the percentage Single Parent Families has increased from 17.8% in 2016.
- In terms of couple families, the percentage of both parents working full time is 21.8% (up from 19.0% in 2016), while the percentage of one parent employed part time and one full time is 21.8% (up from 21.0% in 2016).
- In respect to household ownership, 34.9% are owned via a mortgage (34.8% in 2016), 31.8% owned outright (30.0% in 2016) and 29.6% rented. Of those with a mortgage, 9.9% have mortgage repayments which are more than 30% of household income (WA 13.0%), while 25.8% of renters have rental payments which are more than 30% of household income (WA 28.3%). Households who have payments more than 30% of the household budget are defined as being in mortgage or rental stress.
- In respect to the method of travel to work, 69.4% of the City's workforce travel as the driver, while 4.3% Worked from Home (up from 3.6% in 2016).

### 6.3. Key Findings

The key findings from this analysis are:

- Over the period from 2016 to 2021, the City's population has increased by 6.6% from 38,627 to 41,182 people. In 2023, the City's population is estimated to be 41,914 an increase of 1.8% from 2021
- Analysis of the population change between 2016 and 2021 shows an increase in the families with children demographic, with a larger percentage increase in the age cohorts from 60 years and above, which suggests an ageing population.
- Overall, the City has a proportionally large Aboriginal and Torres Strait Islander population and people who were born overseas. A high degree of cultural diversity within a community often reflects in the need for community infrastructure to have a high degree of functionality and therefore flexibility to accommodate for how different cultures may use these facilities.
- Analysis of the percentage change family type from 2016 to 2021 shows that there is a growing number of single parent families within the City. Analysis of household income and costs also found a higher level of rental stress (where rental costs are greater than 30% of household. As such, affordability of access

will need to be a key consideration for the City in the re-development of the Precinct.

## 7. FACILITY PROVISION AND UTILISATION

### 7.1. Current Facility Provision

Current facilities provided at Spalding Park are as follows:

Table 11: Spalding Park – Summary of Current Facility Provision

Facility	Description	Size (m <sup>2</sup> )
<b>Clubroom Building</b>		
Main hall	Multi-purpose area used for general club activities on training and game days.	131
	Used by clubs for functions on a regular basis.	
Kitchen	Compliant for re-heating and serving of food. Not compliant for food preparation.	
	Clubs previously undertook the preparation of light meals (i.e. sandwiches etc) for activities	
Toilets – Internal / External Shower areas	Male and Female. Internal access via shower/changeroom area. External from the southern end of the building. Lockable door between toilets and shower areas. No UAT. Facilities generally not compliant.	
Office	Previously used by tennis club.	
Store – External	Used to store tennis and maintenance equipment	
Store – External (Net Room)	Used to store tennis and maintenance equipment	
Veranda		
Building Footprint	23.4m <sup>2</sup> x 38.7m <sup>2</sup>	349
<b>Tennis Courts</b>		
Southern Block	Comprises of 5 Plexi pave courts	2,647
	Compliant dimensions for recreational and club use.	
	Previous floodlighting has been removed and electrical connections capped.	
	Barrier fence of approx. 2.1m encloses all courts. Fence is operable but condition is deteriorating	
	Court surface is deteriorating, with many areas of cracking and weed growth	
Northern Block	Comprises of three plexi pave courts.	1,678
	Compliant dimensions for recreational and club use.	
	Currently used by Roller-derby, as indicated by the oval shaped markings on the two eastern most courts	
	Barrier fence of approx. 2.1m encloses all courts. Fence is operable but condition is deteriorating	
	Court surface is deteriorating, with many areas of cracking and weed growth	



Public Open Space - South		
Playing Field	Rectangular playing field and cricket AFL / cricket oval 91m (width) x 95m (length)	8,645
Car Parking	Main car park located on the western side of the POS. Approx 40 parking bays.	
	Informal parking on southern end of the reserve and on the verge area south of the formal car parking	
	Around the perimeter of the southern POS area, linking to the miniature railway facilities, passive park and playground area on the northern POS area	
Public Open Space - North		
Miniature Railway	Comprising of station building and track. Track length is approximately 670m.	670m
Covered playground	Manufactured play equipment with shade sail coverage.	
Public toilets	Simple design, male, female and UAT.	
BMX track	Substantial dirt BMX track and pump track for recreational use	
Car parking	Substantial car parking	
Note: Chapman River located directly north of the POS		

## 7.2. Asset Condition Rating

A visual audit was of the facilities at Spalding Park undertaken using the Moloney Asset Condition Rating System (Appendix 5), which considers facility condition and functionality. The audit was undertaken on the basis of the most recent use of the facilities, with the outcomes summarised in the table below.

Table 12: Spalding Park Asset Condition Rating

Spalding Park			
Infrastructure Type	Condition Rating	Functionality Rating	Notes
<b>Building</b>			
Main hall	3	B	Timber floor on concrete base Tiles at kitchen survey area Windows - external security grills
Kitchen	3	B	Minor sagging and cracking in the corners of the ceiling Tiled floor and preparation splash-back areas
Toilets (Internal/External)	4	B	Evidence of minor maintenance undertaken on ceilings in both male and female toilets
Shower Areas	4	C	Areas of mould damage in the male shower area
Office	3	B	Minor ceiling cracking and paint peeling
External Store Rooms (x2)	3	B	
Veranda	3	B	
External Brickwork	4	B	Evidence of repairs in a number of areas - including cement/plaster patching
<b>Tennis Courts</b>			
Court Surface (Southern Block - 5 Courts)	6	C	
Court Surface (Northern Block - 5 Courts)	6	C	
Floodlighting	N/A	N/A	Asset removed within the past two years due to structural failure of light poles
Fencing	5	B	
<b>Public Open Space (South)</b>			

Playing Surface	3	A	
Car Parking	3	B	
Path Network	2	A	

Overall, the audit found that the building's condition was between Good and Average (a score of between 3 and 4), with the shower areas being scored lower in terms of functionality. The condition of the tennis courts was rated as being Poor (a score of 6) and the functionality of the courts was rated as only partially meeting service requirements.

### 7.3. Current Utilisation

As a result of the relocation of the Spalding Park Tennis Club, the usage of the existing facilities at the Precinct is low, with occasional casual use considered by the City on a case-by-case basis.

### 7.4. Key Findings

The key findings from this analysis are:

- The visual audit found that the building's condition was between Good and Average (a score of between 3 and 4), with the shower areas being scored lower in terms of functionality. This suggests that there is merit in considering the refurbishment of the current building.
- The condition of the tennis courts was rated as being Poor (a score of 6) and the functionality of the courts was rated as only partially meeting service requirements. Consequently, consideration will need to be given to any sub-surface works needed to achieve the Master Plan outcomes for these areas.
- In terms of utilisation, the level of formal use of the existing facilities is limited due to the re-location of the existing tennis club and the limited size of the playing field and lack of supporting amenities for formal sports, such as rugby.

## 8. STAKEHOLDER ENGAGEMENT

### 8.1. Stakeholder Workshop

A user group and stakeholder workshop was held at Spalding Park Pavilion on 17 October 2024 and included representatives from the following groups:

- Geraldton Croquet Club
- Geraldton Roller Derby Club
- Taoist Tai Chi Society of Australia
- Geraldton Rugby Club
- Batavia Coast Miniature Railway Society Inc.
- City of Greater Geraldton

The full list of stakeholders invited to attend the workshop has been included within Appendix 6.

The purpose of the workshop was to:

- Gather information on the community's needs, preferences and expectations for the precinct whilst also meeting the requirements of the State Sporting Organisations (SSO) facility guidelines and Australian standards where relevant.
- The information gathered at the workshop will help to develop the collective vision for the facility and guide the overall strategic master planning being undertaken for the facility.

A number of principles were identified used to guide the workshop group in their consideration of the facility and its future. These principles were:

- POS Function can be a combination of a Recreation Space and a Sport Space
- Community level facility provision

- Multi-purpose facilities
- Shared use of facilities
- Equity in access and use to the facilities
- Accessible to people of all abilities
- No duplication of facilities provided elsewhere.

To aid the workshop group in their discussions, a number of questions were posed, which included the following:

- What are your Club's ambitions for the project?
- How and when does your Clubs use, or would use, the facility?
- What are the aspects of the facility (or your current facility) that work well?
- What are the aspects of the facility (or your current facility) that do not work well?
- What ideas an opportunities do you see for the Master Plan?
- Are there any specific project implementation considerations?

Summary notes from the Workshop have been included within Appendix 7. The key outcomes from these discussions are as follows:

#### 9.1.1 Master Plan Site

When asked to consider the Precinct in general, the workshop participants expressed the view that the overall site (i.e., the southern section of Spalding Park), was in a good location, easily accessible, had uses which were compatible with the surrounding activities (e.g., the passive park infrastructure in the northern half of Spalding Park and the miniature railway).

Consequently, the workshop participants felt that the Master Plan outcomes should look to integrate the Precinct with the balance of Spalding Park.

#### 9.1.2 Building

Most of the workshop participants found that the existing building did not meet their needs.

The main issues found were the toilets and shower areas being too small and not to current standards, lack of access to the building from the playing field and limited access from the car park to the building's entrance. Other issues such as lack of air conditioning and storage were also found.

Future opportunities for the building included the provision of a larger multi-purpose activity space, with groups noting that the existing space (~130m<sup>2</sup>) met current needs but more space may be needed to accommodate growth.

A separate small meeting room was also identified as a need, as was the provision of added internal storage to accommodate minor items equipment and for the storage of chairs and tables. The provision of larger external storage was identified as a priority for users of the hard courts and the croquet club.

The provision of internal toilets and separate external access toilets and changeroom facilities was identified as being important. This was particularly the case for the Tai Chi and the Roller Derby groups, both of which have a large percentage of female participants. It was also noted that Roller Derby also has a high percentage of children and young people taking part in their programs. The workshop participants were also of

the view that externally accessible toilets and changing rooms would be beneficial for events held at the Park.

The Croquet Club found the need for a larger clubroom area (compared to their current facility), the provision of an office space, a commercial kitchen facility and space to display club memorabilia.

### 9.1.3 Hard Courts

Based on the workshop principle of no duplication of facilities provided elsewhere, the workshop participants were advised that the Master Plan would not consider the provision of tennis courts or other outdoor racquet sports (e.g., pickle ball), either as a single use or multi-purpose use facility. This was on the basis that the City does not want to draw potential players away from the existing tennis clubs within the City, in particular the newly formed Geraldton Tennis Centre.

The primary hard court requirement found by the workshop was the provision of an area to accommodate a permanent Roller Derby track. This requires a polished level concrete surface (with no expansion gaps) of 22.9m x 32.9m, with floodlighting to enable nighttime training and matches, and space for spectator viewing (i.e., mobile grandstand seating) (Appendix 8). Given the nature of the activity the provision of a roof over the track area was also identified as being preferable.

In terms of the Roller Derby area, it was noted that the area could accommodate the Roller Derby Club's existing learn to skate programs, which it conducts on a regular basis, and with the City during school holidays. This was felt to be an important benefit on the basis that the City's existing indoor roller skating facility had closed in circa 2015, with no other alternative being available since. In addition to general skating activity, the workshop group saw this space being able to be used by activities such as Tai Chi, community markets etc., particularly if it was covered.

Other hard court requirements included the provision of multi-marked basketball and netball courts, allowing for casual and programmed use (i.e., training activities). This was seen to be an important inclusion within the Master Plan due to the limited provision of openly accessible courts within the area. It was also noted that existing court space for both basketball and netball was limited, affecting on training options for teams (in particular junior teams). The provision of covered outdoor basketball/netball courts was identified as being preferable, given the lack of available indoor space.

The three northern most tennis courts were seen to be surplus to requirements, with the workshop participants suggesting that this area be used for more parking to support use of the Precinct and provide more parking capacity or a hard stand area for events.

### 9.1.4 Croquet Facilities

Geraldton Croquet Club current lease for its facilities at 39 Maitland Street (corner of Carson Terrace) will expire in July 2025, with the City advising that the Club will only be offered annual extensions until they are re-located to an alternative site. This is due to the City requiring their current site to develop a transport hub for nearby schools and the community in general.

At the workshop, the Club advised that their requirements for a new facility would be as follows:

- Minimum four courts. Rough size of 63m x 68m minimum (few different options on lay outs) north-south orientation.

- Secure 2.4m high perimeter fence.
- Ability to expand to 6 courts with future growth
- Clubhouse with commercial kitchen for functions
- Extended car park for up to 40 vehicles
- Storage sheds – mowing equipment, court maintenance gear
- Display areas for club history
- Office space – desk, filing cabinets x 2
- Our choice of suitable grass – all reticulated
- Lights on courts
- Windows and wide veranda for viewing

The Club advised that it would be willing to share a clubroom facility but noted that the use of the croquet courts would be limited to club members only. Consequently, the courts would be leased and secured by a 2.4m high perimeter fence.

#### 9.1.5 Public Open Space and Associated Infrastructure

The main focus of the workshop discussion was on improved access, provision of lighting for nighttime use and a greater focus on recreational use of the existing playing field area.

While the Rugby Club found a number of limitations with the existing playing field (in terms of size and floodlighting), the Workshop participants saw the need to develop the playing-field as a Recreation Space, rather than solely a Sports Space. When considering that the Rugby Club is currently inactive and that the Eadon Clarke Reserve is opposite to the Park, this report will recommend that the Rugby Club re-locate to Eadon Clarke Reserve where the required sport specific facilities and the capacity to accommodate the rugby Club is available.

In terms of accessibility, the workshop participants found the need for improved access from the existing car park to the building, the need to create direct access into the building from the playing field area and an extended path network, linking the northern and southern sections of the Park.

The provision of lighting focused on floodlighting of the playing field area for night time recreational use and improved lighting around the building and along the path network. This was seen as being particularly important given the demographic of the envisaged user groups and also to encourage use of the Precinct by residents and discourage anti-social behavior.

Increased parking was identified as a need for the Croquet Club, with the workshop also suggesting the development of more parking on the footprint of the northern most tennis courts, as described in section 9.1.3 of this report.

The workshop participants also saw the opportunity to extend the miniature rail line into the southern part of Spalding Park (Appendix 9), keep the existing trees, increase the tree canopy, and offer additional children's play opportunities within the site.

## 8.2. City of Greater Geraldton – Youth Services and Community Development

An on-line meeting was held with representatives from the City's Youth Services, Community Development and Sport and Leisure Services Teams. The purpose of this discussion was to consider the City's current future facility provision and program needs and how these may relate to the Master Plan.



The focus of this discussion was on the needs of the Youth Services Team, with a summary of their overall program and facility needs provided within Appendix 10.

Key points from this discussion include:

- The primary program focus of the Youth Team is on the delivery of the Game On sport program (funded by the DLGSC) and the School Holiday Program.
- The main challenges faced by the Game On program include access to suitable indoor courts (education facilities, basketball, netball or badminton facilities) or outdoor courts and ovals with access to toilets, the impact of hot weather (given the lack of indoor space), and managing the risks associated with conducting the program in public spaces (e.g., general public joining in the program's activities).
- The School Holiday Program requires multi-purpose space to accommodate a range of activities such as 3v3 basketball, soccer, pickleball, footy clinics, and roller skating. Preferably these spaces would be indoors or covered, with access to toilets and other multi-purpose spaces.

In relation to the Master Plan, the Youth Services Team found the following facility provision as being a priority:

- Indoor and Covered Facilities:
  - Air-conditioned spaces for year-round use.
  - Multiple basketball courts, suitable for night programs.
- Outdoor Spaces:
  - Fenced grassed areas with appropriate lighting for safety and evening programs.
  - Shade structures for outdoor activities to mitigate heat-related concerns.
- Versatile Spaces:
  - Facilities accommodating multiple sports such as pickleball, badminton, and indoor soccer.
  - Spaces adaptable for both structured programs and community engagement events.

### 8.3. Other Stakeholders

Separate on-line meetings were held with representatives from the Geraldton Sporting Aboriginal Corporation (GSAC), the Geraldton 8 Ball Association and the Geraldton Police and Community Youth Club (PCYC). Summary notes from these meetings have been included within Appendix 11.

In respect to the GSAC, their focus is on promoting and increasing sport and recreation participation of Indigenous people in the Mid-West.<sup>19</sup> As such, the provision of added outdoor/covered court space and floodlit recreational space, with access to toilets and changerooms etc., would assist the GSAC in achieving its objectives.

The Geraldton 8 Ball Association is potentially seeking an alternative venue as a result of an increase in annual hire for their current facility. The base requirements of the Association is for a space which is able to accommodate a minimum of eight tables on a permanent basis.

---

<sup>19</sup> WA Planning and Logistics Pty Ltd.(2021). *Development Application Report – 15 Simpson Street, Geraldton* (previous Roller Drome). Geraldton Aboriginal Sporting Corporation

The Geraldton PCYC is another potential user of the Precinct and would look to conduct afternoon programs at the facilities for children and youth from the surrounding suburbs. This would provide the PCYC with the opportunity to connect with a group of young people who would not normally have access to the PCYC facilities or programs.

#### 8.4. Key Findings

Key outcomes from the stakeholder engagement process are as follows:

- The existing building no longer meets the needs of users due to issues such as toilets and shower areas not meeting current standards, limited or lack of access to the building, lack of air conditioning and limited storage.
- Future opportunities for the building included the provision of a larger multi-purpose activity space, noting that the current space would not meet future needs, a separate meeting room space, additional internal and external storage spaces. The provision of internal toilets and separate external access toilets and changeroom facilities was identified as being important
- The primary hard court requirement identified by the workshop was the provision of an area to accommodate a permanent Roller Derby track, with floodlighting and space for spectator viewing. It was noted that this space could also be used for general roller-skating activities, learn to skate classes and school holiday skating programs.
- Other hard court requirements included the provision of multi-marked basketball and netball courts, allowing for casual and programmed use (i.e., training activities). This was seen to be an important inclusion within the Master Plan due to the limited provision of openly accessible courts within the area.
- In the case of both the Roller Derby track and the multi-use hard courts, it was seen as beneficial to have the courts covered (with lighting) to address the impact of the weather on participation and in response to the lack of indoor or covered court capacity within the City.
- The three northern most tennis courts were seen to be surplus to requirements, with the workshop participants suggesting that this area be used for additional parking to support use of the Precinct and provide additional parking capacity or a hard stand area for events.
- The proposed croquet facility requirements were extensive, reflecting the need for the club to re-locate from their existing Maitland Street premises. While aspects such as the building and car parking can be shared between user groups, the croquet courts would be limited to croquet members only, would be securely fenced and subject to a lease with the City.
- Notwithstanding the option for the re-location of the croquet club to the Precinct, the clear preference of stakeholders was for the existing playing field to be developed as a Recreation Space. This included recreation floodlighting for night time use of the turf area and improved path lighting, improved site access, path connection to the northern part of Spalding Park and extension of the existing miniature railway into the Precinct were also supported. Retention of existing trees and increase the tree canopy and provide additional children's play opportunities within the Precinct were also supported.

## 9. SITUATIONAL ANALYSIS

The environmental scan below has been undertaken using the PESTEL analysis framework, which is a methodology used to identify and assess the external environment at a macro level. This includes Political, Economic, Social, Technological, Environmental, and Legal factors<sup>20</sup>. A summary of potential factors have been provided in the table below.

Table 13: PESTEL Analysis

PESTEL FRAMEWORK	
Element	Analysis
(P). Political Factors include: <ul style="list-style-type: none"> <li>Government policies,</li> <li>Government leadership and change in leadership</li> <li>Status of relevant legislation and policy</li> <li>Internal political issues and trends</li> </ul>	<ul style="list-style-type: none"> <li>The next election dates are; Local Government (October 2025), State Government (2025) and Federal Government (2025)</li> <li>State and Federal elections provide an opportunity for new funding programs to be made available to Local Government.</li> <li>It is envisaged that a change in government at a state or federal level would result in policy changes in key portfolios (e.g. Treasury, Human Services, Environment and Energy).</li> </ul>
(E). Economic Factor include: <ul style="list-style-type: none"> <li>Current and projected economic growth</li> <li>Inflation and interest rates</li> <li>Jobs growth and unemployment</li> <li>Labour costs</li> <li>Disposable income of consumers and businesses</li> </ul>	<ul style="list-style-type: none"> <li>Increase in mortgage interest rates, utility costs, health care costs, rental costs and the cost of general household goods will reduce household discretionary income. In turn households generally have a lower capacity to pay for sport, recreation and leisure activities.</li> <li>Reduced household discretionary income also impacts business revenues and employment.</li> <li>Ongoing growth and resilience of the Mining and Resources sector, along with Tourism, Agriculture and Agribusiness, and Fishing will be important in the current economic environment and in the context of employment self-sufficiency and household income levels.</li> </ul>

<sup>20</sup>Washington State University PESTEL Analysis <https://libguides.libraries.wsu.edu>

<p>(S). Social Factors include:</p> <ul style="list-style-type: none"> <li>• Demographics (age, gender, race, family size)</li> <li>• Consumer attitudes, opinions, and buying patterns</li> <li>• Population growth rate and employment patterns</li> <li>• Socio-cultural changes</li> <li>• Ethnic and religious trends</li> <li>• Living standards</li> </ul>	<ul style="list-style-type: none"> <li>• Between 2016 and 2021 there is a continued growth in the families with children demographic, and the near retirement and retirement age cohorts.</li> <li>• Household income levels have increased over the period 2016 to 2021 to \$1,536.00, which is slightly below the state average, while single parent families has increased, as has the percentage of both parents working. 25.8% of renters have rental payments which are more than 30% of household income (WA 28.3%). Households who have payments more than 30% of the household budget are defined as being in mortgage or rental stress.</li> <li>• With this in mind, it is important that the City focuses on providing cost effective opportunities for sport and recreation participation. The increase in both parents working is also important to note as it potentially reduces the availability of parents to take children to activities after school and on the weekends, and their availability to volunteer.</li> </ul>
<p>(T). Technological Factors include new ways of:</p> <ul style="list-style-type: none"> <li>• Producing goods and services</li> <li>• Distributing goods and services</li> <li>• Communicating with target markets</li> </ul>	<ul style="list-style-type: none"> <li>• The use of technology in sport and recreation infrastructure is ever increasing and is focusses in the areas of access to buildings, playing areas, floodlighting, booking of spaces and access to information. This is in addition to the use of alternative energy generation and use of energy efficient infrastructure.</li> <li>• The Master Plan provides an important opportunity for the provision of technology enabled infrastructure which improves accessibility to facilities and improves customer outcomes. Examples include SMS controlled lighting, on-line facility bookings and swipe card or bar code facility entry.</li> </ul>
<p>(E). Environmental Factors include:</p> <ul style="list-style-type: none"> <li>• Availability of raw materials</li> <li>• Emissions and management of emission targets</li> <li>• Operating in an ethical and sustainable manner</li> <li>• Response to the impact of climate change.</li> </ul>	<ul style="list-style-type: none"> <li>• The impact of climate change including; increased average temperatures, increased water scarcity and the need to reduce emissions within all sectors of the economy.</li> <li>• This will result in the need to continue to develop renewable energy sources, reduce water consumption and minimise waste through the establishment of a circular economy.</li> <li>• The Master Plan provides the opportunity for the City to promote renewable energy sources, energy efficient lighting (i.e., LED) and reduced irrigation requirements through the use of hydro-zoning and increased tree canopy.</li> <li>• The Master Plan also provides the opportunity to reduce the impact of hot weather on participation through the provision of covered outdoor courts to allow activity during the day, and if lit, activity into the evening.</li> </ul>

<p>(L). Legal Factors include:</p> <ul style="list-style-type: none"> <li>• Local Government Act and Regulations</li> <li>• Health and safety</li> <li>• Risk Management</li> <li>• Equal opportunities</li> <li>• Consumer rights and law</li> </ul>	<ul style="list-style-type: none"> <li>• Continued implementation of Local Government Reform. Reforms such as the abolition of Wards, reduction in the number of Elected Members etc will continue to impact Local Government.</li> <li>• Amendments to existing planning and environmental regulation which seeks to streamline approval processes (i.e. “red tape”), the role of Development Approval Panels (DAPs), remove aspects of Council’s decision making powers and ability to represent local concerns.</li> <li>• For the City this may result in changes in how services are delivered and how facilities are provided and maintained.</li> <li>• Increased governance requirements which are primarily based on “one size fits all” approach have increased the complexity and resource requirements for community based clubs. Many sports organisations have adopted a strategic membership growth focus, which can place pressure on community clubs and volunteers.<sup>21</sup></li> </ul>
---	---

---

<sup>21</sup> Sport West. (N.D). Strategic Priorities for WA Sport. <https://www.sportwest.com.au>

## 10. RISK ASSESSMENT

A high level risk assessment has been included within Appendix 12 of this report and considers the risk categories of finance, reputation, governance organisational, asset management and the environment.

