



## Shire of Dandaragan Sport and Recreation Plan 2021 -2031

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## Executive Summary

The Shire of Dandaragan Sport and Recreation Plan has been drafted to guide the Shire's future resource, investment and advocacy commitments to provide appropriate facilities and services to its community. It is principally focused on the needs of Shire residents centered around the four towns of Badgingarra, Dandaragan, Cervantes and Jurien Bay.

The purpose of this draft document is to set out the research and rationale for a series of recommendations against which the Shire will plan for the next ten years and beyond. The key considerations in developing the plan have been:

- The future financial viability of current sport and recreation infrastructure and the ability to address any identified financial risks.
- Limited available financial resources of the Shire to invest in sport and recreation infrastructure and the requirement to prioritise how this investment should be expended.
- To plan effectively to supplement Shire resources by attracting grant and other external funding for those projects identified as being important to the community.
- The changing participatory landscape which is seeing the sport and recreation precincts used extensively at one time for different sporting activities.
- To ensure facilities, where practicable, meet contemporary design standards and that any planned changes are undertaken in a realistic phased timeline which take into account the ability to attract external financial resources.
- The management of an ageing asset base and to ensure each Town community has the capability and volunteer resources / skills to sustain current services without significant additional financial input and assistance from the Shire.
- The potential rationalisation of sport and recreation infrastructure as it reaches the end of its useful life to ensure the sport and recreation precincts in each Town remain viable and meet the needs of a socially connected community.
- Responding to a gradually ageing community and increasing the accessibility to all community sport and recreation infrastructure.
- Recognising there is still a large young family cohort and youth which are to be provided for and by building on recent investment in the skating infrastructure at Jurien Bay and planned investment for families / children / youth in other Town sites.
- Facilitating the growth in non-structured and social sport and recreation opportunities as a growing area which needs to be accommodated..
- The use of improved information technology in both improving accessibility to sport and recreation infrastructure but also to gain data on usage against key strategic community plan outcomes.

The most significant consideration is the ability for shire residents to access infrastructure that is flexible and adaptable for a wide range of uses as diverse sport and recreation opportunities, rather than purely a level of provision based on population trigger points.

Key outputs from the community consultation process undertaken in developing the sport and recreation plan identified the following additional overarching considerations:

- The quantity of sport and recreation facilities in the Shire is considered generally to be adequate.
- Many of the facilities however are ageing and not fit for current purposes.
- Although the Shire's population is ageing the provision of facilities and programs in sport and recreation for younger age groups is growing.
- More diverse sport and recreation offerings are required, which could be facilitated in part by multi-use facilities.

Having regard to the above, the Shire in assessing any new development has determined it will prioritise multi-use facilities and will work towards developing a Master Plan for each of the four Town site Sporting Precincts. These Master Plans will guide and inform future development and investment decisions. A clear policy direction is to ensure Shire facilities are open and equitable.

Based on The Master Planning process and community need the Shire will work towards developing in each of the Town sport and recreation precincts one centralised community hub for sporting activity, social gatherings, meetings, events and festivals / community activities. This ideally should be within one centralised building which provides a community centre, sporting pavilion, social / function space and public toilets / shared meeting and socialising areas. The facilities should have the capability to provide for both sport and general recreational use to provide for the resident community of all ages.

A *Minimum Level of Service* provided by the Shire to the four population centres is suggested, which include :

- Indoor space with meeting rooms, kitchen, and function capability.
- Indoor full-size basketball with multiple court markings (Jurien Bay only).
- Outdoor multi-functional court space x2 for the provision of tennis, netball and basketball (floodlit to evening training use).
- One senior oval space which can accommodate the seasonal sports of Australian Rules Football as a minimum but with the capability to accommodate rectangular sports (2 rectangular senior pitches).
- 2 x gender diverse changing rooms with toilets and showers. This is suggested at all Town sport and recreation precincts, with the exception of Badgingarra.
- 1 x umpire rooms. This is suggested at all Town sport and recreation precincts, with the exception of Badgingarra.
- Internal storage.
- External covered viewing areas.
- Play area / skate facilities for the youth / young children, drinking fountain and seating.

In addition to the above, it is suggested the following facilities are to be subject to community or external grant funding with an appropriate business case (i.e. not part of the minimum level of service provided by the Shire):

- External storage
- Training floodlights (one installation of training level lights for weekday evening use). Competition lighting is not required.
- 1 x synthetic bowls green.

The plan identifies a series of guiding principles against which projects identified under the Master Planning processes should be considered and prioritised. These include:

- All projects are to be in accordance with the goals and objectives within the Sport and Recreation Plan
- Being subject to a well-developed business case
- Projects are to comply with current and emerging Shire policy
- The project and outcomes should be underpinned by a strong governance structure
- Proponents demonstrating good financial management and decision making processes
- The project fulfills a demonstrated need
- Promoting shared use and co-location of clubs and infrastructure
- The facilitation of community cohesiveness (i.e. supporting social connectivity).

In responding to the full extent of research underpinning this plan including the current strategic direction of the Shire, regional influences, changing demographics, trends and benchmarking, visual auditing of

existing facilities, input from user groups and an analysis of future needs, a series of recommendations were made. These are identified from page 66 onwards of the plan and incorporate:

- 15 recommendations related to development principles, policies and standards of provision.
- 10 recommendations related to the Town site of Cervantes
- 4 recommendations related to the Dandaragan Town site.
- One comprehensive recommendation related to the Badgingarra Community Centre and Adjacent Sporting Facilities.
- 6 recommendations related to the Jurien Bay Town site.

The recommendations have broad time considerations for delivery against each which includes:

- Immediate (I): 1 year in planning and implementation (year one of the Sport and Recreation Plan 2021 to 2031).
- Short Term (S): 1-4 years in planning and implementation (year one to four of the Sport and Recreation Plan 2021 to 2025).
- Medium Term (M): 4-10 years in planning and implementation (year four and onwards of the Sport and Recreation Plan 2021 to 2031).
- Long Term (L): 10 years plus in planning and implementation (post 2031).

## 1. The Context:

The Shire of Dandaragan Sport and Recreation Plan is principally focused on the needs of Shire residents centered around the four towns of Badgingarra, Dandaragan, Cervantes and Jurien Bay. These are the main population centres which also support the local agricultural and tourist industry. Figure 1 highlights the central location of the Shire to the major national park tourist attractions and the respective location of the four main population centres.

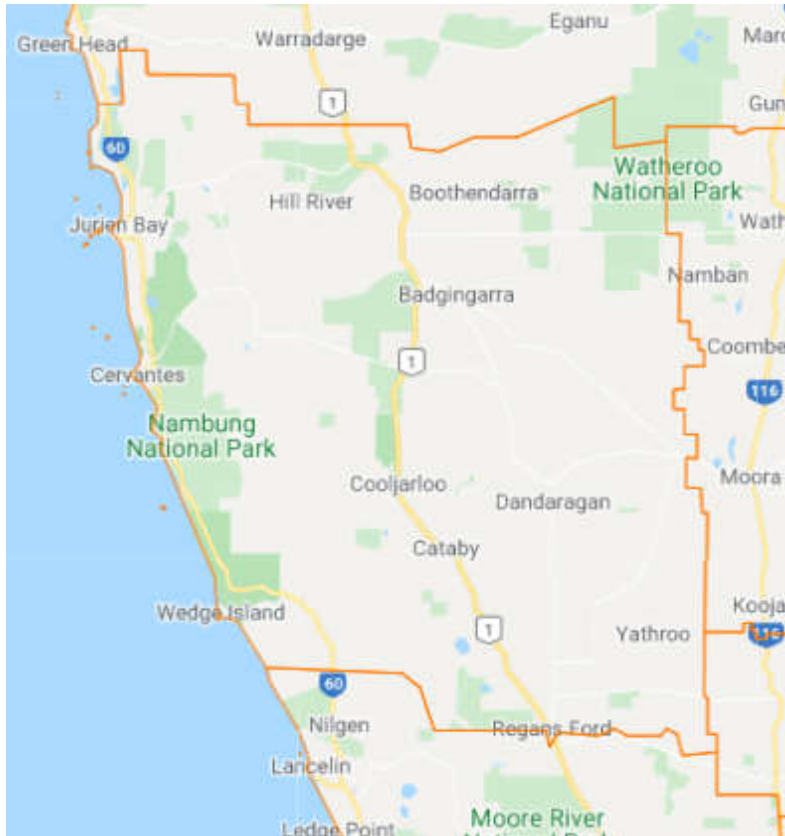


Figure 1 – Shire of Dandaragan

### 1.1 Purpose

The Shire of Dandaragan's Sport and Recreation Plan is to guide the Shire's future resource, investment and advocacy commitments to provide appropriate facilities and services to its community within the four towns of Badgingarra, Dandaragan, Cervantes and Jurien Bay.

The provision of sport and recreation facilities and services is delivered across organised team sports, individual participant sports (e.g. fitness, gym) and passive recreation opportunities. The plan therefore considers a broad range of facilities and considers the Shire's capital assets for meeting current and future recreation needs of the Shire's community. The report recognises that much of the community sporting infrastructure has been developed and delivered through significant community fund raising and grant assistance. It is likely that this will continue and the role of the Shire is to assist the community through this process and seek to address potential shortfalls where the need has been evidenced.

Direction is provided through Envision 2029, the Shire's Strategic Community Plan, Corporate Business Plan and Long Term Financial Plan. Community requirements are required to be balanced against both the financial and personnel resources which are available, having regard to existing and potential partnerships with other service and funding providers.

## 1.2 Objectives

This plan identifies the key frameworks, trends, community needs and priorities for future investment and management in sport and recreation facilities and services. The primary purpose of the plan is to ensure the Shire's capital assets meet current and future needs of the Shire of Dandaragan community. This plan:

- Identifies current trends, future growth prospects and consider opportunities for improved sustainable sport and recreation facilities across the Shire.
- Articulates a clear vision and measurable goals to assist the Shire and sport and recreation organisations to focus on the development of viable facilities and levels of service.
- Rationalises and prioritises existing sport and recreation facilities to provide optimum services to the resident population.
- Includes a detailed action plan that prioritises and guides the Shire's resources to deliver the optimum sport and recreation outcomes in a planned approach. This should be underpinned by a cost benefit analysis which confirms the highest priorities for investment.
- Is informed by relevant planning and guidelines and a robust consultation process with key stakeholders to ensure the plan is best informed and priorities agreed in consultation with Shire officers, Council and sporting groups through the Plan development process.
- Applies to a timeframe of the next 10 years.

## 1.3 Development of the Plan Overview

To fulfill the objectives of the Plan a process for planning process was adopted:



*Figure 2: Methodology for developing the Shire of Dandaragan Sport and Recreation Plan*

The following identifies the process undertaken under each of the phases:

- Phase 1: To obtain the full extent of supporting information, strategic planning documentation and to confirm the outcomes desired of the planning process.
- Phase 2: The analysis of all data relating to previous plans, community requests, demographic considerations, a visual audit of all existing facilities, trends and benchmarking.
- Phase 3: The development of a community survey and a series of workshops in Badgingarra, Dandaragan, Cervantes and Jurien Bay. In addition, one to one meetings were held with key user groups within each of the main facilities.
- Phase 4: A needs analysis was then undertaken based on the outputs of the research and the consultation process. This assisted in establishing priorities for future investment and underpinned a series of draft recommendations.
- Phase 5: The development of the draft Sport and Recreation Strategy including the recommendation and associated implementation plan for consideration by Council.



- Phase 6: The draft plan is to be updated following consideration by Council and a further round of public advertising to ensure the recommendations and outputs of the process are generally supported by the community.

## 2. Strategic and Operational Considerations

This section identifies the critical considerations identified through the document review process and an assessment of documents related to the provision of sport and recreation within the Shire of Dandaragan. These documents establish the key parameters to provide direction for the Sport and Recreation Plan. A detailed precis is provided at Appendix A and key considerations and potential implications are identified below in the following sections.

### 2.1 Shire of Dandaragan Integrated Planning and Reporting Framework

The most critical documentation under which the Shire of Dandaragan sets the future direction is the Integrated Planning and Reporting Framework which consists of:

- Strategic Community Plan (Envision 2029)
- Long Term Financial Plan and annual budget
- Corporate Business Plan

The Sport and Recreation Plan is to be used as an informing document under the Integrated Planning and Reporting Framework.

#### **The Strategic Community Plan (SCP):**

The Plan outlines a 10 year plan to meet the community's aspirations themed into four responses, Infrastructure, Prosperity, Environment and Community, with priority outcomes which include:

- Infrastructure:
  - Our communities contain vibrant, activated public open space and buildings with high levels of organisation and functionality. This requires assets to be flexible and adaptable.
  - Our investments in public assets are based on responsible and sustainable asset custodianship. The asset management planning framework is the guiding document and will consider the upgrade and improvement of existing buildings and Public Open Space (POS) without necessarily increasing the quantity.
  - Our built environment responds to the accessibility and connectivity needs of all residents providing equitable access and opportunity for participation. This requires the Shire to adhere to recommendations from the Age Friendly Community Plan and Disability Access and Inclusion Plan.
- Prosperity:
  - The Shire is home to a successful and growing market for domestic and international tourism. Of the key actions of relevance is to facilitate and support events that promote the region and deliver a positive economic impact.
- Environment:
  - The Shire will be prepared for and respond to the challenges of climate change. In particular to implement effective planning and projects that reduce the risks to property, infrastructure and the environment.
- Community:
  - A Shire built on the strengths of community spirit and resilient, connected communities. To support the value of our community volunteers and provide meaningful opportunities to contribute to Shire projects and improving local living.
  - A safe, healthy, smart and active community that values its history and supports inter-generational relationships. By providing sustainable recreation infrastructure and services, off-peak events, community building programs and place-making concepts in our public spaces.

- A region that develops and supports community leadership and collective values. By providing governance support for community groups and implementing the Youth Plan to support youth leadership, development and involvement.

#### **Corporate Business Plan (CBP):**

The 4 year Corporate Business Plan (CBP) sets out the priority actions to achieve the objectives of the SCP, within the Shire's available resources and long term financial planning goals. Commitments have been made to the following which influence the Sport and Recreation Plan:

- Cervantes to Jurien Shared Path
- Badgingarra Cricket Practice Nets
- Dandaragan Recreation Precinct Play Space
- Jurien Bay Foreshore and Youth Precinct
- Recreation Precincts Needs Analysis and Infrastructure Master Plan
- Renewable energy and energy efficiency upgrades for community infrastructure
- Jurien Bay POS Water Resourcing
- Turf area reduction review

#### **The Long Term Financial Plan (LTFP):**

The LTFP is a high level 15 year rolling plan informed by the SCP and CBP demonstrating alignment between the Shire's capacity and strategic aspirations. The LTFP estimates a reduction in net asset position as the Shire continues to improve asset knowledge and setting reasonable levels of service.

## **2.2 Other Shire Plans and Documentation**

Table 1 below identifies the other documentation produced by the Shire which inform the Planning and Reporting Framework. Reference is made to the documents and key considerations for the Sport and Recreation Plan

*Table 1: Relevant Shire of Dandaragan documentation, policies and plans*

<b>Document</b>	<b>Key Considerations</b>
Local Planning Strategy 2019 Local Planning Scheme 7	The LPS sets out a vision for next 10-15 years with relevant action including the provision of appropriate community infrastructure to facilitate staged growth. In Cervantes and Jurien Bay, it advocates encouraging walking and cycling and ensure that structure planning incorporates an integrated and safe network of paths. The development of plans to improve the quality of public spaces within settlements is also referenced.
Sport and Recreation Strategic Plan 2006	The report which was not formally endorsed makes recommendations for specific facilities and services required in each of the four towns including policies relating to funding for major indoor recreation facilities. All have been investigated and implemented where feasible. Those not pursued are: <ul style="list-style-type: none"> <li>• Badgingarra Golf Course toilets.</li> <li>• Jurien Bay heated aquatic centre.</li> <li>• A third green at Jurien Bowling Club.</li> </ul> Since 2006 Badgingarra and Dandaragan no longer have cricket clubs.
Youth Plan 2019-2024	It is important to ensure new and existing infrastructure is developed with an understanding of the interests, issues, needs and safety of

Document	Key Considerations
	young people. The design development of the Jurien Bay skate facility was undertaken by consultants and local youth
Shire of Dandaragan Age Friendly Community Plan (2016)	<p>The plan sets out the Shire's commitment to developing an Age Friendly Community. The Shire is to provide facilities and recreation services that contribute to the social and physical wellbeing of older community members by:</p> <ul style="list-style-type: none"> <li>• Holding events in the recreation centre,</li> <li>• Maximizing opportunities for new and improved culture and arts facilities</li> <li>• A strong focus on connecting youth and older persons.</li> <li>• Facilitate opportunities for collaboration between seniors, sports and community groups.</li> </ul>
Vibrant Communities: Arts and Culture Plan 2020	This strategy articulates the Shire's commitment to facilitating the arts within its facilities and suite of services. Spaces and infrastructure should be flexible and adaptable for arts activities and physical integration.
Disability Access and Inclusion Plan 2016-2020 (DAIP)	<p>The DAIP aims to improve access for all. Key considerations include:</p> <ul style="list-style-type: none"> <li>• Ensure that events are accessible to people with disability.</li> <li>• Ensure ACROD parking meets the requirements of people with disability in terms of quantity and location.</li> <li>• Ensure all building and facilities meet the standards for access and other needs.</li> <li>• Ensure that disabled facilities and services are clearly indicated and accessible.</li> <li>• Ensure that recreational areas are accessible.</li> </ul>
Dandaragan Economic and Tourism Development Strategy 2020	The plan identifies key issues and risks for the Shire as low population growth, an ageing population, volatile economic growth and seasonal economy, and an economy reliant on agriculture, rock lobsters and tourism. One of the key recommendations is improved and coordinated marketing and promotion of places, events and activities to attract visitors. The strategy also referenced the requirement to seek state and federal funding for infrastructure investment, particularly for the foreshore, marina and airport developments and for community infrastructure
Asset Management Plans – Property Asset Management and Recreation Asset Management (Parts 1 and 2) October 2019	The Shire currently has responsibility for planning, maintenance, renewal and upgrade of approximately \$30M worth of Community Buildings and Facilities. This is in addition to roads, paths, drainage network, parks and car parks, plant and equipment and land assets. Policy 3.4 C-3AM04 – Asset Management sets out the Shire's commitment to providing appropriate levels of service through the Asset Management Strategy and Asset Management Plans.
Jurien Bay and Cervantes Foreshore Master Plan 2020	The foreshore master plans provide a long term structure for both coastal town foreshores. In the case of Jurien Bay, the skate park is a prominent feature together with event space and future playground expansions. The focus of the foreshore plan is on activating the space and broader improvements to encourage passive recreational pursuits. For Cervantes, the plan focuses on improved recreation and event space with decking to improve formal access to the beach.

