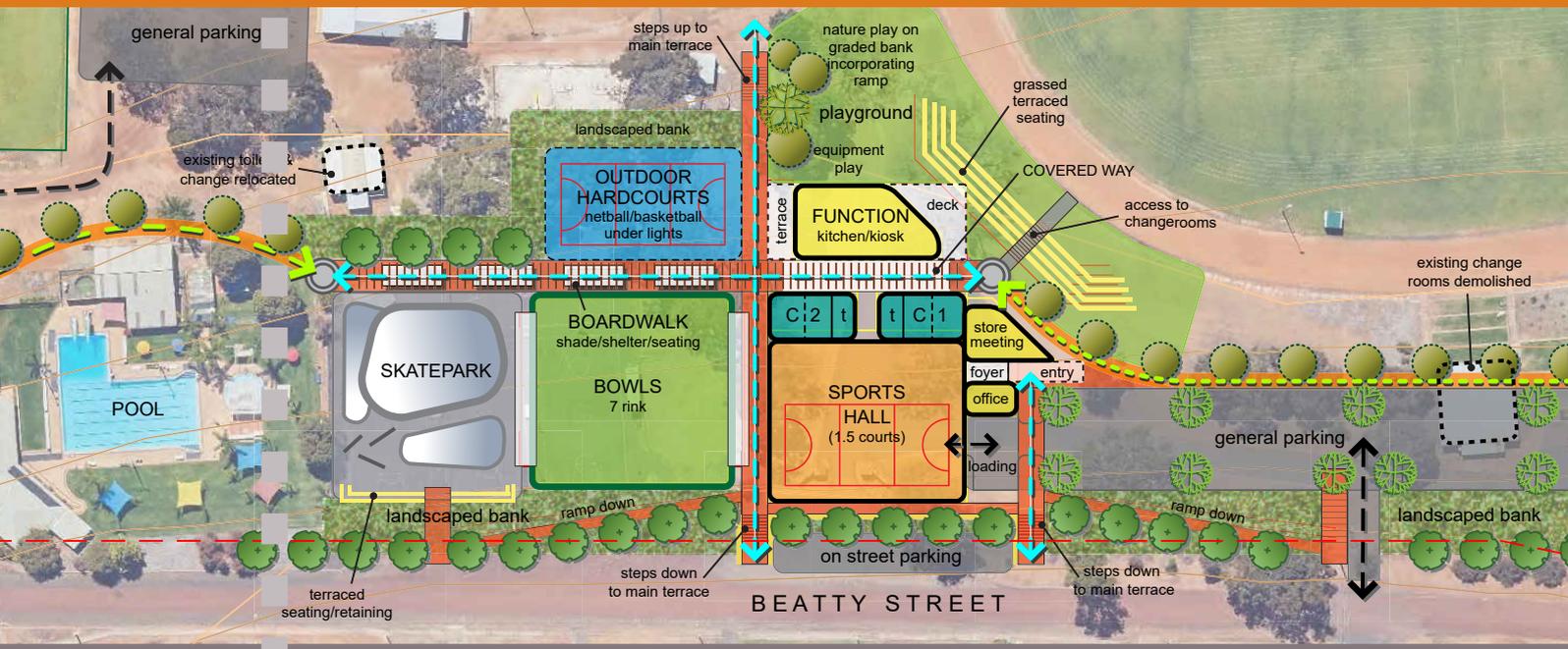


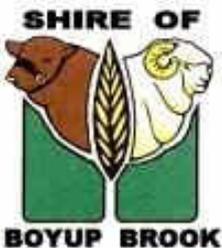
BOYUP BROOK SPORTS & RECREATION PRECINCT

2019 MASTERPLAN

Masterplan Report



in association with



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1.0 Introduction

The Boyup Brook Sports & Recreation Precinct Masterplan has been developed in the context of the Lower South West Sporting and Recreation Facilities Plan (April 2019). The LSW Plan provides direction for the four partner local governments to prioritise future sport & recreation (S&R) related investment and the potential for resource sharing. The Masterplan develops the findings of the LSW Plan as they relate to Boyup Brook with a particular focus on establishing a well resolved spatial plan for the existing Beatty St S&R precinct, which will have the broad support of all stakeholders.

The Masterplan is jointly funded by the Shire, the Boyup Brook Sports and Recreation Association (BBSRA) and a Community Sporting and Recreation Facilities Fund small grant from the Department of Local Government, Sport and Cultural Industries (DLGSC). The Shire of Boyup Brook and the BBSRA are the sponsors and key stakeholders of the Masterplan. The project team for the Masterplan consists of:

- David Singe of Nextpractice, Bridgetown based architect and urban designer - responsible for project methodology, developing spatial concepts/designs, leading stakeholder forums & workshops, developing report content and formatting final report.
- Joanna Kaye, Shire of Boyup Brook Research and Development Coordinator - responsible for project context research, community and stakeholder surveys, coordinating and contributing to stakeholder forums and workshops, review of spatial concepts/designs, and developing report content.
- Adrian Nicoll of Pure Planning, Shire of Boyup Brook Planner - project manager, review of spatial concepts/designs, and report content, interface with Shire CEO and Counsel.

Shire's Works and Finance officers have also contributed to the Masterplan.

The purpose of the Masterplan was clarified by stakeholders at the Design Workshop, as follows.

Masterplan (process and outcomes):

- Establish the sporting and recreation (S&R) needs of the community.
- Identify required S& R facilities and priorities.
- A plan that is practical and within the communities available resources to be realised over time.
- Create efficiencies in infrastructure cost, outgoings and maintenance through multiple groups sharing facilities.

Development of the S&R Precinct (implementation):

- Encourage more participation within the community in S&R activities – active and passive, organised and informal.
- Bring people together, build a sense of place and increase the sense of belonging and community.
- An inclusive place of recreation and social activity - for all ages and abilities, families and individuals alike.
- An incentive for youth to remain in town and young adults to return.

The Masterplan Report focuses on the outcomes of the Masterplan process, with detailed information on the underpinning investigations, consultation, design approach and public comment response included in the appendix reports - Masterplan Context and Consultation, Masterplan Design Process and Masterplan Public Comment. A draft program for implementing the Masterplan outlines the funding, governance and management issues to be considered, in addition to the future technical, design and construction work required.

2.0 Methodology

The methodology used to develop the Boyup Brook Sports & Recreation Precinct Masterplan is based on the urban design process for towncentre revitalisation masterplans. The process is suited to situations where a community has existing infrastructure that needs to be rationalised and incorporate new and/or missing elements, in order that the overall town, neighbourhood or precinct functions better, is more cohesive and inclusive.

Given the purpose of the Masterplan includes to *'bring people together, build a sense of place and increase the sense of belonging and community'*, using an urban design methodology was considered to be more applicable than the typical sports facility planning process where the focus is purely on meeting S&R needs. Stakeholders have significant input throughout the process and thereby ownership of the outcomes.

Figure 2.1 illustrates the key elements of the Masterplan methodology and the relationships between these elements. Important features include;

- multi-layered engagement/consultation with all stakeholders,
- development of alternative design concepts, reviewed by stakeholders through a workshop process,
- development of a preferred spatial plan in response to stakeholder feedback on scenarios,
- an adaptable rather than fixed plan that can be implemented and evolve over time.

Details on the individual elements of the Masterplan methodology are included in the relevant section of the report and report appendices.

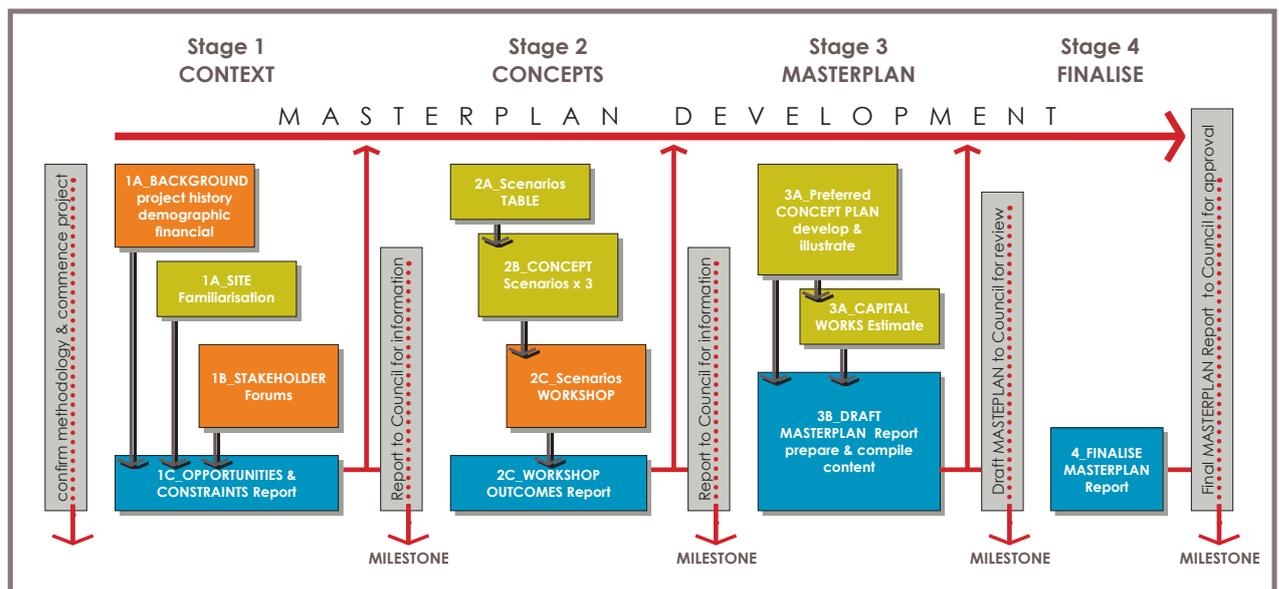


Figure 2.1: Masterplan Methodology Diagram

3.0 Context & Consultation Summary

This section of the Masterplan Report is an executive summary of the full Context & Consultation Report, (Appendix 1 attached).