This assessment has been undertaken by the Consultant Team, based on the outcomes from the Project Team and stakeholder engagement process. The risk assessment has been developed at a summary level in recognition that the City has an integrated risk management framework which considers risk at a strategic, corporate and operational level. It is also assumed that a detailed risk assessment and register will be developed for the implementation of the Master Plan.

## 11. MANAGEMENT MODELS

### 11.1. Direct Management

Direct management is where the local government retains responsibility for all aspects of the day-to-day facility management and service delivery and appoints specific resources to undertake these tasks. Within a local government context, this typically takes the form of booking officers who are a part of a recreation or leisure services team or part of the building management team.

Direct management can be undertaken using a centralised or decentralised structure. This relates to the physical location of staff, access to booking information and payment for facility hire, and authority to make decisions in relation to facility management issues.

#### *Centralised Structure*

A centralised structure is characterised as follows:

- Where the relevant local government staff are (generally) located within one location.
- Where all facility booking requests, payment for facility use, ongoing management of facility use, and related decision making occurs within the hierarchy of the relevant business unit.
- Policy, procedure and guidelines are developed and implemented with minimal input from the facility user.
- A centralised structure may require customers to come to a single point (i.e. local government administration office, recreation or aquatic centre) to complete the booking documentation, make payment, collect keys etc. Although, the increasing use of web-based booking systems means that a customer can complete the booking process without the need to go to a physical location.

#### *Decentralised Structure*

A decentralised structure is characterised as follows:

- Where relevant local government staff are accessible through several locations within the local government area (i.e. multiple recreation facilities, libraries etc.).
- Where customers can complete the booking process remotely and gain access to the facility without the need to collect keys etc.
- Policy, procedure and guidelines provide an overarching framework in which facility use can occur and allow a degree of decision making to be made by the collective users of a facility. In this instance user groups may form a representative umbrella

body to manage the day-to-day facility use and to address issues as they arise. Such a body may be formal in nature (i.e. constituted under the Associations Incorporation Act) or informal (i.e. un-constituted).

- Importantly, the local government retains authority in respect of policy direction, fees and charges and has the right to determine matters where it is deemed necessary.

In the context of the Master Plan, the Direct Management model is considered to be the most appropriate, as it will enable the City to effectively manage the use of the facilities and ensure that there remains equitable access. However, this option is reliant on the City being able to provide the required staff resources to support the booking management process.

### **11.2. Indirect Management**

Indirect management, where the local government appoints a third party to undertake all aspects of the day-to-day facility management and service delivery. An example is the outsourcing of aquatic and recreation facilities, noting that this model is the preferred option of the Croquet Club for the courts, if they were to re-locate to Spalding Park.

In this instance the management of the facility is undertaken in accordance with an agreed management plan which is consistent with the local government's strategic objectives, policy framework and schedule of fees and charges.

The benefit of this management model is that it does not require any staff resource commitment from the City, however its success is dependent upon the capacity of the facility manager to provide the necessary staffing levels, skills and experience to be able to effectively manage the facility.

This management model would include the potential lease of the croquet courts to the Croquet Club.

### **11.3. Key Findings**

The key findings from this analysis are:

- Management models for sport and recreation facilities can be categorised as being Direct and In-direct Management models. The Direct model is where the local government retains all aspects for the day to day facility management and In-direct where these responsibilities are delegated to a third party facility manager.
- The successful implementation of the Direct Management Model is reliant on the ability for the City to provide the necessary staff resources to manage the day to day bookings for the facility, while the success if the In-direct Management Model is reliant upon the external management body being able to provide the required level of staff resourcing.



## 12. SITE ANALYSIS

The site analysis has been undertaken using data from the City's public IntraMaps, Municipal Inventory of Heritage Places – Part 2 Geraldton Heritage Places (Appendix 13), and the City's Environmental & Aboriginal Heritage Considerations Report for Spalding Park (Appendix 14). The analysis has also been informed by the site feature survey undertaken for the Master Plan (Appendix 15).

The analysis has considered Spalding Park in its entirety, being both the Precinct (the southern half which is the focus of the Master Plan), and the northern half which has been developed as a recreational and nature space and abuts the Chapman River Regional Park.

The key considerations arising from this analysis include:

- The Chapman River Regional Park and Chapman Estuary are listed as Premier Reserves in the CCG's Natural Areas Management Strategy.<sup>22</sup>
- Spalding Park is a Natural Area Reserve with remnant native vegetation.
- Acid Sulfate Soil Risk next to the Chapman River highlighted in blue on map 1.
- Ecological Linkage pink hatched area on map 1
- Threatened Ecological Community (TEC) dark blue polygon.
- Grey circles are the TEC buffer map 1.
- Map 2 showing existing vegetation and areas of conservation value (dark green)
- In terms of Aboriginal Cultural Heritage, there are three sites which have been found next to Spalding Park, in the Chapman River Regional Park (Appendix 16)<sup>23</sup>

The areas of environmental and Aboriginal heritage significance are found at the northern end of the Park, next to the Chapman River and so will not need to be taken into consideration in the development of the Master Plan. However, it is important that:

- The Precinct forms part of a broader ecological linkage.
- Any remnant vegetation, and existing trees outside of the Chapman River Park, should be kept.

## 13. DESIGN BRIEF

### 13.1. Design Philosophy and Principles

The development of the design philosophy and principles are the keystone for successful community infrastructure development and inform all aspects of the design process. They should reflect the needs of the users of the facility and key stakeholders, and as such, stakeholder engagement in this process is fundamentally important.

The key considerations in the development of the design philosophy and principles for the Master Plan include:

---

<sup>22</sup> A premier reserve is prioritised at the highest level of service being a reserve which has high conservation value, high visitation, and a high level of infrastructure and trails.

<sup>23</sup> Department of Planning, Lands and Heritage.(2024). *Aboriginal Cultural Heritage Inquiry System*. <https://espatial.dph.wa.gov.au/ACHIS/index.html?viewer=ACHIS>

Table 14: Spalding Park Master Plan Design Philosophy and Principles

Principle	Description
Community Safety	Crime Prevention through Environmental Design (CPTED) considers the interaction of users with the facility and the broader physical environment in the design process. This includes adequate lighting, direct accessibility, ensuring a line of sight between the facility and other activity areas etc.
Universal Design	Community, sport and recreation facilities should accommodate the needs all users, not only the majority users. Universal Design ensures the facility is suitably designed to allow greater use and ease of access for all participants and visitors.
Sustainability	Environmental Sensitive Design (ESD) focuses on aspects such as the location and orientation of facilities (passive design), the type of construction materials used the type of fixtures and fittings utilised within the facility (e.g., LED lighting, use of renewable energy sources (e.g. PV cells) on the building etc.).
Fit for purpose	The design of the facility should reflect its intended purpose, number and type of users, informed by stakeholder engagement and consideration of relevant provision standards and guidelines. It is important that a flexible and multi-use approach is taken, reflecting the changing needs of the users and the broader community over time.
Multi and shared use	Facilities should be designed to promote equitable and flexible use by a range of users who are able to share facilities and usage times. For example this may mean two unisex change rooms/amenities for able-bodied, ambulant persons and persons with a disability (PWD).
Compatibility	Identification of compatible sports and activities, with similar facility design and use requirements.
Health and safety	Facilities and their surrounds should be designed, built, and maintained in accordance with the relevant occupational health and safety standards

### 13.2. Design Elements

The individual design elements proposed for inclusion within the Master Plan are described below.

Table 15: Spalding Park Master Plan – Proposed Community Facility Provision

REQUIREMENTS	DIMENSIONS (m <sup>2</sup> )
<b>Community Facility Provision</b>	
Multi-purpose / Activity Room For general activity use – seminars, meetings, social events etc.	100 - 130
Meeting Room	40
Kitchen / Kiosk – with external servery	25
Public Toilets – Internal	
Male	17

Female	17
UAT	7
Public Toilets – External	
Male	17
Female	17
UAT	7
Building Storage	20
Cleaners Room	5
Player Change x 2 (unisex) at 45m <sup>2</sup>	90
Player Amenity x 2 (unisex) at 20m <sup>2</sup>	40
First Aid Room	15
Club Storeroom – 2 x 10m <sup>2</sup>	20
Circulation @ 15%	90.3
<b>Total</b>	<b>692.3 – 722.3</b>

Table 16: Spalding Park Master Plan – Proposed Public Open Space Infrastructure

REQUIREMENTS	DIMENSIONS (m <sup>2</sup> )
<b>Public Open Space Infrastructure</b>	
Option - Croquet Courts x 4 (63m x 73.3m)	4,618
Roller Derby Track (33m x 23m)	780
2 x multi marked hard courts (netball, basketball)	2,344
Hard Cover - Roller Derby Track and 3 multi marked courts (optional)	3,124
Floodlighting of Roller Derby Track and under cover hard courts (optional)	
Croquet option only	
Additional Car Parking - 21 bays	294
Shade Structures x 6	
Additional car parking on 3 northern tennis courts	
Playground – near building	
BBQ facilities with picnic tables near playground	
Water fountain	
Additional tree planting around perimeter of the oval (Urban forest)	

## 14. CONCEPT DESIGNS OVERVIEW AND RATIONALE

To meet the requirements of the brief, two Master Plan concepts have been developed. Concept 1 reflects the development of four croquet courts at the Precinct, while Concept 2 reflects the development of the Precinct excluding the croquet courts.

The Master Plan has also detailed two building options for the Precinct. The first of these is the refurbishment and extension of the existing building and the second is for the demolition of the existing building and construction of a new building.

The Concept Designs for the Precinct have been included in Appendix 17.

### 14.1. Overview

The design principles which underpin the design of the Master Plan for the Precinct are based on those outlined within section 13.1, with a focus on providing quality recreational spaces for the community as well as sporting facilities as identified appropriate for this site.

The Master Plan has also taken into consideration the following Master Plan workshop principles (refer to section 8.1).

- POS Function can be a combination of Recreation and Sport Space
- Community level facility provision
- Multi-purpose facilities
- Shared use of facilities
- Equity in access and use to the facilities
- Accessible to people of all abilities
- No duplication of facilities provided elsewhere.

An important focus for the Master Plan is recognising the site's proximity and potential connection to the Chapman River to the north and the potential to extend the quality of the Precinct via path connections, increased tree canopy and the creation of areas for community recreation through linked nature play spaces at which the new recreation building will form a new community hub.

### 14.2. Community Facility

The core components of the design for both building options are largely the same, having been based on the design elements outlined within section 13.2 of this report. The building forms the central hub of the Precinct and, in both options, is located on the existing footprint and with the building comprising of two parts under one canopy like roof.

In both options, the western block comprises changerooms, toilets and storerooms which support the sporting activities undertaken at the Precinct. The size of these areas and the level of amenities has been based on existing National and State Sporting Organisation Guidelines and the envisaged use of the facilities within the Precinct and the broader Park.

The eastern block of the building comprises of spaces which support general community use and include flexible meeting and function spaces, a kiosk/kitchen which services these function spaces as well as the external undercover seating area, public toilet and related amenities.

The design configuration allows for multiple concurrent uses, without any single user group being impacted by the other. This has been achieved through the provision of multiple points

of entry and egress within each block, separate toilet provision supporting the use of the changerooms, the multi-purposes spaces and the broader POS area, and externally accessible storage areas.

Key points relating to the two building options have been outlined below.

#### *Building Option 1 – Refurbishment and Extension of Existing*

- The changeroom configuration for this option is different to that of option 2 to accommodate the existing building. However, the separate access has been maintained, via an internal corridor.
- The retention of the existing building provides the opportunity to extend the existing multi-purpose room / function room space to be further extended out to the east, providing a total area of approximately 190m<sup>2</sup>, being approximately 50m<sup>2</sup> larger than option 2.
- The existing kitchen and servery area would be changed into a meeting area of approximately 30m<sup>2</sup> with a tea preparation / kitchenette area.
- The existing toilet and shower areas would be remodelled to provide internal and external toilet facilities.
- It is envisaged that this option would be undertaken in two stages, with the first stage being the construction of the changerooms on the western end of the building. The second stage would be undertaken in two parts, with Stage 2 A being the construction of the new multi-purpose room extension and kitchen kiosk facilities. Stage 2 B will include the refurbishment of the existing building.

#### *Building Option 2 – New Building*

- The demolition of the existing building has allowed for a slightly more expansive layout for this option.
- As with option 1, this option includes the provision of a changeroom block on the western end of the building. However the additional space allows for the provision of separate external access toilets via a secured breezeway between the two buildings.
- The main access to the community facility building has been moved from the northern side to the southern side and includes an area of approximately 140m<sup>2</sup> of multi-purpose / function room space. As with option 1, the kitchen and servery area has been moved to the eastern end of the building and has the capacity to service the internal space and the external under cover area and playground space.

#### **Playground, Courtyard and BBQ Area**

- In both building options the courtyard, playground and BBQ area are located at the eastern end of the building and are within close proximity to the multi-purpose space, providing a suitable environment for children activities such as playgroups, birthday parties etc and general community use.
- All areas have a view to the hard courts to the north and the POS to the south and can be accessed both from the building and from the new pathways and nature play spaces to the east.

### **14.3. Public Open Space -**

The design of the POS areas, outside of the proposed croquet provision, remain the same for the two POS options and seek to address the identified community needs and improve the

integration of the Precinct with the balance of the Park. The elements included in the POS design are as follows.

### Multi-purpose Courts

- As noted within section 8.1.3, the Master Plan did not consider the provision of tennis courts at the Precinct. Subsequently, the Master Plan's focus has been the provision of a hard stand area for a Roller Derby track and multi-purpose hard courts.
- The Roller Derby and multi-purpose courts are located to the north of the building and are separated by a pedestrian access path which connects the building to a new carpark located to the north of the hard courts.
- The Needs Analysis clearly identified the opportunity to provide a permanent Roller Derby track within the Precinct to support the existing Roller Derby group and to support the ongoing provision of the group's popular Learn To Skate and school holiday skating programs. The Workshop also identified the opportunity for this space to be used by other groups (e.g., Tai Chi) when not being used for roller skating.
- The provision of the multi-purpose hard courts is in direct response to the overwhelming need for additional hard courts (basketball and netball), which was expressed through the workshop and stakeholder consultation processes and as identified within the analysis of the City's current provision against industry standards.
- The dimensions of the Roller Derby track and the multi-purpose hard courts meet the required guidelines and include the optional provision of floodlighting to the required level.
- While not covered in this Master Plan, there is also the opportunity to put a hard cover roof over both the multi-use hard courts and the roller derby court in the future. By providing a roof, the impact of weather extremes is reduced, meaning these areas can be used for longer periods and achieve a higher degree of use.

### Croquet Court Provision

- Concept 1 of the Master Plan (Appendix 17) includes the provision of four turf croquet courts to the south of the building, on the existing rectangular playing field.
- The provision of these courts at the Precinct provides an option for the re-location of the Geraldton Croquet Club from its existing site.
- The footprint of the proposed courts is based on the required specification as outlined within Appendix 4 and include the provision of covered seating, floodlighting, external fencing to secure the courts when not in use and the installation of new irrigation infrastructure to support the increased turf management requirements.
- Concept 1 also includes the extension of the existing carpark to the south to provide the envisaged extra parking demand for the patrons of this added facility.
- These elements reflect the club's requirements as outlined during stakeholder workshop.
- In this option the balance of the existing rectangular playing field has been identified as a recreational space for general community use.

### Car Parking

- The Master Plan identifies the option for the development of a new northern carpark, on the site of the existing three most northern tennis courts, as well as the upgrade of the existing car park and access to the building.
- The additional car park allows for 22 parking bays and has been included to provide additional parking capacity to meet the envisaged increased use of the site resulting from



the implementation of the Master Plan. This will also provide additional parking capacity for the Park in during peak periods and for when events are being held. (i.e., miniature railway rides). This space can also be used as a hard stand area for food vendors during events.

- It should be noted that this parking area would not be progressed if the development of the croquet courts and associated infrastructure (including additional parking) were to occur at the Precinct.

#### Pathways, Nature Play Areas and Tree Canopy

- As noted, the Master Plan outlines a renewed focus on the recreational and community activity potential for the site. In response to this, the Master Plan shows the provision of a path connecting the building, hard courts and proposed northern car park to the balance of the Park to the north.
- A small nature play area is proposed at the southern end of the site, adjacent to an open recreation space suitable for informal sport and recreational activities. The revised recreation space is approximately 50% smaller than the existing rectangular playing field, saving water and turf management costs.
- While the increase of trees and therefore the tree canopy throughout the site is essential, it is important to note that the establishment of other landscaped areas is focussed on elements which are very low in water usage and in most cases will require no watering (ie nature based play areas without grass etc).
- The intent of the Master Plan is to plant many trees to increase the shade throughout the site as well as mitigate the strong winds of the area, but it is important to note that the watering of trees will only be required in order to establish them and once established watering will be reduced with eventually no watering required.
- Areas of lawn are minimised and focussed only on areas which are envisaged to be activity areas.

#### 14.4. Key Findings

The key findings from this analysis include:

- The design principles which have guided the Master Plan focus on the provision of community level facility provision, multi-purpose and shared use, equity of access (use), universal access and avoiding duplication of facilities.
- The proposed community facility provision has been based on two options, the first being the provision of a new community building and changeroom building and the second being the re-furnishment and extension of the existing building and construction of a new changeroom building. While the configuration of the two building options is different, the functionality remains largely the same.
- The Master Plan outcomes for the balance of the POS is largely influenced by the provision of the four croquet courts, whose footprint is approximately half of the existing rectangular pitch at the southern end of the reserve. Given that the croquet court turf is required to be kept at a high standard (i.e., similar to that of a natural turf bowling rink or tennis court, it would be necessary for the courts to be securely fenced. The provision of the croquet courts will also require floodlighting and additional car parking.



## 15. CAPITAL COST AND FUNDING MODEL

### 15.1. Capital Cost Estimate

The Concept Design Cost Indication (cost estimates) have been prepared by NBQSS based on the final Master Plan and related concept design options. The cost estimates have been developed based on four concept options taking into consideration the proposed building and croquet court provision. All other elements remain the same between the option pairs.

Concept 1A	Provision of a new community building and changeroom building, and the provision of four croquet courts and associated infrastructure.
Concept 1B	Refurbishment and extension of the existing community building, with the provision of a new changeroom building. Provision of four croquet courts and associated infrastructure.
Concept 2A	Provision of a new community building and changeroom building, with no croquet court provision and associated infrastructure. Provision of additional recreational infrastructure.
Concept 2B	Refurbishment and extension of the existing community building, with the provision of a new changeroom building. No croquet court provision and associated infrastructure. Provision of additional recreational infrastructure.

The cost estimates include the construction cost, builders preliminaries, contingencies, public art, professional fees and escalation, with an allowance for cost escalation through to until June 2035. A number of exclusions have been noted within the cost estimate as follows:

- External landscaping outside site boundary
- Site boundary fencing to street boundaries
- Upgrading existing bore and pump
- Holding and Finance charges
- Land costs
- Legal costs
- Escalation beyond June 2035 ( Year 34/35) (Estimated Project Completion date)

The total estimated commitment for each concept option has been summarised in the table below.

Table 17: Spalding Park Precinct Master Plan Cost Summary by Concept Option

	Concept 1A	Concept 1B	Concept 2A	Concept 2B
	New Buildings & Croquet Crts	Refurb + New Building. Croquet Crts	New Buildings & No Croquet Crts	Refurb + New Building. No Croquet Crts
Building Works	\$4,192,591	\$3,137,525	\$4,406,117	\$3,148,328
External Works	\$4,196,054	\$4,190,316	\$3,365,245	\$3,494,837
External Services	\$192,613	\$192,920	\$193,800	\$193,584
Headworks	\$57,000	\$57,500	\$57,500	\$57,500
Furniture and Equipment	\$142,057	\$125,653	\$131,570	\$100,607
<b>Total Est. Cost (exc. GST)</b>	<b>\$8,780,315</b>	<b>\$7,703,914</b>	<b>\$8,154,232</b>	<b>\$6,994,856</b>
Note: Cost variations between like options are the result of the percentage apportionment against total project cost				

As can be seen both of the options which include new buildings (concept 1A and 2A) are the most expensive, with concept 2B being the lowest cost option overall. The cost difference between concept 1A (being the highest cost option) and concept 2B is approximately \$1,785,459 or 20.3%. The cost difference between concept 1B (inclusive of croquet courts) and 2B (excluding croquet courts) is \$709,058 or 9.2%.

## 15.2. Implementation Plan and Priorities

In consultation with the Principle, the implementation of the Master Plan has been staged over a 10 year period using the following time periods and noting the priority areas.