Document	Key Considerations
Coastal Hazard Risk Management and Adaptation Plan 2019	The plan provides guidance on vulnerable assets in the near future and possible priority for coastal sport and recreation facility planning.
Policy 3.4 - C-3AM04 - Asset Management	The policy states the Shire is committed to providing and managing assets that support the delivery of services in line with the Strategic Community Plan.
Policy C-3SSL03 – Self Supporting Loans	Groups within the community may apply to the Shire for funds for capital projects. If successful they will enter into an agreement with the Shire on the terms of repayment of the loan. This has been applied for a number of sport and recreation facility capital works projects.
Policy 5.1 C-5CG01 – Community Grants	Council allocate 0.5% of the gross rates income to community organisations and individuals to assist with programs and activities, events and services delivered by community groups. Grants in partnership with Tronox are offered through the "Tronox Management and Shire of Dandaragan Community Sporting and Recreational Facilities Fund". The funds are to be used to provide or improve sporting and recreational facilities and to improve items of durable equipment.
Policy 5.4 C-5PMMCC04 - Provision Management and Maintenance of Community Centres	This policy relates to the four town community recreation centres and responsibilities for their management by the Community Centre Management Committees and the Shire. Works in addition to the Shire's programmed works are to be funded by the CRC management committees, other than through the Shire's Community Grants and Tronox funding programs.
Management Committees Information Resource Manual 2014	The information resource establishes key principles and operational obligations of the Management Committees. It lays out all of the risks and governance requirements which if fully adopted, should minimise both the financial and asset management risk. The key requirements require the Committees to provide an open and equitable service on behalf of the community.
Policy 6.1 - C-6SRF01 - Sport and Recreation Funding	The Shire will fund capital infrastructure for sport and recreation facilities and non-consumable sport and recreation equipment. Applications are made annually for projects greater than \$40,000 and must include a successful CSRFF application and a minimum 1/6 cash contribution by the community group.
Policy 6.2 - C-6R02 – Reserves	The policy provides guidance on use and leasing of Shire reserves and includes key lease agreement requirements. Usually a 21 year peppercorn lease will apply, and the lessee is responsible for all maintenance and care.

## 2.3 State Government Direction

The key outputs relative to the delivery of the Sport and Recreation Plan from the state government documents reviewed in Appendix A are referenced in Table 2 overleaf:

Table 2: Key State Government documentation - Key Themes

State Government Themes	State Government Themes
The state government identifies liveability as a key component of planning for communities, delivered through social infrastructure specific to each community's needs.	Promotion, guidance and policy are aimed at increasing sport participation and physical activity and building capacity in local governments and sport and recreation organisations for the provision of community services and facilities.
Public and private investment in social infrastructure (community facilities) is seen as essential and requires creative approaches and partnerships.	Diverse cultural hubs can be created around sports and sport venues and improved commercial opportunities reduce risk related to resourcing.
<p>Common sport and recreation provision considerations are:</p> <ul style="list-style-type: none"> <li>• Take a regional approach to sport and recreation planning.</li> <li>• Consolidate facilities in towns.</li> <li>• Share facilities with other Shire's to avoid duplication.</li> <li>• Consider multi-use and co-location of facilities.</li> <li>• Link and promote places and activities.</li> <li>• Attract major high quality events to the region.</li> <li>• Plan and implement quality asset management.</li> </ul>	<p>Increasing facility standards brought about by international and national sporting organisations, leads to increased customer expectations and cost legacies.</p> <p>These changes may be to facilitate alternative sporting formats, digital technology, upgraded playing surfaces and lighting, demand for indoor facilities, spectator and club infrastructure, diversification of participation (age, gender, disability, cultural, etc.), energy and water saving technologies and higher levels of competition</p>
<p>Sport and recreation megatrends:</p> <ul style="list-style-type: none"> <li>• Individualised sport and recreation</li> <li>• Lifestyle, adventure and alternative sports</li> <li>• Multiple benefits of sport</li> <li>• Catering for an ageing population</li> <li>• Participation improves health and wellbeing</li> </ul>	The approach by state government to funding is now moving towards outcome-based assessments. The development of evidence-based outcomes enables alignment with external funding objectives for improved financial sustainability of sports and leveraging facility investment

## 2.4 Sport Specific Guidelines and Strategic Direction

The key outputs relative to the delivery of the Sport and Recreation Plan from the State Sporting Associations published guidelines and strategic documents reviewed at Appendix A are referenced in Table 3 below:

Table 3: Sport Specific Guidelines and Strategic Directions

Sport Association Themes	Sport Association Themes
Multi-use and multi-marked indoor and synthetic courts and pitches will provide the broadest	The development of gender diverse changing facilities is critical to the future development of clubs and to address declining participation rates. This is particularly important for areas

Sport Association Themes	Sport Association Themes
offering for a range of social and competition sports.	where women's/girl's participation in sport is gradually on the increase.
Well-developed regional and local path/trail networks provide opportunity for safe passive transport, attract regional events and infrastructure funding.	The AFL Preferred Facility Guidelines and recent publications produced by Cricket Australia provide a useful guide for pavilion and playing field facilities at all levels of competition.
Governance is identified by the key sports as being critical to ensuring effective and efficient management of assets. All focus on establishing strong committee and decision-making structures and robust financial management.	Low carbon building materials and methods, low energy and water saving technologies in facilities are expected for facility upgrades and new builds.
The most critical aspect of club infrastructure and club development is to ensure financial viability. All sports advocate for an effective and efficient governance structure to support the stability and growth at all levels of club development.	It is important to be aware of asset management obligations and the ever changing compliance requirements. As these alter, clubs and organisations need to adapt and address any shortcomings where possible.

## 2.5 Overview

The following conclusions can be reached from the review of all influencing documentation:

- Financial viability is critical in managing and maintaining the extent of sport and recreation infrastructure within the Shire.
- Current committed expenditure by the Shire is extensive and a heavy reliance in future will be placed on attracting grant and other external funding. In addition, there is an expectation that the community groups will need to contribute through fundraising locally.
- There are significant changes in the advice and guidance provided by the sport industry which will necessitate sporting infrastructure being upgraded. Due to the financial constraints this will need to be undertaken in a realistic phased / staged manner.
- It is evident that each Town has a significant level of community sport and recreation infrastructure which acts as a social meeting point and provides significant value in maintaining a socially connected community.
- Given the gradually ageing community referenced in a number of Shire documents, there will be a greater need to address accessibility and address stated obligations in the DAIP and Age Friendly Community Plan.
- Notwithstanding the ageing community, there is still a large young family cohort and youth which need to be provided for. Recent investment in the skating infrastructure at Jurien Bay will address some of these needs, but there are also highlighted deficiencies in other areas.
- Current policies adopted by the Shire explain the need for contributions and the effective management of assets. It is not evident however whether, at this stage the clubs and organisations have the financial capability and volunteer resources / skills to sustain current services without significant input and assistance from the Shire.
- The importance of tourism and events has been referenced across a number of documents as being critical to the future economic prosperity of the Towns. Consideration will need to be given to the potential role sport and recreation infrastructure has in contributing to the economy and in particular attracting workers / families to support the agricultural /aquaculture sector economic growth.
- The importance of dual use paths and connectivity of POS and sporting infrastructure is evidenced.

## 3. The Changing Demographic Profile

The following section references the demographic data of the Shire of Dandaragan. The data has been collated from the 2016 Census, Profile.id™ and WA Tomorrow population projections, being the most recently published and available data for the Shire. The information focusses on key current demographic nuances and future projections and the likely implications for the provision of community facilities and public open space. The detailed breakdown is contained at Appendix B.

### 3.1 Current and Projected Population Growth

The population estimate for Shire of Dandaragan as of the 30<sup>th</sup> June 2020 is estimated at 3,315 (Source: Profileid™). This is a growth of 1.44% in the past year. Population growth in Regional WA was 0.51%. The growth is similar to the figures projected via WA Tomorrow (Band C). The projected growth under Band C indicates a population of 3,545 in 2026 and 3,695 in 2031.

The population estimate for Dandaragan and District as of the 30<sup>th</sup> June 2019 is 767. Since the previous year, the population has grown by 1.19%. The population estimate for Jurien Bay - Cervantes and District as of the 30<sup>th</sup> June 2020 is 2,540. Since the previous year, the population has grown by 1.48%. Population growth in Regional WA was 0.51%. This indicates the population across the Shire Districts is keeping pace although the trend line over the past nine years indicates a higher growth rate in Jurien Bay - Cervantes and District and a gradually declining population base for Dandaragan and District.

Based on the 2016 ABS Census data, 15.3% of the population was aged between 0 and 15, and 23.1% were aged 65 years and over, compared with 20.2% and 14.6% respectively for Regional WA.

The Shire's overall age profile has a median average age of 48 compared to the regional WA average of 39. It has increased by 5 years since the 2011 census re-affirming that the Shire predominantly incorporates an ageing population.

### 3.2 Demographic Implications

The following are key indicators of demand and potential implications for the delivery of sport and recreation infrastructure within the Shire:

- The Shire's population is of an ageing demographic. It is dominated by older workers and pre-retirees to Seniors (70 to 84) which are growing cohorts. This indicates a growing demand for services aligned to seniors' activities. The largest concern would be the small and diminishing numbers of secondary schoolers through to the young workforce who would likely be the main participants in high contact team based sports such as AFL and soccer.
- Analysis of the household/family types in Shire in 2016 compared to Regional WA shows that there was a lower proportion of couple families with child(ren) as well as a lower proportion of one-parent families. Overall, 19.6% of total families were couple families with child(ren), and 6.0% were one-parent families, compared with 25.8% and 8.7% respectively for Regional WA.
- There were a higher proportion of lone person households and a higher proportion of couples without children. The Shire's overall population of older couples without children is 15% which is 6% higher than the state average.
- The country (place) of birth for the residential population is important to understand, as it identifies the likely demand for certain types of sports and recreational activities. It may also act as a predictor of future, or changes in the demand for passive and active recreation infrastructure over time. In 2016, 13.6% of people in Shire of Dandaragan were born overseas, compared with 17.8% in Regional WA. Between 2011 and 2016, the number of people born overseas decreased by 2.7%. Australia, the UK, New Zealand and South Africa are the predominant residents. These typically play traditional outdoor European / Australian sports such as AFL, cricket, soccer, hockey, tennis, bowls, golf and rugby codes.
- Overall, 87.3% of people spoke English only, and 0.6% spoke another language and English not well or not at all, compared with 81.7% for Regional WA. This again highlights there is



unlikely to be a major shift from the need to provide a traditional Australian / European sport and recreational base across all towns.

- Income compared to regional Western Australia shows that there was lesser proportion of persons in the highest income quartile and a greater proportion in the lowest income quartile. In the Shire of Dandaragan the 'medium lowest' income quartile was the largest group in 2016, comprising 32% of people aged 15 and over. This is indicative of a population which either consists of a number of residents who work in the service industry or a higher number of retirees on a relatively lower pensionable income, or both.
- The lower average income levels also indicate that in respect of discretionary spend, the broader resident base is likely to be more challenged, particularly when expending available resources on sport and recreational pursuits. In such areas there is greater pressure, generally, on local governments to provide a higher level of subsidy to offset the membership and ongoing running costs of infrastructure. In such areas the importance of providing places to increase social connectivity become more important.
- Analysis of car ownership in 2016, indicates 87.1% of households in the Shire had at least one car 59% of households had access to two or more cars, while 2.3% did not, compared with 83.2%, 54% and 4.9% respectively in Regional WA. This indicates a relatively higher level of independence across residents and ability to travel to take part in sport and recreational pursuits.
- Socio-Economic Indexes for Areas (SEIFA) measures a broad range of socio-economic indices from a baseline of 1,000. Research shows that a lower SEIFA (<1,000) correlates with a relatively lower health status with increased risk factors to ill health. In 2016, Dandaragan and District had the lowest level of relative disadvantage in the Shire of Dandaragan, with a SEIFA index score of 1,046.4 while the Jurien Bay – Cervantes District had a relatively high level of disadvantage when compared to Western Australia and Australia.
- The overall SEIFA score within the Shire is however higher than the average across Regional WA, indicating that in comparison to other Regional Areas the Shire performs relatively well. It is however important for Shire residents that the relative level of disadvantage is addressed if new residents and in particular, families are to be attracted to the area.

## 4. How is the Industry Changing and Adapting?

This section identifies trends in sport and recreation facilities and service provision. The first section references generic trends in respect of the provision of sport and recreation infrastructure, design and use.

### 4.1 Sport and Recreation Participation Trends

Sport Australia's annual participation data collection and analysis highlights a number of key trends across Australia. The data is split between children's participation (ages 0 -14) and adults' participation (15 years and over) and by gender. Selected conclusions from the full analysis can be summarised as:

- Top activities for participation in physical activity were recreational walking (43.4%), fitness and gym activities (33.9%), jogging and running (15.5%), swimming (15%), cycling (11.5%), bushwalking (5.7%), football (5.5%), golf (4.8%), yoga (4.8%) and tennis (4.5%).
- Australian adults tend to play sports for longer durations than non-sport related physical activities. However, they participate in non-sport related physical activities more often than sport.
- Women are more likely to participate in sport or physical activity for physical and mental health reasons, and to lose or maintain weight, than men.
- Men are more motivated by fun / enjoyment and for social reasons than women.
- For adults, up to middle-age, time pressure is by far the main barrier to participating in sport or physical activity. Poor health or injury then also becomes a main factor.
- Sport clubs are the primary avenue for children to be active, except for children aged 0 – 4, who are more likely to be active through other organisations.
- Sport clubs are not necessarily the main choice for participation in sport or physical activity in Australia for adults aged 18 years and over. Across Australia, the latest 2019 data indicated that 58% of the adult population participate through an organisation or venue and 22% of the population participate through a sports club or association.
- A concerning trend identified in AusPlay data is that 36% of girls in Australia have stopped playing sport by the age of 18, primarily due to debilitating peer pressure to look good and body image issues.

The AusPlay data is also broken down by state. The Top 10 organised children's activities and top 10 activities for adults highlight the importance of swimming, general fitness and recreational activities.

In respect of recreation based activities walking, fitness / gym and athletics (which includes casual running), cycling, yoga and bushwalking rank highest amongst adults and are generally unstructured in nature. Children's participation tends to be dominated by club based activities. Information is also provided in relation to participation rates for venue based activities. In Western Australia, the top venue based activities in respect of percentage of participation are fitness / gym (30.7% participation), swimming (9.8%), yoga (4.7%), athletics (4%), football / soccer (3.6%) and netball (3.3%).

### 4.2 Sport and Recreation Facility and Usage Trends

Participation and program trends are important in considering potential future investment in sport and recreation infrastructure. This also needs to be balanced against some of the critical development trends related to the built infrastructure, the capacity of a facility, its functionality and ongoing viability.

This section identifies sport and recreation trends which are specifically related to facility provision and use and its relevance to the development of sporting and recreational reserves and associated infrastructure within the Shire. Table 4 overleaf summarises the main industry trends associated with the provision of sport and recreation facilities and how they may apply to the future investment decisions of the Shire.

Table 4: Trends in Development of Facilities on Sport and Recreation Reserves and Implications for the Shire of Dandaragan

Theme	Descriptor	Implication
<b>The move from structured sport to non-structured sport and recreation</b>	<p>General trends indicate a declining participation rate in structured sporting activity and a greater interest in non-structured activities.</p> <p>However, club-based activities and education are considered essential in the formative years for children. Clubs provide structured access to a variety of skills and capabilities that can inform physical activity habits later in life.</p> <p>Clubs are important to maintain a competitive structure and for the development as social hubs and community gathering points.</p>	<p>Both structured and non-structured sport and recreation pursuits are likely to be a continuing demand, particularly in a regional settings where their value as a focal point for social connectivity is recognised. In addition to community connectivity, clubs are important for providing a competitive structure and to foster personal development. A balance needs to be struck between structured and non-structured sport and recreational pursuits.</p>
<b>Ageing Infrastructure and Asset Management Obligations</b>	<p>As referenced in Section 2 the Shire is similar to many other local governments, in relying on ageing infrastructure to support sport and recreational activities. The community would benefit from the replacement of infrastructure which is nearing the end of its useful life as they would require substantial investment to manage and maintain in situ. The importance of fully costing out asset management plans and future-proofing expenditure (including lifecycle costing) is becoming more critical, particularly when prioritising investment decisions.</p>	<p>The Shire has a comprehensive asset management planning process in place supported by developing plans and budget allocations.</p> <p>Due to budget constraints related to the limited rate base and ability for the Shire to borrow and invest, the immediate future focus is likely to be on improving the functionality of existing facilities rather than wholesale change.</p>
<b>The lack of compliance with contemporary sport and recreational needs</b>	<p>This is linked with the effective management of assets. Throughout WA there is a lack of contemporary facilities which meet emerging societal needs of the sports and many are not compliant with statutory building requirements. This has been re-affirmed by recent facility audits which have been undertaken for AFL, cricket and tennis. Guidelines produced by national and state sporting bodies have identified a number of emerging trends in facility design which need to be incorporated within current investment programs. These include:</p> <ul style="list-style-type: none"> <li>• The provision of unisex or gender neutral changing infrastructure.</li> <li>• Floodlighting to meet training and match demand. The move towards LED lighting for floodlights and within buildings to reduce</li> </ul>	<p>Improvements to existing sport and recreation infrastructure have gradually been introduced but is limited by available budgets. As the use of facilities evolve, they tend to face challenges in relation to the availability of storage, building functionality and floodlighting (both for ovals / courts and building security / efficiency). The lack of gender diverse changing infrastructure is going to be an ongoing issue which will require a stage investment program aligned to asset management processes.</p> <p>Continued investment will be essential for the Shire to</p>