Multiple past Sport & Recreation plans and studies have consistently confirmed that the community supports the development of a dedicated Sports & Recreation precinct. Limited commitment to and implementation of past plans and studies has been due to factors including;

- lack of specific detail on supported projects, and insufficient financial information or implementation strategies,
- stakeholder engagement response rate was relatively low, and
- lack of implementation has led to 'survey fatigue' & scepticism in stakeholders and the broader community.

When sport & recreation facilities in Boyup Brook are compared with other similar sized Shires within the region, the absence of an indoor multi-sports facility is the outstanding point of difference. Other findings worth noting are;

- The retention of 2 older squash courts, and a high number of tennis courts (2-3 times).
- Location of many sports facilities within a central precinct, but little co-location of shared toilets/change rooms & kiosk/kitchen/bar facilities.
- Bowls facilities located outside of the precinct.
- Limited multi-sports facilities - town hall, basketball/netball courts, & football/cricket oval.

Key demographic considerations with the potential to influence Sport & Recreation needs over the next decade in Boyup Brook, and the capacity of the community to support these needs include;

- The population is growing sustainably but the growth is overwhelmingly in the 55 and over age bracket, emphasising the need for lower impact, less active sports and passive recreation (refer figure 1.1).
- Children under 14 are well represented, requiring training and facilities for juniors in many sports where there may be insufficient adults to create an active senior team/s.
- Youth and young adults are significantly underrepresented in the community, with impacts on the viability of a local competition and availability of supporting volunteers (refer figure 1.2).
- Facilities which suit reduced team size, such as 3 x 3 basketball and 5 a side hockey, can provide some level of competitive play - formal or informal.
- Median personal and family incomes in Boyup Brook are lower than across Australia as a whole. Family incomes are growing at only two thirds of the rate of the typical Australian family.
- There is a strong culture of volunteering in the community, relative to urban based communities.

There is space within the Masterplan Precinct area to introduce new facilities, in particular new built infrastructure on the western upper terrace area. Other key spatial and site related opportunities and constraints for the Masterplan are;

- The majority of the site, at the lower fields and ovals level, is flood and bushfire prone. Permanent buildings cannot be built within the 100 year flood risk area.
- Existing courts and fields/oval are generally optimally oriented for each sport.

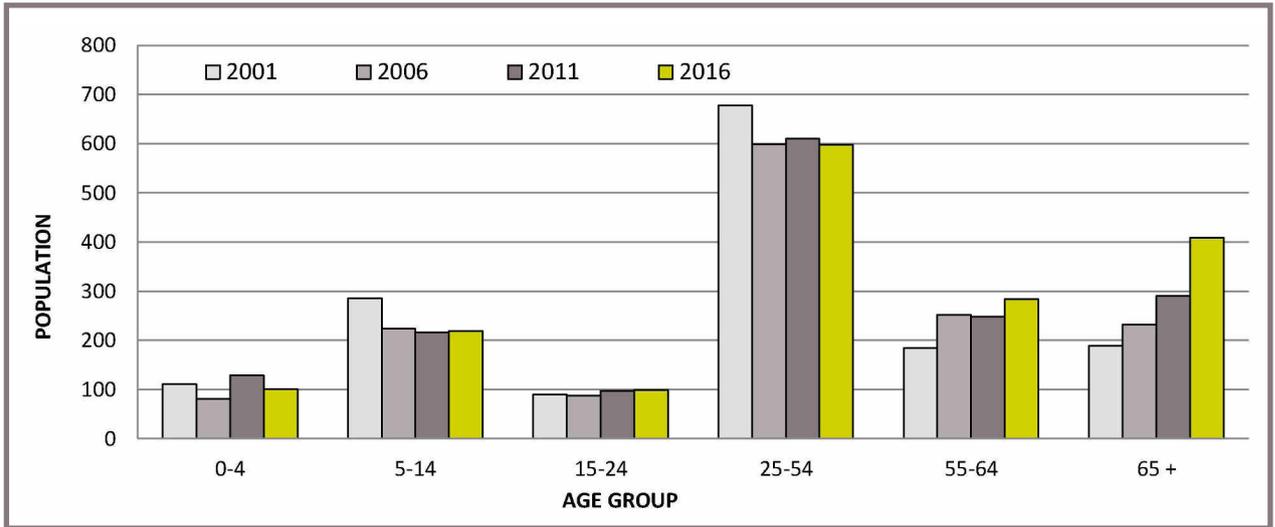


Figure 3.1: Population Change by Age

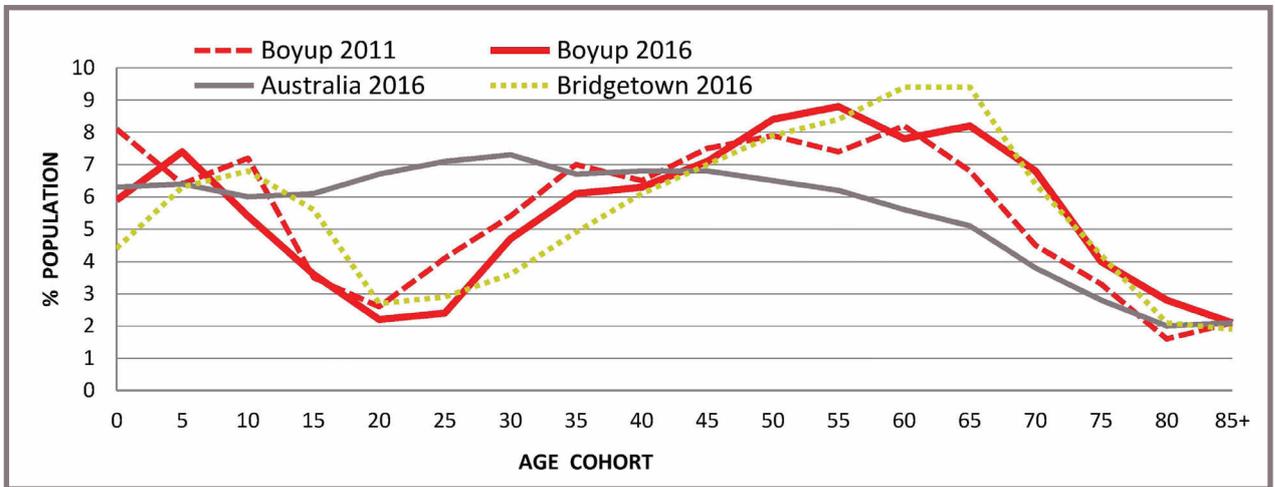


Figure 3.2: Comparative Age Distribution

- New facilities are expected to be founded on clay soils, requiring good subsoil drainage of turfed fields and under buildings. Light weight framed construction will be more cost effective than load bearing masonry construction.
- Vehicle and pedestrian infrastructure on site is undefined, intermingled and on a mix of sealed and unformed surfaces. Compliance with contemporary accessibility standards is negligible.
- There are no known irrigation water or power supply constraints on site currently. There is potential to expand the irrigated area to include the pool grounds and beyond to Jackson St. Securing additional water supply for unusually low rainfall years is being investigated currently.

Sport & Recreation activity within Boyup Brook is spread seasonally across the year. While concentrated on weekends, some sports and training occurs during weekday afternoons (juniors) and evenings (seniors). Individual sports have traditionally been organised to avoid conflicts of use where fields/courts are shared.

The introduction of an indoor sports hall and a higher level of common amenities will increase the utilisation of shared facilities. The shared management of food/beverage stock and takings is a significant challenge given their important fund-raising role currently for individual clubs.