Table 18: Spalding Park Precinct Master Plan – Staging Timeframes and Priorities

Stage	Time Period	Priority Areas
Immediate Term	2025/26	Functional roller derby and multi-sports courts
Short Term	3 years	Refurbished clubhouse and associated outdoor area.
Medium Term	5 years	Car park upgrades, playgrounds, paths and general POS upgrades
Long Term	10 years	New Changeroom facility and landscaping.

The figure below provides a summary of the estimated project cost across each implementation stage and in total for all options. As can be seen concept 1A has the highest total estimated cost over the life of the project at \$10,393,806, with an 18% increase in cost over the 10 year period. Concept 2B has the lowest project cost over the 10 year period at \$8,207,165, being a 17% increase of the project life.

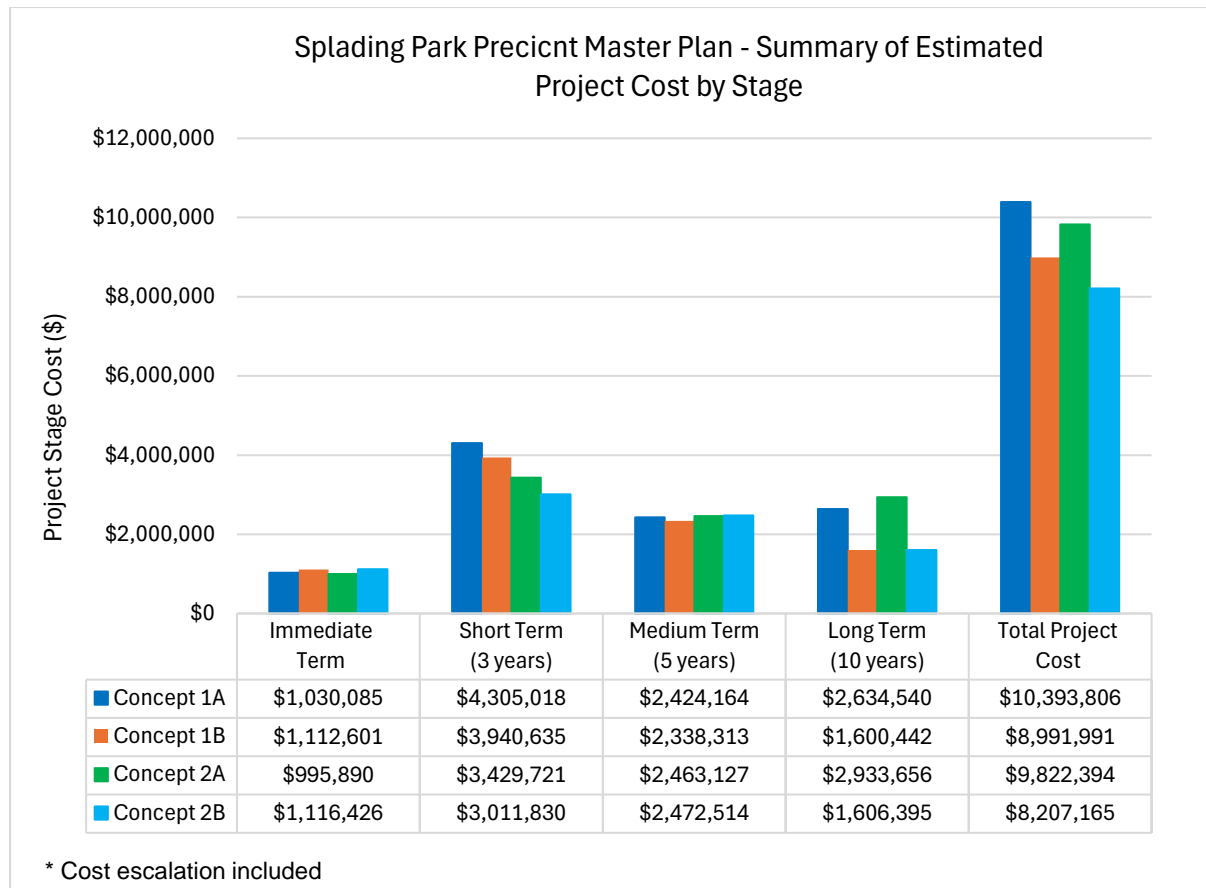


Figure 9: Summary of Project Cost by Stage (including escalation)

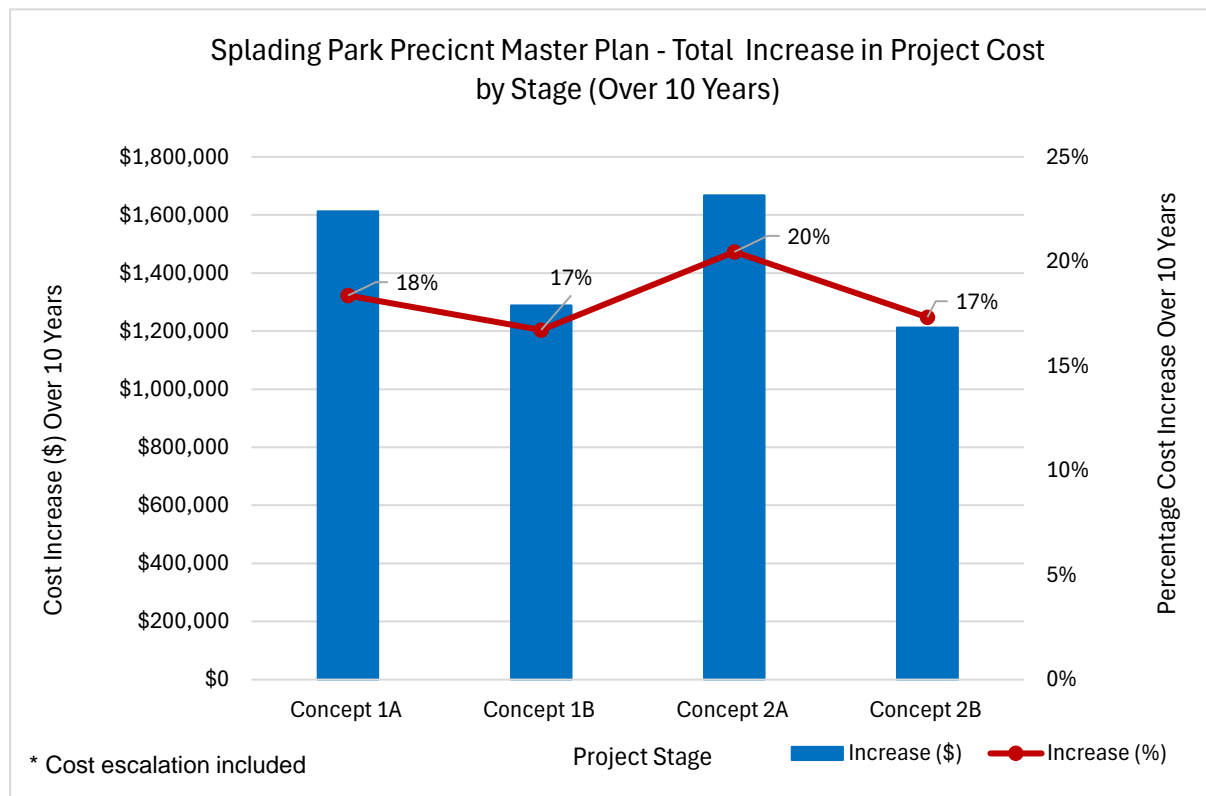


Figure 10: Summary of Total Project Cost Increase by Stage (Over 10 Years)

A cost summary table for each concept option has been included within Appendices 18 to 21.

### 15.3. Project Funding

#### 15.3.1 Grant Funding Opportunities

The availability, quantum and eligibility criteria of government funded capital works grant programs is enormously varied. This reinforces the fact that funding opportunities are subject to continuous change in response to social, cultural, economic and political influences.

Organisations wishing to secure funding need to be watchful for opportunities as they arise and to establish and nurture personal relationships with potential funding partners. Below is a schedule of grant opportunities relevant to the Project.

Table 19: Summary of Grant Opportunities

Grant Title	Agency	Criteria	Value (\$)	Rounds
<b>Federal Government</b>				
Accessible Australia initiative (Changing Places)	DSS	Provides funding to make it easier for people with disability to access their communities. This includes both the built and natural environment.	50% for	DSS
Growing Regions Program (GRP)	DITRDCA	<p>\$600 million over four years, commencing in 2023–24 for the Growing Regions Program to deliver investment in infrastructure across Australia's regional, rural and remote areas.</p> <p>Funding to local government entities and incorporated not-for-profit organisations for capital works projects that will enhance liveability, bolster social cohesion and support local amenity throughout Australia's regions</p>	\$500k to \$15M	<p>Round 2 closed 10/10/2024.</p> <p>Round 3 – tbc</p>
Community Energy Upgrades Fund Program	DCCEEW	<p>The \$100 million Community Energy Upgrades Fund (CEUF) is a targeted, competitive grant program that provides co-funding for energy upgrades at existing local government facilities. The program aims to help local governments make their facilities more energy efficient, cut their emissions and reduce their energy bills.</p> <p>The funding could include upgrades like replacing energy-intensive heating in pools with heat pumps and energy-efficient lighting and battery storage at sporting fields, libraries and community centres.</p>	\$25k to \$2.5M – 50% of eligible expenditure	Round 2 04/04/25 to 13/06/2025

State Government				
CSRFF - Forward Planning	DLGSC	<p>Small grant rounds annually (February and July) for total project costs up to 500k. Maximum grant amount is 50%</p> <p>Forward Planning grant for large scale sport and recreation infrastructure projects valued over \$500 K. Maximum grant is 2.5M.</p> <p>Funding for new or upgraded facilities which will maintain or increase physical activity or result in a more rational use of facilities. Priority will be given to projects that lead to facility sharing and rationalisation.</p>	<p>&lt;500k</p> <p>&gt;500k to 2.5M</p>	<p>Feb &amp; Jul Annually</p> <p>Sept Annually</p>
Club Night Lights Program (CNLP)	DLGSC	Providing financial assistance to community groups and local governments to develop sports floodlighting infrastructure.	<p>2.5M in 2025/26</p> <p>Max 2/3 funding</p>	Current round closes 31 March 2025
Community Investment Framework (CIF)	Lotterywest	<p>Program supports projects that deliver on one of the framework's pillars including,</p> <ul style="list-style-type: none"> <li>Inclusive thriving community</li> <li>Connected cultural experiences</li> <li>Protected sustainable ecosystems</li> <li>Smart innovative society</li> <li>Active healthy people</li> </ul>	Unspecified	By invitation
Other Agencies				
Australian Cricket Infrastructure Fund (CA-ACIF)	Cricket Australia	<p>Construction or refurbishment of pitches, ovals, practice facilities, change rooms, pavilions and supporting infrastructure.</p> <p>Projects must be focused on growing cricket participation and/or providing welcoming and inclusive environments for all participants.,</p>	<p>Minor &lt;15k</p> <p>Major &gt;15k-&lt;40k</p> <p>Strategic 40k+</p>	October annually
AFL Facilities Fund (AFL-FF)	AFL	Aim - support the provision of well positioned, welcoming, accessible, fit for purpose football facilities that support our growing game's strategic priorities.	Up to 100k per project	TBA
Community Sport Infrastructure (ASC-CSI)	ASC	Small to medium scale projects to improve local community sport infrastructure - especially for women	<p>Str 1 up to 50 K</p> <p>Str 2-50K to-200 K</p> <p>Str 3 -200-500 K</p>	TBA

Analysis of the applicability of these grants to the various facility components within the Project has been included within Appendix 22. The table below provides a summary of the potential level of grant funding from the identified grant sources.

Table 20: Summary of Potential Grant Funding for the Spalding Park Master Plan

Source of Funds	Amount \$	Percentage of Total
Council	\$5,608,027	74.31%
Growing Regions Program (GRP) (Federal)	\$500,000	6.63%
Community Energy Upgrades Fund Program (CEU-FP) (Federal)	\$62,500	0.83%
Community Sport and Recreation Facilities Fund (CSRFF)	\$1,236,458	16.38%
Community Night Light Program	\$49,500	0.66%
Aust. Cricket Infrastructure Fund	\$40,000	0.53%
AFL Facility Fund	\$50,000	0.66%
<b>Total</b>	<b>\$7,546,485</b>	<b>100%</b>

It should be noted that the above analysis is based on the following assumptions:

- CSRFF – maximum of 1/3 of the project cost
- Community Night Light Program – maximum of 2/3 of the project cost
- Australian Cricket Infrastructure Fund - \$40,000 maximum grant.
- AFL Facility Fund - \$100,00 maximum grant.

Potential grant funding opportunities include:

- Accessible Australia initiative (Changing Places) (Federal)
- Lotterywest Community Investment Framework (State)
- Developer Contributions/Cash-In-Lieu within the Park's catchment (Local)

#### 15.4. Key Findings

The key findings from this analysis are as follows:

- The total estimate cost of the Master Plan ranges from \$8,780,315 (Concept 1A) down to \$6,994,856 (Concept 2B), based on the building construction approach to be undertaken (refurbishment or demolition and construction of new) and the provision of croquet courts.
- The implementation of the Master Plan is based on a 10 year timeframe, comprising of an immediate, short, medium and long term stages. Concept 1A has the highest project cost over the project life at \$10,393,806 (an 18% increase over the project life), while Concept 2B has the lowest project life cost at \$8,207,165 (17% increase over the project life).
- The Project is potentially eligible for total grant funding of \$1,938,458, being 26% of the total project cost. This leaves the City with a project funding deficit of between \$5,608,027 and \$6,435,514 depending on the concept option.

## 16. OPERATING PLAN

### 16.1. Indicative annual maintenance costs

Using comparative cost per square meter data and indicative four year annual maintenance cost summary has been developed, as provided in the table below.

Table 21: Indicative Annual Facility Costs

Expenditure	Year 1	Year 2	Year 3	Year 4
<b>Asset Management</b>				
Pest Control	\$729	\$755	\$781	\$808
Cleaner / Materials	\$2,829	\$2,928	\$3,031	\$3,137
General Maintenance	\$4,861	\$5,031	\$5,207	\$5,390
Major Planned Maintenance	\$0	\$0	\$0	\$0
Plumbing Maintenance	\$4,083	\$4,226	\$4,374	\$4,527
Electrical Maintenance	\$5,833	\$6,038	\$6,249	\$6,468
Carpark Maintenance	\$875	\$906	\$937	\$970
Vandalism	\$1,283	\$1,328	\$1,375	\$1,423
Capital Expenses (renewal fund)	\$0	\$0	\$0	\$0
<b>Utilities and Comms</b>				
Electricity	\$3,597	\$3,723	\$3,853	\$3,988
Water Charges	\$1,517	\$1,570	\$1,625	\$1,682
Phone Charges / IT	\$5,104	\$5,283	\$5,468	\$5,659
Software licenses / firmware updates	\$3,889	\$4,025	\$4,166	\$4,312
<b>Administration Overheads</b>				
Marketing and promotions	\$3,889	\$4,025	\$4,166	\$4,312
Public Liability / Building Insurance	\$6,417	\$6,641	\$6,874	\$7,114
Other Expenses	\$671	\$694	\$719	\$744
Salaries and Wages	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$45,578</b>	<b>\$47,173</b>	<b>\$48,824</b>	<b>\$50,533</b>



It is important to note that this data is indicative only and should be updated as the project detail is progressed. A number of items have been listed at zero cost due to the lack of information, however, are important elements of expenditure and so have been included within the table.

## 16.2. Marketing and Utilisation

The importance of marketing and promotions for any community, sport or recreational facility cannot be overstated.

The uniqueness of the proposed facilities (to the City's Administration and the community) will mean that the community will need to be informed and educated about what the facility offers and the range and scope of activities which it may be able to accommodate.

Regular media and social media channels will need to be used to provide information about the facilities, with targeted marketing and engagement with select stakeholders including:

- Identified potential user groups, including Roller Derby and Tai Chi.
- Geraldton PCYC (term and school holiday programs)
- Geraldton Sporting Aboriginal Corporation
- City of Greater Geraldton Youth Services (term and school holiday programs)
- Local schools
- Resident and local community groups
- Event organisers - such as 3 on 3 basketball, Fast 5 Netball, roller skating, community events etc.
- Sporting clubs – potential to conduct “come and try” events.

The list here is brief and indicative only, with the potential only limited by imagination and the physical capacity of the facility and equipment provided.

A key component of the marketing of the facilities is to ensure that the management model is appropriately resourced and that the facilities are easily accessible (e.g., on-line facility and program information, streamlined facility booking process etc) and affordable.

## 16.3. Key Performance Indicators

Key Performance Indicators (KPIs) are used to measure the performance of a facility, programme or service by using defined measures. A number of areas have been identified in the development of potential KPIs for the proposed facilities, as listed below.

- Facility Attendance
- Financial Performance.
- Qualitative and quantitative analysis of Programs and Services.
- Marketing and Customer Service.
- Physical Resource Management.
- Analysis of the Facility Standards.
- Use of the Utilities, including flexible work / programming options.

The extent of reporting should be commensurate with the size and complexity of the facility's operations.

The Parks and Leisure Australia (WA) Group 1 Facility Benchmarking data<sup>24</sup> and the Centre for Tourism and Leisure Management (CERM) Benchmarking Survey for Sport, Aquatic and Leisure Centres<sup>25</sup> both provide an extensive range of comparative criteria which can be used to measure performance. Those which are relevant to the proposed Spalding Park Precinct facilities have been outlined below.

Table 22: Suggested Key Performance Indicators

Facility Catchment	
LGA Resident Population	<ul style="list-style-type: none"> <li>The total number of residents within the Local Government Area</li> </ul>
5km Catchment	<ul style="list-style-type: none"> <li>The total number of residents within a 5km radius of the facility</li> </ul>
SIEFA Percentile	<ul style="list-style-type: none"> <li>The Socio-Economic Indexes for Areas. Ranks areas within Australia according to their relative socio-economic advantage and disadvantage.<sup>26</sup></li> </ul>
Facility Size	
Programmable Facility Size (Total SQM)	<ul style="list-style-type: none"> <li>The total area of all programmable areas within the facility. This excludes areas such as toilets, changerooms and storage areas.</li> </ul>
Programmable Facility Size by Program Area (SQM)	<ul style="list-style-type: none"> <li>The total area of each individual programmable area within the facility.</li> </ul>
No Car Parking Bays	<ul style="list-style-type: none"> <li>The total number of parking bays dedicated specifically to the facility and its customers.</li> </ul>
Visitation	
Total Annual Facility Admissions	<ul style="list-style-type: none"> <li>Includes the total number of visitors to the facility in a defined 12 month period. This includes paying and non-paying visitors.</li> </ul>
Enrolments Per Sqm	<ul style="list-style-type: none"> <li>The total number of customers who have enrolled in a program or service offered at the facility. This measure can be expressed as a total for the facility or by program area.</li> </ul>
Financial Performance	
Total Operating Revenue (Income)	<ul style="list-style-type: none"> <li>Inclusive of all income generated by the facility. This includes program and service fees, annual operating grants, lease fees, facility hire fees, event fees and merchandise fees.</li> </ul>
Income Per Visit	<ul style="list-style-type: none"> <li>The total operating revenue divided by the total number of visitors within a 12 month period.</li> </ul>
Operating Cost (Expenditure)	<ul style="list-style-type: none"> <li>The total of all costs associated within the direct operation of the facility or a 12 month period. This includes staff, cleaning, utilities, equipment, ITC, etc.</li> </ul>

<sup>24</sup> <https://parksleisure.com.au/wa/>

<sup>25</sup> <https://www.unisa.edu.au/research/cermpi/>

<sup>26</sup> <https://www.abs.gov.au/websitedbs/censushome.nsf/home/seifa>

Expenditure Per Visit	<ul style="list-style-type: none"> <li>The total operating cost divided by the total number of visitors within a 12 month period.</li> </ul>
Total Labour Costs	<ul style="list-style-type: none"> <li>Inclusive of all costs associated with the employment of staff at the facility over a 12 month period.</li> </ul>
% Labour Costs: Operational Costs	<ul style="list-style-type: none"> <li>The total labour costs divided by the total operating costs for a 12 month period.</li> </ul>
% Labour Cost: Income	<ul style="list-style-type: none"> <li>The total labour costs divided by the total operating revenue for a 12 month period.</li> </ul>
Cost Per FTE	<ul style="list-style-type: none"> <li>The total operating cost divided by the total the total number of staff. Staff numbers are expressed numerically as the number of Full Time Equivalent (FTE).</li> </ul>
Promotion/Marketing Spend	<ul style="list-style-type: none"> <li>The total cost of the marketing and promotions for the facility divided by the number of visits</li> </ul>
Promotion Cost Per Visit	<ul style="list-style-type: none"> <li>The total cost of the marketing and promotions for the facility over a 12 month period.</li> </ul>

## 17. CONCLUSIONS

As a result of the completed project methodology, it is the view of this report that the overall need for the Spalding Park Precinct Master Plan has been demonstrated and that its implementation on a staged basis is considered to be feasible. This assessment has been based on the following.

### 17.1. Need Analysis

- The development of the Master Plan and its implementation has a high degree of alignment with the City's strategic direction and will provide key infrastructure to meet the future needs of the community, enabling the Precinct to become a "hub" for the Spalding community and those from adjacent suburbs.
- The Master Plan aligns with the three of the City's four Strategic Focus Areas and eight strategic outcomes, with the primary strategic link being with the strategic outcome of "Enhanced lifestyle through spaces, places, programs and services that foster connection and inclusion."
- The development of the Master Plan is also consistent with the City's Local Planning Strategy, Public Open Space Strategy and Youth Strategy. The Master Plan also supports the City's Community Safety and Crime Prevention Plan, through the activation of the area, and the Reconciliation Action Plan through the Precinct's proximity to the Chapman River and related aboriginal cultural sites.
- The Master Plan provides a unique opportunity for the City to provide publicly accessible multi use hard courts for activities such as basketball and netball, which is currently non-existent, which limits the participation opportunities for children and young adults with Spalding and surrounding suburbs, where there is a general under provision of functional POS and facilities.
- Analysis of physical activity, participation and facility provision trends shows that participation in non-organised activity continues to increase across all age groups, with an increased focus on supporting lifelong healthy lifestyles. Social, economic and environmental sustainability continue to remain of significant importance, particularly relating to the provision of safe participation opportunities, support of social outcomes and providing value for money. Scarcity of space (as well as capital and management resources) also means that facilities need to be multi-functional and flexible. The outcomes presented within the Master Plan addresses each of these areas.
- The Master Plan is consistent with the outcomes of the stakeholder engagement process which identified that the existing facilities were not fit for purpose, that future facility provision should be multi-purpose in nature and have the capacity to accommodate future growth in community use and that the provision of adequate and compliant toilets and changerooms would be critical to the future success of the Precinct's development.

### 17.2. Feasibility

- The management of the building and hard courts can be undertaken either by the City directly or in-directly through a third party facility manager. In each case the success of

the facility management approach is largely dependent upon the provision of adequate staff and associated resources, ensuring an appropriate level of expertise and experience.