Theme	Descriptor	Implication
	<p>ongoing operational cost and maintenance obligations.</p> <ul style="list-style-type: none"> <li>• Use of information technology, such as smart metres, remote building management systems and passive surveillance apps. These assist in helping to manage servicing, control bookings and also increase security.</li> <li>• Incorporating Crime Prevention Through Environmental Design (CPTED) principles to increase security and people's perception of enhanced personal safety.</li> </ul>	<p>manage limited resources effectively.</p> <p>The use of information technology is likely to become more prevalent as a way to manage infrastructure in a more cost effective manner. Use of smart metering, building management system apps and sensors which reduce ongoing operational costs will become more commonplace.</p>
<p><b>Ability for clubs and user groups to generate income to sustain infrastructure</b></p>	<p>Ageing assets and lack of flexibility may compromise the ability of organisations to generate additional income in order to generate sufficient resources to maintain a sustainable future.</p> <p>There is now a general push towards commercialising aspects of sporting facilities to assist in off-setting the ongoing operational costs. While all facilities have the capability to run and operate functions / events, care needs to be taken that this does not detract from existing businesses within the towns.</p>	<p>Extensive commercial opportunities are unlikely to be realised at any sport and recreation facility within the Shire, as they have the potential to detract from commercial areas and local businesses which also need to be supported. The main income generating opportunities are likely to be maintained through traditional fundraising approaches, memberships, kiosk and bar sales.</p>
<p><b>A declining volunteer base</b></p>	<p>There is a recognised declining volunteer base across WA (Ref: WA Volunteering Strategy, Dept. of Communities) due to a greater level of compliance and increased risk management requirements. While State Sporting Associations are best placed to support their affiliated clubs, there is often a disconnect between the paid sports administration and the volunteer base.</p>	<p>Support needs to be provided to sporting clubs and organisations to assist in succession planning and facilitate gradual growth and enhanced capability. Current Shire policies place an onus on sporting clubs / groups to assist in raising funds and contributing to facility upgrades.</p>
<p><b>Development of sporting hubs and co-location of diverse activities</b></p>	<p>There is a greater focus on financial viability of all sport and recreation infrastructure and opportunity to review and ensure a greater return on investment.</p> <p>Providing a range of activity areas at the one site and within one multi-functional clubhouse / community facility to maximise use / help share the costs is a significant focal point for local governments. This includes combining activities for all ages to ensure facilities are provided to accommodate the needs of a broad range of people.</p>	<p>The key objective of the Shire should be to maximise the number of co-located sports / recreational groups which can share resources on the existing reserves. Where possible, duplication of provision should be minimised and multiple building developments placed in an ad hoc manner avoided. The shared use of school sporting infrastructure is an option, where available, although this</p>

Theme	Descriptor	Implication
	Facilities should be designed and built to maximise flexibility in use, so they can respond and adapt as needs change.	often means compromises need to be made in respect of times of use.
<b>Cost barriers</b>	There are often complaints that the cost of undertaking sporting activities is unduly high. This however is generally reflective of the cost of provision with sport and recreation infrastructure being heavily subsidised by local governments. The cost burden is also in part related to the high cost of affiliation fees to peak sporting bodies which cover insurance requirements. These costs are unavoidable but need to be managed by the service providers in establishing affordable membership fees to encourage the highest level of participation.	The Shire has to tread a careful balance between the sport and recreational needs of a community and other budgetary pressures. It is recognised that all sporting infrastructure needs to be subsidised (through direct management of the asset or financial subsidy on its use). Wherever possible the Shire should clearly identify its commitment to fund facilities and reduce the operational burden. The co-location of similar sporting activities and consolidation of assets is a mechanism for addressing this burden.
<b>Provide equality of access to all members of the community</b>	There is a need to incorporate connectivity objectives as part of the development of public open space and associated recreational infrastructure. This has the benefit of enhancing the community service offering and facilitating diverse social and recreational use. The provision of high levels of community accessibility and local integration has a direct effect on supporting an engaged community and enhanced physical activity opportunities with positive mental health and wellbeing benefits. They should also comply with the requirements of the DAIP together with the legislative obligations of the Disability Discrimination Act.	The development of reserves which provide for sporting use will need to identify accessibility parameters and good connectivity. As far as practicable the resident population should have equal access and opportunities to engage in sport and/or active recreation of their choice and any perceived disadvantage, minimised.  Opportunities exist to incorporate this within current master planning processes
<b>Ensuring that the value of any investment is justified</b>	<p>Programs, activities and services offered should respond to the needs and interests of the people who live and work around it and foster long term benefits for the community. This is particularly relevant to the unique characteristics of the four towns within the Shire</p> <p>The value of sport and recreation infrastructure which incorporate a variety of sporting activities in providing a social and community resource which directly impacts on improved:</p> <ul style="list-style-type: none"> <li>• Mental health and wellbeing</li> <li>• Physical health</li> <li>• Social connectivity</li> </ul>	There is a requirement to put in place an effective monitoring and evaluation process which can be readily adapted to meet various funding opportunities and programs. This needs to recognise the economic value of development, social return on investment and the contribution to the community health and wellbeing. Proposed investment should be subject to a detailed business case. The alignment of the business case to the Shire's integrated planning

Theme	Descriptor	Implication
	There is an ongoing need to ensure that future investment is justified through a coherent and robust evidence base. This will require more effective monitoring and evaluation of the contribution of sport and recreation facilities to the community.	framework and, in particular, the outcomes sought within the Strategic Community Plan are essential.
<b>Lack of available water licences and need to source alternative opportunities</b>	<p>Water Allocation Strategies are increasingly directing a greater control of water resources by irrigating active play surfaces only, and not to surrounds.</p> <p>The landscaping and use of low water demand vegetation, hydro-zoning and water harvesting should be incorporated within sport and recreation reserves and associated facility developments.</p>	Effective water and grass management and judicious use of limited resources should be a key principle adopted in the development of reserves which are utilised for sport and recreational activities to limit adverse environmental implications.
<b>Responding to a gradually ageing community</b>	<p>The importance of developing infrastructure which meets the needs of all ages is becoming more prevalent. The Age Friendly Communities Plan provide a direct response to the needs of seniors within the Shire, identified through extensive consultation.</p> <p>There should also be continued support for seniors' participation in sport and recreation activities designed to meet the unique needs of seniors.</p>	There is a need to ensure all sport and recreation infrastructure meets the needs of seniors, is affordable, readily accessible and incorporates social meeting spaces.
<b>Sports Floodlighting</b>	Adequate floodlighting to Australian Standards for training at a minimum is required to ensure sporting fields can be used to their full capacity, particularly for winter sports. This is particularly important as a mechanism to maximise the use of existing sporting reserves. LED sports floodlighting technology has rapidly improved in performance and cost comparability to metal halide in recent years. Switch technology has also vastly improved energy saving and user cost allocation opportunities.	<p>The level of floodlighting required to meet the needs of clubs within the Shire is generally limited to evening training. Competitive matches requiring a full senior oval or rectangular pitch space can be scheduled during the day and there is only justification for training during weekday evenings where floodlighting of the full oval /rectangular space is not necessary. The Shire's investment should therefore be limited to small banks of training lighting at sporting reserves where a business case has proven the explicit need.</p> <p>Where a business case is justified, to achieve improved environmental benefit, functionality and lower operational costs, technology that meets current industry standards for community training use should be applied</p>

Theme	Descriptor	Implication
		when installing new or renewing lighting systems.
<b>Increased Community Expectation</b>	<p>Communities are becoming more aware and engaged in the development and use of community facilities and therefore expectations are higher with regards to:</p> <ul style="list-style-type: none"> <li>• Multipurpose buildings and spaces that can adapt to the changing environment.</li> <li>• Changing requirements of sports and higher standards of changing facilities, storage and floodlighting requirements.</li> <li>• A higher quality of fittings and fixtures, than otherwise previously provided.</li> <li>• Sustainable solutions to reduce the ongoing need for funding support.</li> <li>• Lower impact activities for seniors at more convenient and flexible times.</li> <li>• Lower participation cost opportunities by those without the resources to travel or pay for more expensive pursuits.</li> </ul>	<p>The aspirations and ongoing requirements of the community will generally be expressed through the consultation process. There is a need to balance competing priorities against actual need and ensure that any investment decisions are to deliver the optimum return in respect of community benefit. It is often unrealistic to adhere to standards / guidelines promoted by the peak bodies of sport and other peak recreational organisations. Functionality and fitness for purpose should be the critical consideration balanced against the available budget and long term commitment to the management of assets.</p>
<b>Master planned</b>	<p>The investment in any site for new or replacement of those facilities which are not fit for purpose should respond to long term development objectives. Short term, quick fixes should not compromise the longer term aspirations to enhance / improve a building or sport / recreational space. Sites should wherever practical be master planned similar to the Foreshore Plans, to ensure realisation of agreed outcomes and to establish a context for ongoing investment decisions.</p>	<p>The importance of master planning all of the four town site recreational precincts is essential to ensure future investment requirements are identified and funding opportunities optimised. This should be seen as a priority to reduce ad hoc development and ensure investment decisions are made within a long term strategic context.</p>

### 4.3 Public Open Space Functionality

The development of public open space (POS) in Western Australia has evolved principally through the initial Hepburn Stephenson Plan for Metropolitan Perth (1954) and re-enforced through state planning policy Liveable Neighbourhoods (the primary policy for the design and assessment of structure plans and subdivision for new urban areas in major regional centres, on greenfield and large infill sites). The hierarchy of POS relates to regional, district, neighbourhood and local provision. It is unrealistic to adopt a hierarchical approach to POS provision in areas where the population base is low and where the focus needs to be on social connectivity and accessibility to a range of sport and recreational facilities within the key settlement areas.

The critical consideration is the astute management of limited financial and operational resources available within the Shire and to ensure as far as practicable, residents have access to a range of sport and recreational facilities which meet their needs. This means that within the four Town sites in the Shire the focus should be on District Open Space which services a catchment of the Town and its hinterland by providing the optimum level of accessibility. The sport and recreation space should provide for sport and recreation facilities and open space to facilitate competitive and social sporting activities and for

recreational pursuits. The district open space must be of adequate size to accommodate senior sporting functions and be accessible by the majority of the residential population. The option to provide for event space and to support tourists through provision of camping activities should also be factored in.

The functional approach is slightly different as it recognises that facilities with different types of spaces and amenities are required to meet the range of sport and recreational needs and uses. The recognised framework (Ref: DSR Framework for POS) categorises the function of public open space into three broad categories as recreational space, sporting space, and nature spaces. These are provided at Table 5 below and are specifically relevant to all POS functions within the Shire.

*Table 5: Functionality of POS within the Shire of Dandaragan*

Function	Purpose	Description
<b>Recreation spaces</b>	Recreation spaces provide a setting for informal play and physical activity, relaxation and social interaction.	Recreation spaces enhance physical and mental health through activity that provides relaxation, amusement or stimulation.  Recreation spaces can be accessed by all to play, socialise, exercise, celebrate or participate in other activities that provide personal satisfaction or intrinsic reward.
<b>Sport spaces</b>	Sport spaces provide a setting for formal structured sporting activities.	Sport spaces provide a venue for formal structured sporting activities such as team competitions, physical skill development and training.  Sport spaces are designed to accommodate playing surface, buffer zones and infrastructure requirements of specific or general sporting activity.  Players and spectators attend with the express purpose of engaging in organised sporting activity, training or competition or watching the game. Most sport spaces can also be accessed by community members for informal sport and recreation.
<b>Nature spaces</b>	Nature spaces provide a setting where people can enjoy nearby nature and protect local biodiversity and natural area values.	Nature spaces provide opportunity for low-impact recreational activities, such as walking, cycling, picnicking, playing, watching or exploring natural features.  Nature spaces may include bushland, coastal areas, wetlands and riparian habitats, and geological and natural features. Sites are managed to enable recreational access while protecting local ecological and biodiversity values.

## 4.4 Industry Benchmarks and Standards

Need can be expressed in a number of different ways. These include:

- Normative need which is defined by expert opinion regarding appropriate standards of provision. For this component the focus is on projecting sporting need against existing strategic planning and population growth indicators (i.e. percentage of the projected growth who are likely to use a facility).
- Comparative need which incorporates guidelines produced by State Sporting Associations and Parks and Leisure Australia WA (PLAWA) together with provision in similar sized regional local governments.
- Expressed need which relates to the current and potential future use by the community of facilities.
- Felt need which is generally a subjective opinion that may be provided through the consultation process. These needs can be anecdotal in nature but should be tested against other indicators.

This section provides additional assessment components which incorporate the normative and comparative need. The expressed and felt need is identified in subsequent sections. This will be



assimilated in the recommendations to provide an indication of the level of provision (need) and potential investment which should be considered by the Shire over the next ten years. The demand modelling is based on two assessment processes:

- PLA WA Guidelines for Community Infrastructure 2020 (CFG) which are used as benchmarks against which the need for community sport and recreation infrastructure may be determined.
- Playing Pitch Assessment Modelling which considers current known participation data for the top activities undertaken by both junior and seniors.

This is then assessed against the current level of infrastructure, the expressed views of the community and a functionality audit of current facilities. Additional information supplied in the previous strategic planning work undertaken by both the Shire and partner organisations is used to clarify need and demand and to provide a clear rationale for future investment.

### **Demand Modelling : PLA WA Guidelines for Community infrastructure 2020:**

Table 6 below highlights a variety of community facilities (based on PLA WA CFG guidelines and definitions) across the Shire. It should be stressed that these guidelines / benchmarks relate to specific types of infrastructure typically generated by a population trigger point. They do not consider regional challenges such as distance to facilities and capacity related to those facilities to accommodate a variety of different uses. The CFG therefore provides a comparative indication of the likely requirements for differing levels of sporting and recreational facility provision. This in turn should be balanced against the need to service particular communities and opportunity for existing infrastructure to provide for a combination of those uses identified.

Demand modelling and analysis is merely a component part of the assessment process. The relative provision of such infrastructure is reliant on a number of factors including quality, functionality, accessibility and demand associated with the Shire's particular demographic nuances. The numbers provided under each year highlight the extent of infrastructure which would typically be required to service the Shire's population (where there is insufficient population to fulfil the trigger point, the lowest level of provision is indicated). The commentary column provides the potential rationale for potential investment or alternative provision.

Table 6: Projected Sporting and Recreational Facility Requirements Based on WA Guidelines for Community Infrastructure 2020 (CFG) (Source: Parks and Leisure WA)

Descriptor and Benchmark	Population Ratio's	Indicative requirement/comment		Commentary
		2021 3,315	2031 3,695	
Sports Space (to potentially incorporate sports identified below)	1:4,000 5,000	1	1	Within the Shire there are four sports spaces servicing the Town Sites of Cervantes, Jurien Bay, Badgingarra and Dandaragan. In accordance with this guideline, there would be an over-provision of 4 sports spaces
AFL ovals	1:6,000 to 1:8,000 for senior size ovals	1	1	Current senior oval infrastructure exists in Cervantes, Jurien Bay, Badgingarra and Dandaragan. This indicates an excess of three AFL ovals. This space is shared with cricket use with a low number of games annually.
Rugby Union/League	Area/location specific	Local Need	Local Need	Rugby League and Union are generally low participation sports and are unlikely to generate a need within the Shire.
Soccer pitches	1:4,800 to 6,600 depending on demographics	1	1	It is unlikely that there will be future demand for senior competition, but small sided games (junior provision) can be provided within the sports spaces without impacting on alternative senior sporting use.
Cricket ovals	1:8,000 – 10,000	0-1	0-1	Centre match wickets are installed at Badgingarra and Dandaragan and a practice wicket only at Jurien Bay. This indicates an excess of two cricket ovals. The provision is shared with AFL use with a low number of annual games. There is also a centre wicket at Jurien Bay school for junior use.
Hockey pitches (Grass and synthetic – water, sand based and alternatives)	Grass provision to be area/location specific	Local Need	Local Need	This is currently provided for within Dandaragan (dedicated area) and Jurien Bay (shared oval space). Additional future infrastructure for Hockey will need to be determined on local need in Cervantes and Jurien Bay.
Netball Courts	1:5,000 – 8,000 (outdoor)	1	1	The provision of netball courts (3 outdoor) is in excess of the provision with 1 indoor court at Cervantes, 1 indoor and 2 outdoor courts at Jurien Bay, and 1 indoor and 1 outdoor at Dandaragan. This is in addition to the Jurien Bay school provision.
Basketball Courts (indoor and outdoor)	1:3,000 – 4,000 (outdoor)	1	1	

Descriptor and Benchmark	Population Ratio's	Indicative requirement/comment		Commentary
		2021 3,315	2031 3,695	
Tennis (multi surface courts and grass)	1:15,000 (District)	1 x 4 court facility	1 x 4 court facility	The provision of tennis infrastructure within the Shire exceeds current demand with courts at Cervantes, Jurien Bay, Badgingarra and Dandaragan. It is however a concern that much of the space is unused for large periods of time due to limited player numbers. Court infrastructure should ideally be multi-marked with basketball and netball in order that shared use can be managed effectively on a multi-functional service area
<b>Lawn Bowls</b>	1:35,000 to 50,000 (District)	1	1	The provision of lawn bowls exceeds the indicative demand with provision at Cervantes (1 x synthetic green), Jurien Bay (2 x synthetic greens), Badgingarra (1 x synthetic green) and Dandaragan (1 x synthetic green). Such infrastructure is generally aligned to an older demographic and the social / function capability of a club. Participation in bowls and membership levels of clubs are gradually diminishing throughout the state and the ability to sustain the extent of infrastructure within the shire is likely to be constrained by limited funding. Bowling green provision should be part of a multi-functional facility where function space is shared and not a stand-alone entity. Shared uses should be a long term aspiration of the Shire for aligning all stand-alone sporting facilities.
<b>Neighbourhood Community Centre</b>	1:7,500	1	1	The facilities provided within Cervantes, Jurien Bay, Badgingarra and Dandaragan all accommodate infrastructure which service both neighbourhood and district level requirements. The provision is in excess of the benchmark requirements to meet the needs of the immediate town site population and adjacent rural areas.
<b>District Community Centre</b>	1:15,000-25,000	0-1	0-1	
<b>Youth Centre/Youth Space</b>	1:20,000-30,000 (District)	0-1	0-1	The provision of youth space should be aligned to existing infrastructure. The Shire has developed a significant piece of youth infrastructure with the skate park on the Jurien Bay foreshore and there are other informal entry level tracks in each of the towns. . Further youth infrastructure / youth programming is unlikely to be justified other than through existing facilities.

Descriptor and Benchmark	Population Ratio's	Indicative requirement/comment		Commentary
		2021	2031	
		3,315	3,695	
<b>Skate Park</b>	1:10,000 – 25,000 (District) 1:5,000-10,000 (Neighbourhood)	1 (N or D)	1 (N or D)	The provision of the skate facilities at Jurien Bay fulfils a district level requirement. This also acts as a visitor attractor to the town centre and foreshore. Cervantes and Badgingarra are local level skate parks. Further development of similar infrastructure in other town ships could not be justified. However, networks of pathways throughout each town will link existing facilities for youth uses.
<b>Amphitheatres</b>	Integrated within a District Park	Local Need	Local Need	Generally an event space with tiered limestone seating and / or within a landscaped bowl. A drainage area within the civic precinct of Jurien Bay has been modified into a constructed amphitheatre for community events such as outdoor movie nights. There are a range of facilities throughout the Shire which can be utilised for outdoor events including Wolba Wolba (Aggies Cottage); ovals with tiered banking and foreshore developments. There is no specific need identified to extend event space further.
<b>Outdoor Meeting Place</b>	Integrated within a District Centre	Local Need	Local Need	These are generally located at key nodes (i.e. beach access, play, BBQ, park areas) and are planned as part of the two foreshore master plans and well provided for within the Shire.
<b>Trails (walking, cycling, and bridlepaths)</b>	No established Australian standard	Local Need	Local Need	The shire has a well-developed long term vision for coastal trails which is targeted at increasing the extent of dual use path provision. Connection within and around Badgingarra and Dandaragan is likely to be sourced when the coastal network is fully developed and will necessitate external funding to be secured. Pathway systems will expand the accessibility of recreation and sport facilities, particularly for youth.
<b>Local Government Aquatic Facilities indoor/Outdoor (various configurations)</b>	1:30,000 (25m and leisure pool) – Neighbourhood	0-1	0-1	The provision of aquatic space (an outdoor seasonal pool) is the most cost effective mechanism of providing for lap and learn to swim opportunities for a small population. While provision exists within small population centres in regional WA the cost of managing and effectively maintaining the infrastructure is generally cost prohibitive, due to the low ratepayer base.