A multi-layered consultation process underpins the Masterplan methodology. Stakeholders, other groups and individuals consulted include;

- Project Sponsors & Key Stakeholders: The Shire of Boyup Brook & the Boyup Brook Sports & Recreation Association (BBSRA)
- Individual Sport & Recreation Clubs: Stakeholder members of BBSRA - An online survey was completed by all clubs & follow up focus group forums were undertaken to draw out additional detail on club's survey responses.
- Youth: Boyup Brook District High School students - A focus group forum was held with 13 local high school students.
- Other organised sport and recreation activities: non-members of BBSRA - Clubs outside of the BBSRA were contacted for comment and input to the Masterplan.
- Boyup Brook Community - A widely advertised online survey was open to the community for a 3 week period.
- Selected Shire staff.

Key findings from the youth group forum were:

- Lack of facilities is considered to be a significant barrier to engagement with S&R activities, in particular the need for an indoor recreation centre with enclosed courts, and a teenager friendly gym.
- A new skate park integrated into the sporting precinct is strongly supported.

The lack of an indoor facility for both day to day school based sport and to prepare for inter school competitions, was identified as placing the youth of Boyup Brook at a significant disadvantage relative to other towns.

A high response to the community survey was received, noting that male respondents (20%) and the over 55's (11%) were significantly underrepresented. Key findings were:

- 56% of respondents play sport, & 64% of their children play sport.
- There are high levels of informal recreation within the community, with 70% of respondents engaging in walking, 24% in cycling and 56% in swimming (includes swimming club).
- 29% of respondents travel out of the community for sport.
- The majority of respondents consider that existing facilities require some improvements.
- Indoor courts and a central shared clubhouse were the most frequently identified new facilities required.



Figure 3.3: Youth Forum in the Shire Chambers

The outcomes of the Masterplan consultation processes and other context investigations can be organised into the following themes for informing the Masterplan Design.

Inclusive Community Hub

- a focal point for Sport & Recreation activity and a place for related social activity
- incorporates the traditional active sports and passive recreation facilities,
- visible and prominent destination/attraction within the community.

Place for all Ages

- particular focus on children/youth beyond the traditional sports,
- integrating the skatepark, playground and outdoor courts,
- extending the involvement of the aged through less active recreation such as walking/cycling trails,
- a safe family friendly environment.

Multi-purpose & Shared Facilities

- moving beyond traditional single sport facilities,
- sports hall - shared multiline indoor courts, fitness & gym activity, martial arts etc,
- outdoor multi-sport hard courts - tennis, basketball, netball
- shared toilets/changerooms, kiosks/s, storage, meeting and other amenities,
- common clubrooms, kitchen/bar & function space - indoor & outdoor.

Fields and Courts

- improve fields - drainage/waterlogging, turf quality & reticulation efficiencies,
- new or improved lighting for training and play,
- retain grass tennis courts,
- retain and maintain squash courts,
- 3 par 3 hole golf on periphery of precinct.

Spatial Form

- sports hall and clubrooms at the core,
- fields & courts radiating around the core,
- interconnecting pedestrian infrastructure - accessible and legible,
- min number of separate levels,
- shade and shelter for spectators,
- defined parking on periphery,
- levels and location to avoid flooding,
- construction to suit bushfire risk and clay soils,
- landscaped setting

4.0 Design Process Summary

This section of the Masterplan Report is an executive summary of the full Design Process Report (Appendix 2 attached).

For the purposes of the Masterplan the design focus is on the existing sporting precinct where shared facilities are currently and proposed to be located. The precinct is physically defined by;

- the Blackwood River & associated floodplain vegetation to the west,
- the Boyup Brook - Kojonup Rd to the south, Beatty St to the west, and Jackson St to the north.

Improvements and upgrades to existing S&R facilities outside of the precinct, including to the golf, pistol and clay rifle clubs, are incorporated into the implementation section of the main Masterplan Report.

The Masterplan Design is a 'big picture' diagram which establishes the location and arrangement of the buildings, courts/fields, and other S&R infrastructure within the precinct. Detailed design of these individual elements is not within the scope of the Masterplan, and would be undertaken as required within future implementation stages. Underlying goals of the Masterplan Design are to:

- specifically respond to the findings of the Masterplan Context and Consultation Report,
- to equitably optimise the shared use benefits and opportunities for all clubs and users,
- found future development within the physical constraints of the site,
- interconnect proposed and existing S&R infrastructure,
- develop a legible and safe interconnecting pedestrian network to link the various individual elements together, and beyond to the town surrounds,
- provide for safe vehicle access and user parking.

Three distinct design scenarios were developed to explore alternative overall approaches and spatial solutions to the Masterplan Design. The benefits and shortcomings of each scenario were then assessed by key stakeholders through a workshop process. The preferred Masterplan Design was then developed from workshop feedback on the scenarios.

Scenario 1 is a minimal 'no frills' approach to the Masterplan design, endeavouring to meet key functional needs through a lower cost solution. Defining features of this scenario are;

- maximises use/upgrade of existing facilities,
- creates a shared hub of recreation and social activity around the existing football clubrooms,
- introduces youth specific elements into the precinct,
- spatially constrained by existing development & ground levels,
- cost effective & most affordable of the 3 scenarios.

Scenario 2 is the conventional approach of a stand alone recreation centre building around which the separate sports fields/and courts are located. Key features of this scenario are;

- new major building incorporating sports hall, changerooms, kitchen/bar/function area and all associated facilities,
- creates a prominent central core accessible to all sports, and focal point for all S&R & related social activity,
- shared clubhouse, change room/toilets etc for all sports within the precinct,
- significant earthworks required to create the various level terraces,

- most expensive scenario, and largely a one off build,
- tight fit within available space with no scope for future expansion.



Figure 4.1: Design Scenario 1



Figure 4.2: Design Scenario 2



Figure 4.3: Design Scenario 3

Scenario 3 is an approach to the Masterplan Design of interconnected but discrete built elements within a landscape setting, which provides specifically for incremental implementation. Key features of this scenario are;

- staged approach to construction & thereby financing commitments,
- supports flexible design of individual elements as detailed needs are clarified or change,
- mix of new and upgrading of existing facilities,
- family friendly and youth sub-precinct,
- a prominent pedestrian 'Greenway' extends across the precinct and interconnects the individual built elements and courts/fields, while also providing spectator shade and shelter,
- less spatially constrained than other scenarios,
- variable mid range cost.

The 3 draft scenarios were presented for preliminary feedback to the Department of Local Government, Sport and Cultural Industries (DLGSCI). Important feedback from the meeting included;

- DLGSCI in particular support facilities/surfaces which are multi-use and/or collocated,
- funding is based on facility size to meet the regular needs of the community, not to suit occasional 'open' or other special events,
- important to consider community connectedness, family friendly and multi-age recreation spaces, all of which attracts Lotterywest funding,
- the DLGSCI does not support alcohol consumption, however kitchen, kiosk & serving areas can be funded,
- funding applications must consider the overall construction, maintenance and replacement costs of new facilities.

The design workshop was held on the morning of Saturday 19 October 2019 at the Boyup Brook Club. It was facilitated and presented by the Masterplan project team and attended by 33 workshop participants including representatives from each of the BBSRA member clubs, four Shire councillors and Shire officers.

The focus of the workshop was presentation and stakeholder assessment of the three alternative design scenarios. Tables of 6/7 participants discussed the relative merits of each scenario, recorded their likes/dislikes and other comments, and then verbally fed back the key points of their assessment to the workshop. Recurring points from the stakeholder assessment of the design scenarios is summarised in Table 4.1.

Scenario 1_ KEEP IT SIMPLE	
LIKES	DISLIKES
facilities closer together	sports hall too small
using & upgrading existing	clubrooms need to be in the middle
affordable	no connection to tennis
skate park proximity	bowling club too far from clubhouse
	playground too far away
Scenario 2_ ALL FOR ONE	
LIKES	DISLIKES
compact, all clubs together	cricket nets location
central function facility	only one hockey field
tennis included	skate park too far away
	higher cost
Scenario 3_ IN OUR OWN TIME	
LIKES	DISLIKES
connecting walkway across whole of precinct	distance to winter clubrooms
sports hall size	too many kiosks
connection between outdoor court & skate park	
walkway connection with river trail	

Table 4.1: Design Scenario Assessment

Other noteworthy comments & suggestions which emerged during the table feedback and discussions included;

- keeping tennis in existing location frees up space to incorporate the skatepark,
- a single shared clubroom collocated with sports hall and changerooms is required, as per scenario 2,
- sports hall to be 1.5 courts in size, as per scenario 2 & 3,
- 3 par, 3 hole golf should not displace other S&R facilities,
- a walkway linking across the whole precinct and connecting up with the river trail was strongly supported,
- potential to use hockey field for extra tennis courts during tennis club open event - synthetic or grass/turf surface.