- There is a range of user groups who are ready and able to utilise the facility, once complete. Key to activating these groups is ensuring ongoing communication and engagement over the life of the project and post completion.
- The proposed staged implementation of the Master Plan outcomes over a 10 year period provides the City with a greater capacity to implement the Master Plan without adversely impacting on its Long Term Financial Plan and resulting annual budgeting processes. Concept 1B and 2B (refurbished and new building, with or without croquet courts) provides the most cost effective implementation option over the 10 year project life. With the addition of potential grant funding and potential future disposal of residual POS within the Spalding locality (as identified within the City's POS Strategy) and any future Cash-In-Lieu opportunities, there is the opportunity for the City to further reduce its funding contribution.

### 17.3. Relocation of Croquet Courts

As has been noted within this report and highlighted in the stakeholder workshop, the development of the Master Plan provides an opportunity to consider the re-location of the Geraldton Croquet Club from their current location at Maitland Street to the Spalding Park Precinct, allowing for the development of a transport hub at their existing location.

Given the Club's longevity and continued patronage, the need for the ongoing provision of croquet facilities within Geraldton is recognised, and in the context of the Master Plan, not disputed. Indeed the Master Plan has demonstrated that the Precinct is able to accommodate the infrastructure required for croquet.

However, the feasibility of developing the croquet facilities at the Spalding Park Precinct is questionable. As has been noted earlier in this report, given that the croquet court turf is required to be kept at a high standard (i.e., similar to that of a natural turf bowling rink or tennis court, it would be necessary for the courts to be secured by a fence of no less than 2.4m in height restricting access to club members only. This would also require the club to enter into a lease with the City for the courts.

While there is little doubt of the club's intentions to promote greater use of the courts at this location by the public, the sport specific nature of the facility and its restricted access is contrary to the principles on which the Master Plan is based, these being multi-purpose and shared use facilities, and equity in access.

The development of the croquet courts at the Precinct would undoubtedly result in an increased level of activity so that functionally, the Precinct would be undertaking a higher order function of a District level facility. As noted earlier in this report, it is important to consider the relationship between increased functionality, increased level of use and the capacity for the Precinct to be able to accommodate this activity, without affecting access and use of the Precinct by the community and affecting the amenity of the surrounding residents.

The cost of re-locating the croquet facilities to the Precinct is also significant, in the order of \$920,799 assuming implementation within three years. The largest component of this cost is

the re-establishment of the grass courts, which are maintained to a specification significantly higher than that of the existing rectangular playing surface.

Given the above considerations, this report will recommend that the Master Plan not include the re-location of the croquet courts to the Precinct and that consideration be given to the re-location of the croquet courts to the Wonthella Sporting Precinct, specifically the existing and un-used grass tennis courts. This is considered to be a more favourable option on the basis that the cost to re-establish the courts will be less, the required supporting infrastructure including secure fencing, irrigation, car parking and clubhouse facilities are in place and that the site is able to more effectively accommodate the higher order District level use without impacting on the local amenity.

## 18. RECOMMENDATIONS

- 1) Endorse the Spalding Park Precinct Master Plan, as included within Appendix 17 of this report.
- 2) Endorse the implementation of Cost Report Concept Option 2B, at an estimated total cost commitment of \$6,994,856 and which includes the following key components:
  - a) Refurbishment and extension of the existing community building and provision of a new changeroom building.
  - b) No croquet court provision and associated infrastructure.
  - c) Provision of additional recreational infrastructure as outlined within Master Plan Concept 2.
- 3) Consider the re-location of the croquet courts to the Wonthella Sporting Precinct, utilising the existing unused grass tennis courts.

## 19. APPENDICES

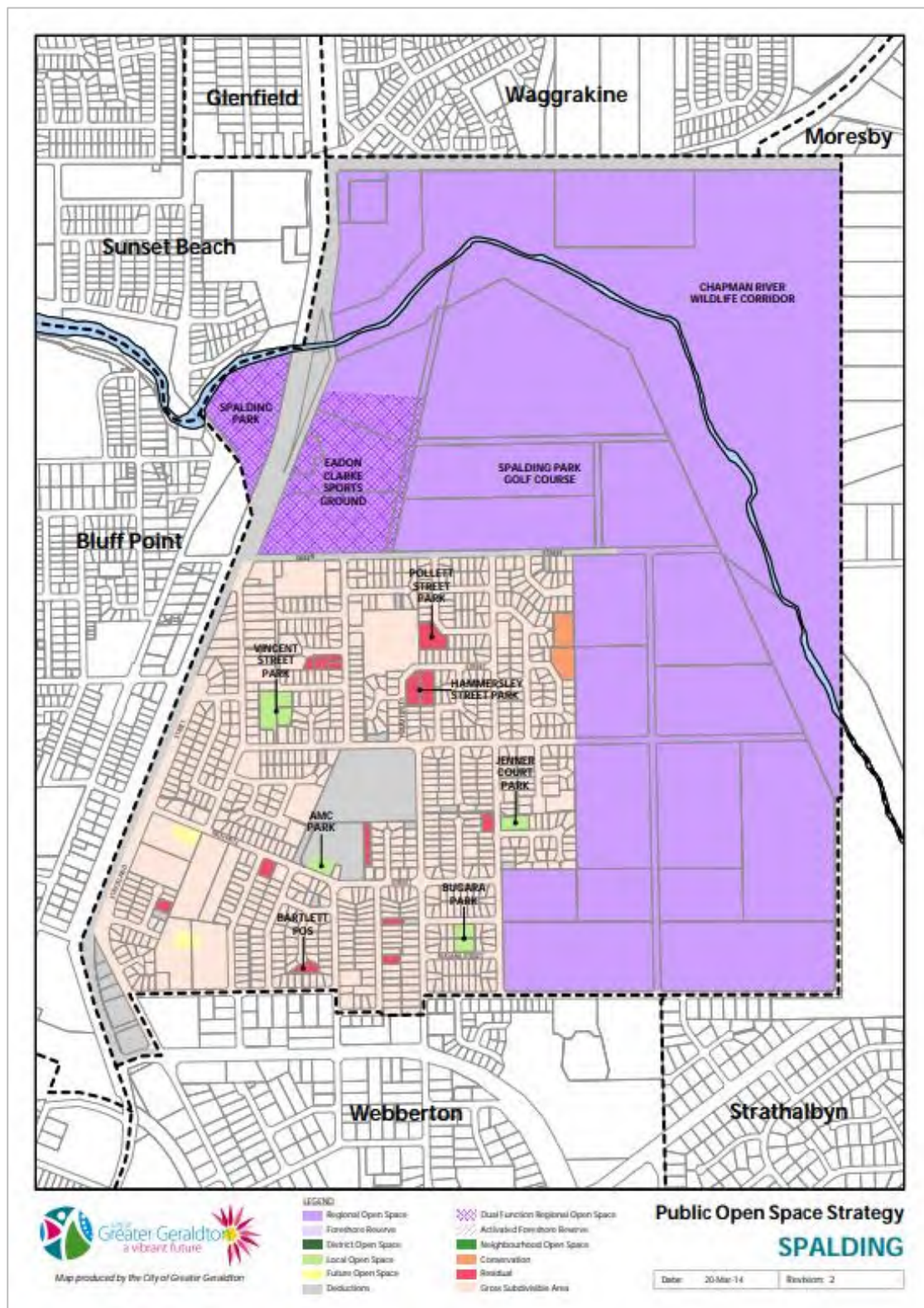


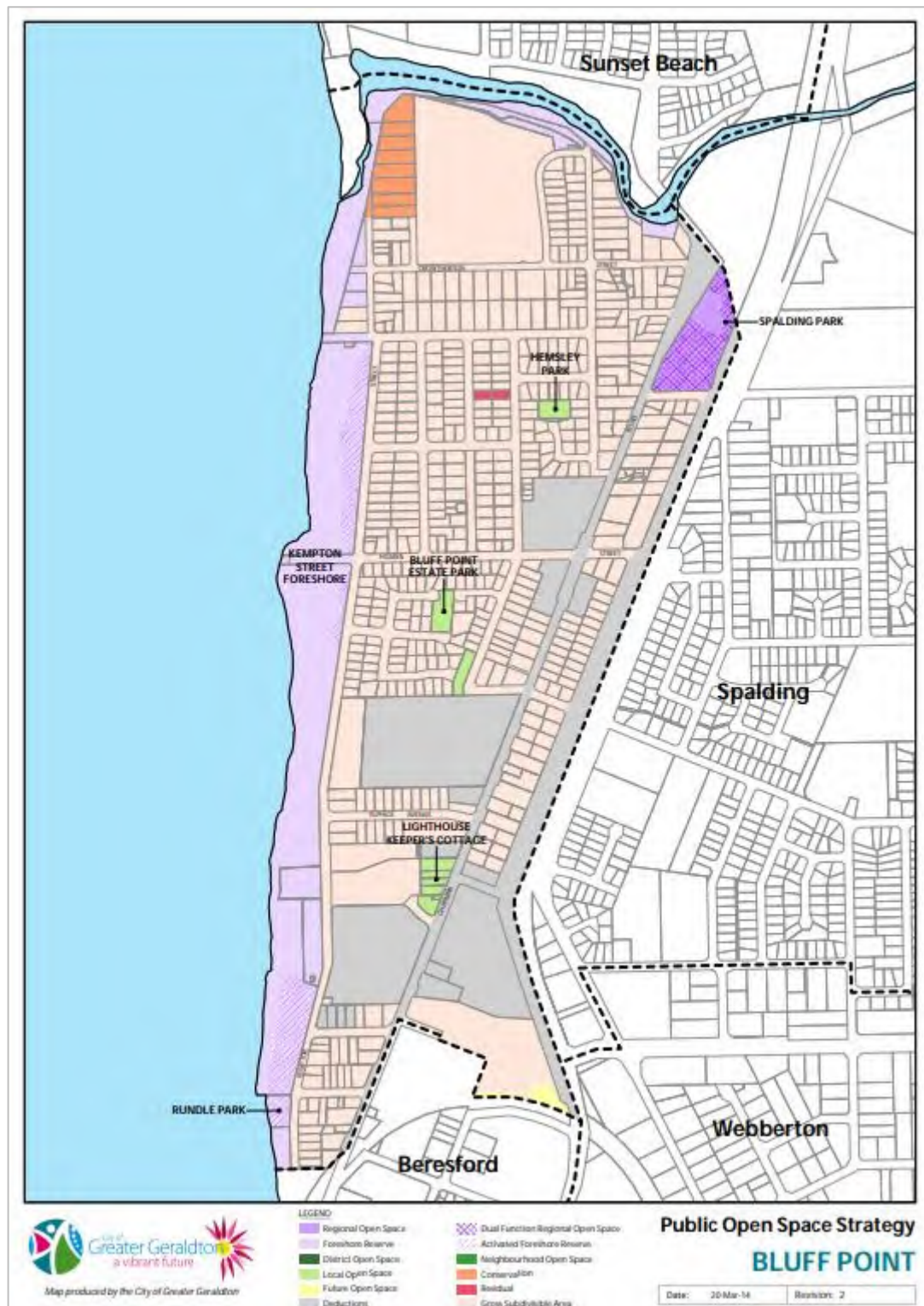
## Appendix 1: Spalding Park Precinct – Site Plan



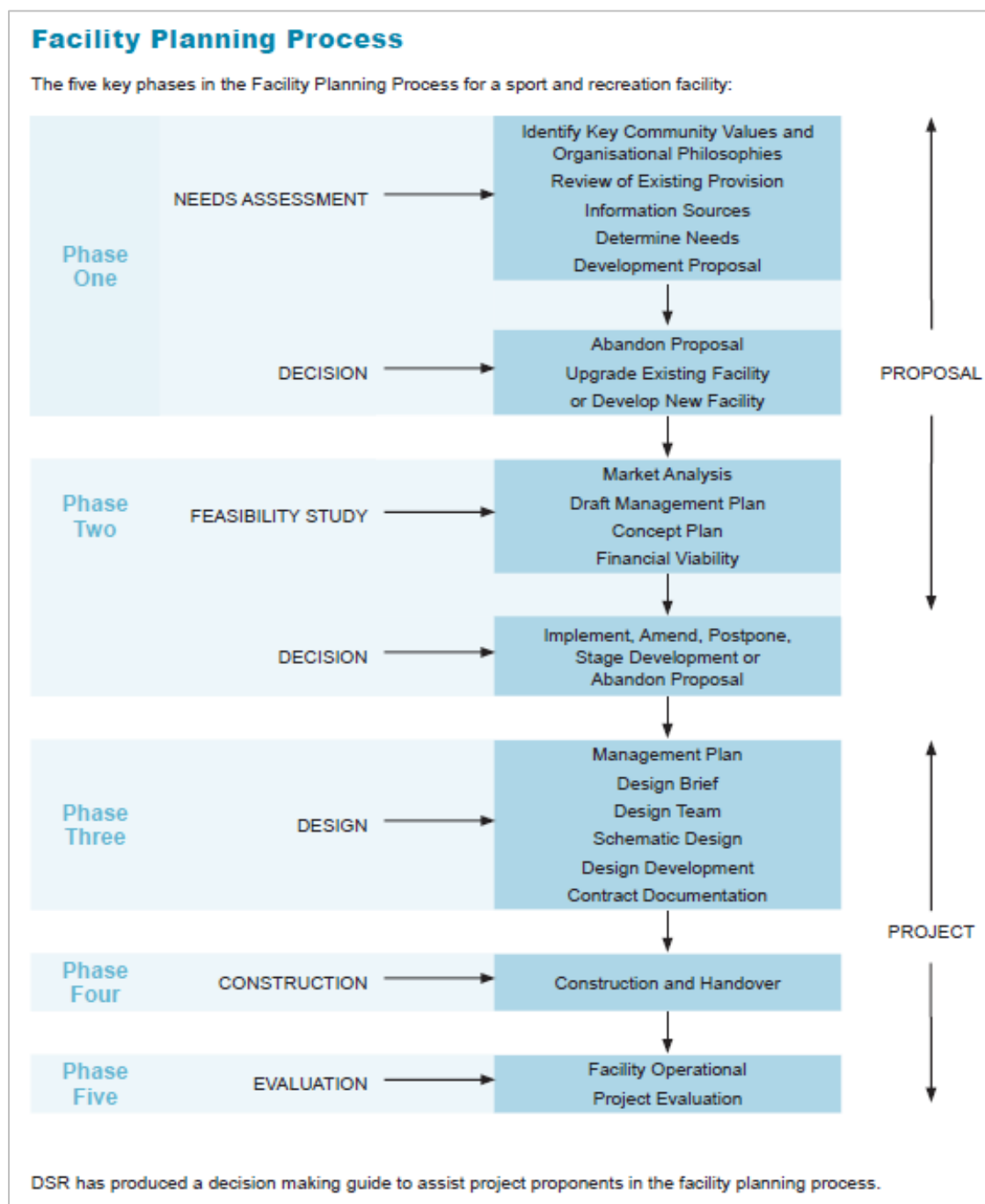


## Appendix 2: CGG POS Strategy – Spalding and Bluff Point POS Plan





## Appendix 3: DLGSCI Facility Planning Guide Framework



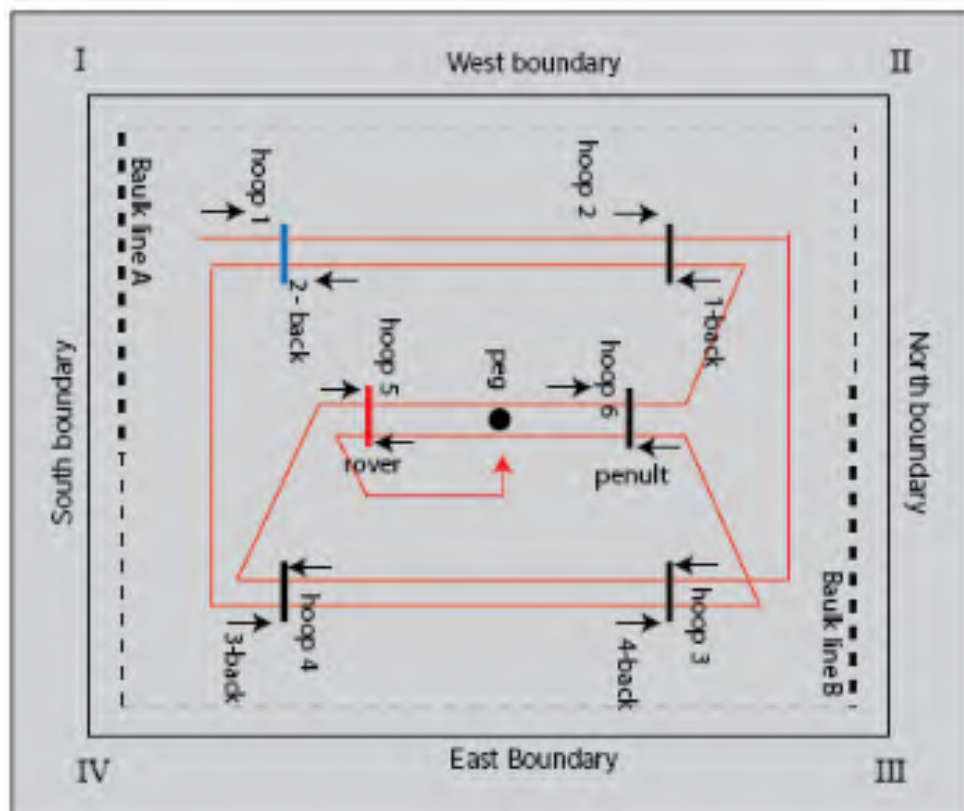


## Appendix 4: DLGSC Sports Dimension Guide

### Croquet Requirements

#### Court layout

The standard court measures 25.6m by 32m. The boundary must be clearly marked, the inner edge of the marking being the actual boundary.



#### References

The Laws of Association Croquet, Sixth Edition (Amended 2008). The Croquet Association on behalf of itself, the Australian Croquet Association, Croquet.

<https://croquet-australia.com.au/>

New Zealand and the United States Croquet Association.

<https://www.croquet.org.uk/association/>

Source: <https://www.dlgsc.wa.gov.au/sport-and-recreation/sports-dimensions-guide/croquet>

## Basketball

### Court dimensions

The court is a flat, hard surface free from obstructions, 28m long and 15m wide, measured from the inner edge of the boundary line.

The backcourt is the team's own basket, inbounds part of the backboard and the part of the playing court limited by their own endline, side lines and centre line.

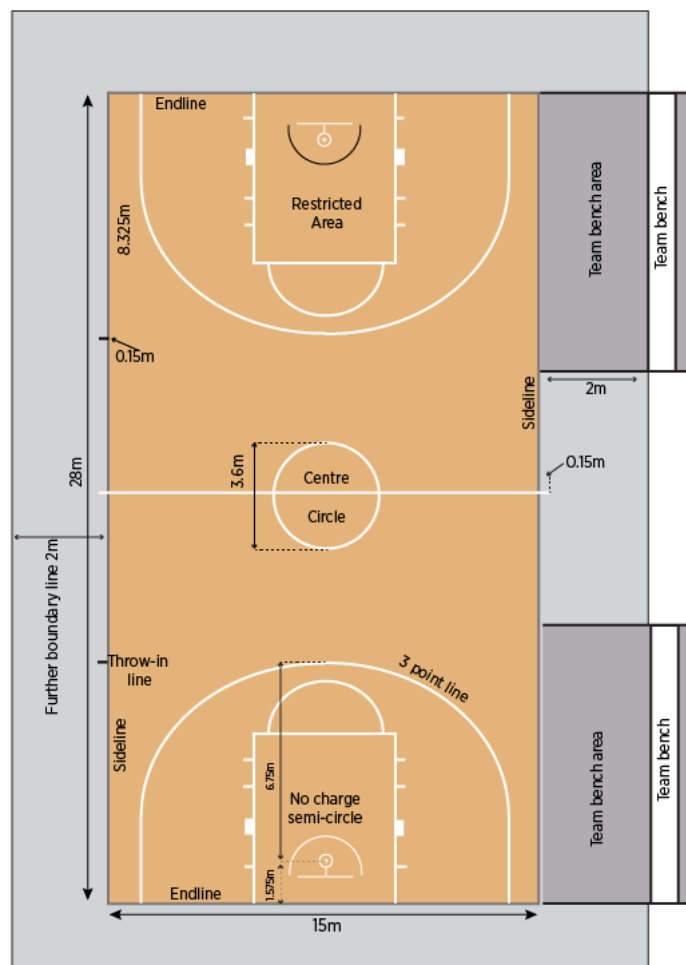
The front court consists of the opponents' basket, inbounds part of the backboard and the part of the playing court limited by the end lines behind the opponents' basket, side lines and inner edge of the centre line nearest to the opponents' basket.

### 3x3 Basketball Playing Court

A regular 3x3 court playing surface is 15m wide x 11m long.

The court has a regular basketball playing court sized zone, including a free throw line (5.80m), a two point line (6.75m) and a "no-charge semi-circle" area underneath the one basket.

Half a traditional basketball court may be used.



## References

Official Basketball Rules International Basketball Federation (FIBA).

<https://www.fiba.basketball/documents#tab=efb3a7a8-15d1-494b-8070-f55bd809304c>

Official Basketball Rules and Basketball Equipment International Basketball Federation (FIBA).

<https://www.fiba.basketball/documents#tab=efb3a7a8-15d1-494b-8070-f55bd809304c>

Mini-Basketball Rules. FIBA, Geneva Switzerland.