Descriptor and Benchmark	Population Ratio's	Indicative requirement/comment		Commentary
		2021 3,315	2031 3,695	
<b>Indoor Sport and Recreation Centre (dry)</b>	30,000 – 50,000 (District)	0-1	0-1	Current indoor sport and recreation provision exists at each town site with limited indoor court space (below recognised standards for netball and basketball). For social level play existing provision is reasonable.
<b>Aerobics/Fitness/ Gym (Local Government)</b>	To be developed as an integral part of a district or regional leisure facility.	Local Need	Local Need	Ideally such provision should be accommodated within the existing built infrastructure and managed through an electronic key card arrangement if a need can be proven.
<b>Men's Shed / Women's Shed</b>	No defined standard (size of between 200m <sup>2</sup> and 1,000m <sup>2</sup> )	Local Need	Local Need	The recently constructed Jurien Bay facility adjacent to the sports grounds has 500m <sup>2</sup> floor space, separate woodwork and metal work areas, meeting and storage room. Current provision within Cervantes is meeting the locally identified need. However a site with long term security of tenure needs to be resolved and fit-for-purpose facility developed in accordance with community input. This can be re-enforced through the proposed master planning process (see recommendations at the end of the document).

The PLA WA CFG benchmarking is provided against a Shire wide perspective. It is based on industry standard urban population triggers and having regard to both the latest AusPlay data (in the case of sporting participation) produced for WA (July 2019 to June 2020) and PLA WA CFG. They are indicative assessment tools which need to be considered in light of other aspects and not be a determinant of provision in isolation of information about each unique community, particularly in regional WA. They are nevertheless useful as benchmarks against which provision can be assessed alongside other metrics including the demographic changes, expressed community requirements through the consultation process, industry trends and gap analysis.

## Demand Modelling : Playing Pitch Assessment:

A playing pitch assessment model based on AusPlay participation data for WA was used to identify the oval and rectangular pitch demand likely to occur based on current growth projections. The methodology is based on each sport having a set number of hours an oval / rectangular / court space can be played on (the capacity). Oval space generally has a weekly capacity of 26 hours (AFL and cricket) while rectangular pitch provision has a capacity of approximately 16 hours (soccer, hockey and two rugby codes). The indoor and outdoor court space would have a minimum 40 hour capacity.

Each sport is then allocated a typical number of players to fulfil a team (including substitutes / additional squad players) and an assessment is made on the hours of use each team would generate (including home and away obligations and training requirements).

Each space is then allocated a number of teams based on expressed need and capacity. The end product provides an approximate number of pitches / courts desired to fulfil that sports requirement based on a typical winter usage and typical summer usage. The output of the assessment process highlights the following demand for those high level activities for both juniors and seniors within the Shire. It should be noted that these figures relate to total provision and not provision per population Town.

*Table 7: Facility Demand by Sport - Children 0-14 and Adults 15+ ( Source: AusPlay: Highest Participatory Team Sport Activities – Within the Top 10 Children’s Participation and Top 15 Adults Participation Categories)*

Top 10 Children's Participation by Sport - Children 0-14 (AusPlay)	Rectangular/Oval Pitch and Court Demand -			
	2021 (Junior)	2021 (Senior)	2031 (Junior)	2031 (Senior)
<b>Soccer</b>	1	1	1	1
<b>AFL</b>	1	1	1	1
<b>Basketball</b>	1	1	1	1
<b>Cricket</b>	1	1	1	1
<b>Netball</b>	1	1	1	1
<b>Tennis</b>	1	1	1	1
<b>Hockey</b>	-	1	-	1

As can be seen from this assessment the general level of provision is dictated by the population dynamics and does not reflect the capability of the volunteer network to facilitate club and competitive activities, particularly in smaller rural communities. It is therefore merely to be used as an indicator of potential sporting facility provision. Participation across all team based sports varies from approximately 2% (between 66 to 74 residents across junior and senior levels) to 5% (between 165 to 185 residents across junior and senior levels) of the population. These levels of participation are unlikely to generate the need for one of each type of facility in each town given the home and away nature of grass based sports and the capacity of hard / synthetic courts which even without floodlighting have significant available capacity to accommodate potential users.

The most significant consideration in all sport and recreation infrastructure developments is the ability for shire residents to access infrastructure that is flexible and adaptable for a wide range of uses as diverse sport and recreation opportunities, rather than purely a level of provision based on population trigger points.

## 4.5 Comparable Local Government Benchmarking

The level of sport and recreation provision within the Shire is comparable to similar regional local government areas of a similar population with relatively small but active population centres. The key

consideration in the local governments is the need to service the resident community with a level of infrastructure which acts as a focal point for socialising and connecting. The sporting component can often be incidental but nevertheless important for both physical and mental health and wellbeing.

The table below reflects on a selection of case studies relating to facility development within regional WA. It focusses on the level of facility provision and management of facilities in discrete population centres. These are reflective of a broad range of local governments throughout regional WA with both the governance and asset management issues being considered as part of their ongoing evolution.

*Table 8: Selected Regional Local Government and Approach to Sport and Recreation Infrastructure Development in their Townsites*

Local Government	Towns and Facilities
<p><b>Shire of Cranbrook</b> <b>Population: 1,077</b></p>	<p>The Shire population is forecast to remain stable. The Shire's community facilities are available free of charge to local community groups located in or in support of the Shire of Cranbrook. There are three population localities with sporting infrastructure:</p> <ul style="list-style-type: none"> <li>• Townsite of Cranbrook with a population of 293 and providing a central sporting oval with cricket wicket, tennis courts, netball court and bowling green. An adjacent community building provides for darts as well as a social meeting place.</li> <li>• Frankland River with a population of 367, 47 km from Cranbrook. The provision of Frankland River Country Club within a precinct which provides a sporting oval with cricket wicket, tennis courts, playground and bowling green with clubhouse building, storage and shade structures. The financial viability of the country club has been raised as a significant concern due to limited capability to generate funds. It also relies on income generated through tourism.</li> <li>• Tenterden with a population of 224, 7km south of Cranbrook which provides five tennis courts within a small bushland area. It is managed and maintained by the local community and is open to public use at any time.</li> </ul> <p>Beyond the Cranbrook Townsite is the Cranbrook District Motocross facility which is managed and operated independently by volunteers. The Shire take an active facilitation role in supporting the development of infrastructure but due to limited capacity rely on volunteers managing and delivering the sporting opportunities.</p>
<p><b>The Shire of Broomehill Tambellup</b> <b>Population: 1,144</b></p>	<p>The Shire of Broomehill Tambellup has a stable population which is unlikely to grow. It consists of two town sites each with their own population centre and sporting precincts offering a similar level of provision:</p> <ul style="list-style-type: none"> <li>• Broomehill consisting of a population of 251 incorporating a recreational complex which includes a grassed, reticulated oval which currently provides for cricket and hockey, a synthetic bowling green, tennis courts and an 18 hole golf course with sand greens. There is also a central pavilion with capability to provide for functions and other social activities. It is operated by the Broomehill Recreational Complex Committee.</li> <li>• Tambellup consisting of a population of 375 and facilities around a sports ground including tennis courts and a grassed reticulated oval catering for hockey, cricket and football. They were the recipient of state and federal government funding to construct a new sports pavilion and 8-rink bowling Green, and new cricket nets in 2015. The Tambellup Golf Club is located outside of the main townsite consisting of 18 holes with</li> </ul>

Local Government	Towns and Facilities
	<p>sand greens. It is operated by the Tambellup Community Pavilion Association.</p> <p>The Shire has taken an active role in facilitating the grant submissions but recognises they do not have the personnel with the resources capable of managing the facilities on a day to day basis. As a result they are managed through community associations / committees. The Shire take on the major maintenance and improvements due to the lack of financial capability of the management bodies.</p>
<p><b>Shire of Manjimup</b> <b>Population: 9,250</b></p>	<p>The Shire, similar to the Shire of Dandaragan has significant population bases around four townsites, each of which has a range of community sport and recreation facilities. The main focus is on the administrative centre of Manjimup (which is likely to experience a population growth) but each of the population centres have their own unique characteristics and recreational needs. They include:</p> <ul style="list-style-type: none"> <li>• Manjimup: Population of 4,349 with a range of sporting facilities including bowling club and golf course on the fringe of the main centre, oval spaces (x3 – Rea Park which has a football and two cricket ovals and one at the central recreation ground), Manjimup Indoor Stadium, rectangular pitches and associated clubhouse facilities. There is also extensive provision on the high school and primary school sites where tennis has been located.</li> <li>• Pemberton: Population of 974 with facilities including a country club located of the main high street and sporting infrastructure including a bowling green, football/cricket oval, soccer pitch, skate park and gym / group fitness. The building also includes indoor basketball courts, community centre and youth facility. It is managed independently and initially funded through the sale of crops, the funding for which has ceased.</li> <li>• Northcliffe: Population of 300 with facilities lying to the north outside of the main settlement. These include central oval used for soccer, cricket and football with tennis courts, gym, bowling green and community centre / pavilion. This also includes shade shelters, public toilets and maintenance buildings.</li> <li>• Walpole: Population of 439. It includes an indoor recreation centre principally used by seniors, netball, badminton, basketball, gymnastics, martial arts and primary school for after school hours care. The gym was the major income generator but the part time Centre Manager position was removed due to insufficient funds being available. In addition there is an oval space, cricket nets, skate park and four outdoor courts.</li> </ul> <p>All of the above facilities and their management have been the subject of studies seeking to address issues relating to financial viability, lack of volunteers, declining participation and lack of available funds to maintain facilities. The outputs indicate the centres and clubs may need to review their operational and management structures and investigate low cost, low resource models that are more suited to small communities.</p> <p>Motorsports are catered for on the fringe of Manjimup (speedway and motocross) with a variety of equine centres located throughout the Shire. In addition there are golf courses located to the north of Pemberton (with sand greens) and east of Walpole (with the bowls club attached and synthetic greens and synthetic bowls turf). The facilities in the population centres are all managed by volunteers under management committees / incorporated associations.</p>



Local Government	Towns and Facilities
	<p>The Shire also manage an aquatic centre (25m) which was initially an outdoor pool which is heavily subsidised and functions as a regional centre for the Lower South West. The Shire have made a concerted effort to co-locate infrastructure and prioritise development and investment in accordance with that principle. This is due to the extensive level of infrastructure and limited financial capability to invest in the wide range of assets. This however has met with some resistance due to an inability by some clubs to accept the need for change.</p>
<p><b>Shire of West Kimberley</b> <b>Population: 7,730</b></p>	<p>The Shire consists of two significant population bases in the following townsites:</p> <ul style="list-style-type: none"> <li>• Derby with a population of 3,511 and including a Town Oval which caters for football and cricket (including cricket practice nets) and a range of community celebrations. Change rooms, public toilets, lighting and a kiosk is provided. The recreation centre which is located separately within the townsite and south of the oval provides squash courts, community room, storage cages, kitchen and office space. There are four outdoor courts (tennis and 3 netball overlays) and two undercover courts hired through the Shire. There is a bowling green adjacent with clubhouse and 9 hole golf course with greens. The golf course is managed through a combined arrangement with the Derby Sportsmen's Club. Derby Memorial Swimming Pool is managed in the dry season by the Shire.</li> <li>• Fitzroy Crossing with a population of 1,297 includes a recreation centre which provides a multipurpose indoor area suitable for social functions, public meetings, sideshows and recreation activities. It is used for basketball and netball and an adjacent oval for football and a variety of community uses. The facility includes two covered courts and change room facilities hired through the Shire (either on-line or via the Fitzroy Crossing Visitor Centre which is also managed by the Shire).</li> </ul> <p>The decision to manage the facility infrastructure internally is largely determined by the capability in the community and the need to manage assets effectively and efficiently.</p>

## 4.6 Implication for Future Sport and Recreation Planning

The following summarises the key considerations relevant to the Shire of Dandaragan Sport and Recreation Plan:

- The sport and recreation infrastructure provided in all of the Townsites is not just important in providing competitive sporting activity and improving physical health but is also critical from a social connectivity and promoting positive mental health and wellbeing perspective.
- For the longer term sporting clubs are experiencing a gradual decline in participation and will experience an ongoing decline with a gradually ageing community. They are nevertheless invaluable in the development of children and have a significant role to play in addressing those members of the community who are disadvantaged and/or disaffected youths who require direction and support. In the short term, some sport and recreation clubs have seen a surge in member numbers, but not however, an increase in volunteer support, which needs to be managed.
- The importance of non-structured and social sport and recreation opportunities is emphasised as a growing area which needs to be accommodated. This includes personal fitness, access to connected footpath infrastructure and shared pathway infrastructure.

- The impact of an ever growing and ageing asset base is a key concern which the Shire will need to manage within extremely limited budgets. As the rate base is unlikely to grow significantly this needs to be controlled carefully. The opportunity to attract external funding will offset this requirement but cannot be relied upon, other than for development of consolidated / co-located / new infrastructure where the demand has been evidenced.
- The Shire should be considering the use of improved information technology and customer relationship management options in both improving accessibility to infrastructure but also to gain data on usage against key strategic community plan outcomes. The collection and analysis of data will assist in developing the case for future investment and grant funding opportunities. This will also assist in the monitoring and evaluation of use.
- The Shire will need to ensure clubs are self-sufficient and facilities are managed appropriately in compliance with regulatory and policy requirements. Users of facilities managed by the Shire will need to work collaboratively with the Shire to ensure optimum shared use.
- The declining volunteer base will need to be addressed through ongoing support and facilitation by the Shire. It is however not practical for the Shire to supplant the volunteer resources which are essential to manage and coordinate services within each townsite.
- A process needs to be put in place to advance the development of co-located facilities and communicate the benefits for all user groups. In some circumstances this may require a long term development process to be instigated. This will also need to be developed through a long term master planning process for each sporting precinct to ensure short term investment does not compromise longer term development objectives.
- Wherever possible the Shire should identify its specific commitment to the funding of facilities which should be aligned to reducing cost burden and improving efficiencies in the provision of the facilities and services. This includes the facilitation and coordination of grant funding opportunities. This will enable the volunteers to focus on the key day to day functions, improved governance and ongoing viability.
- The Shire should not be supporting any single use infrastructure which does not provide equality of access and a minimum number gender diverse change facilities. A clear policy direction should be communicated to clubs / user groups to ensure Shire facilities are open and equitable.
- The increasing issue in respect of water management should be addressed through the reduction in water use and maintenance of areas which are under-utilised.
- The Shire should continue to replace internal facility lighting with LED components in a phased asset replacement program.
- The Shire should continue to support clubs and organisations in securing external funding for a phased asset replacement of lighting to LED for sports floodlighting
- Lessons learnt from similar regional local governments are borne out in the Shire with a legacy of extensive built infrastructure which provide valuable resources and services which are essential to ensure a community is supported and functions effectively. This however has resulted in ad hoc development and an excessive cost impost on the Shire which now needs to be addressed. This includes:
  - Maintaining control over the assets to minimise risk.
  - Having a role to play in facilitating good planning and governance practices.
  - Working towards rationalisation, consolidation and co-location of sport and recreation infrastructure wherever possible.
  - Reducing ongoing operating subsidies.
  - Providing guidance to volunteers in reviewing and updating ageing and inefficient management practices.

## 4.7 Standards of Provision

Based on the above analysis, a standard level of provision can be determined to service the immediate catchments of the key, but not all town sites. Accessibility is critical and the ability for residents to travel to gain access to a level of infrastructure is an important consideration. Where access is severely constrained and a population base is small, the extent of sport and recreation provision should be commensurate. Compact multi-use and function facilities that service a number of uses, such as a small community building, outdoor hard court area and grass kick-about / park area are likely to be sufficient. It is recognised however that based on the historic development of infrastructure across the Shire, co-location and multi-use infrastructure is limited. It would not be reasonable nor realistic to replace all of this infrastructure immediately. The replacement of single purpose infrastructure and alignment with multi-functional / co-location of use should therefore only be considered when the buildings reach the end of their useful life. Furthermore the replacement of such infrastructure should be guided by a long term master plan for all of the key sport and recreation precincts which will involve extensive community consultation in that process.

Based on local need the following facilities are deemed as being essential for four population centres of Badgingarra, Cervantes, Dandaragan and Jurien Bay. They enable communities to attract and retain residents and to facilitate social connectivity and community cohesion across a Shire wide area:

- One centralised community hub for sporting activity, social gatherings, meetings, events and festivals / community activities. Ideally this should be within one centralised building which provides a community centre, sporting pavilion, social / function space and public toilets / shared meeting and socialising areas. The facilities should have the capability to provide for both sport and general recreational use to provide for the resident community of all ages. The minimum level of service provided by the Shire for each of these hubs is proved at Table 9 below:

*Table 9: Minimum Level of Service provided by the Shire to the four population centres*

Minimum level of service provided by Shire	Badgingarra	Cervantes	Dandaragan	Jurien Bay
<b>Indoor space with meeting rooms, kitchen, and function capability.</b>	Yes	Yes	Yes	Yes
<b>Indoor full-size basketball with multiple court markings.</b>	No	No	No	Yes
<b>Outdoor multi-functional court space x2 for the provision of tennis, netball and basketball (floodlit to evening training use).</b>	Yes	Yes	Yes	Yes
<b>One senior oval space which can accommodate the seasonal sports of Australian Rules Football as a minimum but with the capability to accommodate rectangular sports (2 rectangular senior pitches).</b>	Yes	Yes	Yes	Yes
<b>2 x gender diverse changing rooms with toilets and showers.</b>	No	Yes	Yes	Yes
<b>1 x umpire rooms.</b>	No	Yes	Yes	Yes
<b>Internal storage.</b>	Yes	Yes	Yes	yes
<b>External covered viewing areas.</b>	Yes	Yes	Yes	Yes

Minimum level of service provided by Shire	Badgingarra	Cervantes	Dandaragan	Jurien Bay
<b>Play area / skate facilities for the youth / young children, drinking fountain and seating.</b>	Yes	Yes	Yes	Yes
<b>Facilities to be subject to community or external grant funding with an appropriate business case (i.e. not part of the minimum level of service provided by the Shire):</b>				
<b>1. External storage</b>				
<b>2. Training floodlights on the oval / adjacent to the oval (one installation of training level lights for weekday evening use). Competition lighting is not required.</b>				
<b>3. 1 x synthetic bowls green.</b>				

- In Cervantes and Jurien Bay the provision of camping facilities (kitchen, toilet, ablutions, storage, potable water and barbeque's) are important income streams for each of the committees. These are to be supported in each town subject to the viability being validated by income and camper management costs (the committee's responsibility) against infrastructure provision and maintenance costs (the Shire's responsibility). Supporting infrastructure should, wherever possible be incorporated within the centralised community hub to ensure the optimum return on investment. This is to be determined by community demand.
- The centralised community hub may also ideally incorporate services that utilise the same or similar facilities. These are for Shire services such as the library.
- Connectivity from other key activity areas via dual use / shared paths which provide good accessibility.
- Golf club developments are based on local circumstances / local need and should remain within community control and responsibility to manage and maintain. The role of the Shire in such circumstances is merely to support club funding opportunities that ensure the infrastructure is fit for purpose, but not to manage a critical community resource.