The general consensus from stakeholders at the Design Workshop was that the preferred form of the Masterplan was Scenario 2: All for One - a centralised sports hall, changerooms and function facility, and all clubs including tennis utilising this shared facility, with some elements of Scenario 3: In Our Own Time - skatepark and playground both included in the core and a whole of precinct walkway that inter connected all facilities and an upgraded river trail.

At the conclusion of the workshop all participants agreed that the priority missing facility was an enclosed sports hall. There was also a general preference to construct all of the core facilities in a single stage, with the potential for the Shire to secure a loan discussed and thereby bring forward funding of construction.

Following on from the Design Workshop, the Project Team consulted further with the hockey and tennis clubs to clarify direction on outstanding workshop issues.

- The hockey club advised that in the short to medium term their preference is for two full turf fields (as per existing) with the drainage and turf on both fields improved/upgraded, and lighting to at least one field.
- The tennis club advised that they do not wish to move from their current location. Converting 2 existing grass courts to hard courts under lights, or 4 new multi-sport hard courts incorporated into the central core of the S&R precinct is desirable.
- Basketball & netball additionally that they only foresee the need for one outdoor court in addition to the indoor court.

The preferred Masterplan Design (detailed in section 7.0 Masterplan Spatial Form) is adaptable to incorporate either of tennis clubs options for hardcourts.

5.0 External Funding Sources

A variety of external funding options are available to implement the Masterplan works by partnering with government or business, through programs including:

- Community Sporting and Recreation Facilities Fund.
- Building Better Regions Fund.
- Lotterywest.
- Natural Disaster Resilience Program.

Community Sporting and Recreation Facilities Fund (CSRFF)

The Department of Local Government Sport and Cultural Industries have part funded a range of sport and recreation infrastructure in regional centres via the Community Sporting and Recreation Facilities Fund. The purpose of the fund is to provide financial assistance to community groups and local governments to develop basic infrastructure for sport and recreation. The funding program aims to maintain or increase participation in sport and recreation with an emphasis on physical activity, through rational development of good quality, well-designed and well-utilised facilities.

Through CSRFF, the Western Australian Government will invest \$12 million in the 2020–2021 financial year towards the development of quality physical environments in which people can enjoy sport and recreation. Funding is typically granted on the basis of one third of the eligible project costs (ex gst), with another third to be funded by local government and the remaining third by the sporting group or community benefiting directly from the project. The maximum grant may increase to one half in special circumstances where a development bonus is approved.

CSRFF Small Grants of \$2,500 - \$100,000 are available for local scale projects including;

- cricket pitch and practice wickets,
- changeroom refurbishments and storage upgrades,
- safety fences for sport and recreation facilities, i.e. ballistic sports,
- small floodlighting projects and court surface conversions,
- large scale dams, water collection systems and pipelines for distribution to a maximum grant of \$60,000,
- various planning studies to a maximum grant amount of \$25,000.

CSRFF Annual Grants of \$100,001 - 166,666 are available for neighbourhood to district level scale projects including:

- upgrades to clubrooms/pavilions,
- large floodlighting projects,
- court or bowling green construction,
- reticulation system for a grassed playing field.

CSRFF Forward Planning Grants of \$166,667 - \$2,000,000 may be provided to more complex projects generally of district or regional scale, that require a planning period of one to three years. Projects of regional significance should have been identified within a regional sport and recreation facilities plan and be supported by a range of local governments.

Grants in this category will have a total project cost of over \$500,000 (ex gst) and may be allocated in one or a combination of years. Where applicants request funding in Year 1, all documentation must be in place to allow the project to commence, e.g. architectural drawings, building approvals, other funding. Examples of forward planning grant projects include;

- multipurpose leisure/recreation centre,
- swimming pool – new or major upgrade including heating to allow increased use,
- construction of large synthetic fields,
- playing field construction,
- clubroom – new or major upgrade,
- large ablution block/change rooms.

CSRFF funding is expected to be the main source of external funds for implementation of the Masterplan works.

Lotterywest

Lotterywest do not directly provide funds for sporting facilities or activities, however some community related elements of the S&R precinct may be eligible for funding including;

- skateparks & youth precincts,
- playgrounds and play equipment and shade facilities,
- shade facilities, seating and landscaping,
- youth art projects,
- community meeting/function facilities.

Lotterywest encourages leveraging funds for community benefit; however, there is not a set contribution. Lotterywest funding is expected to be an important source of funding for elements of the Masterplan Works.

The Building Better Regions Fund (BBRF)

The BBRF program is the Australian Government's commitment to create jobs, drive economic growth and build stronger regional communities into the future. The fund invests in projects located in, or benefiting eligible areas outside the major capital cities of Sydney, Melbourne, Brisbane, Perth, Adelaide, and Canberra.

The Infrastructure Projects Stream supports projects that involve construction of new infrastructure, or the upgrade or extension of existing infrastructure. There is currently no confirmation of future rounds, but in the past grants of \$20,000 to \$10 million to cover 50% or more of project costs have been made.

Natural Disaster Resilience Program

If the facility is developed to also be an evacuation facility, it may be eligible for funding in part under the Natural Disaster Resilience Program, the purpose of which is to implement sustained resilience or disaster mitigation strategies that will directly benefit the WA community. Funding is not currently available under this program but do become available from time to time.

6.0 Community Fundraising Initiatives

Most sources of external funding for implementation of the Masterplan are conditional on matching contributions from local government and/or the community. It is anticipated that this will require significant levels of local fundraising, which will be considered in detail in a future Business Plan for implementation of the Masterplan. Potential local funding sources and activities include;

- business and 'buy a brick' sponsorships,
- changing the current peppercorn lease arrangements of facilities to include a contribution from clubs/users,
- an annual contribution from the Boyup Brook Sport and Recreation Association,
- an increase in Shire rates,
- local government directly undertaking some part of the works - siteworks, landscape elements,
- community labour (external funding programs typically place a cap on the value of this contribution)
- volunteers farming donated or other available land to generate income.

A successful example of the latter is Gnowangerup where ongoing revenue from community cropping is used to develop & upgrade infrastructure across the Shire. It demonstrates the importance of Shire and community collaboration and stakeholders working together to achieve a common goal. The Shire of Boyup Brook gained an insight into Gnowangerup's funding model through an interview with Wendy Gordon from the Gnowangerup District High School.

How did Gnowangerup decide what to fund, where and how to stage the works?

The original S&R complex building was built back in the 1970's. The first project was the indoor courts which at the time came about as the old courts had deteriorated badly and needed a whole new revamp. We had previously had discussions regarding building indoor courts as Jerramungup had and their facility was great. We then enlisted the help of the District Recreation Officer from Albany to do a feasibility study and he helped us with applying for government grants. The works in kind were huge with donations of machinery, time, sand, labour etc. The remaining funding was via a Shire Council loan that was area rated.

How did the local S&R Association fund the development of the Gnowangerup recreation facility? If possible please provide a total capital expenditure and rough indication of how this was staged over the total project.

I was involved in the indoor recreation centre but the costing would not be relevant these days. Our local Shire would have those details on record. We did the indoor courts first which also incorporated a few changes to the original building to facilitate the join and flow of the 2 buildings. We then had a freak storm/mini tornado that blew off the roof and damaged much of the main building (there was no damage to the courts). The insurance paid out but in the meantime the committee decided to upgrade and enlarge the main building at the same time. The insurance, lotterywest and a couple of other small grants and another loan through the Shire (specified area rated) funded this. Once all this had been completed the committee applied for a Sport & Rec grant for the turf and was successful. The Shire donated I think around \$250,000 and raised another self-supporting loan (specified area rated) for the complex/turf. The complex committee had previously taken on a couple of leases of shire land and had quite a bit of money raised through a cropping program which also helped with the costs. I believe now there is only ~ 2 years left on the latest specified area loan to go and all is paid for. Two or three years ago the town decided to move the pool up to the Complex precinct; this

was all managed by the Shire though the Complex did donate \$120K to their project.

How are the ongoing operational costs managed? If possible please provide an indicative annual operational cost.

Our cropping program expanded with more land becoming available and this has generated excellent income for us over the years which have allowed us to operate the facility and place money in an Asset Replacement Reserve. We levy all affiliated clubs (worked out on membership numbers/usage) and also hire out the facility which also generates some income. The committee also run the winter sports canteen which raises funds to help but as I said the main income source is the cropping. I have attached our last Annual financial statement for you which will give you some idea of our operational costs, the sales component in income is grain (we have just sold the last of the grain from that 18 -19 cropping in the last few days adding another \$145,000 to the grain sales). As the swimming pool water and electricity all run through the complex meters, complex pay 6 months utility costs and the Shire pay the other six months.

Who has ownership of the property and how is managed?

The Shire Council own the buildings and we have a peppercorn lease and a MOU. The Shire therefore does do some building repairs/maintenance, and they also provide some gardening services for the ovals, e.g. mowing, we pay for fertilizers but they pay for distribution. If we have any retic pump repairs over \$1,000 the Shire pays the difference. The Shire also provides a \$12,000 grant per year for help towards insurance, utilities, running costs etc.