<https://www.fiba.basketball/documents#tab=efb3a7a8-15d1-494b-8070-f55bd809304c>

Source: <https://www.dlgsc.wa.gov.au/sport-and-recreation/sports-dimensions-guide/basketball>

## Netball

### Playing court

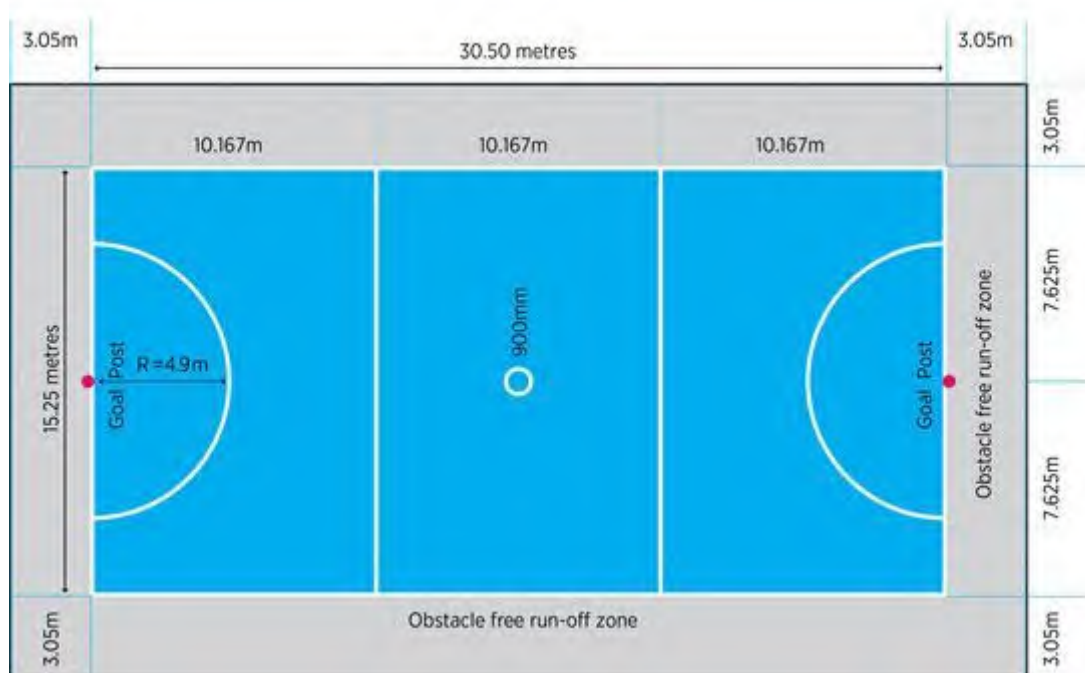
A netball court is 30.5m long and 15.25m wide. The longer sides are called the side lines and the shorter sides the goal lines.

The court is divided into three equal parts, a centre third and two goal thirds. These sections are marked by two transverse lines parallel to the goal lines. Each third measures 10.167m wide.

The goal circle is a semi-circle 4.9m in radius and its centre is the midpoint of the goal line.

The centre circle is 0.9m in diameter and is marked in the centre of the court.

All lines are part of the court and 50mm wide, preferably white. It is recommended that they are a textured, water-based acrylic, straight and have clean, crisp edges.





## References

Netball Australia Netta Netball Rules. Fact Sheet CN207.

<https://netball.com.au/>

Official Rules of Netball. Netball Australia. Melbourne Vic. (As amended 2012)

Netball Court Planning Guide. Sport and Recreation Victoria 2008.

<https://sport.vic.gov.au/publications-and-resources>

Source: <https://www.dlgsc.wa.gov.au/sport-and-recreation/sports-dimensions-guide/netball>

## Appendix 5: Moloney Asset Condition Rating System

Moloney Asset Condition Rating System Asset Description	Condition Rating	Overall Condition Description	Serviceability Implications	Maintenance Expend Demand	Percentage Service Life Remaining
A new asset or an asset recently rehabilitated back to new condition.	0	New-Perfect	Fully Serviceable	Very Low	100
A near new asset with no visible signs of deterioration often moved to condition 1 based upon the time since construction rather than observed condition decline.	1	Excellent	Fully Serviceable	Very Low	95
An asset in excellent overall condition. There would be only very slight condition decline but it would be obvious that the asset was no longer in new condition.	2	Very Good	Fully Serviceable	Low	80
An asset in very good overall condition but with some early stages of deterioration evident, but the deterioration is still minor in nature and causing no serviceability problems.	3	Good	Serviceable	Low	70
An asset in good overall condition but with some obvious deterioration evident, serviceability would be impaired very slightly.	4	Average	Minimal Limitations	Moderate	55
An asset in fair overall condition. Deterioration in condition would be obvious and there would be some serviceability loss.	5	Below Average	Some Limitations	Significant	35
An asset in fair to poor overall condition. The condition deterioration would be quite obvious. Asset serviceability would now be affected and maintenance cost would be rising.	6	Poor	Obvious limitations	High	20
An asset in poor overall condition. Deterioration would be quite severe and would be starting to limit the serviceability of the asset. Maintenance cost would be high	7	Very Poor	Serious Limitations	Very High	8
An asset in very poor overall condition with serviceability now being heavily impacted upon by the poor condition. Maintenance cost would be very high and the asset would be at a point where it needs to be rehabilitated.	8	Needs Rehabilitation	Extreme Limitations	Extreme	1
An asset in extremely poor condition with severe serviceability problems and needing rehabilitation immediately. Asset could be a risk to remain in service.	9	Dangerous	Dangerous	Extreme	0
An asset that has failed is no longer serviceable and should not remain in service. There would be an extreme risk in leaving the asset in service.	10	Extremely Dangerous	Extremely Dangerous	Extreme	0
<b>Functionality Rating:</b>					
<b>A</b> Asset meets service delivery requirements fully	<b>B</b> Asset meets service delivery requirements but could be improved				
<b>C</b> Asset only partially meets service delivery requirements and needs considerable improvements	<b>D</b> Asset does not meet service delivery in any way				
	<b>N/A</b> Not Applicable				

### Appendix 6: Master Plan Stakeholder Workshop – Invitation List

Stakeholder Name	Key Interest	Level of Engagement
Geraldton Croquet Club	Re-location to site	Consult
Geraldton MTB Club	Base for club activities	
Spokes Cycling Club Inc	Base for club activities	
Geraldton Roller Derby Club	Base for club activities	
Geraldton Harriers	Base for club activities	
Chapman Athletic Soccer Club	Seeking alternative facilities	
Taoist Tai Chi Society of Australia	Base for club activities	
Geraldton Touch Association	Seeking alternative facilities	
Geraldton Triathlon Club	Base for club activities	
Sun City Tennis Academy	Commercial coaching	
Geraldton International Rugby Union Club	Unknown	
Geraldton Rugby Club	Unknown	
ATLAS - Access to Leisure & Sport	Project awareness	Inform
Dept. of Local Government, Sport and Cultural Industries Services	Project awareness	
Mid-West Sports Federation	Project awareness	
Mid-West Academy of Sport	Project awareness	
Eadon Clark Management Committee	Project awareness	

## Appendix 7: Master Plan Stakeholder Workshop – Summary Notes

### Spalding Park Precinct Master Plan

Spalding Park Pavilion on 17 October 2024

**Group 1 - Geraldton Rugby Club and Batavia Coast Miniature Railway Society Inc.**

Question 1: What are your Club's ambitions for the project?

- Compatible use with surrounding activities
- Potential expansion of the rail line
- Improved built facilities including path network
- Cater for high volume events
- Car parking available for events and special run day.
- Heavy vehicle access from Green Street between the existing pavilion and the North West Coastal Highway.

Question 2: How and when does your Clubs use, or would use, the facility?

- Potential for use of the building [Spalding Park Pavilion] on run days [when the miniature railway is in use].
- Storage for club equipment (rugby club)
- Utilise for social events (rugby club)
- Use of the playing field on training and match days (rugby club).
- Equipment storage for the miniature railway
- Use of some courts for parking.

Question 3: What are the aspects of the facility (or your current facility) that work well?

- Location is good, with good exposure to the road.

Question 4: What are the aspects of the facility (or your current facility) that do not work well?

- Rooms are too small. Change room facilities are limited.
- Design issues, access is the wrong way for rugby.
- No lighting for nighttime activities or training.

Question 5: What ideas an opportunities do you see for the Master Plan?

- Multi use facility for sporting groups and additional car parking
- Improve facilities
- Improve lighting
- Improve car parking for events and seasonal variations [in use].

Question 6: Are there any specific project implementation considerations?

- Potential for shared car parking for users, playground and miniature railway.
- Rugby field is at minimum size – constraint on actual design of the rugby pitch.
- Security issues for building and facilities.

<b>Group 2 – Geraldton Croquet Club</b>
---

Question 1: What are your Club's ambitions for the project?

- Our current lease expires in July 2025 and CGG have told us that they will offer us 1 year extensions UNTIL we need to move. Their call.
- The City will at some point in the future, require us to vacate our premises. As we do not have any extended tenure where we are, we are unable to apply for capital works grants e.g., for lights, building extensions etc.
- Therefore, we need new premises:
  - Minimum four courts. Rough size of 63m x 68m minimum (few different options on lay outs) north-south orientation.
  - 2.4m high fence
  - Ability to expand to 6 courts with future growth
  - Clubhouse with commercial kitchen for functions
  - Extended car park for up to 40 vehicles
  - Storage sheds – mowing equipment, court maintenance gear
  - Display areas for club history
  - Office space – desk, filing cabinets x 2
  - Our choice of suitable grass – all reticulated
  - Lights on courts
  - Windows and wide veranda for viewing

Question 2: How and when does your Clubs use, or would use, the facility?

- Seven days a week, currently between 8.30am to 4.30pm
- We would like to have evening play again under lights (used to have this)
- Happy to share the clubhouse but not the courts

Question 3: What are the aspects of the facility (or your current facility) that work well?

- Great central location
- Great courts
- City currently mow once a week as a condition of our lease
- Water and reticulation currently at no charge
- Airconditioning
- NOT a shared facility as we use it 7 days

Question 4: What are the aspects of the facility (or your current facility) that do not work well?

- No lights – can involve the community more with evening events for 'workers' (9 to 5'ers)
- Need 1 more court (currently have 3)
- Clubhouse is too small – have been there for 50+ years
- No commercial kitchen
- Parking is inadequate
- Not big enough to hold large / extended competitions and events
- Rising membership numbers, especially retirees.

Question 5: What ideas and opportunities do you see for the Master Plan?

- Have room for 4 courts initially, with room to expand to 6 courts in the future.
- Our own choice of grass (establishment of new)
- Lighting
- Bigger clubrooms and display ability
- Room for suitable storage sheds
- Have the City continue to mow grounds
- Have courts laser leveled.

Question 6: Are there any specific project implementation considerations?

- Happy to share clubrooms but NOT courts, as we play 7 days
- We would prefer to be involved in the planning process (engagement). We have a drafted drawing of preferred court lay out.

### **Group 3 - Taoist Tai Chi Society of Australia**

Question 1: What are your Club's ambitions for the project?

- Low cost space for regular use
- Level flooring (vinyl, wood, concrete)
- Minimum space of the current clubroom area [ ~130m<sup>2</sup>], but larger would be great too.
- Can also use outdoor space, but only if level flooring and undercover
- Storage is not needed,
- Kitchen a plus but not necessary
- Toilets
- Parking with some ACROD spaces with easy access from parking to the hall/practice space.
- A space for committee meetings would also be good.

Question 2: How and when does your Clubs use, or would use, the facility?

- We have about 50 members, most women and most seniors.
- Hire 2 different facilities by the hour
- We run weekly sessions for 50 weeks a year.
- Run 3 morning sessions (9.00am to 10.00am) and one evening session (6.00pm to 7.00pm) per week.
- Facility access and size can be limited.

Question 3: What are the aspects of the facility (or your current facility) that work well?

- If some cleaning equipment (i.e., large brooms) are supplied we can help with keeping the place clean.
- Our current facilities have good parking
- Good natural light and pleasant aspect (halls with windows)
- The default position of halls is that the space is kept clear, tables and chairs are available but stacked to the side – this is great for us as we need the open space.

Question 4: What are the aspects of the facility (or your current facility) that do not work well?

- At one hall the key is in a locked box outside, the other we have to collect the key each week, which is ok but not ideal.

- One hall has air conditioning, but this is inefficient for a 1 hour session and the size of the hall. Fans with variable speed would be better.

Question 5: What ideas and opportunities do you see for the Master Plan?

- [Captured in the points above]

Question 6: Are there any specific project implementation considerations?

- [Captured in the points above]

<b>Group 4 - Geraldton Roller Derby Club</b>
--

Priorities

- Surface – polished concrete
- Lighting
- Under cover courts – weather
- Increased parking

Question 1: What are your Club's ambitions for the project?

- Home base (so we do not have to travel 70km 3 times per week)
- Storage space for equipment(secure)
- Community facility where we can accommodate the needs of :
  - Women (18 to 65 years)
  - Children (youth workshops / school holidays 5 to 17 years)
- Provision of learn to skate sessions for all ages.
- Appropriate surface – marked track
- Lighting (community level)
- Undercover shelter – covered courts / track to protect from the weather (rain and sun).
- Fenced
- Seating/bleachers for spectators for games and workshops
- Facility for games for visiting teams (earlier game in 2017 drew a crowd of over 500)
- Mental health benefits
- Multi-skate sports (roller hockey, artistic skating).

Question 2: How and when does your Clubs use, or would use, the facility?

- Current use – Mon and Wed evenings from 5.00pm to 7.00pm.
- Saturday mornings from 8.30am to 10.00am.
- Will re-invigorate skating in public spaces / dual use paths etc.

Question 3: What are the aspects of the facility (or your current facility) that work well?

- Simple, central location, cost effective [to get to], ample parking for training,
- Level of availability
- Easy booking /access.

Question 4: What are the aspects of the facility (or your current facility) that do not work well?

- Need undercover [area] and polished concrete, with lighting.



- We currently have to travel to Nabawa for training – fuel costs, vehicle wear and tear, practicality for mostly female/mums to travel for training (4 hours inclusive of training).

Question 5: What ideas and opportunities do you see for the Master Plan?

- Rollerderby is an all gender sport that attracts people in the community that do not access other sports / develop a sense of community – inclusive and diverse.
- With the closure of the rollerdrome there is no safe space for younger skaters.
- A petition to create a roller space drew 1,500 signatures and our current school holiday workshops with CGG draws lots of children and youth (most popular workshop).
- The demand among children/youth is clear.
- We provide learn to skate which enables people to use existing public infrastructure
- Community presence / sunshine festival etc.
- Polished concrete [surface is] safer / more comfortable for learning to skate.
- Drainage to allow for rain to run off.
- Spectator sport that draws a large crowd – increased tourism.

Question 6: Are there any specific project implementation considerations?

- Surface – polished concrete with a permanently marked track
- Lighting
- Market space for rotary/event markets
- We have been established for 10 years, currently travel to Nabawa (Chapman Valley) – committed membership.
- Financially stable group
- Fees are accessible for low/single income families – many of our members are mums – social/wellbeing element / confidence.
- We are one of the only regional roller derby teams left – a suitable space would attract new members and travel/tourism from out of town.
- More parking would be ideal.

## Appendix 8: Women's Flat Track Derby Association (WFTDA) – Track Layout

# WFTDA-REGULATION ROLLER DERBY TRACK LAYOUT GUIDE

Updated January 2018

For use with Appendix A: WFTDA Track Design and Specifications

## THE BOUNDARIES OF THE WFTDA ROLLER DERBY TRACK

### Length

108 feet (32.92 meters) with a 10-foot (3.05-meter) Outer Officiating Lane

98 feet (29.87 meters) with a 5-foot (1.52-meter) Outer Officiating Lane

### Width

75 feet (22.86 meters) with a 10-foot (3.05-meter) Outer Officiating Lane

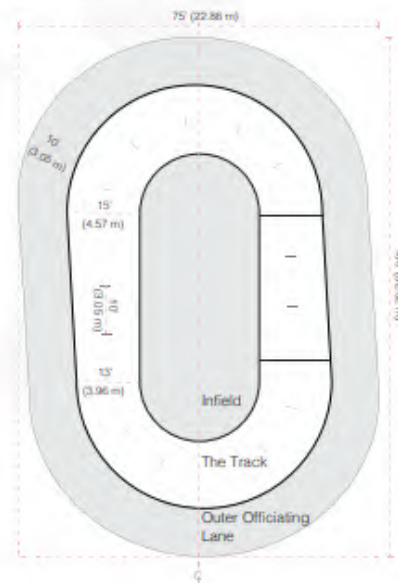
65 feet (19.81 meters) with a 5-foot (1.52-meter) Outer Officiating Lane

NOTE: 5-foot (1.52-meter) Outer Officiating Lane only permitted with an acceptable barrier. Consult the *WFTDA Risk Management Guidelines* for details regarding acceptable barriers.

- Placement of the Penalty Box and team benches must conform to the *WFTDA Risk Management Guidelines*. The Penalty Box may not be located closer than 15 feet (4.67 meters) to the Outer Track Line. Team Benches may be located in the Infield. If located outside the track layout, they also may not be located closer than 15 feet (4.67 meters) to the Outer Track Line.
- This document utilizes a standard 10-foot (3.05-meter) Outer Officiating Lane with the center track line parallel to the walls.

## MATERIALS REQUIRED:

- **Rope** or raised boundary material  
¼ inch- ½ inch (0.6 cm - 1.3 cm) diameter  
Min. 385 feet (118 meters)  
Must be secured and highly visible
- **Tape** to secure rope and make track markings 1 inch - 3 inches wide (2.6 - 7.5 cm)  
Min. 500 feet (155 m) + extra for repair



© 2018 WFTDA. All Rights Reserved. WFTDA is a registered trademark of WFTDA.

WFTDA is a registered trademark of WFTDA. WFTDA is a registered trademark of WFTDA. WFTDA is a registered trademark of WFTDA.

WFTDA Regulation Track Layout Guide

PAGE 1

Source: <https://static.wftda.com/resources/wftda-regulation-track-layout-guide.pdf>

## Appendix 9: Batavia Coast Miniature Railway Society Inc. Correspondence and Indicative Track Extension Plan



### Batavia Coast Miniature Railway Society Inc.

ABN: 51- 713 -131 -733

Email: [secretarybataviaminirail@gmail.com](mailto:secretarybataviaminirail@gmail.com)

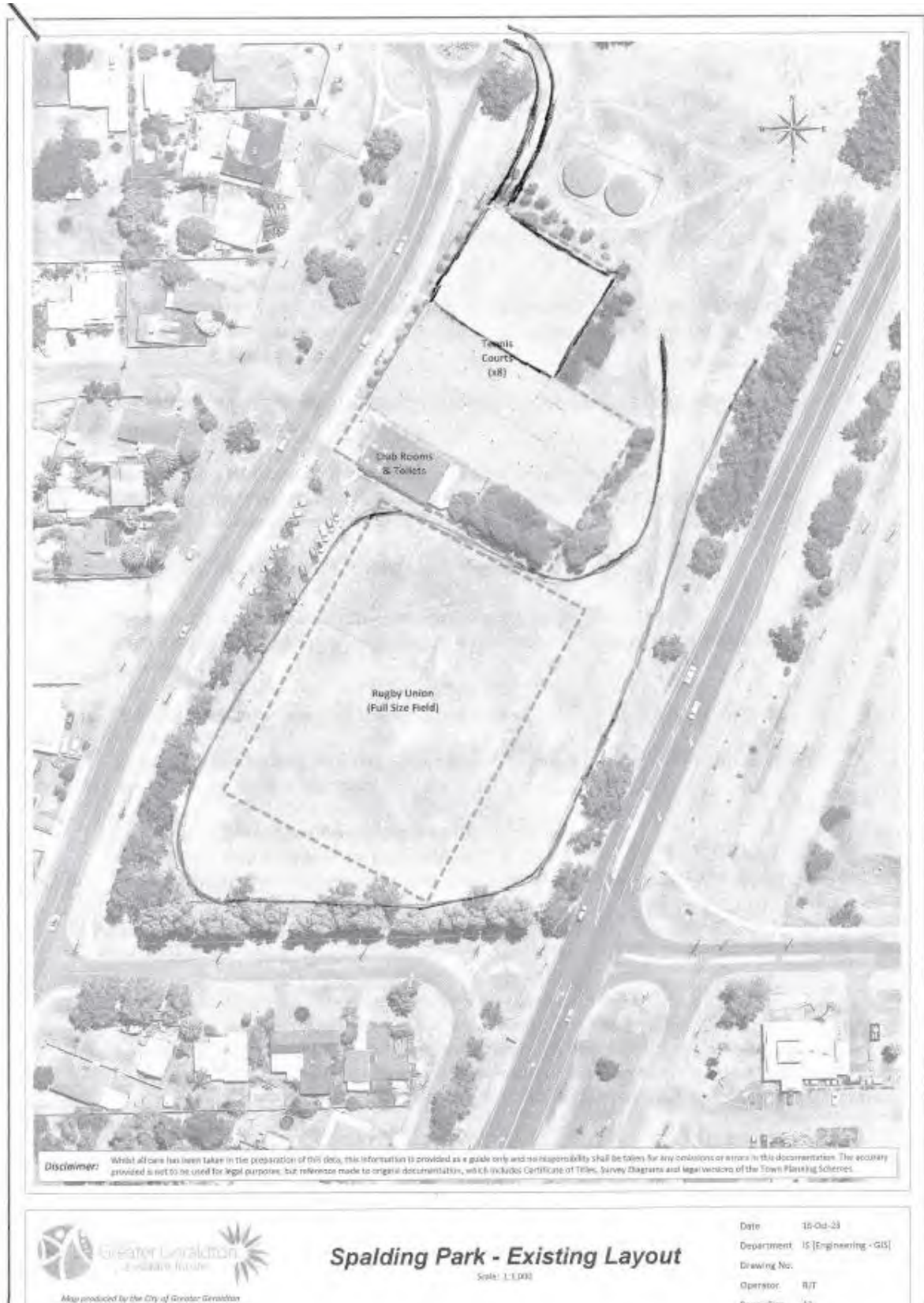
Post Office Box 800, Geraldton WA 6531.

#### Possible uses for the old Tennis Courts and Rugby Union Grounds

The Miniature Railway Club attended a recent community engagement workshop at the Spalding Park and Sporting Precinct. Our club is interested in finding out what is happening with the complex and wanted to ensure there was no adverse effects on our railway's operations. This meeting has promoted some fresh and exciting ideas within our members regarding the possible use of the complex that we would now like to promote in order of priority.

1. The northern end of the park precinct experiences a high usage and attendance some weekends due the wide variety of family activities on offer. "Pump and pedal track, BMX and bush walking trails, public toilets, river fishing and canoeing activities, children playground facilities and finally our club's railway Run Days." Ice cream and food vendors sometimes frequent and set up in the park on weekends. On these busy days the Rugby Union car park spaces are used by our patrons but it's a long walk to our station and the park grounds. The proposal is to convert the northern tennis courts into extra car parking spaces. This would provide more central car parking for all uses of the precinct. The Rugby Footy delegates attending the meeting complained that there was never enough parking at the existing sports complex grounds and cars had to park up the street on game days. The concrete surface is already laid. Access could be via installing a service road off the nearby roundabout or off the Spalding Park entry point. See attached site plan.
2. The BCMRSI would be interested in extending our existing railway in the direction of the Rugby oval and this could invite a number of possible routes. Attached is a suggested layout but shows our basic minimum requirement of a 18M radius on all turns. A low profile designed track could be used that only protrudes 20mm above surrounding surfaces like the lawn. The track configuration could consist of galvanised steel rails panels on plastic sleepers and have stainless fitting that would ensure a live span of over 40years.
3. We acknowledge your first and main planning criteria is the facility must be shared and available to be used by others groups and should there be no other interest in the Clubhouse, the BCMRSI could utilise the existing clubhouse building as our own. However, we could not share the space with other groups due to the valuable assets within the building. Our main use of this clubhouse building would be for a workshop and storage of rolling stock as we are currently expanding our existing storage capacity with the purchase of several more temporary shipping containers. A larger clubhouse would provide extra room to mount public display tables of the functioning of small gauge model train sets and expand the club's activities for the enjoyment of the public. Another use of the building could be to operate as a two station railway that would be more exciting with drop off and pickups at each station across the park.