The appropriate level of provision based on the four individual regional town sites is referenced in table 10 below and as referenced above will be dependent on the anticipated lifecycle of a particular facility / building and the output of extensive community consultation. The standards of sport and recreation facility provision for each of the four town centre catchments is scaled against the size of the resident population:

*Table 10: Proposed Standards of provision for each central sport and recreation area*

Town Site	Projected Requirement and Rationale	Standard of Provision: Implications
<b>Cervantes</b>	Access to the minimum level of infrastructure identified above should be maintained. This will require a review of current infrastructure with the Country Club, detached AFL clubhouse and Community Recreation Centre being developed as one central co-located building, courts and grounds precinct over the long term redevelopment of the site.	<ul style="list-style-type: none"> <li>• Central community / recreation centre providing one consolidated multi-functional building servicing all sporting and recreation activities.</li> <li>• Co-location of Country Club activities with the community recreation centre or review of current Country Club building to facilitate the co-location objective by introducing other community groups and recreation pursuits.</li> <li>• Upgrade of outdoor hard court area to provide two multi-use games areas.</li> </ul>

Town Site	Projected Requirement and Rationale	Standard of Provision: Implications
		<ul style="list-style-type: none"> <li>• Training floodlights for the oval and outdoor hard court multi-use games area recreational use.</li> <li>• Retention and upgrade of playground infrastructure and skate park for local children / youth / family use.</li> </ul>
<b>Dandaragan</b>	<p>As an inland population centre servicing the rural community, the current level of provision requires review to ensure long term viability. This may necessitate the long term re-alignment of the indoor court space and bowling facility to provide one building. The court space to the rear could be reduced to two multi-functional facilities and adjacent camp site ablutions aligned to the larger community centre.</p>	<ul style="list-style-type: none"> <li>• Central community / recreation centre providing one consolidated multi-functional building servicing all sporting and recreation activities.</li> <li>• At the end of their useful life the co-location of the bowling / function capability with the Dandaragan Community Centre (DCC) should be sought, together with the re-alignment of bowling green and associated infrastructure.</li> <li>• Redesign of hard court area to provide two multi-use games areas.</li> <li>• Retention and upgrade of shaded playground infrastructure and pump track for local children / family use.</li> </ul>
<b>Badgingarra</b>	<p>As a small rural based population centre the current level of provision is extensive and continues to be funded through the community. The Shire, in consultation with the community, will review the management of the asset and its potential replacement as it reaches the end of its useful life. This will focus on increasing functionality and reducing ongoing asset management costs.</p>	<ul style="list-style-type: none"> <li>• The potential reduction in the built footprint of the community centre / clubhouse building and reduction in court space to provide multi-functional activities. The consolidation of infrastructure as the buildings reach the end of their useful life will not reduce the services offered.</li> <li>• This approach is to be undertaken in consultation with the local community to ensure the extent of infrastructure continues to meet the communities needs.</li> </ul>
<b>Jurien Bay</b>	<p>As the primary population base, access to the minimum level of infrastructure identified above should be maintained. This will require a master plan for current infrastructure.</p> <p>The community sport and recreation facilities would ultimately focus the sports grounds, courts, buildings and multi-use spaces into a single multi-purpose hub.</p>	<ul style="list-style-type: none"> <li>• Central community / recreation centre providing one consolidated multi-functional building servicing all sporting activities. This will include master planning of the current sporting precinct into one consolidated community centre with the potential re-alignment of bowling infrastructure, tennis courts (shared surface with netball) and gender diverse changing room upgrades for both indoor and outdoor sports</li> </ul>

Town Site	Projected Requirement and Rationale	Standard of Provision: Implications
		<ul style="list-style-type: none"> <li>Camping infrastructure continues to be serviced by the Community Sport and Recreation Centre.</li> <li>Training floodlights for the oval and hard court multi-use games area floodlighting to recreational level.</li> <li>The recent skate park infrastructure located at the foreshore is a dedicated destination facility which is likely to be equally of benefit to the local youth / children and promoting the area from an economic perspective as a focal point for visitors.</li> </ul>

This is merely one aspect of the standards of provision related to each of the town sites community centres and associated sport and recreation infrastructure. Additional standards of provision should incorporate embellishments on POS and other areas frequented by the resident Shire population and visitors. It is recommended that the shire should consider incorporation of a suite of supporting infrastructure for POS at a strategic level identified in Table 11 below:

*Table 11: Indicative POS embellishments*

Function	Embellishments to be considered
<b>Public Open Space (Foreshore)</b>	natural shade; nature space; bench seats; rubbish bins; irrigated turf area; play space; conservation space; internal and recreational path network; water fountain; car parking; BBQ, public toilets; youth space; security/path lighting.
<b>Public Open Space (sport space)</b>	natural shade; nature space; bench seats; rubbish bins; irrigated turf area; play space; conservation space, internal and connecting recreational path network; sports goals; sports lighting; car parking; sports training nets/safety fencing; BBQ, pavilion/toilets; water fountain; fitness equipment; security lighting and youth space.

For future site master planning there are nine specific guiding principles which are adopted. These include:

- Efficient and effective use of land.
- Efficient and effective service delivery
- Facilities comply with contemporary Australian standards.
- Facilities and services are available to all.
- Ensuring future investment is sustainable and assets can be managed appropriately.
- Encouraging positive partnerships and alliances between community groups, the Shire and external funding agencies / service providers.
- Supporting our volunteers
- Investing in opportunities for youth
- Enhancing opportunities for older adults

## 4.8 Prioritisation Matrix for Infrastructure Provision

The prioritisation of funds to support sport and recreation organisations needs to be undertaken in accordance with a clear and unambiguous assessment process. This should relate to the desired outcomes and recommendations contained within the Sport and Recreation Plan as the main priority. Only in exceptional circumstances should a project be considered outside of the plan, where there have been significant changes in circumstances and / or there are critical compliance or health and safety obligations to be addressed.

The assessment criteria below provided in Table 12 below should be considered as a starting point for Council in determining the level of support which should be provided in developing future investment proposals. The matrix is determined utilising the following scoring mechanisms:

Score of 1 = Does not meet or unlikely to meet this criteria (in the case of Numbers 1 to 3, this is an essential requirement to progress to assessment criteria 4 to 11).

Score 2 = Likely to meet this criteria but requires either additional work and / or is unlikely to fully comply.

Score 3 = Fully meets this criteria.

Consideration should be given to whether the Shire wish to incorporate a weighting factor in areas which are deemed more important than others. Line 1 of the assessment process incorporates a gateway which must be met.

Table 12: Suggested Prioritisation Ranking Template

Facility Investment Ranking for Prioritisation - Weighted Criteria							
No.	Criteria	Weighting Factor	Project 1	Project 2	Project 3	Project 4	Project 5
	PROJECT PRIORITISATION	<b>(Max 3)</b>	Score	Score	Score	Score	Score
1	In accordance with the goals and objectives within the Sport and Recreation Plan						
2	A well-developed business case						
3	Complies with Shire policy						
4	Strong governance structure						
5	Good financial management and decision making processes						
6	Demonstrates Need						
7	Promotes share use and co-location of clubs and infrastructure						

8	Facilitates community cohesiveness						
	Weighted score out of 10						



## 5. Current Facilities, Fitness for Purpose and Use

This section identifies the current facilities across the Shire of Dandaragan townsites. These facilities were audited visually from a functional perspective and their current usage analysed. The audit process with accompanying photographs is contained at Appendix D and the main considerations are provided below.

### 5.1 Cervantes

Table 13 identifies the current facilities at Cervantes and user groups:

*Table 13: Current Cervantes facilities and user groups*

Users	Facility
Cervantes Bowling Club, Cervantes Chamber of Commerce, Cervantes Cultural Committee, Cervantes Tennis Club, Cervantes Football Club (inc) and Cervantes Ratepayers and Progress Association	Cervantes Country Club
Cervantes Golf Club	Cervantes Golf Club and Cervantes Country Club
Cervantes Women's Forum	Cervantes Country Club
Cervantes Playgroup, Country Women's Association Cervantes, Cervantes Football Club (Inc) and Netball Club, Cervantes Netball Club and Cervantes Arts and Cultural Committee	Cervantes Community Recreation Centre
Cervantes Horse Club	Horse club facilities
Cervantes Historical Society	Leased facility
Cervantes Community Men's Shed	Men's Shed
Cervantes Fin Fishers	Fin Fishers facility

Table 14 contains the output of the visual audit of the facilities which revealed the following as key considerations for Cervantes:

Table 14: Functionality Assessment of Cervantes Sport and Recreation Infrastructure

Facility	Functionality	Implications and Facility Requirements
<b>Cervantes Community Recreation Centre (CCRC):</b>	<p>The CCRC facility while dated has received significant investment to upgrade. Functionality factors related to the building and broader site development include:</p> <ul style="list-style-type: none"> <li>• Recent upgrades to the facility which has enhanced public toilets and changing facilities to service the campers and spectator use of the oval. These are well appointed and maintained. The toilets and showers have excellent signage and are fully accessible.</li> <li>• The new open access function space with concrete floor and adjacent kitchen area is available for use is light, functional and attractive with a high ceiling.</li> <li>• The kitchen area similarly has a high ceiling and is well equipped with food preparation and cooler units / fridges, dishwasher unit, oven stove and extraction units. All are relatively new and well maintained.</li> <li>• The single court hall with wooden floor is in good order and provides a well-lit flexible space for a variety of community activities. It is showing signs of significant wear and tear mainly related to its age and construction. Significant water ingress damage is noted at the high level window openings.</li> <li>• Storage is well laid out and caged with good ingress and egress.</li> <li>• Changing facilities have been updated and are functional and clean with good quality, modern fixtures and fittings.</li> <li>• To the rear of the centre is an old garage / storage unit which is damaged and rusting together with the remnants of the previous outdoor sink units which were replaced by the new camping extension.</li> <li>• The main entry to the CCRC is understated and leads directly to the library. It would benefit from a re-alignment.</li> </ul>	<p>In spite of recent investment there are a number of deficiencies with the building which need to be resolved including:</p> <ul style="list-style-type: none"> <li>• Roof leaks were evident and need to be resolved.</li> <li>• Improved air circulation in the CCRC could improve functionality.</li> <li>• The functionality of the large kitchen servicing the CCRC will require the gradual replacement of assets due to age of infrastructure.</li> <li>• The western foyer of the CCRC does not provide an attractive and functional building entry / reception.</li> <li>• Upgrading the CCRC's entry will improve disability access and library services which are currently provided two days/ week by the Shire in a small, isolated pocket within the building.</li> <li>• The hall's unused mezzanine could be decommissioned or repurposed with modifications.</li> </ul>

Facility	Functionality	Implications and Facility Requirements
	<ul style="list-style-type: none"> <li>• Adjacent to the car park and recently upgraded dual use path is a shark themed playground which is well maintained and provides an attractive accessible resource for the community and visitors.</li> <li>• Within close proximity to the CCRC are four tennis courts showing significant damage to the top-surface and surrounding fencing.</li> <li>• The football shed is detached and serviced by a dirt track. It is a basic structure with a concrete floor having basic bar and servery functions. It needs to be brought into compliance with a possible upgrade to the ablutions. The extended shaded viewing area to its front provides a small flat viewing area to the oval.</li> <li>• Adjacent to the football shed is a small concrete pad which has recently been constructed. It is to be used for club extension abuilding licence will be required to facilitate this development.</li> <li>• The oval is well maintained with good viewing areas. The surrounding spectator banking is raised. The post and rail fence surrounds are near end of life and require replacement. This is currently being undertaken. The site does not benefit from oval floodlights. It would benefit from 50lux training lights in one area for the purposes of midweek training but is unlikely to justify further sports lighting for limited evening use.</li> <li>• Adjacent to the children's playground is a skate park which has fixed ramps and seating, together with a basketball net. This is all on one concrete pad which has appropriate regulatory signage. While an ageing piece of infrastructure with limited flexibility it provides a useful resource for the youth. Upgrades could be considered to modernise the street infrastructure components.</li> </ul>	<ul style="list-style-type: none"> <li>• The AFL club have access to the CCRC but continue to utilise the adjoining shed for club and social functions. Utilising the CCRC building social, catering, court and meeting facilities should be promoted. The existing AFL clubroom should be upgraded to meet compliance. This is more suited to occasional use for training and game day socialising.</li> <li>• The CCRC, separate buildings and oval are used for limited and often singular purposes. This over time should be addressed through the co-location of users for large group activities into one centralised facility where practicable.</li> </ul>
<b>Cervantes Country Club (CCC)</b>	<ul style="list-style-type: none"> <li>• The CCC is ageing and while functional, the internal space is showing signs of deterioration. The building is requiring refurbishment to increase its functionality and potentially reduce ongoing operational costs.</li> <li>• The TAB area occupies an area of the bar which has extensive seating and eating areas wrapped around an 'L' shaped servery.</li> <li>• Darts and pool are available in one area of the bar off which there is a large meeting room.</li> </ul>	<p>The CCC is an extensive building which is neither functional nor efficient. The following should be considered:</p> <ul style="list-style-type: none"> <li>• Reviewing the infrastructure and potentially reduce the current floor area and associated infrastructure.</li> </ul>

Facility	Functionality	Implications and Facility Requirements
	<ul style="list-style-type: none"> <li>Internal fixtures and fittings have not been updated for some time and the facility may benefit from more contemporary fit for purpose refits to improve amenity and efficiency.</li> <li>The two sets of women's and men's amenities and the main function room kitchen, bar and associated storage/service area need upgrading.</li> <li>There is an extensive cool room and commercial kitchen. The kitchen is well equipped as a commercial kitchen and is clean. The cool room is showing signs of wear and tear and the adjacent storage area and minor kitchen needs upgrade.</li> <li>The bowling green immediately adjacent to the country club is functional and sufficient to service the needs of the community.</li> <li>The removed bowling green adjacent has been earmarked as an opportunity suitable for relocation of the Cervantes Men's Shed. This is an ideal location where the need for meeting rooms, toilets and kitchen area can be serviced by the existing infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Consider relocation of the Cervantes Men's Shed to the removed bowling green and incorporate access to shared services within the CCC (meeting rooms, outdoor seating area, toilets and access to kitchen).</li> <li>There is a need to develop the most cost advantageous management model for the facility.</li> </ul>
<b>Horsemens Club</b>	<ul style="list-style-type: none"> <li>The facility is in an isolated location outside of Cervantes with a limited level of infrastructure.</li> <li>It is reported that the horse club have difficulty in meeting financial commitments to bills and insurance cover.</li> </ul>	<p>While a valuable local resource the facility would require significant investment to be managed and maintained to a reasonable standard where it is attractive to visitors to the area. The Shire's role with the facility should be as a facilitator to source potential grant funding and assist with viability, but not as a high priority for investment as a community resource.</p>
<b>Cervantes Men's Shed</b>	<ul style="list-style-type: none"> <li>The Cervantes Men's Shed is at the end of its useful life and not fit for purpose. The site is fenced and due to limited internal storage requires a significant amount of the external yard area to accommodate overflow.</li> <li>The facility utilises all available space for storage and operations and is located directly opposite an active commercial operation adjacent to the foreshore. Given recent improvements and planned developments to enhance the foreshore the facility is incongruous with the desired enhancement outcomes.</li> </ul>	<p>Care will need to be taken in the design of the Men's Shed to ensure appropriate noise attenuation and dust extraction is included. Three phase power would generally be required to ensure stability in accommodating a range of machines. It is important to provide sufficient space to bring in equipment (on low loaders) and</p>

Facility	Functionality	Implications and Facility Requirements
	<ul style="list-style-type: none"> <li>The facility is unlikely to comply with industrial extraction, space and electrical safety requirements. A purpose built facility located closer to other community facilities would be highly beneficial where those of the same age group could participate in a range of activities. This could include incorporation of shared access to toilets, function areas, kitchen, meeting space (undercover) and extensive internal and external managed storage.</li> </ul>	<p>provide an internal height of a minimum of 4.5m. The facility floor would require sufficient strength to accommodate heavy lathes / machinery.</p>
<b>Cervantes Foreshore</b>	<ul style="list-style-type: none"> <li>The foreshore masterplan includes extensive development including erosion controls and boardwalk providing controlled access onto the beach.</li> <li>This will provide a valuable recreation space which links key infrastructure along the foreshore area and enhances accessibility, which will benefit the local tourist economy and businesses.</li> <li>The implementation of the foreshore master plan will need to be undertaken in stages as funding becomes available.</li> </ul>	<ul style="list-style-type: none"> <li>Enhancement of the Cervantes foreshore as per the adopted master plan will vastly improve the activation, access and amenity of the foreshore parkland.</li> <li>The proposal for completion of the cycle path connecting Hill River to Cervantes is a high priority for the district and will complete the Turquoise Way project. This is to be re-affirmed as a high priority for future investment.</li> </ul>
<b>Cervantes Golf Course</b>	<ul style="list-style-type: none"> <li>The winter use golf course provides a local resource but it's further development is compromised by low membership numbers and limited financial capability.</li> <li>The golf facilities suffer from regular vandalism and the western shed requires asbestos removal and re-sheeting works.</li> <li>The golf facilities are not developed to attract competitions and commercially viable golf related services. It largely serves the local community for social games and would not be a significant contributor to the local economy.</li> <li>The golf course is managed entirely by 15 long term members who do not have representation on the CCC management committee.</li> </ul>	<ul style="list-style-type: none"> <li>The facility is unlikely to be considered a priority in future for Shire investment due to the limited return it is likely to provide.</li> <li>Cervantes Golf Course representation on the CCC management committee would assist with improving viability for both the golf and CCC facilities.</li> </ul>
<b>Cervantes Fin Fishers</b>	<ul style="list-style-type: none"> <li>The facility serves a functional purpose for the Fin Fishers. It would not be deemed a high priority for investment by the Shire, being a single purpose stand-alone facility.</li> </ul>	<p>It is not recommended any further investment in the facility is undertaken by</p>

Facility	Functionality	Implications and Facility Requirements
	<ul style="list-style-type: none"> <li>There is limited capacity for the Fin Fishers club rooms to be further developed and they are not connected to mains water supply.</li> </ul>	the Shire, unless the group vacate the premises. At which point the demolition of the facility should be considered.
<b>Cervantes Historical Society</b>	<ul style="list-style-type: none"> <li>The facility was not audited as it occupies a building which ideally should accommodate a commercial use.</li> </ul>	Opportunities may exist to relocate the society within the CCCC subject to agreement being reached with the management body.