The Association has now been passed the cropping opportunity onto another community group. Could you please provide some information on how this works or provide any useful documentation that you are willing to share such as business plans and/or agreements?

We have currently sub leased some of the cropping lease to the GNP360 group as the complex is currently in a good financial position, upward of \$400,000. We did not put in an EOI for some of the land that was up for lease which allowed GNP360 to have that land. The sub lease is 'worked' so that the complex still receives a small amount of funds i.e. the Complex pays a minimal amount for the lease to an outside agency and GNP 360 pay the complex market rate for the lease and then obviously GNP360 receive the funds from the cropping. We believe the amount they will be paying us will cover our operating costs for the year. This arrangement is currently for 2 years but may extend. There are no formal agreement just minutes from a meeting between the two groups, (and basically those that do the cropping for the complex are also the ones who will be doing the GNP360 cropping). Gnowangerup is a great community and realise we are all in this together and want our town to have good facilities, recreational and business for all to use and enjoy.

Any other major or innovative sources of funding?

No just the usual but grants from government funding was much easier to come by back then. Community works in kind are always beneficial when seeking grants and reducing costs.

Any key lessons or information about that process?

Committed hard working community members and a council that is passionate about their community and its survival by offering the best that they can do for those living in the community and/or attracting others to their community. Also having the ratepayers on the same page when it comes to specified area rating – though our Shire did have some opposition by small sectors, these were overcome and/or eventually accepted so that we now have a great asset in the town which is almost paid for.

7.0 Masterplan Design - Spatial Form

The preferred Masterplan Design has been developed in response to the outcomes of the design workshop and subsequent discussions with clubs on the details of the outdoor multi-use court/s, tennis courts and hockey fields. Figures 7.1 and 7.2 illustrate the plan form of the Masterplan endorsed by the BBSRA. The key development components of the Masterplan are;

- sports hall - sized to fit ~1.5 netball basketball courts,
- shared changerooms and toilets - for the hall and surrounding facilities including football, suitable for mixed sex sports,
- shared function/clubrooms - incorporating kitchen, kiosks, bar and related utility functions, with adjoining decks to the north and south,
- relocated bowling green - sized as per existing facility,
- outdoor court - sized for a single netball/basketball court,
- skatepark,
- playground - incorporating traditional play equipment and nature play,
- principle carpark - adjoining the sports hall with service/loading access, and overlooking the football/cricket oval,
- associated siteworks - interconnecting pedestrian infrastructure and landscaping.

It is intended that all the new facilities in the Masterplan precinct core be built on a single terrace, located at a level approximately a third of the way down between Beatty St and the oval - at a similar height to the existing pool. This facilitates ready movement to and between all facilities within the core for all abilities and ages. Ramps and steps built into landscaped graded banks on the east and west sides of the precinct core provide access up/down to the terrace. On the north and south sides the terrace is interconnected with the 'greenway walk' which stretches across the full extent of the precinct. Figure 7.3 shows indicative cross-sections through the precinct core to illustrate the proposed levels and facilities, and the relationship of new levels to existing. Firming up on finished levels can be established once a feature land survey is undertaken across the site.

The precinct core of the Masterplan is designed on a regular planning grid that;

- frames the individual components and facilities,
- structures pedestrian movements,
- delineates staging of Masterplan implementation works - refer section 9 Masterplan Implementation - Draft Schedule.

Another key feature of the Masterplan Design is the paved Boardwalk and Covered Way, functioning as an internal pedestrian street that concentrates formal & informal social activity within the Precinct core. The Boardwalk includes shade/shelter and seating elements for players, spectators and visitors passing through.

Parking and vehicle access within the precinct is delineated and separated from pedestrian routes generally. Vehicle access outside of the designated parking areas will be limited to service and maintenance vehicles, with the exception of parking around the oval during games and training.

The Masterplan is sufficiently flexible to cater for refinement and future needs if required including, but not limited to;

- expanding the outdoor court area to accommodate 2 netball/basketball courts in combination with 4 tennis hardcourts as per Figure 7.4,
- use of the area to the south of the existing clubrooms for additional facilities,
- increasing/decreasing the size and configuration of the shared changerooms to meet all users needs,
- retention of existing changerooms and toilets subject to their condition and confirmed demand for dispersed ablutions across the precinct,
- retention and upgrade of the existing football clubrooms to suit other uses,
- relocation/reconstruction of the existing stone entry elements to the precinct,
- additional parking developed between the hockey field and outdoor courts, and/or to the south of the existing clubrooms,
- a 3 hole par 3 golf course to the north of the precinct and Jackson St (as indicated in Fig 7.1).



Figure 7.5: Stone Entry Elements to the Precinct



MASTERPLAN CONCEPT_ FULL PRECINCT

BOYUP BROOK SPORTS & RECREATION PRECINCT 2019 MASTERPLAN
 February 2020 scale 1:1000@A1, 1:2000@A3



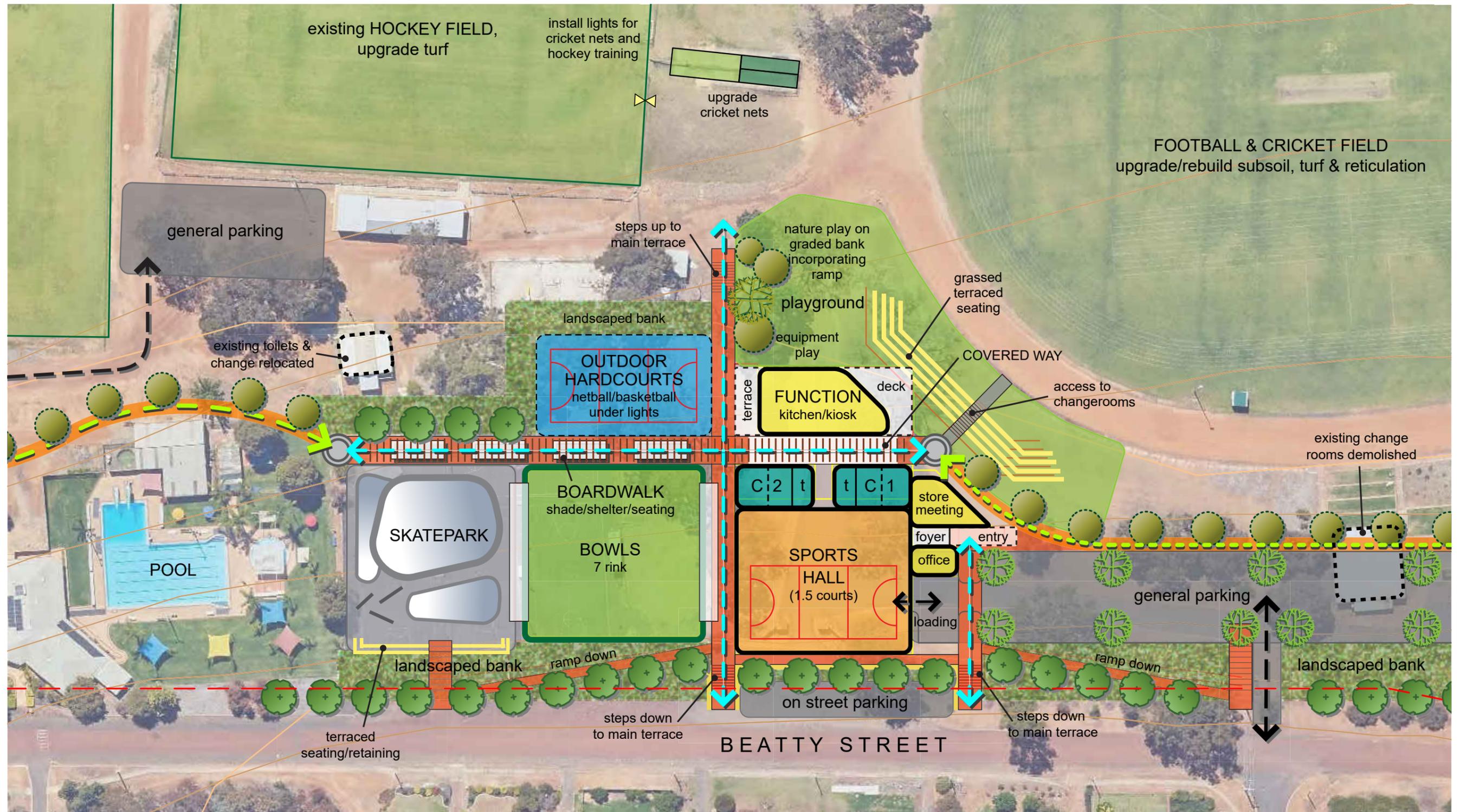
- GREENWAY WALK
- PEDESTRIAN LINKAGE
- VEHICLE ACCESS