## Appendix 10: Master Plan Meeting Notes - CGG Youth Services

On-line meeting with Lisa Sage, Pavlina Heiderova, Yenifer Canelon and Jay Prow on 13/12/2024

Youth Services program and facility requirement notes provided by Lisa Sage, as follows:

The Game On sports program operates across four terms, offering two afternoon sports sessions per week. Supported by grant funding from the Department of Local Government, Sport, and Cultural Industries (DLGSC), this three-year initiative aims to make sports accessible to young females, Aboriginal and Torres Strait Islander youth, youth living with disabilities, and at-risk youth.

### Challenges and Facility Limitations

Over the past year, delivering the program has been hindered by limited access to suitable venues:

- **Venue Restrictions:** Schools are unable to hire indoor spaces due to insurance constraints, leaving only outdoor courts or ovals with no toilet facilities.
- **Weather Concerns:** Badminton sessions were cancelled during Term 2 as temperatures exceeded 34°C.
- **Safety Issues:** Running programs in public spaces has occasionally led to unplanned participation from the general public, creating safety and program delivery concerns.

### Current Activities and Facilities Used

The Game On program currently utilises venues like the Aquarena and QEII Centre and small park areas for activities such as indoor soccer, pickleball, basketball, beach volleyball. However, these facilities present challenges:

- **Aquarena:** Limited availability for sports.
- **QEII Centre:** Glass panelling at either end of the hall creates safety concerns during indoor soccer.
- **Local parks:** Area is not large enough, general public already utilising the space and toilets not always clean or a safety risk for youth to access.

Another program is **Late Night Basketball**, a six-week program in Terms 2 and 3, which regularly attracts over 70 participants each session. Despite its popularity, securing the Activewest Stadium is difficult and costly, limiting the ability to expand this program year-round.

Additionally, the City collaborates with organisations like the West Coast Eagles (WCE) to deliver footy clinics at AMC Park in Spalding. While the location is well-suited for community engagement, the grassed area is too small and poses safety concerns for larger groups. Discussions with stakeholders such as WCE, GSAC, and PCYC have highlighted the need for a larger, safer venue for a proposed footy diversionary program to be held at night.

The **School Holiday Program (SHP)** needs diverse, safe sports facilities. Activities include 3v3 basketball, soccer, pickleball, footy clinics, and roller skating. Occasionally, businesses from Perth are engaged to run full-day sports events, often at Maitland Park, which is also slated for redevelopment. Wheelchair basketball is popular however we

are limited to venue/space hire. We currently utilise the half court along the foreshore, but does pose risks with no shade, small area for participants and being held in the general public. Rollerskating is one of our most popular activities and we currently don't have a venue that is protected by the harsh weather conditions.

### **Vision for Spalding Park**

To support the City's youth development programs and address existing limitations, the redevelopment of Spalding Park should prioritise the following:

**1. Indoor and Covered Facilities:**

- Air-conditioned spaces for year-round use.
- Multiple basketball courts, suitable for night programs.

**2. Outdoor Spaces:**

- Fenced grassed areas with appropriate lighting for safety and evening programs.
- Shade structures for outdoor activities to mitigate heat-related concerns.

**3. Versatile Spaces:**

- Facilities accommodating multiple sports such as pickleball, badminton, and indoor soccer.
- Spaces adaptable for both structured programs and community engagement events.

The activation of a well-equipped, youth-focused space at Spalding Park has the potential to expand program offerings, enhance safety, and increase participation in recreational and diversionary activities, particularly for marginalised and at-risk youth.

While a new youth centre is due to open in Geraldton, it features a reduced sized basketball area for sports. This restricts both the number of participants and the variety of sports that can be accommodated. Therefore, the redevelopment of Spalding Park remains essential to provide a fully equipped space capable of hosting larger groups and a broader range of activities. The park would complement the youth centre, enabling the City to deliver a more inclusive and extensive range of programs for young people.

## Appendix 11: Master Plan Meeting Notes – Other Stakeholders

### Geraldton 8 Ball Association

On-line meeting with Adrian Lancaster and Jay Prow on 09/12/2024

Key discussion points

- Incorporated in 80's has been in existence since the 70's
- 70 to 90 playing members on a regular basis
- One of the most progressive clubs in WA
- Italian club – 8 tables set up
- No room for expansion
- Italian club have started to charge for use of the facility – pay \$5k p.a as a membership, now asking for \$220 p/week., and has increased by \$10k p.a. Negotiating currently. Current arrange is a year-by-year situation.
- Teams comp Monday night 2 grades – Div 1 to Div 2 – 6 to 8 teams in each division. 2 season Feb to Sept, second Oct to Dec.
- Singles league – Wed and Thurs night – higher level players, March to Nov each year.
- Have 2 pool comps which are WA wide – one is a country players comp, second is open to all players in the State.
- Tables can't be moved -they need to be levelled after each time they are moved.
- Floor space – 8 tables – 20m x 10m (150m<sup>2</sup> - 200m<sup>2</sup>). Minimum is 7 tables to accommodate current number of teams for Monday night – play at 2 other venues, one which is closing soon.
- Juniors every Monday afternoon – 4.15pm to 6.00pm have been running it for about 15 years, have been the mainstay of the WA junior teams.
- Provision of bar facilities.
- Ideally looking at 10 tables to develop the number of players.
- Looking at the potential for development of a snooker league.
- Timeframe – Feb to March 2025 in terms of reporting to Council.
- Option for 8 Ball to put 4 tables in the existing building as an interim measure for junior players.

### Geraldton Sporting Aboriginal Corporation

On-line meeting with Adrian Bartlett and Jay Prow on 07/11/2024

Key discussion points

- Geraldton Sporting Aboriginal Corporation was incorporated on the 19th of August in 1983
- The Geraldton Sporting Aboriginal Corporation is responsible for promoting and increasing participation of Indigenous people in the Mid-West in sport and recreation. Also supports all Indigenous Athletes on a local, State, National and International level and provide a consultancy service for Indigenous issues
- Mission statement: To increase participating and promotion of aboriginal wellbeing through sport and recreational programs throughout the Midwest region



- GSAC has been operating successfully for three years and has exceed expectations in Geraldton, Mullewa and Mt Magnet. GSAC's further success within Geraldton is now constrained by the lack of a suitable multipurpose centre that is solely administered and managed by the corporation.
- GSAC overview as per below.

### **Geraldton PCYC**

Telephone meeting with Michael Mongoo on 25/02/2025

- PCYC – lack of access to existing courts in Geraldton ‘
- Existing courts security access
- Visible site from the NWC Hwy
- Nighttime activity would be welcome.
- Enable kids to “hang-out” in an area in which they are allowed to, and an area which is safe.
- Would look to run one of their afternoon programs at the site for kids in the surrounding suburbs.
- Allows the PCYC to connect with a group of young people which don't normally have access to these types of facilities.
- Looking at develop programs which help kids develop life skills, leadership, teamwork, taking ownership and respect – in addition to opportunities for kids to be active.



### Geraldton Sporting Aboriginal Corporation (icn 220)

The Geraldton Sporting Aboriginal Corporation is a not for profit community organisation incorporated in 1983. As the name suggest we base our program around Sport, but also social and emotional wellbeing focusing on Aboriginal Youth. We are currently based at Mitchell Street Community Centre where we have the lease for another 3 years.

We now currently host several community organisations including:

- Short Term Accommodation for Youth (STAY)
- Jobskill
- Pregnancy to Parenthood (P2P)
- Nargala (Parent/child group)
- Youth Justice
- Dept Communities
- 7<sup>th</sup> day Adventist Church
- Department Health
- Headspace
- Access To Leisure And Sport (ATLAS)

The aim is provide local community members with a low socioeconomic life style access to a variety of groups and organisation in a culturally safe space at a community based centre.

GSAC's 4 areas engagement:

**Holiday Programs:** engage partners to assist in Holiday Programs in Geraldton ie: PCYC, CGG

**Sport Engagement:** assist athletes/teams to participate in Sport at a local level also provide support in representative competition on a local, State, national and International level.

**Education:** Assist with Education, we currently have a MOU with Bluff Point Primary School, providing a daily morning pick and drop off a the school for refereed students.

GSAC also run a after school program called" Start The Dream" at Bluff Point focusing on a education, well -being and sport leadership.

**Health and Well-Being:** develop programs/strategies to improve social and emotional wellbeing for Aboriginal Youth in areas such as Cultural Awareness/education, Sport and Recreation, Traditional cooking/painting/identity. On country visits, cultural awareness.

Adrian Bartlett

## Appendix 12: Spalding Park Precinct Master Plan Risk Assessment

City of Greater Geraldton

Risk Assessment – development and implementation of the Spalding Park Precinct Master Plan

Likelihood Rating	Level of Consequence
Almost Certain	Currently exposed to this consequence
Likely	expecting to be exposed to this consequence
Moderate	May or may not be exposed to this consequence
Unlikely	Not expecting to be exposed to this consequence
Rare	Extraordinary occurrence if exposed to this consequence

Risk Category	Risk Description	Likelihood Range	Mitigation Strategies
Finance	Not securing adequate funding	Moderate	<ul style="list-style-type: none"> <li>Funding strategy aligning with government funding programs</li> <li>Integrate with a long-term financial plan</li> </ul>
	Unforeseen building problems/budget exceeded/project delayed/lack of available materials/delay in obtaining approvals/changing scope	Likely	<ul style="list-style-type: none"> <li>Obtain new cost estimates when beginning the project</li> <li>Undertake early assessments of design and construction work based on earlier knowledge</li> <li>Detailed definition of project</li> <li>Cost estimates include an allowance for abnormal market conditions evaluated by a qualified quantity surveyor</li> <li>Change management process to be developed and implemented to avoid scope change affecting the budget</li> </ul>
	Operational costs higher than expected	Moderate	<ul style="list-style-type: none"> <li>Adequate research to ensure costs are forecasted accurately</li> </ul>

Reputation	Public liability and/or professional negligence including contractors	Unlikely	<ul style="list-style-type: none"> <li>Implement existing City's procurement and project management procedures and policies.</li> <li>Ensure contractor validation processes are in place.</li> </ul>
	Stakeholders engagement derailed/poor public image	Unlikely	<ul style="list-style-type: none"> <li>Stakeholder Consultation framework/detailed communication plan</li> <li>Community stakeholder representatives included on the project working group.</li> <li>City senior staff member(s) included on the project working group.</li> <li>Stakeholder consultation process</li> <li>Detailed design and review process</li> </ul>
Governance	Insufficient responses to tender/quality contractors not available/contractor of choice refuse terms and conditions	Moderate	<ul style="list-style-type: none"> <li>Start the tender process early to allow time to receive responses and the successful tenderer to prepare their resources</li> <li>Ongoing market testing</li> <li>Utilisation of construction firms from the City and employment of local contractors and workers.</li> </ul>
	Builder abandons project	Rare	<ul style="list-style-type: none"> <li>Alternative tenders</li> </ul>
	The contractor goes out of business/unable to source adequate equipment or labour and the project is delayed	Moderate	<ul style="list-style-type: none"> <li>Due diligence to ensure the contractor has the resources/experience/financial resources to complete the project</li> <li>Appropriate penalties in place for delay</li> <li>Develop contingency plans and ensure contractors provide contingencies</li> <li>The contractor provides a detailed schedule of works</li> </ul>
Organisational	Lack of internal resources/departure of project management staff	Moderate	<ul style="list-style-type: none"> <li>Regular review/share of information</li> <li>Include contingencies in the project plan</li> <li>Project Manager has the experience to oversee the delivery of the project</li> <li>Staff kept well informed of the project during design and construction</li> </ul>

	Procurement process not upheld	Unlikely	<ul style="list-style-type: none"> <li>All staff undertake procurement training</li> </ul>
	Change in the long term strategic intent of the City and key stakeholders	Unlikely	<ul style="list-style-type: none"> <li>Ensure the project is well justified</li> <li>Planning has been completed to inform the Corporate Business Plan and relevant asset management and infrastructure planning</li> </ul>
	Finished product is of poor quality/does not meet sporting code specifications	Moderate	<ul style="list-style-type: none"> <li>Hold points to ensure works meet specification and expected quality</li> <li>Ensure design architect is familiar with required building and program/service code specifications</li> </ul>
Environmental	Noise/dust from construction works	Likely	<ul style="list-style-type: none"> <li>Notify customers and user groups and plan around peak periods.</li> <li>Tender to provide management plans that detail control measures</li> <li>LGA Health/Compliance Officers monitors delivery</li> </ul>
	Known environmental constraints are not addressed	Moderate	<ul style="list-style-type: none"> <li>Set aside money to investigate and decide critical environmental considerations</li> </ul>

## Appendix 13: Spalding Park Place Record: CGG Municipal Inventory of Heritage Places



### City of Greater Geraldton Municipal Inventory of Heritage Places Place Record

<b>Area:</b> Geraldton	<b>Place Number:</b> 332	<b>Category:</b> 3
<b>Assessment Date:</b> 06/11/1996	<b>Last Revision Date:</b> 10/03/2010	
<b>HCWA Number:</b> 13725	<b>Asset ID:</b> MCH126724	

#### PLACE DETAILS

<b>Name:</b>	Spalding Park (Chapman River Regional Park)
<b>Other Names:</b>	Chapman Road
<b>Type of Place:</b>	Park
<b>Address:</b>	Chapman Road
<b>Suburb:</b>	Spalding

#### LOCATION

<b>Map Reference:</b>	16.21	<b>GPS Northing:</b>	6819645.00	<b>GPS Easting:</b>	268364.000
			0000		000



**Photo Description:**  
10/08/2007  
Rod Milne  
View of Spalding Park.

Generated: 13/12/2018

Page 1 of 4

**SITE DETAILS**

<b>Lot No.:</b>	Lot 2598	<b>Assess No.:</b>	12364
<b>Reserv No.:</b>	17001	<b>Vol/Fol:</b>	
<b>Dia/Plan:</b>			

**USE OF PLACE**

<b>Original Use:</b>	Park		
<b>Current Use:</b>	Park		
<b>Ownership:</b>	City of Geraldton-Greenough		
<b>Public Access:</b>	Yes	<b>Occupied:</b>	Not Occupied

**DESCRIPTION**

<b>Walls:</b>	Not applicable	<b>Roof:</b>	Not applicable
<b>Condition:</b>	Not applicable	<b>Integrity:</b>	
<b>Original fabric:</b>			
<b>Modifications:</b>			
<p>The park extends south from the Chapman River and between the old and new North West Coastal Highways. The area close to the river is grassed and has had trees planted around a formalised entry and parking area. To the south there is large area containing assorted play equipment.</p>			

**HISTORY**

<b>Construction Date:</b>	1891	<b>Source:</b>	National Trust MidWest
<b>Architect:</b>	N/A		
<b>Builder:</b>	N/A		
<p>On May 4, 1891 the Mayor, Henry A. Spalding, proposed that the Commissioner of Crown Lands be applied to for a grant of land on each side of the Chapman River, reaching the Town Boundary and containing about 400 acres for the purpose of a Public Park. (National Trust of WA MidWest Branch, Chapman River Regional Park Heritage Study, 1993, Section 5.0) His Excellency the Commissioner agreed to the formation of a Reserve and three months later, on 28 July, 1891, Reserve No. 1858 was gazetted for the purpose of a Public Park. Approximately 500 acres (approximately 200 hectares) of uncleared land were granted by the Government of Western Australia. The park was called Spalding Park in honour of the Mayor, Henry A. Spalding, who had been the prime instigator in obtaining the land. (Ibid.)</p> <p>Over the years the park was reduced in size when land was required for</p>			



public purposes, roads and railways. Reserve 17001 now forms the present day Spalding Park. It has also been broken up and either used or vested for other purposes, including residential development on the west of the park, educational purposes, a potential gaol site, market gardening, sporting fields, gravel and loam pits and an explosives site. (Ibid.) Once the park had been established Council began raising money to develop it. However, substantial development did not occur until 1959 when the Victoria Districts Branch of the Tree Society proposed beautification of the park. At this time the grassed areas and playgrounds were laid out and other recreational uses of the park were implemented, such as golf courses, playing fields and tennis courts. On 5 March 2006 the miniature railway opened within the park.

### HISTORIC THEMES

<b>HCWA:</b>	104 Land allocation and subdivision 405 Sport, recreation and entertainment 605 Famous and infamous people
<b>AHC:</b>	4.1 Planning urban settlement 8.1.3 Developing public parks and gardens 8.9 Commemorating significant events and people

### STATEMENT OF SIGNIFICANCE

Spalding Park has historic significance as a Public Park which has existed since 1891 and for its association with Mayor Spalding. The park also has high aesthetic significance being located adjacent to the Chapman River. Further the park has high social significance for its use by the community for passive recreation as well as a children's playground.

### MANAGEMENT CATEGORY

<b>Management Category:</b>	3
<b>Level of Significance:</b>	MODERATE SIGNIFICANCE: Important to the heritage of the locality.
<b>Management Recommendation:</b>	Conservation of the place is recommended. Any proposed change to the place should not unduly impact on the heritage values of the place and should retain significant fabric wherever feasible.

**OTHER LISTINGS**

No other listings

**SUPPORTING INFORMATION**

"Geraldton: a photographic history", Geraldton Regional Library, 2004.  
National Trust of WA MidWest Branch, "Chapman River Regional Park  
Heritage Study", 1993.  
Feilman & Associates, "Survey of Places of Historic and Landscape  
Significance in Geraldton", 1977.

**OTHER PHOTOS****Photo Description:**

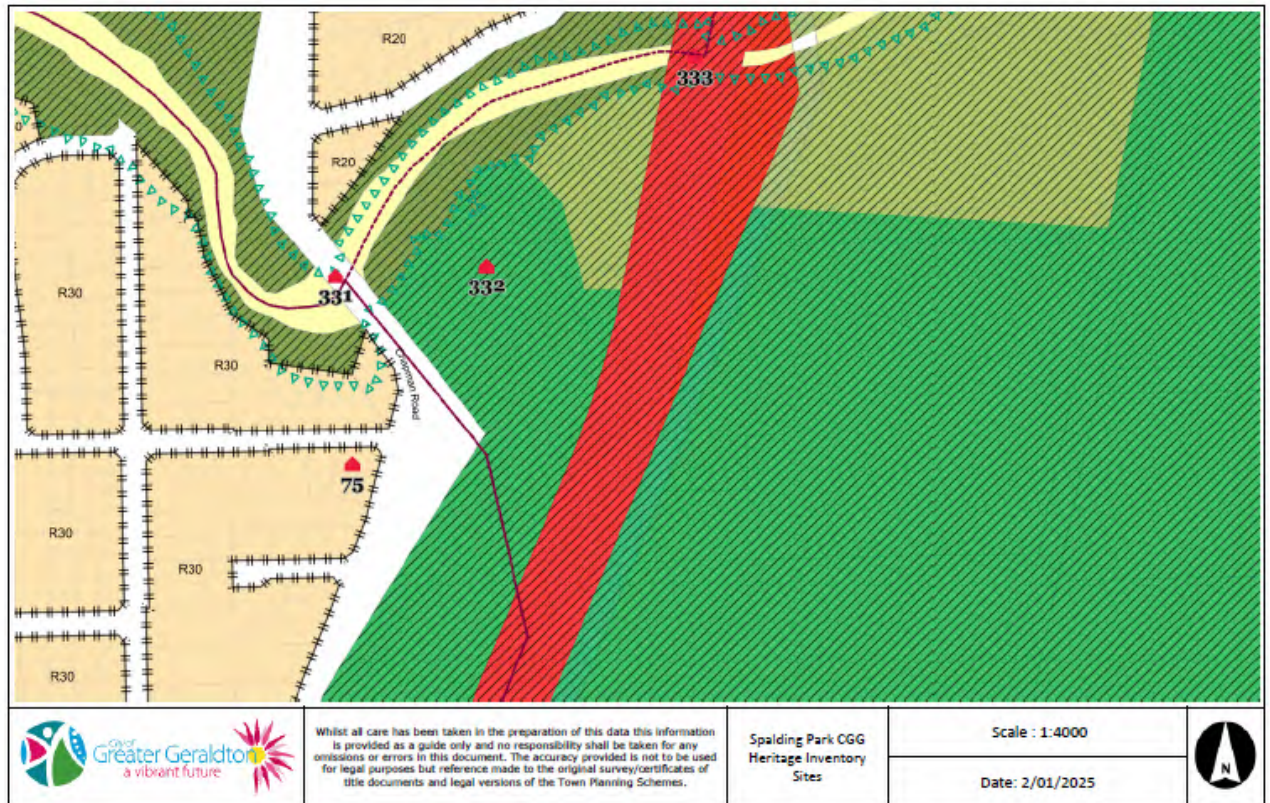
6/11/1996  
Suba & Grundy  
Expanses of lawn.