In addition to the facilities audited, the consideration of investment at Tranquilo Park is a key development consideration by the local community and should not be ignored. Ongoing management and maintenance of the asset and existing park infrastructure will be a core responsibility of the Shire. The development of this space for a BMX / dirt track facility will be a useful additional resource for the youth and the responsibility of the community.

## 5.2 Dandaragan

Table 15 identifies the current facilities at Dandaragan and user groups:

*Table 15: Current Dandaragan facilities and user groups*

Users	Facility
Advance Dandaragan, Dandaragan Bears Cricket Club, Dandaragan Football Club (AFL, netball and hockey), Dandaragan Playgroup, Dandaragan Repertory Club.	Dandaragan Community Centre
Dandaragan Golf Club	Golf Club Facilities
Dandaragan Community Recreation Club, Dandaragan Tennis Club, Dandaragan Football Club, Dandaragan Bowling Club and Dandaragan Golf Club	Dandaragan Community Recreation Club
Dandaragan Craft Group	Wolba Wolba (Aggies Cottage)

Table 16 contains the output of the visual audit of the facilities which revealed the following as key considerations for Dandaragan:

Table 16: Functionality Assessment of Dandaragan Sport and Recreation Infrastructure

Facility	Functionality	Implications and Facility Requirements
<b>Dandaragan Community Centre (DCC)</b>	<p>The DCC serves as the changing facility for the adjacent sporting reserves and for indoor court activity. It includes:</p> <ul style="list-style-type: none"> <li>• A kitchen and kiosk adjacent to the entry together with an activity area (playgroup). The activity area has a concertinaed partition which permits direct access onto the court space.</li> <li>• The multi-use sports court has the potential to be used for a variety of court sports (basketball x 1, netball x 1, badminton x 3, volleyball x1, indoor cricket x1). It has a parquet floor. Air circulation is via high level residential fans which are unlikely to be functional.</li> <li>• The indoor netball court is not utilised, even as a show court. Insufficient runout space and court dimensions prevent use of the hall for both basketball and netball.</li> <li>• The stage at the end of the court space is elevated above the flooring with theatre lights and a gantry above (accessed by an extendable ladder). As a multi-functional and adaptable space it is reasonable but may not be compliant, is aged and tired in appearance.</li> <li>• The theatre space is used only once each year or two years. There could be opportunities to increase this use and expand district entertainment offerings.</li> <li>• The kitchen is of reasonable quality and while dated, is functional.</li> <li>• Toilets and changing facilities are old and tired but again functional. 2 sets of changerooms (3 showers, urinal and equal access toilet in each male changeroom), male umpire room / 1 toilet and shower, 2 female toilets and changeroom and a storeroom. At the time of the audit the changing facilities were being used for overflow storage and incorporated physio tables and equipment.</li> <li>• Requests have been received for storage and female change rooms accessed from the outside courts.</li> </ul>	<ul style="list-style-type: none"> <li>• Consideration for upgrading the changing infrastructure to gender diverse should be considered to increase functionality.</li> <li>• The above should also incorporate a review of storage. Based on current storage capability it is not considered a viable proposition with the option to re-align existing space and remove surplus equipment. This however needs to be verified.</li> <li>• The DCC has marginal air-ventilation and the toilets will need upgrading in partnership with the management body</li> </ul>
<b>JC Grieve Sportsground</b>	<ul style="list-style-type: none"> <li>• The sportsground is well maintained and provides a high quality facility for limited use.</li> </ul>	<p>No additional investment to the ground would be considered necessary.</p>

Facility	Functionality	Implications and Facility Requirements
	<ul style="list-style-type: none"> <li>The viewing deck over the football oval provide as an extension to the DCC and an elevated platform for spectators to congregate under an extensive shaded area.</li> <li>The oval has training floodlights adjacent.</li> </ul>	
<b>Dandaragan Tennis Courts, Playground Area, Pump Track, Dandaragan Transit and Pioneer Park</b>	<p>The park infrastructure is generally of a good quality including:</p> <ul style="list-style-type: none"> <li>The four tennis courts which are a synthetic surface, floodlit and a high fence surround. They are in good quality and include a rebound wall.</li> <li>The single netball court is provided on an adjacent space, raised above the surrounding park with floodlights. The court quality is reasonable although showing signs of age in patches.</li> <li>The adjacent playground with shade sails provides a mixed level of slides, climbing equipment and swings aimed at the 0-8 age range.</li> <li>Older equipment which is not covered by shade includes an additional swing and rope climbing frame. Both play areas are located within low limestone walls and have a sand play base. This equipment has been bleached by the sun but is structurally sound.</li> <li>Also adjacent to the courts is a small concrete pump track which is a low cost resource for young children.</li> <li>Adjacent land is used as the Transit Park with associated amenities which functions well with direct access off the through road and ablutions.</li> </ul>	<p>No additional investment required.</p>
<b>Dandaragan Community Recreation Club (DCRC)</b>	<p>The DCRC was community built, is well maintained and provides a central social hub. The most significant features are:</p> <ul style="list-style-type: none"> <li>The internal bar and function area incorporates club honours boards and extensive bar servery with a kitchen. It is open Sunday, Wednesday, Friday and Saturday with extended openings on Mondays for darts home games and Saturdays for football home games.</li> <li>The facility accommodates Golf Club, Bowling, Tennis and AFL functions.</li> <li>The building can be subdivided with partitions to increase the functionality of the space and there is an office and meeting room contained within the structure.</li> </ul>	<p>The DCRC kitchen and toilets require renewal, but otherwise the facility is in an acceptable condition and is well maintained.</p>



Facility	Functionality	Implications and Facility Requirements
	<ul style="list-style-type: none"> <li>• There is an extensive raised BBQ and viewing deck overlooking the bowling green which incorporates a substantial shade structure.</li> <li>• The bowling green is well maintained with surrounding seating and shade.</li> <li>• A further shade structure with benches is positioned adjacent to the club entry.</li> </ul>	
<b>Dandaragan Golf Club</b>	<p>The main consideration for the Golf Club is:</p> <ul style="list-style-type: none"> <li>• For winter use with sand greens bare fairways and synthetic tees.</li> <li>• The buildings are aged and while they provide tee-off, shelter and basic amenities, have limited functionality. Golf social functions are undertaken at the DCRC.</li> <li>• The storage shed and toilets provide a reasonable level of amenity but the general appearance is poor.</li> <li>• The golf course provides a local resource but compromised by dwindling membership numbers and financial capability.</li> <li>• It not a high attractor of visitors and its capacity to contribute to the local economy is not proven.</li> <li>• The mature trees require management to maintain course amenity.</li> </ul>	<p>The golf course land is a picturesque backdrop for the townsite, particularly in winter. Future uses should be compatible with its current landscape values.</p> <p>The built facilities are unlikely to be considered a priority in future for Shire investment due to the limited return likely to provide.</p>
<b>The Shed</b>	<ul style="list-style-type: none"> <li>• The Shed is well used for gym fitness activities and would benefit from further minor investment to maintain its community use.</li> </ul>	<p>The priority for investment for these facilities is in regard to ongoing maintenance and management.</p>
<b>Dandaragan Community Resource Centre and Library</b>	<ul style="list-style-type: none"> <li>• The library is a valuable community resource which provides access to meeting areas and a small activity space. It has limited other recreational value but an essential service for an isolated rural community.</li> </ul>	<p>Investment will be dependent on asset condition and continuation of the contractual arrangements for the Community Resource Centre</p>
<b>Wolba Wolba (Aggies Cottage)</b>	<ul style="list-style-type: none"> <li>• A valuable local heritage resource which has the potential to attract visitors and provide opportunities for functions but is not under a formal lease.</li> </ul>	<p>The priority for the Shire is to regularise the outstanding compliance matters and facilitate the use of a valuable local heritage</p>

Facility	Functionality	Implications and Facility Requirements
	<ul style="list-style-type: none"> <li>The outside bar, pizza oven, toilets and marquee were installed by the community. Storage shed, water supply and equal access compliance and other infrastructure could be addressed to meet demand.</li> </ul>	resource which is likely to attract visitors to the community and provide a local function hub. This however would be subject to a detailed business case.

### 5.3 Badgingarra

The current user groups of the facilities at Badgingarra are identified in Table 17 below. The use is principally centred around the Badgingarra Community Centre from which all activities are managed.

Table 17: Current Badgingarra facilities and user groups

Users	Facility
Country Women's Association Badgingarra, Badgingarra Chamber of Commerce, Badgingarra Community Association, The Sandpaper, Badgingarra Bowling Club, Badgingarra Golf Club, Badgingarra Playcentre Association, Badgingarra Tennis Club, Central Midlands Coastal Football League, West Midlands Group, Fabfit, Badgingarra Primary School, Anglican Church, Catholic Church, Badgingarra Family Fellowship and Combined churches.	Badgingarra Community Centre

Available booking data for 2020 indicates the facility is utilised for a total of 124 hours per year principally for arts, crafts, church group etc. This is an extremely low uptake of the facility and potentially does not reflect the ongoing sporting use (football, bowls and tennis in particular). With a usage rate at this level it indicates the facility is significantly under utilised and not providing a viable financial return on the investment outlay. This will need to be monitored on an ongoing basis to ensure the community can continue to invest in managing and maintaining the level of infrastructure currently provided.

Table 18 contains the output of the visual audit of the facilities which revealed the following as key considerations for Badgingarra.

Table 18: Functionality Assessment of Badgingarra Sport and Recreation Infrastructure

Facility	Functionality	Implications and Facility Requirements
<b>Badgingarra Community Centre (BCC), Golf Club</b>	The BCC is a unique facility being located within a sparsely populated area, isolated from the main population but with extensive sport and recreation infrastructure. This includes:	<ul style="list-style-type: none"> <li>The level of infrastructure on site is extensive for the population base it serves and will require significant</li> </ul>

Facility	Functionality	Implications and Facility Requirements
<b>and Sportsgrounds</b>	<ul style="list-style-type: none"> <li>• The main building originally constructed in 1958 in Fremantle (according to the commemorative plaque), relocated and officially opened in Badgingarra in 1978.</li> <li>• The library services which is contained in one side room and serviced on a part time basis.</li> <li>• Within the older structure of the building there are ageing toilets and changing facility infrastructure which while clean need renewing. The pipework, fixtures and fittings are worn.</li> <li>• The main hall which includes an area for a stage at one end for local productions (currently a raised curtain area). The hall has a wooden floor with high level window openings</li> <li>• Above the hall is an open access first floor viewing area and bar. This is currently not used due to limited access for all and high summer temperatures.</li> <li>• There is also a playgroup / out of school hours care room.</li> <li>• The facility opens up into a large function room with carpet which serves the sporting codes and large community functions. Honour boards are located on the walls related to the sports clubs.</li> <li>• The kitchen is of a reasonable standard for food preparation and incorporates a kiosk / serving area.</li> <li>• The recently enhanced toilets serving the bowling green and club function area have been modernised and improved to provide a good functional space.</li> <li>• The floodlit bowling green and surrounding infrastructure, having recently been invested in is of a good quality with the capability to provide for shade across the synthetic green. The shade cover and seating is also of good quality and provides an excellent resource for a small rural community.</li> <li>• The tennis clubhouse / shed is at end of asset life being an old metal sheeted structure with shade sail attached. The building provides an indoor storage and meeting area and a good, shaded viewing area and seats but is old and tired and structurally poor. It appeared to be used for social tennis on a weekly basis.</li> <li>• The floodlit tennis courts with the synthetic surface are in good order with the hard courts having a reasonable surface. There is also a hit up wall adjacent.</li> </ul>	<p>financial resources to manage and maintain it to a consistent level.</p> <ul style="list-style-type: none"> <li>• While the facility provides a valuable community space, it is a high potential asset management liability for the community or Shire. Reducing the scale of the infrastructure and consolidation of space should be a critical long term consideration if the community cannot continue investing in the management and maintenance of the assets.</li> <li>• A focus of future use of the site should be on the management and retention of existing assets in the short term and reduction of the number of assets in the longer term.</li> <li>• The first floor hall area could be repurposed for other uses, such as for a larger library or tennis social activities.</li> </ul>

Facility	Functionality	Implications and Facility Requirements
	<ul style="list-style-type: none"> <li>• To the rear of the tennis court is a social gathering area (gazebo) and extensive play space including Badgingarra Nature Playground (2013) and small grassed area.</li> <li>• Opposite the BCC is the winter use golf course, which is a sand based facility, unirrigated with sand greens. It is unlikely to attract significant local or visitor usage other than those following the local art trail.</li> <li>• Much of the reserve is unirrigated and gravelly, other than the oval and building surrounds. There is little formal car parking although it is adequate to service the limited use of the infrastructure.</li> </ul>	

## 5.4 Jurien Bay

The current facilities user groups at Jurien Bay are identified in Table 19 below.

*Table 19: Current Jurien Bay facilities and user groups*

Users	Facility
Central West Coast Senior Citizens Group and Jurien Bay Community Men's Shed	Jurien Bay Community Men's Shed
Taylors Dance Company, Jurien Bay Football Club, Badminton, Turquoise Coast Basketball Association, senior fitness, Turquoise Coast Table tennis, Jurien Bay District High School, Private functions, parties, performances and Oktoberfest, Squash – casual users and Tennis – casual users (courts booked through centre).	Jurien Sport and Recreation Centre
Jurien Bay Progress Association (Inc)	Progress Association Shed
Turquoise Coast Netball Association	Netball facilities and JSRC
Jurien Horse Club	Horse Club Facilities
Jurien Bowling Club (Inc)	Jurien Bowling Club
Jurien Bay Motor Cycle Club	Motocross Club facilities
Jurien Bay Kart Club	Kart Club facilities
Jurien Bay Country Golf Club (Inc)	Golf Club facilities



- Squash or tennis is not included in the above data due to low usage.
- The indoor basketball court is also used on a casual basis during school holidays. No data has been provided.

The JSRC is the only facility where booking data was available. The absence of quality booking data is a concern for all facilities as there is little opportunity to make the case for investment. This would indicate a need to potentially invest in a Customer Relationship Management (CRM) program to enable the Shire to capture and utilise data more effectively. The analysis of usage data can provide a useful tool in determining the level of priority which should be afforded competing projects.

Table 20 contains the output of the visual audit of the facilities which revealed the following as key considerations for Jurien Bay:

*Table 20: Functionality Assessment of Jurien Bay Sport and Recreation Infrastructure*

Facility	Functionality	Implications and Facility Requirements
<b>Jurien Bay Motocross Club and Jurien Bay Karting Club</b>	<ul style="list-style-type: none"> <li>• The Jurien Bay Karting Club facility is fenced, has transportable container building facilities and water tanks, lighting operating on the flat lower ground of the lot.</li> <li>• The Jurien Bay Motocross Club established in 2017, has a clubroom/shed, starting gates, bar and kitchen, but no lighting or permanent toilets.</li> <li>• The relative quality of infrastructure for motorsport is good and is located in a suitable location where any impact on residential amenity will be minimised.</li> </ul>	<p>It is evident that there would be significant benefit for the Karting and Motocross clubs to coordinate their activities and site improvements, in particular potential service improvements and sharing of club infrastructure.</p> <p>It would not be a priority for the Shire to invest, but to facilitate the ongoing development and viability of the clubs.</p>
<b>Jurien Bowling Club</b>	<ul style="list-style-type: none"> <li>• The bowling club is a separate facility with function space which potentially provides direct competition to other function areas associated with the recreation centre and golf club.</li> <li>• Its future as a stand-alone facility should be reviewed in accordance with a masterplan for the recreation precinct which is dominated by the development of ad hoc infrastructure and inefficient use of space.</li> <li>• With an ageing community the relevance of bowls is important for both competitive and social activities but the income required to be generated to manage, maintain and replace two synthetic bowling greens is extensive.</li> </ul>	<p>Feedback from the club indicates the unsurfaced car parking needs to be maintained in the short term to reduce nuisance dust impacting the Bowling and Golf clubs.</p> <p>Long term the development of a masterplan for the recreation precinct should be undertaken (see reference below) and this will address the car park issues.</p>

Facility	Functionality	Implications and Facility Requirements
<b>Jurien Sport and Recreation Centre (JSRC)</b>	<ul style="list-style-type: none"> <li>The JSRC has a reception foyer with a strong welcoming entry point off the main driveway into the site. While set back from the road it is sufficiently prominent and well signposted to attract users in.</li> <li>Adjacent to the site entry are bike racks and a BBQ area located behind a brick wall with good extended views over the oval.</li> <li>The foyer provides an entry point for all activity areas with a reception desk and office behind. To the left of the main entry is a function room with dance floor serviced by the adjacent kitchen and servery. The function space is light and inviting although some of the infrastructure is dated. There are honours boards present recognising the football club.</li> <li>The kitchen is of a good quality commercial nature with extensive food preparation areas, dishwasher, sinks and extensive storage.</li> <li>The bar area and cool room, while ageing is functional and provides a high level of access.</li> <li>The sports hall has parquet flooring and capability of a range of indoor sporting opportunities with a multi-marked floor. The hall has a projector screen and mobile stage for performances.</li> <li>The storage is divided into 3 for the netball, table tennis and table/chairs equipment and is on the western side of the hall. This area is effectively utilised and monitored to ensure access for all user groups is permissible.</li> <li>Change rooms are on the eastern side facing the oval and are basic in nature although have received upgrades in recent times to improve the tiling, fixtures and fittings. It houses female change rooms (3 toilets, 3 showers), umpire's room (1 shower, 1 toilet), first aid room and male change rooms (urinal, 3 toilets, 6 showers), plus 5 showers for the home side.</li> <li>The changeroom side of the building is the original section built by the AFL club and has undergone some LED lighting upgrades. The shower room opens to a room at the end of the building which opens onto the sports hall at one end and the veranda at the other. The way in which the storage area servicing football is utilised is ad hoc and needs to be reviewed.</li> <li>The AFL club have a room dedicated for their use with club paraphernalia and the installation of a bar, fridge, takeaway food warmers, urns etc.</li> </ul>	<p>It is evident that the functionality of the facility and broader precinct is compromised by a series of ad hoc developments which create a high level of inefficiency. Master planned sites maximise efficient and multiple uses of indoor and outdoor facilities by a broad range of users. In addition there are a number of critical issues which need to be resolved in respect of the JSRC. These include:</p> <ul style="list-style-type: none"> <li>Review and modify the JSRC AFL 'clubrooms' and ensure bar licencing, setup and operations are compliant and manageable.</li> <li>Consider increased sport and events uses of the oval to maximise opportunities for community sport and recreation on the sports grounds.</li> </ul> <p>These are short term considerations pending the development of a site master plan which should seek to bring together all building, access, parking and court infrastructure (including the bowling club).</p>