ARCHITECTURE
 URBAN DESIGN
 SUSTAINABILITY

nextpractice

124 main road
 bridge town WA 6255
 0849 658 585
 david@nextpractice.com.au
 www.nextpractice.com.au

Figure 7.1: Masterplan Precinct

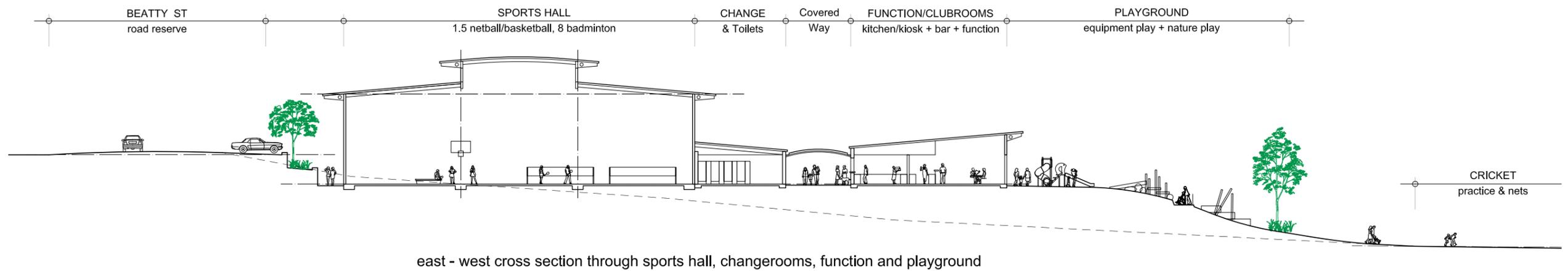
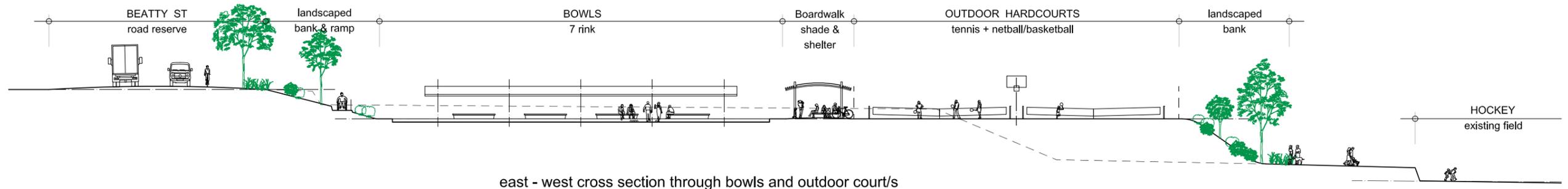


MASTERPLAN CONCEPT _ PRECINCT CORE

BOYUP BROOK SPORTS & RECREATION PRECINCT 2019 MASTERPLAN
Febuary 2020 scale 1:400@A1, 1:800@A3



Figure 7.2: Masterplan Precinct Core



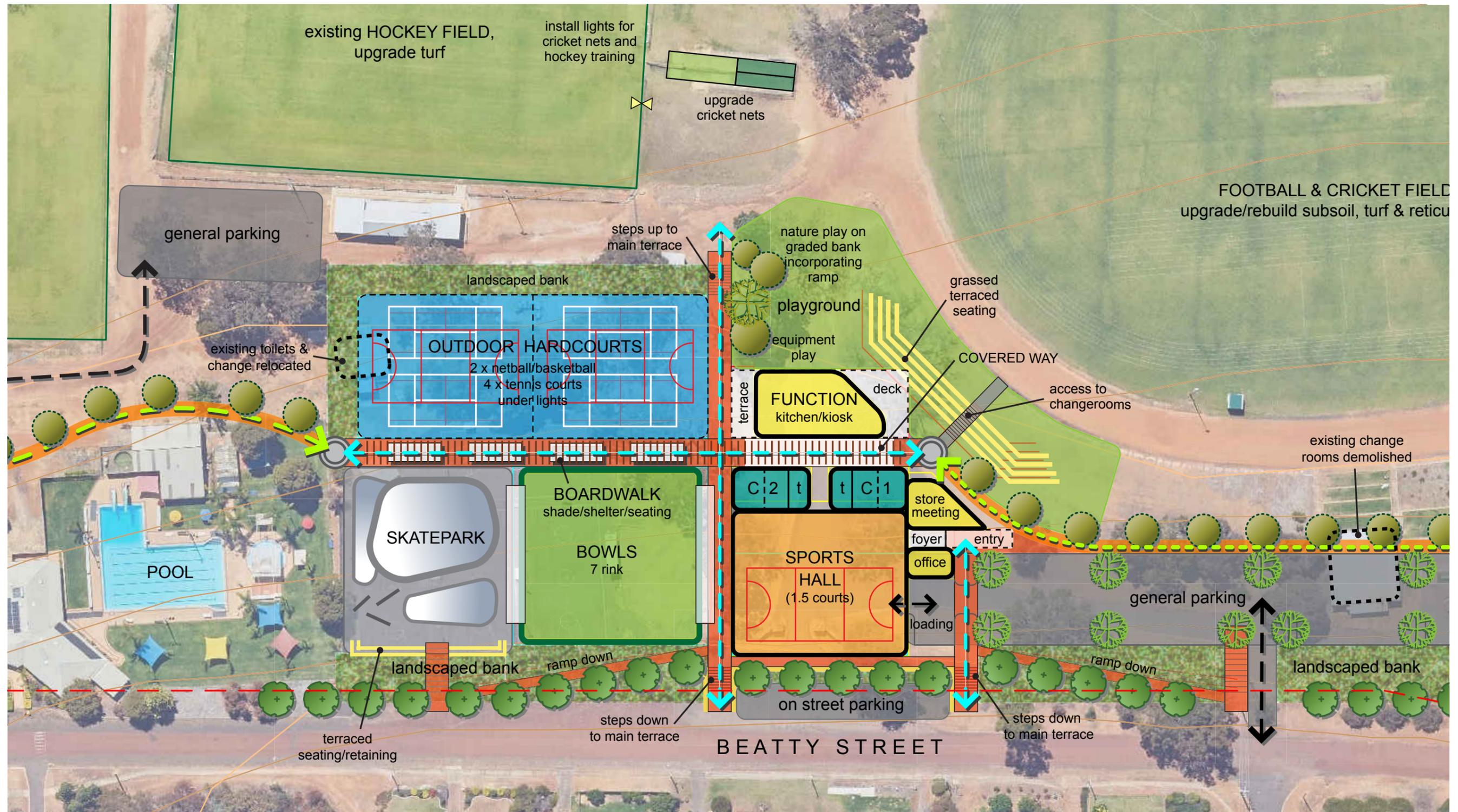
MASTERPLAN CONCEPT_PRECNCT CORE INDICATIVE CROSS SECTIONS

BOYUP BROOK SPORTS & RECREATION PRECINCT 2019 MASTERPLAN

February 2020 scale 1:200@A1, 1:400@A3



Figure 7.3: Masterplan Precinct Core - Cross Sections



MASTERPLAN CONCEPT _ PRECINCT CORE _ FUTURE 4 TENNIS HARDCOURTS

BOYUP BROOK SPORTS & RECREATION PRECINCT 2019 MASTERPLAN

February 2020 scale 1:400@A1, 1:800@A3



Figure 7.4: Masterplan Future Tennis Hardcourts

8.0 Masterplan Implementation - Business Plan Outline

This section of the Masterplan Report is a summary of the anticipated issues to be addressed, and further technical, design & construction work required to implement the Masterplan. It outlines the form and content of a future Masterplan Implementation Business Plan to complement the Masterplan Report.

8.1 Governance & Management

A major area of Masterplan implementation which is yet to be considered by stakeholders is governance and day to day management responsibilities of facilities within the precinct. Governance and management outcomes should be resolved in the short to medium term, as they will have implications for the detailed design of facilities and siteworks, construction costs and operating budgets. A stakeholder workshop may be required to determine these outcomes. It is expected that other communities with established recreation centres and shared S&R facilities could provide insight and prototype governance and management frameworks.

Issues to be considered would include, but are not limited, to the following suggestions;

Tenure

- The shire will continue to own all facilities and improvements within the S&R precinct.
- Existing leases for clubrooms and field/courts with individual clubs - to be reviewed, renewed, replaced, withdrawn.
- New leases with individual clubs for relocated outdoor facilities - bowling green, tennis courts.
- Individual clubs to have secure tenure and/or guaranteed access to the shared sports hall and changerooms.
- Schools to have guaranteed access to the facilities generally.
- Lease over the function/clubrooms facility - a single club, multiple clubs, no clubs, a separate business entity.