Generated: 13/12/2018

Page 4 of 4

Source:

[https://www.cgg.wa.gov.au/Profiles/cgg/Assets/ClientData/Document-Centre/Planning/Heritage/Geraldton\\_200\\_/Geraldton\\_Heritage\\_Place\\_Number-332-MCH126724.pdf](https://www.cgg.wa.gov.au/Profiles/cgg/Assets/ClientData/Document-Centre/Planning/Heritage/Geraldton_200_/Geraldton_Heritage_Place_Number-332-MCH126724.pdf)





## Appendix 14: CGG Environmental & Aboriginal Heritage Considerations Report for Spalding Park



### Environmental & Aboriginal Heritage Considerations Report

**To:** Shane Spinks  
**From:** Caroline Hood and Meagan Thompson  
**Date:** 18 December 2024  
**Subject:** Spalding Park Masterplan  
**File reference:** D-24-167410

<b>Project Name:</b>	Spalding Park Masterplan
<b>Application No:</b>	
<b>Scope of Project:</b> (include details of any proposed clearing required)	tba
<b>Project footprint (ha):</b>	tba

Environmental Considerations	Status
Environmentally Sensitive Area	None Present
Native Vegetation	Native vegetation type 359: shrublands, acacia and banksia scrub
Threatened or Priority Ecological Communities- Commonwealth or State listed?	Site is within a TEC buffer zone. Chapman River Estuary is site of Subtropical and Temperate Coastal Saltmarsh Ecological Community, which is nationally listed as a 'Vulnerable' Threatened Ecological Community (TEC) under the EPBC (Environmental



PO Box 101 Geraldton WA 6531  
**Geraldton Civic Centre** T 08 9956 6600 F 08 9956 6674  
**Mullewa Office** T 08 9956 6643 F 08 9961 1206  
 E [council@cgg.wa.gov.au](mailto:council@cgg.wa.gov.au) W [www.cgg.wa.gov.au](http://www.cgg.wa.gov.au)  
 ABN 55 907 677 173



City of  
Greater Geraldton  
a vibrant future



	Protection and Biodiversity Conservation) Act 1999.
Threatened or Priority Flora/Fauna within works area- Commonwealth or State listed?	None Present
Wetlands	Chapman River
Ecological Linkages- Regional/local or extension?	Yes - Local Geraldton Ecological Linkage
Adjoining a conservation area	Yes – Chapman River Reserve (see below)  Spalding Park is a Natural Area Reserve
Roadside Conservation Values	None Present
CGG Local Biodiversity Strategy (2013) Areas of Conservation Value	Adjacent to area of Conservation significance 1A; areas with good opportunities for natural area protection
Contaminated Site	None Present
Bushfire Prone Areas	None Present
<p><b>Comments:</b></p> <p>The Chapman River Regional Park and Chapman Estuary are listed as Premier Reserves in the Natural Areas Management Strategy. A premier reserve is prioritised at the highest level of service being a reserve which has high conservation value, high visitation, and a high level of infrastructure and trails.</p> <p>Spalding Park is a Natural Area Reserve with remnant native vegetation.</p> <p>Not having an understanding where and the scope of works to be undertaken it is difficult to provide better recommendations for Environmental Considerations</p> <p>Present in the area and directly surrounding the Spalding Park Precinct:</p> <ul style="list-style-type: none"> <li>- Acid Sulfate Soil Risk adjacent to the Chapman River highlighted in blue on the map 1.</li> <li>- Ecological Linkage pink hatched area on map 1</li> <li>- Threatened Ecological Community (TEC) dark blue polygon.</li> <li>- Grey circles are the TEC buffer map 1.</li> </ul> <p>Map 2 indicating existing vegetation and areas of conservation value (dark green)</p> <p><b>Recommendations:</b></p> <p>Not having the details of the scope or works it is difficult to provide you with a better recommendation from an Environmental consideration perspective. Any works to be undertaken in</p>	



City of  
**Greater Geraldton**  
a vibrant future



any of the areas mention above will require further discussion with the City's Environment and Sustainability team

Any remnant vegetation, and existing trees outside of the Chapman River Park, should be retained if possible.

#### Aboriginal Heritage Considerations

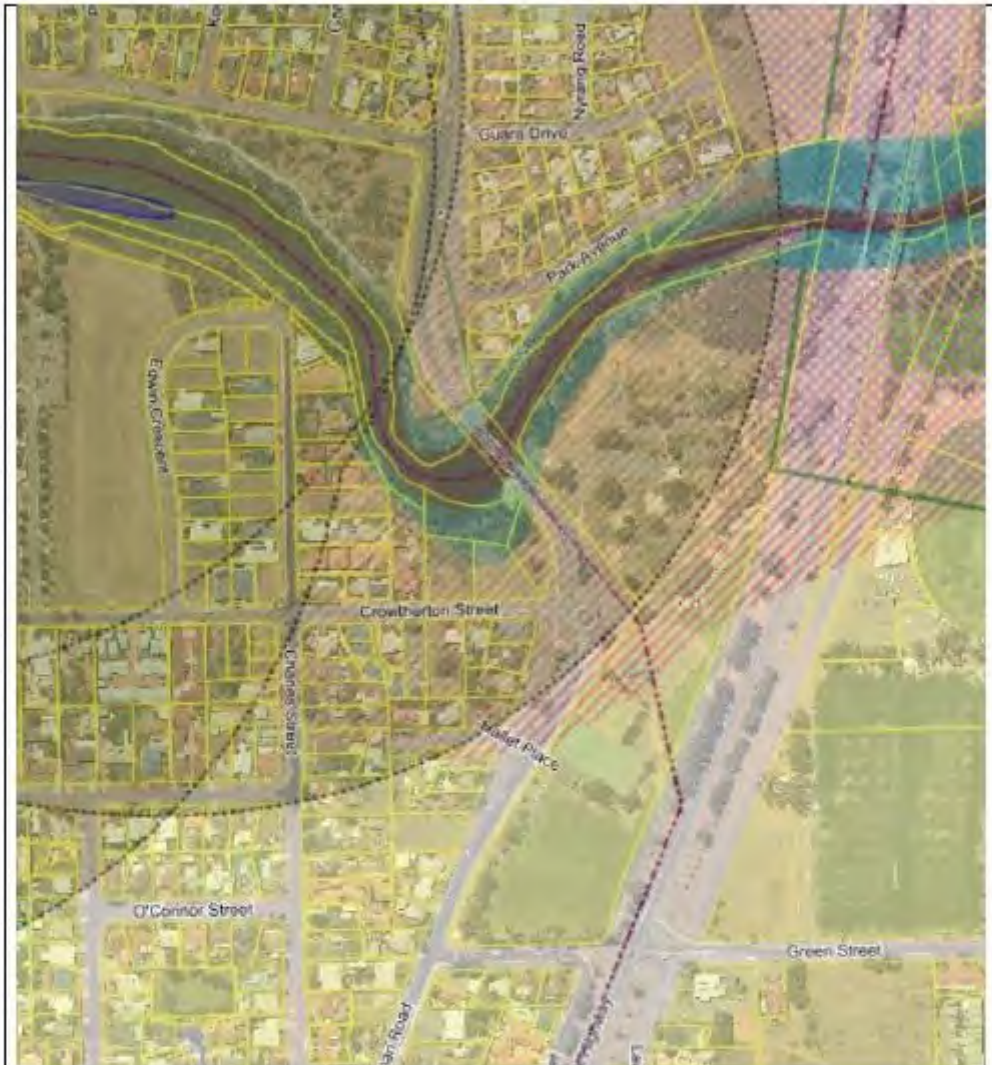
Aboriginal Heritage Inquiry System search results: No heritage sites are listed on ACH website within the project area.

☒ Registered Sites Yes \_\_\_\_\_

☐ Other Heritage Nil \_\_\_\_\_

☒ Surveyed Yes but survey information is old and very vague. ACH Survey 104296 and 104295

**MAPS:** Below



Map 1: TEC, TEC Buffer, Ecological Linkage, Acid Sulfate Soil





Map 2 of site indicating existing vegetation and areas of conservation value (dark green)

## Appendix 15: Spalding Park Site Feature Survey





## Appendix 16 – Chapman River Regional Park Aboriginal Heritage Sites



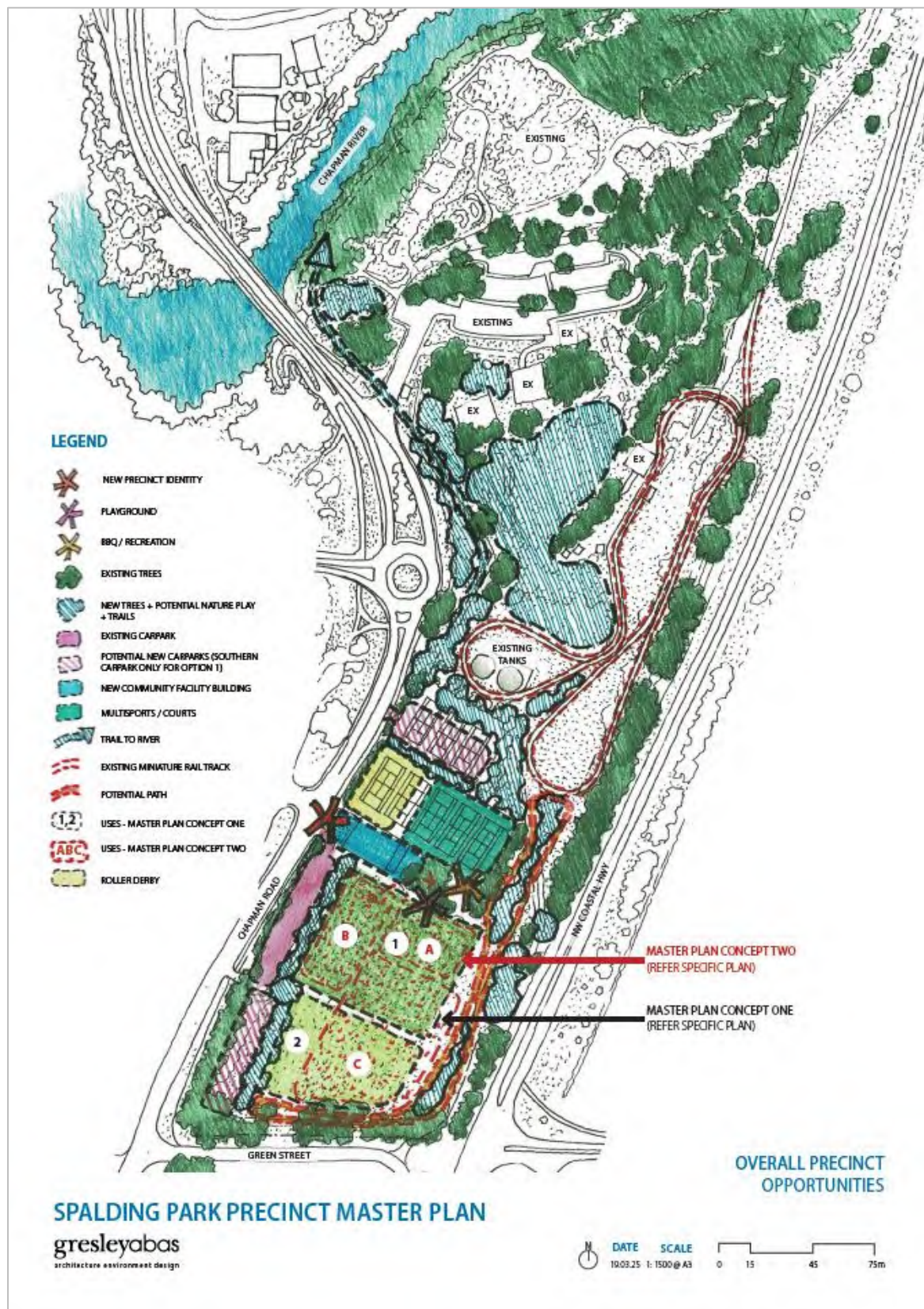
Source: DPLH Aboriginal Cultural Heritage Inquiry System

<https://espatial.dplh.wa.gov.au/ACHIS/index.html?viewer=ACHIS>



## Appendix 17 – Spalding Park Precinct Concept Designs

## Precinct Opportunity Plan





## Master Plan Concept 1 – Inclusive of Croquet Courts



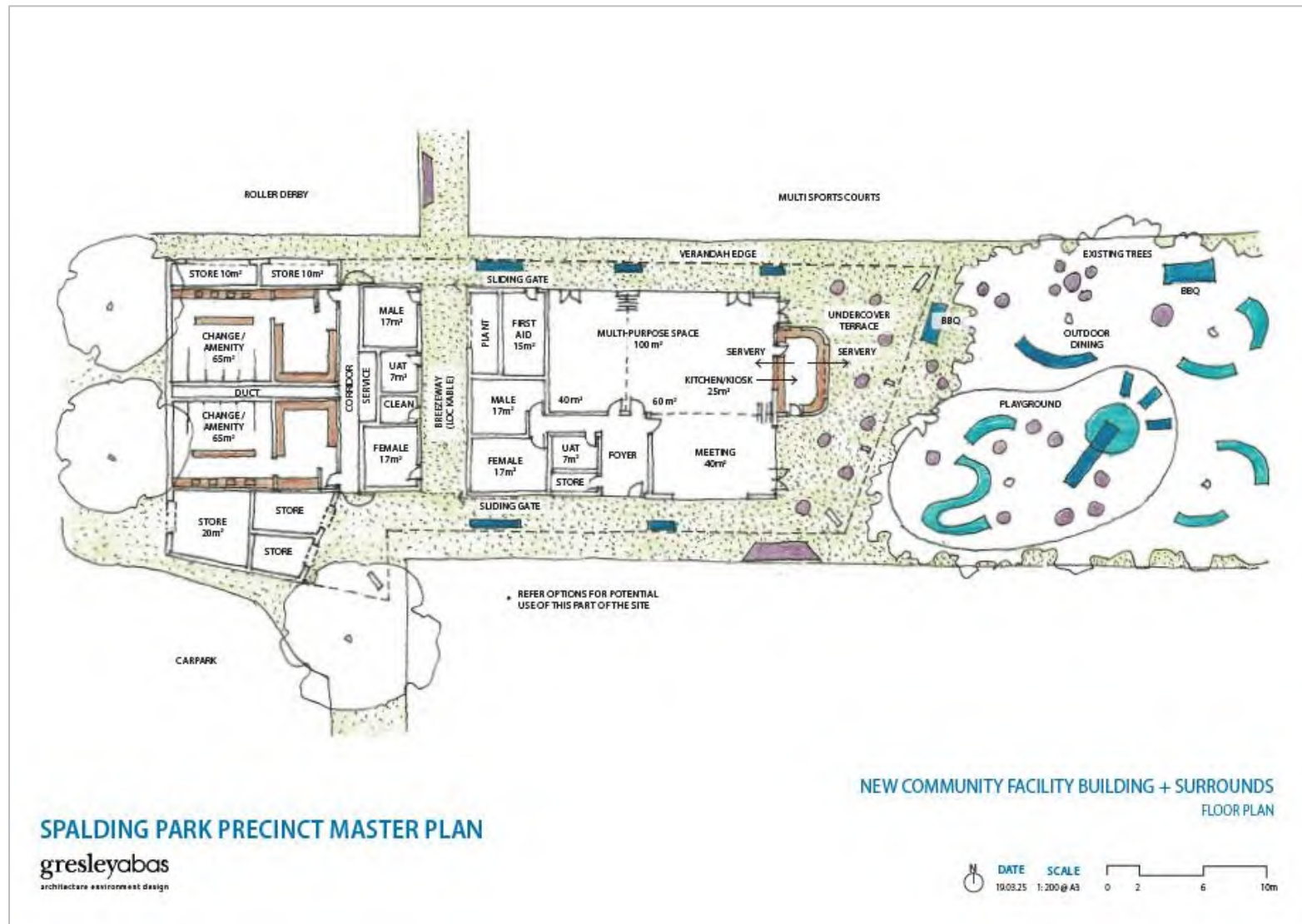


## Master Plan Concept 2 – Excluding Croquet Courts

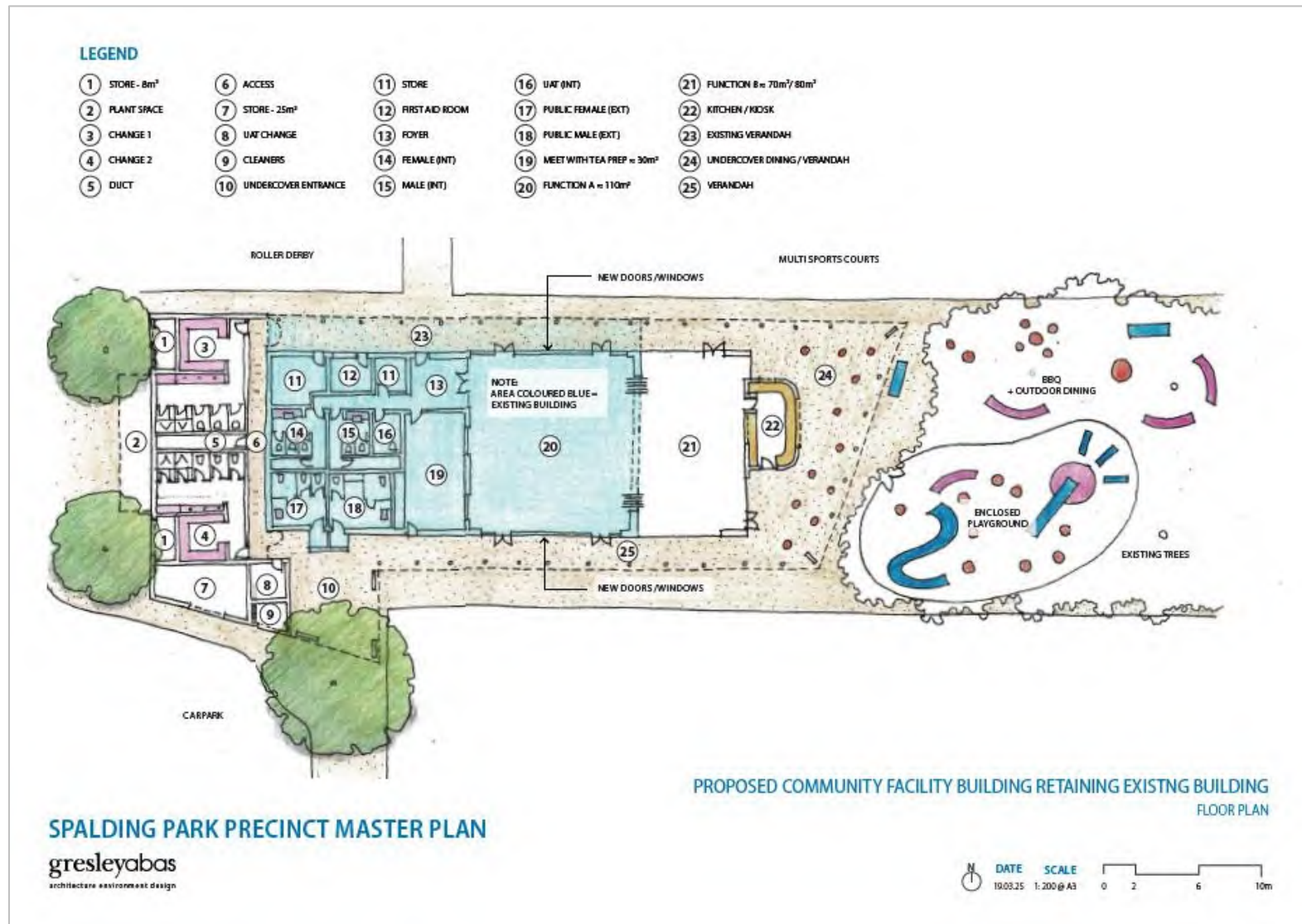




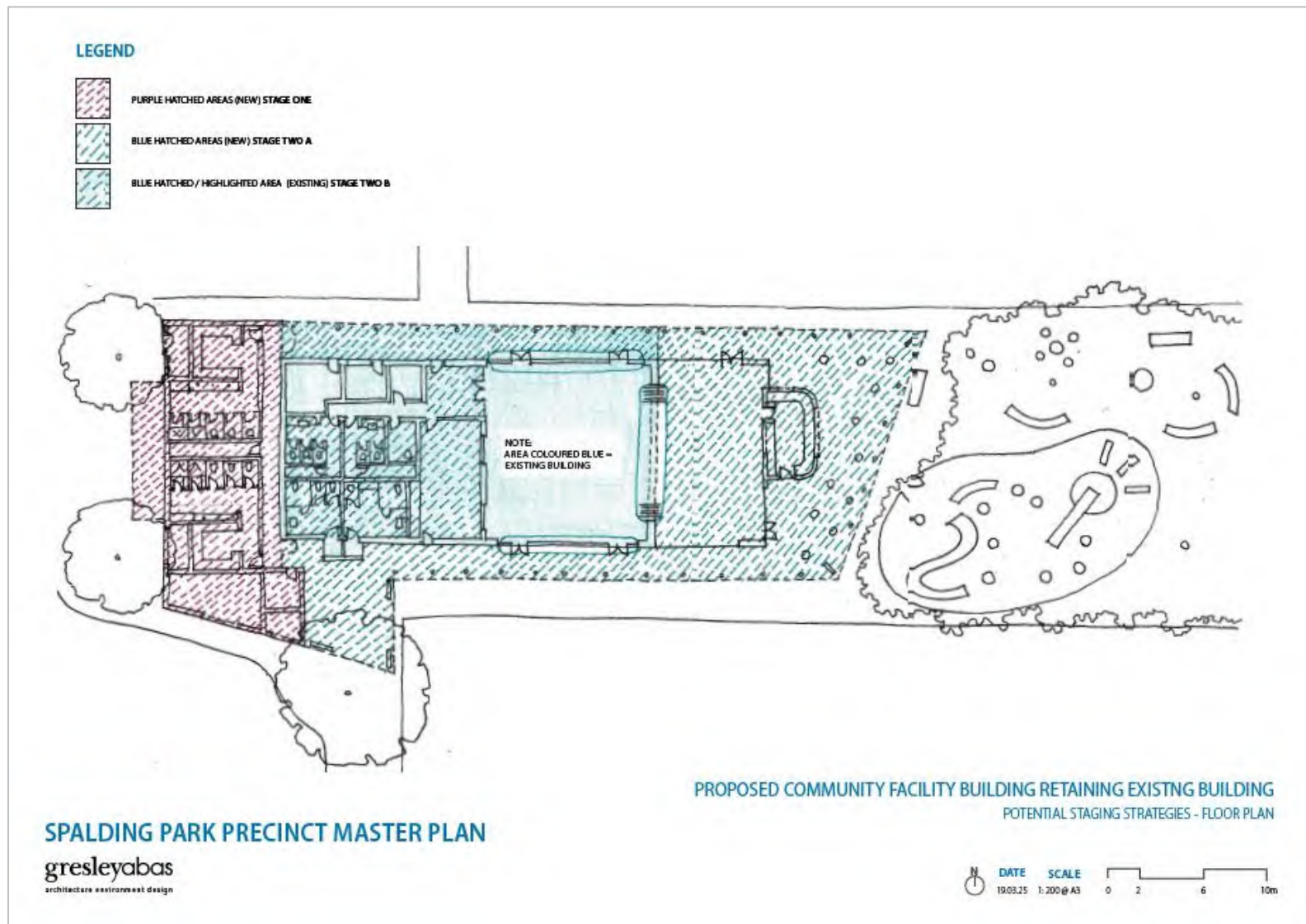
## Building Concept – New Buildings (Demolition of Existing)



## Building Concept – Refurbishment of Existing Building and New Changeroom Building

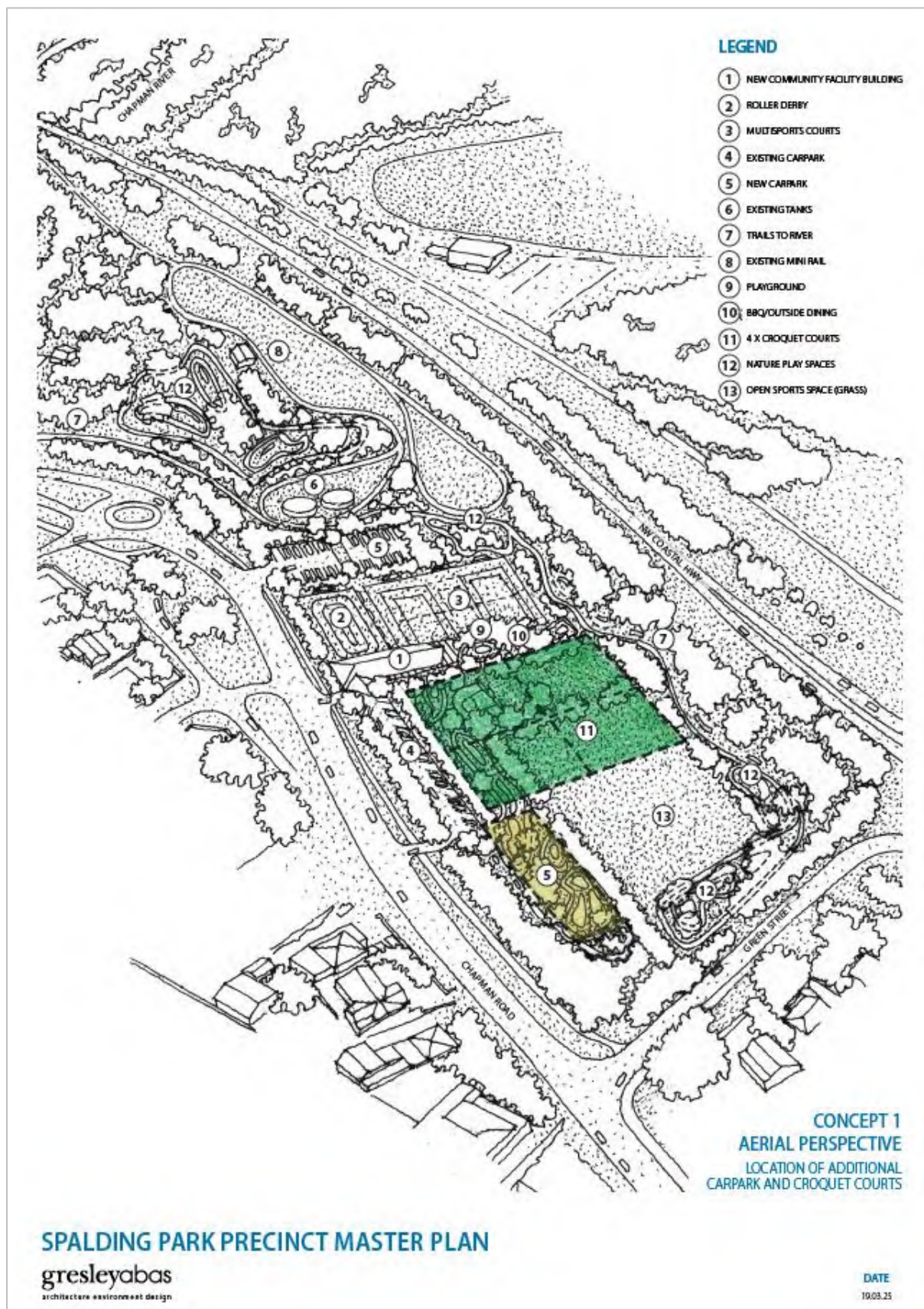


## Building Concept – Refurbishment of Existing Building and New Changeroom Building (Potential Staging)





## Master Plan Concept 1 – Aerial Perspective





## Master Plan Concept 2 – Aerial Perspective





## Appendix 18 - Concept 1A Cost Summary by Implementation Stage

**Concept 1A** Provision of a new community building and changeroom building, and the provision of four croquet courts and associated infrastructure.