Facility	Functionality	Implications and Facility Requirements
	<ul style="list-style-type: none"> <li>The two squash courts which lie on the western side of the building.</li> </ul>	
<b>Jurien Bay AFL oval and grounds</b>	<ul style="list-style-type: none"> <li>The oval consists of training lights, AFL goals, score board, cricket practice net, player dugouts (recently upgraded) and hockey goals.</li> <li>The quality of the turf and surrounding infrastructure is good.</li> <li>It is a functional oval with excellent viewing for spectators and players from the shaded area with benches extending from the changing infrastructure associated with the JSRC.</li> <li>Play equipment is provided between the oval and netball courts providing slide, climbing and swings for children aged between 0-8. The equipment is relatively modern but does not benefit from shade. The play equipment is scheduled for renewal in the near future.</li> <li>The use of the area adjacent for campers and its current alignment with the JSRC is an effective use of resources and ensures a greater presence on site.</li> <li>The overhang shaded area is showing significant signs of rust and requires treatment.</li> </ul>	<p>The functionality of the area and adjacent infrastructure could be enhanced with the development of a master plan which assesses the capability of shared use and co-location of ad hoc infrastructure. While the oval is in a fixed location, the impact of shared infrastructure on re-aligned court space and enhanced changing infrastructure should be considered.</p> <p>Reference is also made to the alignment of the shaded viewing area and potential enhancements to address current maintenance obligations.</p>
<b>Jurien Bay Netball Courts</b>	<ul style="list-style-type: none"> <li>The netball courts provide another example of ad hoc development occurring where a more suitable solution would have been to combine court infrastructure (basketball, tennis and netball). This would ensure the floodlighting, usage and development of ancillary club infrastructure is provided in a more efficient and cost effective manner.</li> <li>The storage shed adjacent to the netball courts is shared 30:30:30 between AFL, netball and the JCRC, which is a good use of infrastructure but could be enhanced further if other aligned uses were considered.</li> </ul>	<p>As referenced above, in the longer term the Shire should work towards consolidating such infrastructure. This can be undertaken as and when there is a need to replace the current court surfacing.</p>
<b>Jurien Bay Foreshore Development</b>	<ul style="list-style-type: none"> <li>The foreshore development is likely to provide a focal point for visitors and residents alike and will provide a more coherent controlled and activated beach access position.</li> <li>The skate park is a focus for family and youth activity.</li> <li>The staged implementation of Council's adopted foreshore master plan will need to be incorporated within the Sport and Recreation Plan.</li> </ul>	<p>The key areas which will need further attention beyond the master plan is potentially extending the coastal dual use footpath in a staged manner (subject to access constraints being overcome).</p> <p>Sand accretion and erosion along the foreshores and impacting on recreation use such as the Jurien Bay snorkelling trail and</p>

Facility	Functionality	Implications and Facility Requirements
		swimming pontoon will need monitoring and response on an ongoing basis.
<b>Jurien Bay Tennis Courts</b>	<ul style="list-style-type: none"> <li>The tennis courts are located to the front of JSRC and are relatively isolated from other court infrastructure.</li> <li>They are showing significant signs of wear and tear and located adjacent Jurien Hall which is currently closed pending a heritage review.</li> </ul>	When the opportunity arises to consider their replacement, it would be more appropriate to consider a multi-court development aligned to the outdoor basketball and netball facilities. Consideration of the future of the adjacent Jurien Hall is subject to a heritage review currently being undertaken.
<b>Jurien Bay Golf Course</b>	<ul style="list-style-type: none"> <li>The club has a relatively high membership base and in comparison to other townsites, has a more attractive golf course proposition, due in part to the course irrigation.</li> <li>The expansion of the irrigation scheme beginning in 2021, will further enhance the possibility of marketing the facility to an extended member base and visitors.</li> </ul>	Ongoing support in facilitating grant opportunities to extend the service offered on site is likely to be required of the Shire.
<b>BMX Track – Jurien Bay</b>	<ul style="list-style-type: none"> <li>A small informal local facility adjacent to a playground which has been developed by the younger cohort.</li> </ul>	This should be retained as meeting the needs of a younger cohort which are learning development skills to transfer onto the newly constructed foreshore skate park

Additional infrastructure which contributes to the services offered in Jurien Bay but not visually audited include:

- The Turquoise Coast Visitors Centre and Community Resource Centre sits within the larger Shire of Dandaragan Administration precinct. A 14 seat conference room with AV and four “Hot Offices” with internet access are available for hire. The outdoor amphitheatre can host performances and movie nights. This adds value to the recreational opportunities available for the Shire residents and visitors although not a part of this plan.
- Jurien Bay District High School has a junior sized oval with a synthetic cricket match wicket and a paved netball/basketball court. The school population is currently 326 aged from Kindergarten to Year12. A community garden is established on the school grounds and members meet for a “Crop Swap” at the CRC each Friday. Potential opportunities for shared use of the infrastructure could be considered to meet emerging community needs.
- The equestrian club is north of Jurien Bay and has a consolidated exercise yard, sand perimeter trotting track, clubrooms with toilets (2012), storage sheds and a dam across a 10ha site. Horses are ridden into the surrounding unallocated crown land, along the beaches and into the ocean. The property is fenced and divided

into around 40 paddocks with 30 individual stables, water and shade tree / shelter belts. Agistment is \$1 /week. There will be an ongoing need to review the development condition of the Horse Club facilities where individual paddocks appear to be camping / shack facilities in some cases. This is a regulatory process to be investigated. The Horse Club site is used for overflow camping by Horse Club facility users., given they also help fill the current town caravan park.

## 6. The Communities Perception and Requirements

A variety of methods were used to gather information from key stakeholders and community member to develop the Sport and Recreation Plan, including one on one meetings, workshops, club and user surveys and community surveys. The aim was to identify and engage with key stakeholders, clubs, sport and community groups and individuals to clarify their priorities, raise awareness and involve them in shaping the future of their community sport and recreation.

### 6.1 Community Workshops

Community Workshops were held at:

- Badgingarra Community Centre on 15 February 2021
- Dandaragan Community Centre 16 February 2021
- Cervantes Community Recreation Centre 22 February 2021
- Jurien Sport and Recreation Centre 23 February 2021

The community workshops were well attended with the exception of Badgingarra, although all sessions were attended by members of the community who had an excellent understanding of the community's needs. The overall outputs from the workshop process were incorporated within the facility user survey responses and are provided at Appendix D.

### 6.2 Facility User and Community Surveys

The Shire issued letters of invitation to all sport and recreation facility users to complete a survey seeking information about how the club or sport are operating and what plans and needs they have for the future. Letters were issued to the groups in the first week of December 2020 and responses were to be received by 26 February 2021.

Individual club and user group survey responses were received from:

- Badgingarra Country Women's Association
- Jurien Sport and Recreation Centre
- Jurien Bay Country Golf Club
- Jurien Bay Motocross Club.
- Letter regarding concern for the loss of the JSRC gym

The Shire's website promoted the SRP project and invited the community to complete online surveys regarding personal and family uses of the Shire's sport and recreation facilities. The online survey was posted on the Shire's website in the first week of December 2020 closing 26 February 2021.

A total of 50 community survey responses received including one from the Cervantes Men's Shed:

- 98% had utilised the Shire's sport and recreation facilities in the preceding 12 months.
- More than 50% accessed the facilities weekly, 20% daily, 16 fortnightly and 13% monthly.
- More than 95% used the sport and recreation facilities 2-10 times per year.
- More than 91% of residents drive to the facilities, with only 17% cycling and 20% walking.
- The primary activities engaged in when using the sport and recreation facilities were for:
  - Field sports 43.4%
  - Recreation / leisure 22%
  - School sports 8.7%
  - Casual sport or club uses 8.7%
  - Cultural / social activities 8.7%

- Sports club activities (official, coach, committee) 6.5%
  - Entertainment / events 2%
- When asked about their satisfaction with the quality of facilities they use, the community responded:
  - 17% very satisfied;
  - 37.5% somewhat satisfied;
  - 37.5% not satisfied; and
  - 8% neutral
- A range of reasons for why residents were unsatisfied with facilities were given, from poor layout, limited use opportunities, lacking maintenance, lacking weather cover, unsuitable changerooms, poor toilets, limited parking and other comments. This feedback informs recommendations for priority actions when considered along with feedback from workshops, interviews and surveys for each of the facilities.
- The ages of responding household groups indicated that although the general population of the Shire of Dandaragan is ageing, there is a higher level of sport and recreation facility use by comparatively younger community members:
  - 26% under 18 years
  - 25% between 18 and 34 years
  - 33% 35 to 59 years, and
  - 16% 60 or over.
- 75% of the community survey responses were submitted by females.
- A wide range of comments and suggestions were made by community members and are considered against each of the facilities.

## 6.3 Summary Consultation Overview

Key themes which emerged from the consultation included:

- The quantity of sport and recreation facilities in the Shire is adequate.
- However, many of the facilities are ageing and not fit for current purposes.
- Although the Shire's population is ageing the provision of facilities and programs in sport and recreation for younger age groups is growing.
- More diverse sport and recreation offerings are required, which could be facilitated in part by multi-use facilities. *(While not specifically referenced by the consultees, this could include greater flexibility of space and associated storage areas to facilitate a wider variety of group fitness, bespoke exercise equipment [a spin rooms with ability to store equipment when not in use], boxing, futsal, event and exhibition space etc.)*
- Volunteer resources are limited and often duplicated across a number of organisations in the same town. Paid assistance, consolidation and collaboration is needed to optimize their skill and capacity.
- Financial capacities of the bowling clubs and Dandaragan Tennis Club to fund synthetic surface replacements and infrastructure repairs is thought questionable by the club members.
- Each of the golf clubs, other than at Jurien Bay, are having difficulty maintaining the courses and machinery and attracting membership.
- Other than Cervantes Community Recreation Centre, the three community centres require accessible, compliant and additional female changeroom and toilet facilities.
- Promotion and coordination of the Shire's sport and recreation events and activities would be beneficial. An information 'go to' place would be beneficial for community engagement in local

activities, coordinating multiple family commitments and for groups to coordinate their activities and promotions.

- Quality gymnasium facilities and services are highly desired in Jurien Bay and Badgingarra.
- Improvements in amenity, youth facilities and pathway networks are a high priority for all four towns.
- The Cervantes Country Club may need careful consideration of its future to meet the community's needs and potential redevelopment.
- Cervantes Central West Men's Shed relocation may need to be addressed in the short term.
- Cervantes Historical Society business plan and accommodation considerations may be a high priority.
- Aggie's Cottage would benefit from a business plan to address the demand for a variety of events and its heritage status.
- Jurien Bay Bowls and Golf Club informal and unsurfaced first carparking is an issue for these two clubs.
- The Jurien Bay Karting Club may need assistance to address constraints to expansion of their facility.

## 7. Needs, Opportunities and Options

The assessment of future need responds to the current and future demographic profiling and the expressed requirements of community groups which utilise the infrastructure provided by the Shire. These were further underpinned by the audit process which identified a series of shortfalls with current community infrastructure and priorities confirmed by community survey feedback. The critical considerations are identified under five subsections below relating to Shire Wide policies and principles and priorities for consideration in the four townsites.

### 7.1 Shire Wide

The critical Shire wide considerations are:

- Need across the Shire is largely determined by access to infrastructure to benefit social connectivity, physical and mental health. Need cannot be determined purely by population trigger points in rural areas but by accessibility to key facilities and the demographic profiling.
- Shire residents have vested interests in the facilities, as in many cases there is significant volunteer and community resources (both in-kind and financial) in the development of infrastructure. These resources are however becoming more difficult to obtain and manage.
- Improvements in amenity, youth facilities and pathway networks are a high priority by survey respondents for all four towns.
- The management of finite resources of the Shire and potential access to grant funding proposals need to be factored into any development proposed and an assessment tool to facilitate a prioritisation process needs to be put in place.
- The current management arrangements on all sport and recreation sites is both a benefit and a risk. The Shire should assess current practices and ensure when agreements are being renewed, as a minimum the production of an annual financial report, usage and asset management investment should be presented by the management bodies.
- Currently the Shire has no means against which investment in sport and recreation facilities can be prioritised. This needs to be addressed.
- All infrastructure across the Shire comprises of single users or combined facilities where single users have their own bespoke changing facility, clubroom, storage and dedicated space. There are few exceptions which is inconsistent with the design and development of contemporary sporting provision and to align with grant funding opportunities. There needs to be a gradual reduction of single use operations and a move towards co-location and a more effective and efficient use of resources.
- Many of the clubs and facilities are competing for members and potentially undermining the ability to generate sufficient income to be self-sustainable. This includes competing function areas / bars.
- The sport and recreation precincts in all townsites do not utilise the land efficiently and with the exception of recent additions and upgrades have significant asset management obligations associated with them. The lack of previous master planning has led to a series of ad hoc developments and efficiency in the sharing of infrastructure.
- Building compliance and associated risk needs to be managed and the Shire have only limited financial and people resources to address these obligations. Comments emerging from the consultation process references inadequate buildings and 'fitness for purpose'. It would not be possible for the Shire to address all non-compliance concerns under current financial constraints and competing priorities. A planned approach therefore needs to be considered.
- It is not appropriate to replicate the same facilities within each settlement. Facilities should respond to expressed need and the current level of infrastructure is in excess of many similar regional local government areas.

- The lack of effective business case development and strategic plans associated with the club developments further compounds the issue in the Shire being unable to effectively identify investment priorities.
- The number of volunteers available was identified as a risk across all for townsites. The consolidation of groups to increase volunteer capability has been advocated.
- Respondents to the survey and workshops indicated the importance of the promotion and coordination of events and activities is required to improve regional branding, unique events, visitor and resident engagement, which could be a Shire paid position.
- As a basic principle, renewable energy should be installed in community facilities across the shire.

In order to address the above, a series of policies and procedures are required to be put in place to establish the ground rules against which priorities and investment decisions are to be made. These will need to include a multi-criteria assessment to ensure the approach is fair and equitable.

Reference to the townsite developments are provided below.

## 7.2 Cervantes

The critical considerations identified for Cervantes included:

- Cervantes Community Recreation Centre (CCRC): There are some key asset management and building improvement aspects identified in the visual audit that need to be addressed immediately which were addressed in the visual audit. It is suggested that these be undertaken in a planned approach and reflected in the recommendations in the following section.
- Cervantes Country Club (CCC):
  - The potential review and redevelopment of current infrastructure to respond to the proposed Men's Shed development and reduce the functional extent of the building.
  - Fundamentally the future of the facility requires careful consideration to ensure it can be adapted to meet the community's needs through a potential redevelopment.
  - The operational matter of securing appropriate licenses for alcohol service.
- Horsemens Club: continued provision as a local resource.
- Development of a business case and/or relocation of the Cervantes Men's Shed to a suitable location such as to the removed bowling green at CCC has been identified as a high priority in the short term due to limitations with its current location.
- Cervantes Foreshore:
  - To continue to attract investment to complete the Master Plan and provide an enhanced tourism and local residents service offering.
  - Complete the Turquoise Way Trail from Hill River to Cervantes.
- Cervantes Golf Course: To assist in the club's retention and business planning. This needs to be undertaken in conjunction with the future of CCC.
- Cervantes Fin Fishers: Further development of facilities cannot be justified based on the current non-compliance issues associated with the current building and lack of security of tenure.
- Cervantes Historical Society: The group are seeking a permanent home for administration activities, to establish displays and store materials. There is potential to re-align with a redeveloped CCC.
- Tranquilo Park: To support the community building a small BMX community facility.



## 7.3 Dandaragan

The critical considerations identified for Dandaragan included:

- Dandaragan Community Centre: A review of the current deficiencies with the building and potential planned upgrades in a staged manner.
- JC Grieve Sportsground: The potential for irrigation water being utilised to expand the sport and recreation offerings in the town may have merit, but also may not be feasible or cost effective.
- Dandaragan Tennis Courts, Playground Area, Pump Track, Dandaragan Transit and Pioneer Park: There need for clubs to ensure adequate sinking funds are in place for the replacement of court surface infrastructure. An upgrade of the playground equipment have been identified as an important consideration.
- The need to work with the bowling club to fund synthetic surface replacements and infrastructure repairs.
- Dandaragan Community Recreation Club has marginal air-conditioning, and the toilets will need upgrading through the management body.
- Dandaragan Golf Club: Ensure the club have in place a long term business plan for membership, management and service offerings.
- Community Resource Centre and Library: Continuation of the contractual arrangements for the centre as a valuable local resource.
- Wolba Wolba (Aggies Cottage): To address any outstanding compliance issues and ensure the facility has in place a quality business case as part of the broader Dandaragan Region event and recreation activities.

## 7.4 Badgingarra

The Badgingarra Community Centre, Golf Club and Sportsgrounds is the focal point for all activities and the Shire will need to determine the value return for future investment at Badgingarra. Currently the usage is extremely low for the extent of built infrastructure. Development options include:

- Accessible, compliant and gender diverse changeroom and toilet facilities.
- Review and consolidation of building, internal and external spaces, the grounds and associated infrastructure.
- A potential focus of future use of the site, on the management and retention of existing assets and reduction in the longer term investment.

While infrastructure such as a swimming facility was referenced, it would be unreasonable for a small community to underpin the high expenditure (both capital and ongoing operational) of an extensive water body which is likely to generate limited financial return and require extensive subsidy.

## 7.5 Jurien Bay

The critical considerations identified for Jurien Bay included the development of a site master plan to consider all of the infrastructure within and surrounding the Jurien Sport and Recreation Centre. In addition the following emerged as key requirements and needs:

- Jurien Bay Motocross and Karting Club: The Karting and Motocross clubs should seek to coordinate their activities and require the Shire to assist in facilitating the process.
- Jurien Bowling Club. Consider a sealed car park that services the Bowls and Golf Clubs as part of a precinct master plan.
- Jurien Sport and Recreation Centre to provide:
  - Accessibility, compliance for female changeroom and toilet facilities
  - Immediate asset improvements which need to be addressed

- Jurien Bay AFL oval and grounds: There potential to consolidate infrastructure and increase the viability of all sporting clubs / users, particularly with multi-use and multi-marked playing surfaces. This includes potential for a greater alignment between Jurien Bay Netball and Jurien Bay Tennis facilities.
- Jurien Bay Foreshore Development: To continue to attract investment to complete the Master Plan and provide an enhanced tourism and local residents recreational service offering.
- Jurien Bay Golf Course: Ongoing support in facilitating grant opportunities to extend the service offered on site is likely to be required of the Shire.
- Jurien Bay Horse Club: Ensure the site is master planned in keeping with a business plan, its management and appropriate level of development commensurate with fulfilling club needs.