Governance

- Managing body to be BBSRA, Shire, a mixed management Board.
- Scope and distribution of management responsibilities.
- Managing body to also be responsible for implementation phase of Masterplan.
- Management of the function/clubrooms to be separate from other facilities - income generator, licensed facility.

Management

- Shire coordinate repair, maintenance, cleaning and services to shared facilities.
- Split of operating costs above - Shire, BBSRA, individual clubs, other users.
- Individual clubs coordinate and cover costs for repair, maintenance, cleaning and services to their dedicated facilities.
- Fees for use of shared facilities - BBSRA, clubs, court fees, individual users, schools.
- Cost recovery user pays model, or subsidised user fees to maximise use of facilities..
- Designated management staff, if any.
- Kiosk & Function/Clubrooms food and beverages stock - shared, management of stock,
- Record keeping for food and beverage sales between clubs from shared stock.
- Scheduling of use in shared facilities.

- Management of bookings for sports hall, gym, squash courts, function facilities etc.
- Managing access and security to shared facilities - masterkey, card systems.

Fundraising

- Distribution of food and beverage sales profit between clubs.
- Beneficiary of profit from social events held in sports hall or function/clubrooms.
- Fundraising to offset operating costs, subsidise user fees.
- Community fundraising initiative/s to continue beyond construction phase to offset operational costs.

Other

- Boyup Brook Club or it's successor - potential tenure or role in the function/clubrooms facility.

8.2 Design Development

The Masterplan Design is a 'big picture' diagram which establishes the location and arrangement of the buildings, courts/fields, and other S&R infrastructure within the precinct. Detailed design and documentation for construction of these individual elements is not within the scope of the Masterplan, and would be undertaken as required within future implementation stages. Additional studies and investigations will be required to support and inform this work. Future design development related work can be broadly broken down into the following packages.

Feature Survey of the precinct focusing on the core area of shared facilities. To include cadastral boundaries, spot and 0.5m contour levels, built and natural features, service locations where available, and the 100 year flood level.

Geotechnical Investigations to confirm soil profiles and foundation types across the area of proposed new infrastructure. To also establish the extent and nature of existing fill in this area.

Detailed **Facility Brief** developed in consultation with stakeholders. To establish functional and spatial requirements to suit user needs, contemporary club standards and accessibility expectations. To also consider material preferences in light of capital cost v maintenance, longevity and energy efficiency - including in particular the type of sports hall flooring and outdoor artificial court surfaces.

Preliminary **Engineering Advice** - civil & drainage considerations, advise on suitable structural methodology and construction types, establishing any water or power supply constraints or upgrades required.

Detailed to scale **Design Development** incorporating information from above studies, to include;

- siteplan confirming location, dimensions & finished levels of buildings, courts/greens, parking areas, pedestrian infrastructure and other siteworks items,
- floorplan, elevations & indicative cross-sections of individual buildings,
- 3d imagery of overall development (optional),
- draft schedule of materials, finishes and fixtures.

Indication of Probable Construction Cost based on the details of prior design development work and site investigations.

Bulk Earthworks package - prepare detailed technical documentation for earthworks across the overall development site, to form and finish terraces and banks at nominated ground levels & install stormwater drainage.

Construction Packages - prepare detailed technical documentation for each stage of construction, inclusive of siteworks, buildings and outdoor courts/greens.

Skatepark & Playground design and construction - specialist designers and/or suppliers to consult with stakeholders to develop and cost the skatepark, nature playground & supply playground equipment.

8.3 Costs

Establishing cost estimates of implementing the Masterplan requires that assumptions are made on many issues which are yet to be determined and/or where there is limited detail or preliminary information only available. Accordingly, where figures are provided they are indicative for budgeting purposes only (ex gst). In many cases available funding may dictate the budget. Where a figure range is provided, this reflects the scope of future decisions to influence the final cost. Matters of particular influence on cost are identified below.

Design Development Consultant Fees - The majority of project consultant costs are included in preparing the earthworks and building construction packages which will vary with the scale, complexity and cost of the buildings and siteworks. It is assumed that the design/technical consultant costs for the playground and skatepark would be part of a design and construct package for each, and have not been separately allowed for.

A budget allowance for each Design Development item is identified in the Implementation Schedule, with a total budget allowance of \$160K to \$250K.

Earthworks & Siteworks - The major factor influencing earthworks and siteworks related project costs are existing and finished levels, in turn determining the extent of onsite cut and fill, and clean fill (including sand) required from off site to be compacted. Once a feature survey is available and a finished ground level for the main terrace resolved then earthworks costs can be estimated. Other influencing factors are availability of suitable sand fill, materials selection for paving, design of covered walkway structures and landscaping.

Given the detail available at this time generally on these matters, and in particular the limited levels data making estimation of earthworks quantities highly unreliable, a total budget allowance has not been identified.

Buildings - Factors affecting the construction cost of the Buildings will be size, construction type and material selections. While the overall size of the sports hall is unlikely to change, the size of the changerooms/toilets will depend upon how changing facilities for mixed sex sports is addressed in the design, and the size of the function/clubrooms is yet to be defined (the existing football clubrooms is used as a guide). A total budget allowance of \$2.8 - 4.5 million for building construction is provided as a guide. The range reflects the influence of construction type - from a simple insulated shed with a rubber sports floor for the sports hall, to mixed masonry and steel construction types with a sprung timber floor.

Outdoor Facilities - includes relocation of the bowling green, outdoor multiuse court/s, playground and skatepark. With the exception of the bowling green, the scope of each outdoor facility is yet to be defined. The key cost factor for the

outdoor multiuse courts is the No of courts and thereby the overall area of the facility, which may not be determined in the short to medium term. For the skatepark the cost will be dependent upon the design and overall size, and the extent to which specialist contractors are required for construction. Much of the nature playground may be able to be constructed by volunteer labour with donated and recycled materials, and could be added to over time. The form of the skatepark and the playground are likely to be dictated by working within available funding.

Given the above as yet undefined variables a budget allowance has not been identified for outdoor facilities. Undertaking a survey of similar recently constructed facilities could though provide a budget guide.

Operational (ongoing) Costs - Many components of the operating cost once the Masterplan is fully implemented, are dictated by management and governance outcomes which are yet to be established. Accordingly, a budget allowance has not been identified for operating costs at this stage.

Key operational cost items to consider can be categorised into;

- repair & maintenance,
- staff - dedicated staff for sports hall (if any), and additional groundskeeping requirements,
- cleaning,
- consumables - power, water, gas (hot water & kitchen).

Other costs to be considered would be depreciation, scheduled replacement of fixed equipment, and associated loan costs.

Club Facility Improvements - Improvements and upgrades to club facilities outside of the Beatty St precinct have been identified through the Masterplan consultation process, specifically for the golf, clay rifle and pistol clubs. Improvements to existing courts, ovals and fields have also been identified including upgrade of turf playing surfaces and lighting for training and play. Although off site or not forming part of the precinct core, these items have been included separately in the Implementation Schedule.

8.4 Funding

Implementation of the Masterplan will require significant levels of committed project funding from multiple sources - external state and federal government programs (refer section 5 of this report), the Shire of Boyup Brook, and the local S&R community through BBSRA (section 6 of this report outlines Gnowangerup's community funding model). The capacity of any and all of these sources will in all probability define and constrain the Masterplan implementation budget, which will in turn influence the size of facilities, construction type and materials selections.

Development of a funding model or framework by the project sponsors, reflecting their anticipated funding capacities, is an essential prerequisite to guide much of the future Design Development work. In particular that the design and size of facilities, material and construction choices can be aligned with available funds.

9.0 Masterplan Implementation - Draft Schedule

A draft implementation schedule has been developed as a template and roadmap for moving forward with the project, incorporating the items outlined in the previous section 8: Business Plan Outline. The schedule is intended to be a working document to be further developed and updated, as new information becomes available and decisions are made around funding, governance and management in particular.

Where budget allowances are currently available these have been included. Where not available the additional work or information required to determine these figures is generally identified in the previous section 8.

Generally items are scheduled in the order they will need to occur; eg for any given component funding is firstly secured, then technical documentation undertaken, before construction can be commenced. Staged construction of the Masterplan is assumed, with bulk earthworks across the full site initially, followed by the sports hall and changerooms as the priority facilities. Beyond this initial building phase, scheduling of works will be largely dependent on available funding. Other factors to be considered in establishing staging of the Masterplan could include;

- relocation of bowls green when existing playing surface requires replacement, approx 5 years,
- function room constructed at same time as bowls green relocation,
- developing the youth sub-precinct, skatepark & outdoor netball/basketball court at the same time,
- staged construction of pedestrian infrastructure and other siteworks to service facilities as they are developed,
- potential long term expansion of the single outdoor court terrace to suit 4 tennis hardcourts.

The improvements and upgrades to club facilities outside of the Beatty St precinct that have been identified through the Masterplan consultation have been included separately in the Implementation Schedule. Timing of these items will be dependent upon funding availability and project priorities yet to be established by the Masterplan Sponsors.