	Concept 1A	Immediate Term	Short Term (3 years)	Medium Term (5 years)	Long Term (10 years)	TOTAL
<b>BUILDING WORKS</b>						
New Community Facility Building	\$2,096,103		\$2,096,103			\$2,096,103
New Changeroom Block	\$1,577,591				\$1,577,591	\$1,577,591
External Veranda	\$406,893		\$203,447		\$203,447	\$406,893
Demolition of Existing Buildings	\$112,004		\$112,004			\$112,004
<b>Sub Total</b>	<b>\$4,192,591</b>	<b>\$0</b>	<b>\$2,411,554</b>	<b>\$0</b>	<b>\$1,781,038</b>	<b>\$4,192,591</b>
<b>EXTERNAL WORKS</b>						
Roller Derby	\$391,176	\$391,176				\$391,176
Multi-Sports Courts	\$575,410	\$575,410				\$575,410
Existing Carpark	\$188,278			\$188,278		\$188,278
New Carparks	\$453,053			\$453,053		\$453,053
Existing Water Tanks	\$0					\$0
Trail to River	\$54,172			\$54,172		\$54,172
Existing Miniature Railway	\$0					\$0
Site Paths & Paving	\$422,399			\$422,399		\$422,399
Playground	\$306,735			\$306,735		\$306,735
BBQ/Outside Dining	\$117,395		\$117,395			\$117,395
Open Sports Space (Grassed)	\$306,735			\$306,735		\$306,735
Nature Play Spaces	\$144,459			\$144,459		\$144,459
Landscaping and Improvements	\$369,335		\$120,142	\$176,963	\$72,230	\$369,335
Croquet Courts	\$827,487		\$827,487			\$827,487
Site Boundary Fencing and Gates	\$23,113			\$23,113		\$23,113
Accessible path from existing carpark	\$16,307	\$16,307				\$16,307
<b>Sub Total</b>	<b>\$4,196,054</b>	<b>\$982,893</b>	<b>\$1,065,024</b>	<b>\$2,075,907</b>	<b>\$72,230</b>	<b>\$4,196,054</b>
<b>EXTERNAL SERVICES</b>						
External Stormwater Drainage	0			\$0		\$0
External Sewer Drainage	\$48,153		\$48,153		\$0	\$48,153
External Water Supply	\$48,153		\$48,153		\$0	\$48,153
External Fire Protection	\$28,892		\$28,892		\$0	\$28,892

External Electric Light and Power	\$57,784		\$57,784		\$0	\$57,784
External Communications	\$9,631		\$9,631		\$0	\$9,631
<b>Sub Total</b>	<b>\$192,613</b>	<b>\$0</b>	<b>\$192,613</b>	<b>\$0</b>	<b>\$0</b>	<b>\$192,613</b>
<b>OTHER</b>						
Headworks	\$57,000		\$57,500			\$57,500
Furniture and Equipment	\$142,057		\$142,057			\$142,057
<b>TOTAL ESTIMATED COMMITMENT</b>						
<b>Total Estimated Cost/Stage (exc. GST)</b>	<b>\$8,780,315</b>	<b>\$982,893</b>	<b>\$3,868,748</b>	<b>\$2,075,907</b>	<b>\$1,853,268</b>	<b>\$8,780,815</b>
<b>% of Project Cost / Stage</b>		<b>11.2%</b>	<b>44.1%</b>	<b>23.6%</b>	<b>21.1%</b>	<b>100%</b>
<b>PRELIMINARY ESCALATION</b>						
		\$47,192	\$436,270	\$348,257	\$781,272	<b>\$1,612,991</b>
Percentage increase		4.80%	11.28%	16.78%	42.16%	18.37%
<b>Total Cost</b>		<b>\$1,030,085</b>	<b>\$4,305,018</b>	<b>\$2,424,164</b>	<b>\$2,634,540</b>	<b>\$10,393,806</b>
<b>% of Project Cost / Stage</b>		<b>9.9%</b>	<b>41.4%</b>	<b>23.3%</b>	<b>25.3%</b>	<b>100%</b>

## Appendix 19 – Concept 1B Cost Summary by Implementation Stage

**Concept 1B** Refurbishment and extension of the existing community building, with the provision of a new changeroom building. Provision of four croquet courts and associated infrastructure.

	Concept 1B	Immediate Term	Short Term (3 years)	Medium Term (5 years)	Long Term (10 years)	TOTAL
<b>BUILDING WORKS</b>						
Stage One - New Changeroom Block	\$961,899				\$961,899	\$961,899
Stage Two A - New Function Room and Verandah	\$796,760		\$796,760			\$796,760
Stage Two B - Existing Meeting and Amenities areas	\$946,822		\$946,822			\$946,822
External Veranda	\$369,345		\$277,506		\$91,839	\$369,345
Demolitions	\$62,699		\$62,699			\$62,699
<b>Sub Total</b>	<b>\$3,137,525</b>	<b>\$0</b>	<b>\$2,083,787</b>	<b>\$0</b>	<b>\$1,053,738</b>	<b>\$3,137,525</b>
<b>EXTERNAL WORKS</b>						
Roller Derby	\$391,801	\$391,801				\$391,801
Multi-Sports Courts	\$653,497	\$653,497				\$653,497
Existing Carpark	\$188,579			\$188,579		\$188,579
New Carparks	\$453,777			\$453,777		\$453,777
Existing Water Tanks	\$0					\$0
Trail to River	\$54,259			\$54,259		\$54,259
Existing Miniature Railway	\$0					\$0
Site Paths & Paving	\$423,074			\$423,074		\$423,074
Playground	\$307,225			\$307,225		\$307,225
BBQ/Outside Dining	\$117,681		\$117,681			\$117,681
Open Sports Space (Grassed)	\$217,517			\$217,517		\$217,517
Nature Play Spaces	\$144,690			\$144,690		\$144,690
Landscaping and Improvements	\$369,924		\$120,334	\$177,245	\$72,345	\$369,924
Croquet Courts	\$828,809		\$828,809			\$828,809
Site Boundary Fencing and Gates	\$23,150			\$23,150		\$23,150
Accessible path from existing carpark	\$16,333	\$16,333				\$16,333
<b>Sub Total</b>	<b>\$4,190,316</b>	<b>\$1,061,631</b>	<b>\$1,066,824</b>	<b>\$1,989,516</b>	<b>\$72,345</b>	<b>\$4,190,316</b>
<b>EXTERNAL SERVICES</b>						
External Stormwater Drainage	0					\$0
External Sewer Drainage	\$48,230		\$48,230		\$0	\$48,230

External Water Supply	\$48,230		\$48,230		\$0	\$48,230
External Fire Protection	\$28,938		\$28,938		\$0	\$28,938
External Electric Light and Power	\$57,876		\$57,876		\$0	\$57,876
External Communications	\$9,646		\$9,646		\$0	\$9,646
<b>Sub Total</b>	<b>\$192,920</b>	<b>\$0</b>	<b>\$192,920</b>	<b>\$0</b>	<b>\$0</b>	<b>\$192,920</b>
<b>OTHER</b>						
Headworks	\$57,500		\$57,500			\$57,500
Furniture and Equipment	\$125,653		\$125,653			\$125,653
<b>TOTAL ESTIMATED COMMITMENT</b>						
<b>Total Estimated Cost/Stage (exc. GST)</b>	<b>\$7,703,914</b>	<b>\$1,061,631</b>	<b>\$3,526,684</b>	<b>\$1,989,516</b>	<b>\$1,126,083</b>	<b>\$7,703,914</b>
<b>% of Project Cost / Stage</b>		<b>13.8%</b>	<b>45.8%</b>	<b>25.8%</b>	<b>14.6%</b>	<b>100%</b>
<b>PRELIMINARY ESCALATION</b>						
		\$50,970	\$413,951	\$348,797	\$474,359	<b>\$1,288,077</b>
Percentage increase		4.80%	11.74%	17.53%	42.12%	16.72%
<b>Total Cost</b>		<b>\$1,112,601</b>	<b>\$3,940,635</b>	<b>\$2,338,313</b>	<b>\$1,600,442</b>	<b>\$8,991,991</b>
<b>% of Project Cost / Stage</b>		<b>12.4%</b>	<b>43.8%</b>	<b>26.0%</b>	<b>17.8%</b>	<b>100%</b>

## Appendix 20 – Concept 2A Cost Summary by Implementation Stage

**Concept 2A** Provision of a new community building and changeroom building, with no croquet court provision and associated infrastructure. Provision of additional recreational infrastructure.

	Concept 2A	Immediate Term	Short Term (3 years)	Medium Term (5 years)	Long Term (10 years)	TOTAL
<b>BUILDING WORKS</b>						
New Community Facility Building	\$2,098,147		\$2,098,147			\$2,098,147
New Changeroom Block	\$1,788,567				\$1,788,567	\$1,788,567
External Veranda	\$407,290		\$203,645		\$203,645	\$407,290
Demolition of Existing Buildings	\$112,113		\$112,113			\$112,113
<b>Sub Total</b>	<b>\$4,406,117</b>	<b>\$0</b>	<b>\$2,413,905</b>	<b>\$0</b>	<b>\$1,992,212</b>	<b>\$4,406,117</b>
<b>EXTERNAL WORKS</b>						
Roller Derby	\$348,071	\$348,071				\$348,071
Multi-Sports Courts	\$580,558	\$580,558				\$580,558
Existing Carpark	\$188,462			\$188,462		\$188,462
New Carparks	\$198,632			\$198,632		\$198,632
Existing Water Tanks	\$0					\$0
Trail to River	\$54,225			\$54,225		\$54,225
Existing Miniature Railway	\$0					\$0
Site Paths & Paving	\$422,811			\$422,811		\$422,811
Playground	\$307,034			\$307,034		\$307,034
BBQ/Outside Dining	\$117,608		\$117,608			\$117,608
Open Sports Space (Grassed)	\$347,811			\$347,811		\$347,811
Nature Play Spaces	\$144,338			\$144,338		\$144,338
Landscaping and Improvements	\$398,614		\$134,719	\$191,595	\$72,300	\$398,614
Leisure Play	\$107,727			\$107,727		\$107,727
Half-Court Basketball	\$109,896			\$109,896		\$109,896
Site Boundary Fencing and Gates	\$23,136			\$23,136		\$23,136
Accessible path from existing carpark	\$16,322	\$16,322				\$16,322
<b>Sub Total</b>	<b>\$3,365,245</b>	<b>\$944,951</b>	<b>\$252,327</b>	<b>\$2,095,667</b>	<b>\$72,300</b>	<b>\$3,365,245</b>
<b>EXTERNAL SERVICES</b>						
External Stormwater Drainage	0			\$0		\$0
External Sewer Drainage	\$48,200		\$48,200		\$0	\$48,200



External Water Supply	\$48,200		\$48,200		\$0	\$48,200
External Fire Protection	\$29,920		\$29,920		\$0	\$29,920
External Electric Light and Power	\$57,840		\$57,840		\$0	\$57,840
External Communications	\$9,640		\$9,640		\$0	\$9,640
<b>Sub Total</b>	<b>\$193,800</b>		<b>\$193,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$193,800</b>
<b>OTHER</b>						
Headworks	\$57,500		\$57,500			\$57,500
Furniture and Equipment	\$131,570		\$131,570			\$131,570
<b>TOTAL ESTIMATED COMMITMENT</b>						
<b>Total Estimated Cost/Stage (exc. GST)</b>	<b>\$8,154,232</b>	<b>\$944,951</b>	<b>\$3,049,102</b>	<b>\$2,095,667</b>	<b>\$2,064,512</b>	<b>\$8,154,232</b>
<b>% of Project Cost / Stage</b>		<b>11.6%</b>	<b>37.4%</b>	<b>25.7%</b>	<b>25.3%</b>	<b>100%</b>
<b>PRELIMINARY ESCALATION</b>						
		\$50,939	\$380,619	\$367,460	\$869,144	<b>\$1,668,162</b>
Percentage increase		5.39%	12.48%	17.53%	42.10%	20.46%
<b>Total Cost</b>		<b>\$995,890</b>	<b>\$3,429,721</b>	<b>\$2,463,127</b>	<b>\$2,933,656</b>	<b>\$9,822,394</b>
<b>% of Project Cost / Stage</b>		<b>10.1%</b>	<b>34.9%</b>	<b>25.1%</b>	<b>29.9%</b>	<b>100%</b>

## Appendix 21 – Concept 2B Cost Summary by Implementation Stage

**Concept 2B** Refurbishment and extension of the existing community building, with the provision of a new changeroom building. No croquet court provision and associated infrastructure. Provision of additional recreational infrastructure.

	Concept 2B	Immediate Term	Short Term (3 years)	Medium Term (5 years)	Long Term (10 years)	TOTAL
<b>BUILDING WORKS</b>						
Stage One - New Changeroom Block	\$965,211				\$965,211	\$965,211
Stage Two A - New Function Room and Verandah	\$799,503		\$799,503			\$799,503
Stage Two B - Existing Meeting and Amenities areas	\$950,082		\$950,082			\$950,082
External Verandah	\$370,617		\$278,142		\$92,475	\$370,617
Demolitions	\$62,915		\$62,915			\$62,915
<b>Sub Total</b>	<b>\$3,148,328</b>	<b>\$0</b>	<b>\$2,090,642</b>	<b>\$0</b>	<b>\$1,057,686</b>	<b>\$3,148,328</b>
<b>EXTERNAL WORKS</b>						
Roller Derby	\$393,150	\$393,150				\$393,150
Multi-Sports Courts	\$655,747	\$655,747				\$655,747
Existing Carpark	\$189,229			\$189,229		\$189,229
New Carparks	\$199,440			\$199,440		\$199,440
Existing Water Tanks	\$0					\$0
Trail to River	\$54,446			\$54,446		\$54,446
Existing Miniature Railway	\$0					\$0
Site Paths & Paving	\$424,530			\$424,530		\$424,530
Playground	\$308,283			\$308,283		\$308,283
BBQ/Outside Dining	\$118,086		\$118,086			\$118,086
Open Sports Space (Grassed)	\$349,226			\$349,226		\$349,226
Nature Play Spaces	\$144,338			\$144,338		\$144,338
Landscaping and Improvements	\$400,235		\$135,267	\$192,374	\$72,594	\$400,235
Leisure Play	\$108,165			\$108,165		\$108,165
Half-Court Basketball	\$110,343			\$110,343		\$110,343
Site Boundary Fencing and Gates	\$23,230			\$23,230		\$23,230
Accessible path from existing carpark	\$16,389	\$16,389				\$16,389
<b>Sub Total</b>	<b>\$3,494,837</b>	<b>\$1,065,286</b>	<b>\$253,353</b>	<b>\$2,103,604</b>	<b>\$72,594</b>	<b>\$3,494,837</b>
<b>EXTERNAL SERVICES</b>						

External Stormwater Drainage	0			\$0		\$0
External Sewer Drainage	\$48,396		\$48,396		\$0	\$48,396
External Water Supply	\$48,396		\$48,396		\$0	\$48,396
External Fire Protection	\$29,038		\$29,038		\$0	\$29,038
External Electric Light and Power	\$58,075		\$58,075		\$0	\$58,075
External Communications	\$9,679		\$9,679		\$0	\$9,679
<b>Sub Total</b>	<b>\$193,584</b>	<b>\$0</b>	<b>\$193,584</b>	<b>\$0</b>	<b>\$0</b>	<b>\$193,584</b>
<b>OTHER</b>						
Headworks	\$57,500		\$57,500			\$57,500
Furniture and Equipment	\$100,607		\$100,607			\$100,607
<b>TOTAL ESTIMATED COMMITMENT</b>						
<b>Total Estimated Cost/Stage (exc. GST)</b>	<b>\$6,994,856</b>	<b>\$1,065,286</b>	<b>\$2,695,686</b>	<b>\$2,103,604</b>	<b>\$1,130,280</b>	<b>\$6,994,856</b>
<b>% of Project Cost / Stage</b>		<b>15.2%</b>	<b>38.5%</b>	<b>30.1%</b>	<b>16.2%</b>	<b>100%</b>
<b>PRELIMINARY ESCALATION</b>						
		\$51,140	\$316,144	\$368,910	\$476,115	<b>\$1,212,309</b>
Percentage increase		4.80%	11.73%	17.54%	42.12%	17.33%
<b>Total Cost</b>		<b>\$1,116,426</b>	<b>\$3,011,830</b>	<b>\$2,472,514</b>	<b>\$1,606,395</b>	<b>\$8,207,165</b>
<b>% of Project Cost / Stage</b>		<b>13.6%</b>	<b>36.7%</b>	<b>30.1%</b>	<b>19.6%</b>	<b>100%</b>

## Appendix 22 – Grant Funding Analysis

Master Plan Component	Grant									Applicable Grants							
	Federal			State		Other				Facility Cost							
	GRP	CEU-FP	AAI-CP	CSRFF	CNLP	CA-ACIF	AFL-FF	CIF	DCP		GRP	CEU-FP	CSRFF	CNLP	CA-ACIF	AFL-FF	
Refurbished Clubroom	✓	✓	?	✓	✗	✓	✓	?	?	\$2,175,626	\$500,000		\$717,957			\$50,000	
New Changeroom Block	✓	✓	?	✓	✗	✓	✓	?	?	\$961,899			\$317,427			\$40,000	
Roller Derby track	✓	✓	✗	?	?	✗	✗	?	?	\$391,801		\$62,500	\$129,294				
Multi-Sports Courts	✓	✓	✗	✓	✓	✗	✗	?	?	\$653,497					\$49,500		
Existing Carpark	✓	✓	✗	✗	✗	✗	✗	✗	?	\$188,579							
New Carparks	✓	✗	✗	✗	✗	✗	✗	✗	?	\$453,777							
Trail to River	✓	✗	✗	✗	✗	✗	✗	✗	?	\$54,259							
Site Path & Paving	✓	✗	✗	✗	✗	✗	✗	✗	?	\$423,074							
Playground	✓	✗	✗	✗	✗	✗	✗	✗	?	\$307,225							
Open Sports Space (Grassed)	✓	✗	✗	✓	✗	?	?	✗	?	\$217,517				\$71,781			
BBQ/Outside Dining	✓	✗	✗	✓	✗	?	?	✗	?	\$117,681							
Nature Play Spaces	✓	✗	✗	✗	✗	✗	✗	?	?	\$144,690							
Landscaping and Improvements	✓	✗	✗	✗	✗	✗	✗	✗	?	\$369,924							
Croquet Courts	✓	✗	✗	✗	✗	✗	✗	✗	?	\$828,809							
Leisure Play	✓	✗	✗	✗	✗	✗	✗	?	?	\$108,165							
Half-Court Basketball	✓	✗	✗	✗	✗	✗	✗	?	?	\$110,343							
Site Boundary Fencing and Gates	✓	✗	✗	✗	✗	✗	✗	✗	?	\$23,230							
Accessible path from existing carpark	✓	✗	✗	✗	✗	✗	✗	✗	?	\$16,389							
											\$500,000	\$62,500	\$1,236,458	\$49,500	\$40,000	\$50,000	

Grant type.

Growing Regions Program (GRP)

Community Energy Upgrades Fund Program (CEU-FP)

Accessible Australia initiative - Changing Places (AAI-CP)

Community Sport and Recreation Facility Fund (CSRFF)

Club Night Lights Program (CNLP)

Australian Cricket Infrastructure Fund (CA-ACIF)

AFL Facilities Fund (AFL-FF)

Community Investment Framework – Lotterywest (CIF)

Developer Contribution Plan (DCP) / Cash-In-Lieu

End of Document