## 8. Recommendations

The following section provides the recommendations which are based on the full extent of research underpinning this plan including the current strategic direction of the Shire, regional influences, changing demographics, trends and benchmarking, visual auditing of existing facilities, input from user groups and an analysis of future needs. The approach is centred around the existing and future needs of Shire residents and visitors while providing realistic interventions to manage infrastructure with limited financial resources. The recommendations are split into the broader Shire wide policies and principles and then more specifically to each Townsite where the main sport and recreation infrastructure is located. The timelines for deliver are based on the following:

- Immediate (I): 1 year in planning and implementation (year one of the Sport and Recreation Plan 2021 to 2031).
- Short Term (S): 1-4 years in planning and implementation (year one to four of the Sport and Recreation Plan 2021 to 2025).
- Medium Term (M): 4-10 years in planning and implementation (year four and onwards of the Sport and Recreation Plan 2021 to 2031).
- Long Term (L): 10 years plus in planning and implementation (post 2031).

The current commitments associated with asset management processes may have to be reviewed as a result of the recommendations contained here-in and subject to agreement by Council.

### 8.1 Development Principles, Policies and Standards of Provision

Table 21 identifies the core development principles, policies and standards of provision to be adopted by the Shire in the development and delivery of sport and recreation infrastructure.

*Table 21: Proposed Shire Wide Recommendations*

No.	Recommendation	Rationale	Timing
1	The Shire will develop and apply a weighting system to requests of Council for assistance (whether under existing funding programs or other requests for support). This will be required to enable the Shire to prioritise resources allocated to the use of existing facilities, the management of assets, grant submission processes and provision of services. Applications which align with the guiding principles will be given the highest priority (refer section 4.8).	Currently the Shire does not have a process in place to prioritise investment decisions and as a result is required to respond to a series of ad hoc requests. It is important to establish a prioritisation process which assists future budget planning and grant funding requests.	I
2	Shire investment for sport and recreation infrastructure provision will be prioritised where it is proposed (except in exceptional circumstances) to develop a multi-	The critical consideration to maximise the return on any investment is to co-locate wherever practicable,	S-M

No.	Recommendation	Rationale	Timing
	functional shared facility in accordance with an adopted precinct Master Plan which services the needs of a number of community groups.	user groups to minimise ongoing servicing and asset management costs.	
3	<p>The following guiding principles will underpin investment in Shire programs and services:</p> <ul style="list-style-type: none"> <li>• Equality of access.</li> <li>• Non-discrimination on age, gender, sexual orientation, race, colour, etc. unless otherwise exempted by legislation.</li> <li>• Wherever possible, promoting self-sufficiency of community organisations by established appropriate governance and financial management structures.</li> <li>• Work in partnership to develop opportunities across community clubs and other organisations, to maximise the return on limited resources.</li> <li>• Effective and efficient management of assets.</li> <li>• The provision of a financial and / or in-kind contribution towards the development of facilities.</li> </ul>	The guiding principles are consistent with the Shire's Strategic Community Plan and supporting planning documents. In any decision made the guiding principles should be adhered to and will form part of the assessment process.	S
4	The Shire will ensure that the development of new or upgraded/modernised infrastructure adheres to the principles of the Disability Access and Improvement Plan (DAIP), so that a high level of equitable access to sport and recreation facilities for all members of the community is maintained.	All facilities wherever possible will be brought up to standard in meeting the Shires obligations under the Disability Access and Inclusion Plan. This includes signage and promotional material.	S and Ongoing
5	The Shire will explore the introduction of information technology programs in all of the community sport / recreation centres to assist in capturing use information and reporting annually on the value return of any investment.	There is a need for the Shire to capture the infrastructure usage more effectively to enable future investment priorities to be assessed and justified against data sets.	S-M
6	The Shire will develop priorities, to be endorsed by Council, for the upgrade and renewal of existing sporting reserve training lighting for recreational / training uses. Funding for additional lighting is to be met by partners / sports organisations / community groups through grants and community funding assistance). Multi-purpose	The Shire is not in a position to install floodlighting at every sports facility. The immediate priority is to	S

No.	Recommendation	Rationale	Timing
	courts will be provided by the Shire in accordance with the minimum level of service identified in Section 4.7, Table 9.	ensure assets are planned for optimum energy efficiency when due for renewal.	
7	<p>Where proposals are put forward for additional sports lighting, these are to be accompanied by a business case which identifies:</p> <ul style="list-style-type: none"> <li>• The need for lighting infrastructure based on social games, training and competition, having regard to the hours required throughout a calendar year.</li> <li>• The financial costs of installation and ongoing operation management (including asset maintenance and replacement costs).</li> <li>• A detailed income and expenditure plan to identify how the operational , servicing and replacement costs are to be met.</li> <li>• The implications on the Shire's Long Term Financial Plan which will need to be adjusted to reflect any changes in priorities for investment.</li> </ul>	<p>Proposals only for training level lighting for winter sport outdoor sports pitches and ovals will be considered.</p> <p>Any additional sports lighting proposal for the Shire's sporting precincts will be the subject of a business case which provides a rationale and justification for development. Ad hoc investment will not be considered.</p>	S and Ongoing
8	The Shire will review all changeroom infrastructure through the development of Sporting Precinct Master Plans, to ensure it at least one set for each facility is serving all genders for training and competition use, and shall put in place a staged implementation and funding plan.	As funding becomes available, the Shire will seek to upgrade all changeroom infrastructure to ensure minimum one set each gender diverse facilities.	S to M Term
9	The Shire will undertake an asset review of all leased community facilities to ensure they are appropriately managed and maintained in accordance with recognised standards for asset lifecycle costing.	The Shire will manage future investment risk by incorporating all sport and recreation assets within its annual review of asset maintenance and take the appropriate action to rectify deficiencies.	S
10	The Shire will assist community groups and organisations that demonstrate good governance and open and transparent management practices in seeking grant funding. This will be subject to the club / organisation having first secured, or are in the process of securing the relevant level funding in accordance with the relevant program guidelines.	The Shire in seeking to attract external funding will prioritise its resources to work with those clubs and organisations that can demonstrate fair and equitable business practices and are identified as a priority under the assessment criteria referenced at No.1 above	S and Ongoing

No.	Recommendation	Rationale	Timing
11	The Shire should pursue a shared use agreement with Jurien Bay District High School and Cervantes Primary School to develop effective partnerships and access for shared community sport and recreation facilities on Department of Education Land.	Opportunities to offset future requirement and improve utilisation of Shire owned facilities may be available through other providers such as school sport and community facilities. Any agreement for shared use of infrastructure to benefit both parties would be subject to a rigorous business plan.	S-M
12	The Shire will commit to Master Planning all sporting precincts in consultation with the community will review the current policy for duplicated sport and recreation facilities in each of the four towns, with the intention of specialising or consolidating activities and facilities to suit the unique town environments and in consideration of the greater region's existing facilities.	The need to consolidate and rationalise existing infrastructure is necessary to enable clubs and organisations to maintain services and their ongoing viability.	S
13	The Shire will in conjunction with clubs and organisations seek to promote and coordinate events and activities.	The Shire in conjunction with communities in each town will assist in promoting events, sport and recreational activities.	S-M
14	The Shire will continue to facilitate support for volunteers to build capacity within each townsite to undertake all management responsibilities associated with sport and recreation service delivery.	There are a range of club / organisational education and development support programs available through state government and State Sporting Associations and which require targeted coordination.	S and Ongoing
15	The Shire will seek to develop and support clubs and organisations in attracting grant opportunities to improve energy efficiencies and installation of renewable energy options in all sport and recreation townsite facilities.	The Shire is supportive of the use of renewable energy and reducing ongoing operational costs associated with the management of townsite sport and recreation facilities.	S and Ongoing

## 8.2 Cervantes

Table 22 incorporates the recommendations specifically related to the Cervantes Townsite.

Table 22: Proposed Cervantes Recommendations

No.	Recommendation	Rationale	Timing
16	<p><b>Precinct Master Plan:</b> The Shire will commit to undertake the master planning of the Cervantes Reserve and all subsequent recommendations are to be in accordance with this long term plan.</p>	<p>The current level of infrastructure has been developed in an ad hoc manner over a number of years, is inefficient and adversely impacting on the long term financial viability of the precinct.</p>	S
17	<p><b>Cervantes Community Recreation Centre (CCRC):</b> As an immediate priority the Shire will address asset management obligations to address issues with the roof leaking. In the longer term the Shire will work with the CCRC management body to develop a phased implementation plan align to the Shire Long Term Financial Plan and potential funding opportunities to consider:</p> <ul style="list-style-type: none"> <li>Enhanced air flow throughout the CCRC.</li> <li>Enhancements to the building entry to provide a prominent entry statement and improve disability access with a focus on improving the functionality of the library space and redesign for improved internal circulation.</li> <li>Potential of the mezzanine for increased functionality.</li> </ul>	<p>The building has immediate asset improvement requirements which need to be addressed. In the medium to longer term the functionality of the building should be addressed through reviewing both the entry and internal functionality of the building. Development works should be staged in accordance with availability of financial resources.</p>	S
18	<p><b>Cervantes Country Club:</b> The Shire will work with the management committee to secure the long term viable future of the CCC and inclusion in a master plan for the recreation precinct. This will initially include the development of a needs analysis based on a review of the current facility and operations, to determine areas which may be redeveloped to accommodate alternative users and /or reduce operational space.</p>	<p>The current country club operations have been struggling due to the extensive facility and lack of income. The business model is in need of review as is the extent of facility infrastructure with a view to reducing overheads and increasing use.</p>	S

No.	Recommendation	Rationale	Timing
19	<b>Cervantes Golf Club:</b> The Shire will work with the club to assist in increasing its financial viability to secure its long term future and integration of operations with those of the CCC. This will be considered as part of the Precinct Master Plan	The golf club requires support if it is to be retained as a viable business. This needs to be part of the broader CCC business planning review.	S-M
20	<b>Cervantes Men's Shed:</b> The Shire will work in partnership with Cervantes Men's Shed and Cervantes Bowling Club with a view to relocating and constructing a Men's Shed on the redundant bowling green adjacent to CCC. This will be undertaken in accordance with the Precinct Master Plan having regard to the long term business plan and review of the CCC functionality to ensure where practicable, the use of shared infrastructure is maximised.	The current location of the Men's Shed is unsustainable. An opportune location would be adjacent to the existing bowling club and CCC where resources could be shared and alignments maximised.	S-M
21	<b>Cervantes Historical Society:</b> The Shire is committed to support the re-location of the Historical Society into a suitable premises and will advocate for and support the process. Consideration will also be given to potential co-location at CCC as part of the facility review.	They are finalising their 10 year business plan which will help guide their decisions for the future	M
22	<b>Turquoise Way Cycleway:</b> The Shire will advocate for the funding and completion of the Turquoise Way cycleway from Cervantes to Hill River as a high priority for connectivity between communities and as a tourism attractor.	This has and continues to be a key priority of the Shire and residents of the townsite as a mechanism to attract tourist and connect coastal population centres.	S-L
23	<b>Tranquilo Park:</b> The Shire is committed to support the community use and upkeep of the park and do not anticipate further development of the site.	The current facilities are suited to the site, with pathway connections throughout Cervantes needed to connect youth facilities in particular.	M
24	<b>Cervantes Foreshore Development:</b> To continue to attract investment to complete the Master Plan and provide an enhanced service offering local residents and tourists	The Shire is committed to the development of the foreshore as a visitor attractor and to provide a range of opportunities for local residents.	S-M



## 8.3 Dandaragan

The following recommendations are specifically related to the Dandaragan Sport and recreation Precinct and sporting infrastructure within close proximity.

Table 23: Proposed Dandaragan Recommendations

No.	Recommendation	Rationale	Timing
	<b>Master Plan</b>		
25	<p><b>Dandaragan Community Centre (DCC):</b> The Shire will commit to develop a Precinct Master Plan which will review in conjunction with the management body, the current shortfalls in the facility functionality and a staged intervention to incorporate:</p> <ul style="list-style-type: none"> <li>• Upgrade to female changerooms.</li> <li>• Upgrade to septic tanks and hot water system</li> <li>• A review of current storage.</li> <li>• A review of site servicing .</li> <li>• Upgrading the play space adjacent to the DCC and provide youth facilities. Consideration of ongoing funding models.</li> </ul>	The current facility needs investment and it is important that the full extent of facility improvements required in order that an appropriate staged plan of action can be put in place.	S-M
26	<p><b>Dandaragan Community Recreation Club (DCRC):</b> The Shire will support the club in securing funding for upgrades to the kitchen and toilets to meet contemporary standards.</p>	It is evident that while the club facilities are in good order, the future investment remains unclear. Concern has been expressed with regard to the ability to generate funding to undertake the necessary improvements and asset replacement.	M
27	<p><b>Wolba Wolba (Aggies Cottage):</b> The Shire will support the development of a business plan for Wolba Wolba in consideration of the events demand and its high heritage and amenity value and potential to enhance the district and tourism / events market. In conjunction with the Wolba Wolba Management Committee the Shire will seek to have rectified any non-compliant developments on site.</p>	The cottage has the potential to provide a local function space and attract visitors to the area. It does however need to be part of a broader business plan, considering food and service viability of the wider district facilities, and which also seeks to regularise activities.	M

No.	Recommendation	Rationale	Timing
28	<p><b>Dandaragan Golf Club:</b> The Shire will work in partnership with the golf club to review the built facilities and vegetation of the Dandaragan Golf Course, in consideration of the site's long term amenity and uses.</p> <p>Consideration should be given to tree protection, course amenity improvements and compatible activities such as parkland amenity, bushfire buffering, hiking and bicycle uses.</p>	<p>The current facility is a winter only course. Recognition of its town values and potential multiple uses would assist with its financial viability.</p>	M

## 8.4 Badgingarra

The following recommendations are specifically related to the Badgingarra Community Centre:

Table 24: Proposed Badgingarra Recommendations

No.	Recommendation	Rationale	Timing
29	<p><b>Badgingarra Community Centre and Adjacent Sporting Facilities:</b> In the short to medium term the Shire will commit to develop a Precinct Master Plan to assist the Badgingarra Community Centre Management (BCCM) body in reviewing the current shortfalls in the facility functionality and asset management and renewal. This will principally focus on:</p> <ul style="list-style-type: none"> <li>• The replacement of inefficient room heating and cooling for the main function area with a modern cost effective alternative solution.</li> <li>• Asset renewal and replacement funding through the management committee.</li> <li>• The consideration of multi-marking the hard surface tennis courts for basketball and other compatible uses.</li> <li>• To consider removal at end of useful life of the underutilised facilities. This will need to be undertaken in a staged manner.</li> </ul>	<p>The current facility is in need of some upgrades to ensure it meets the needs of the community, is appropriately sized and fit for purpose with financial capability for management of the asset.</p> <p>In the first instance this should be explored to ascertain whether the facility can be managed without financial input from the Shire.</p> <p>Subject to the outcome of an initial review, the Shire will work with the management committee and sporting groups to gradually offset the ongoing financial and operational risks through end of useful life staged removal / repurposing of assets.</p>	S-M

## 8.5 Jurien Bay

The following recommendations are specifically related to the Townsite of Jurien Bay:

Table 25: Proposed Jurien Bay Recommendations

No.	Recommendation	Rationale	Timing
32	<p><b>The precinct - JSRC, AFL oval and grounds:</b> The Shire will support the management committee and sporting clubs in the development of a Precinct Master Plan which should seek to review existing infrastructure and increase the viability of all sporting clubs / users. This potentially includes:</p> <ul style="list-style-type: none"> <li>• A greater alignment with Jurien Bay Netball Courts and Jurien Bay Tennis Courts.</li> <li>• The future use of Jurien Hall.</li> <li>• Consolidation of site entry and car parking.</li> <li>• Longer term repositioning of outbuildings, such as the netball / AFL shed (possibly excluding the recently completed Progress Association and Men's Shed) to reduce the site building footprint.</li> <li>• The ongoing development of Jurien Sport and Recreation Centre: Accessibility, compliance and additional gender diverse changeroom and toilet facilities (with the potential to convert existing changing facilities into gender diverse facilities).</li> <li>• Immediate asset improvements which need to be addressed including water ingress and treating the external shade fronting the oval.</li> <li>• AFL clubroom which needs to be audited and ensured as compliant.</li> <li>• Site security and surveillance.</li> <li>• The future of the bowling clubhouse and whether the facility can be incorporated as part of the JSRC through its re-alignment.</li> </ul>	<p>There is a clear need to develop a plan to review the sport and recreation infrastructure on site, which comprises a number of competing facilities and ad hoc building development. The objective should be to develop a hub adjacent to the oval, including consolidation of club facilities, courts, function, activity, storage and parking spaces. This is necessary to ensure the financial viability of clubs and sporting / recreational infrastructure is secured. It is consistent with many local government approaches in seeking to reduce asset maintenance and ongoing excessive operational costs.</p> <p>In the short term there is a need to address a variety of asset maintenance and functionality concerns with the current building. A plan of action is required whereby investment can be staged and managed effectively. It will be necessary to put this in place prior to any long term master planning is undertaken to ensure the effective expenditure of current resources.</p>	S-M

No.	Recommendation	Rationale	Timing
	A clear business rationale will need to be developed for any future potential investment and applications for grant assistance.		
33	<b>Jurien Bay Foreshore Development:</b> To continue to attract investment to complete the Master Plan and provide an enhanced service offering for local residents and tourists.	The Shire is committed to the development of the foreshore as a visitor attractor and to provide opportunities for local residents.	S
34	<b>Jurien Bowling Club.</b> The Shire will work with representatives of the bowling club to manage the facility in accordance with the lease.	In the longer term however the future of the club and adjacent JSRC is likely to be dependent on the development of a co-located club service hub.	S
35	<b>Jurien Bay Golf Course:</b> The Shire will provide ongoing support in facilitating grant opportunities to extend the service offered on site to assist in maintaining the clubs ongoing viability.	The club is self-sufficient but require support in the development of the facility and its membership base.	S-L
36	<b>The Equestrian club:</b> The Shire will work with the club to ensure compliance with relevant standards and to ensure the land use is consistent with its current zoning.	It will be necessary to ensure the facility continues to provide an equine resource to the townsite community.	S
37	<b>Jurien Bay Motocross and Karting Club:</b> The Shire will work with the clubs to assist with the coordination of activities and site servicing for the Karting and Motocross clubs and ensure all infrastructure is approved and complies with relevant standards.	To ensure the long term viability of both clubs it will be important to plan for infrastructure and share services.	S-M