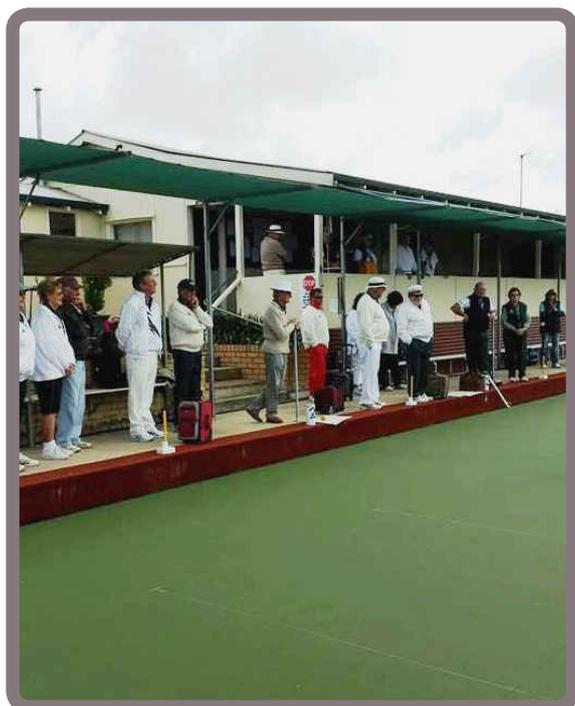


Figure 9.1: Boyup Brook Bowling Club Facilities

Category	ITEM	Timing	Undertaken by	Budget	Comments	
FUNDING	FUNDING Framework	First 6 MONTHS	Project Sponsors		Establish funding capacity/commitments of Shire & local S&R community. Develop a funding schedule for next 10 years. Determine loan details if required.	
GOVERNANCE & MANAGEMENT	GOVERNANCE Framework		Project Sponsors (+ consultant to guide process if required)		Establish principles around ownership, leases, access & other tenure issues. Determine form, scope and responsibilities of governance/management body. Establish governance/management body.	
GOVERNANCE & MANAGEMENT	MANAGEMENT Framework		Key Stakeholders (+ consultant to guide process if required)		Determine management practices and responsibilities. Determine revenue approach – user pays, subsidised fees, schools contribution etc. Establish operational budget.	
COSTS	Outdoor Facilities Cost Survey		Shire		Undertake a survey of the cost of similar recently completed or in construction outdoor courts, bowling greens, skateparks and playgrounds.	
DESIGN	FEATURE SURVEY		Land Surveyor	\$10K	Establish accurate levels, boundaries and features across precinct with focus on the area of new facilities.	
DESIGN	GEOTECHNICAL Investigation		Geotechnical Consultant	\$5 - 10K	Establish soil/foundation types and extent of existing cut & fill for area of new facilities. Shire may be able to undertake some of this work and/or provide trenching/potholing equipment.	
COSTS	Earthworks & Siteworks Costing		Shire		Calculate bulk earthworks and siteworks quantities and provide indicative costs.	
COSTS & FUNDING	Project BUDGET UPDATE		Shire		Confirm Project Budget with inclusion of earthworks, siteworks, outdoor facilities and operational costs. Reconcile with funding schedule. Confirm project financial feasibility.	
DESIGN	Preliminary ENGINEERING Advice		YEAR 1	Civil/Structural & Electrical/Hydraulic Engineers	\$10K	Desktop study to identify civil & drainage considerations, advise on suitable structural methodology, establishing any water or power supply constraints/upgrades that may be required.
DESIGN	Detailed FACILITY BRIEF			Key Stakeholders + Architect	\$5K	Consult with stakeholders to establish detailed functional requirements of building elements. Confirm construction type & develop a draft materials schedule aligned with the project construction budget.

Table 9.1: Masterplan Implementation Schedule

Category	ITEM	Timing	Undertaken by	Budget	Comments
DESIGN	DESIGN DEVELOPMENT	YEAR 1	Architect	\$25 - 40K	Develop the design of the core area of the Masterplan. Prepare detailed to scale design drawings of the overall site and individual building elements. 3D imagery & schedules of materials finishes and fixtures.
COSTS	Indication of PROBABLE COST		Architect, Quantity Surveyor or Building Estimator	\$3-5K	Prepare a cost estimate for each stage of building construction based on the above Design Development information.
COSTS & FUNDING	Project BUDGET UPDATE		Shire		Update Project Budget to include Indication of Probable Cost & any other revised project cost components.
FUNDING	Stage 1 – SECURE FUNDING		Stakeholders		Secure external and local funding required to progress design and construction of bulk earthworks.
DESIGN	Stage 1 - BULK EARTHWORKS Technical Package	YEAR 2	Civil Engineer	\$15 - 25K	Prepare detailed technical documentation for earthworks, and stormwater drainage.
CONSTRUCTION	Stage 1 - BULK EARTHWORKS Construction		Shire and/or earthmoving contractor		Undertake bulk cut and fill, foundation compaction, grade surfaces to finished levels & install stormwater drainage infrastructure.
FUNDING	Stage 2 – SECURE FUNDING		Stakeholders		Secure external and local funding required to progress design and construction of the Sports Hall & Changerooms.
DESIGN	Stage 2 - SPORTS HALL & CHANGEROOMS Technical Package		Architect, Engineers & other consultants	\$90-160k incl function/clubroom package	Prepare detailed technical documentation for tendering and construction of the sports hall, changerooms and associated siteworks.
CONSTRUCTION	Stage 2 - SPORTS HALL & CHANGEROOMS Construction	YEAR 3	Registered Commercial Builder		Undertake construction of the sports hall, changerooms and associated siteworks.
COSTS & FUNDING	Project BUDGET UPDATE		Shire		Update Project Budget to include Stage 1 & 2 as-constructed costs and any other revised project cost components.
DESIGN	Stage 3C – SKATEPARK Brief		Stakeholders		Develop a brief for the skatepark, inclusive of overall size and features, target groups/ages, and budget.
FUNDING	Stage 3 – SECURE FUNDING		Stakeholders		Secure external and local funding required to progress design and construction of outdoor netball/basketball court, skatepark, paved boardwalk and covered way structures.
DESIGN	Stage 3A & 3B – OUTDOOR COURTS & BOARDWALK Technical Package		Landscape Architect, Engineers & other consultants		Prepare detailed technical documentation for tendering and construction of the outdoor netball/basketball court, paved boardwalk and covered way structures.

Table 9.2: Masterplan Implementation Schedule contd

Category	ITEM	Timing	Undertaken by	Budget	Comments
CONSTRUCTION	Stage 3A & 3B – OUTDOOR COURTS & BOARDWALK Construction	YEAR 4/5	Registered Builder and/or Contractors		Undertake construction of the sports hall, changerooms and associated siteworks.
DESIGN & CONSTRUCTION	Stage 3C – SKATEPARK Design & Construction Package		Specialist Skatepark Contractors		Undertake detailed design, technical documentation & construction of the skatepark.
COSTS & FUNDING	Project BUDGET UPDATE		Shire		Update Project Budget to include Stage 3 as-constructed costs and any other revised project cost components.
FUNDING	Stage 4 – SECURE FUNDING		Stakeholders		Secure external and local funding required to progress design and construction of the Function/Clubrooms & Bowling Club relocation.
DESIGN	Stage 4 – FUNCTION/CLUBROOMS & BOWLS GREEN Technical Package	YEAR 5/6	Architect, Engineers & other consultants	\$90-160k incl sports hall & changeroom package	Prepare detailed technical documentation for tendering and construction of the function/clubrooms, new bowling green and associated siteworks.
CONSTRUCTION	Stage 2 - FUNCTION/CLUBROOMS & BOWLS GREEN Construction		Registered Commercial Builder		Undertake construction of the function/clubrooms, new bowling green and associated siteworks.
FUNDING DESIGN CONSTRUCTION	Repeat Funding, Design, & Construction sequence for future stages	To be established	Stakeholders Consultants Builders/Contractors		Secure funding for each stage/package of works. Undertake detailed design and technical documentation required. Construct the works
COSTS & FUNDING	Project BUDGET UPDATE		Shire		Update Project Budget at regular intervals to include as-constructed costs and any other revised project cost components.
FUNDING DESIGN CONSTRUCTION	Repeat Funding, Design & Construction sequence for works outside Precinct Core	To be established	Stakeholders Consultants Builders/Contractors		Undertake works to club facilities outside of the core of the Beatty St precinct; inclusive of 3par golf, tennis hard courts, lighting and turf/drainage upgrades, and facility improvements at golf, pistol and clay rifle clubs.
REVIEW	Review and Update MASTERPLAN	Every 5 years	Stakeholders		Review and update the Masterplan, to reflect any changes in stakeholder priorities, community expectations & funding expectations.

Table 9.3: Masterplan Implementation Schedule contd