DRAFT REPORT

DAVILAK PARK REDEVELOPMENT

for

May 2025

DOCUMENT CONTROL

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GLOSSARY AND ABREVIATIONS

ABS	**Australian Bureau of Statistics**
ACR	Asset Consumption Ratio
ACROD	Australian Council for Rehabilitation of Disabled
AFL	Australian Football League
ASC	Australian Sports Commission
ARFR	Asset Renewal Funding Ratio
ASR	Asset Sustainability Ratio
CBD	Central Business District
CBP	Corporate Business Plan
CCS	Complete Community Solutions - Strategic
CFG	Community Facility Guidelines
CI	Community Infrastructure
Cockburn ARC	Cockburn Aquatic and Recreation Centre
CEPTED	Crime Prevention through Environmental Design
CSIRO	Commonwealth Science, Innovation and Research Organisation
DAIP	Disability Access and Inclusion Plan
DLGSC	Department of Local Government Sport and Cultural Industries (WA)
ESD.	Environmentally Sustainable Design
FTE	Full Time Equivalent
GFA	Gross Floor Area
Ha	Hectares
.id	(Forecast) Informed Decisions
IPRF	Integrated Planning and Reporting Framework
IRSAD	Index of Relative Social Advantage and Disadvantage
Km	Kilometres
KPI	Key Performance Indicators
LED	Light-emitting diode
LGA	Local Government Area
LOTE	Language Other Than English

LTFP	Long Term Financial Plan
LUX	A unit of illumination
.m²	Square meter
NBQSS	Neil Butler Quantity Surveying Services
PESTEL	Political Economic, Social, Technological, Environmental, and Legal
POS	Public Open Space
PMF	Project Management Framework
PLA WA	Parks and Leisure Australia (Western Australia)
PWD	Persons with Disability
REMPLAN	Economic and Demographic Data Analysts
SCP	Strategic Community Plan
SEIA	Social and Economic Impact Assessment
SSO	State Sporting Organisation
TAFE	Technical and Further Education
UAT	Universal Access Toilets
WA	Western Australia
WSSPS	Western Suburbs Sporting Precinct Study

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EXECUTIVE SUMMARY

The Davilak Park Re-development Master Plan builds on the previous work undertaken by the City of Cockburn through the Western Suburbs Sporting Precinct Study and provides a clear vision and supporting rationale for the re-development of the Park to meet the future sport and recreation needs of the community.

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

The key outcomes from this analysis include:

- The re-development of Davilak Park has a high degree of alignment with the future direction of the City and is consistent with the participation and future facility provision objectives of WA Cricket and the WA Football Commission.

- The utilisation analysis undertaken for Davilak Park and five of the Sport Spaces within its 5km catchment, clearly show that these spaces are either at or exceeding the benchmark average use of 26 to 30 hours of use per week. In terms of seasonal types of use, this analysis found that there is an even distribution during the winter season, with cricket being the dominate use during the summer season.

- Key trends shows that participation in non-organised activity continues to increase across all age groups, with an increased focus on supporting lifelong healthy lifestyles. Social, economic and environmental sustainability continue to remain of significant importance, particularly relating to the provision of safe participation opportunities, support of social outcomes and providing value for money. Scarcity of space (as well as capital and management resources) also means that facilities need to be multi-functional and flexible. The outcomes presented within the Master Plan addresses each of these areas.

- The stakeholder engagement process identified that the existing clubroom building was not fit for purpose, due to the lack of compliant unisex changeroom facilities and toilet facilities, the lack of storage space, the need for additional meeting room space and compliant kitchen and kiosk facilities. The provision of a second oval was supported, as was the provision of recreational facilities (path network, play grounds, fitness equipment etc) and enhanced nature spaces

- The current high level of use for Davilak Park and surrounding Sport Spaces is expected to continue into the foreseeable future as a result of population growth driven demand, increased levels of participation and the availability of new sporting participation opportunities

- The modelling of future demand for AFL and cricket within the City suggest that there is the opportunity for future growth with the number of potential players in both sports increasing by up to 12.7% in the period 2024 to 2031. This does not represent an automatic increase in player numbers to the same extent, however maintenance of the respective 'market share' for AFL and cricket (60% and 23%), would result in an increased level of use and the need for additional capacity.

The key design elements included within the Master Plan include the following:

Facility	Elements
Clubroom Building	• Inclusion of a foyer entry in the design of the building • Provision of a multi-purpose clubroom area • Upgraded kitchen and kiosk facilities to meet food preparation requirements and with improved sight lines to the playing fields. • Provision of a community room, available for general community use with a kitchenette and UAT provision. • Provision of compliant public toilets (internal and external) • Provision of adequate storage facilities
Changeroom Building	• Provision of four compliant unisex changerooms. • Provision of two compliant unisex umpire changerooms • Provision of a compliant UAT changeroom. • Compliant first aid room and meeting space. • Club Storeroom – dividable into smaller secure storage areas • General facility storage.
Sporting Ovals	• Provision of a second cricket and junior AFL oval. • Re-location of the cricket practice nets, allowing for up to six nets to be provided. • Upgrade to the floodlighting on the main (existing oval), with the provision of recreational lighting to the second oval.
POS Infrastructure	• Improved parking layout and additional road side parking embayments • Nature play playground facility located near the building, suitable for a range of ages • Improved path network around the reserve • Enhancement of the urban forest area on the eastern border, with the inclusion of smaller nature-play based equipment.

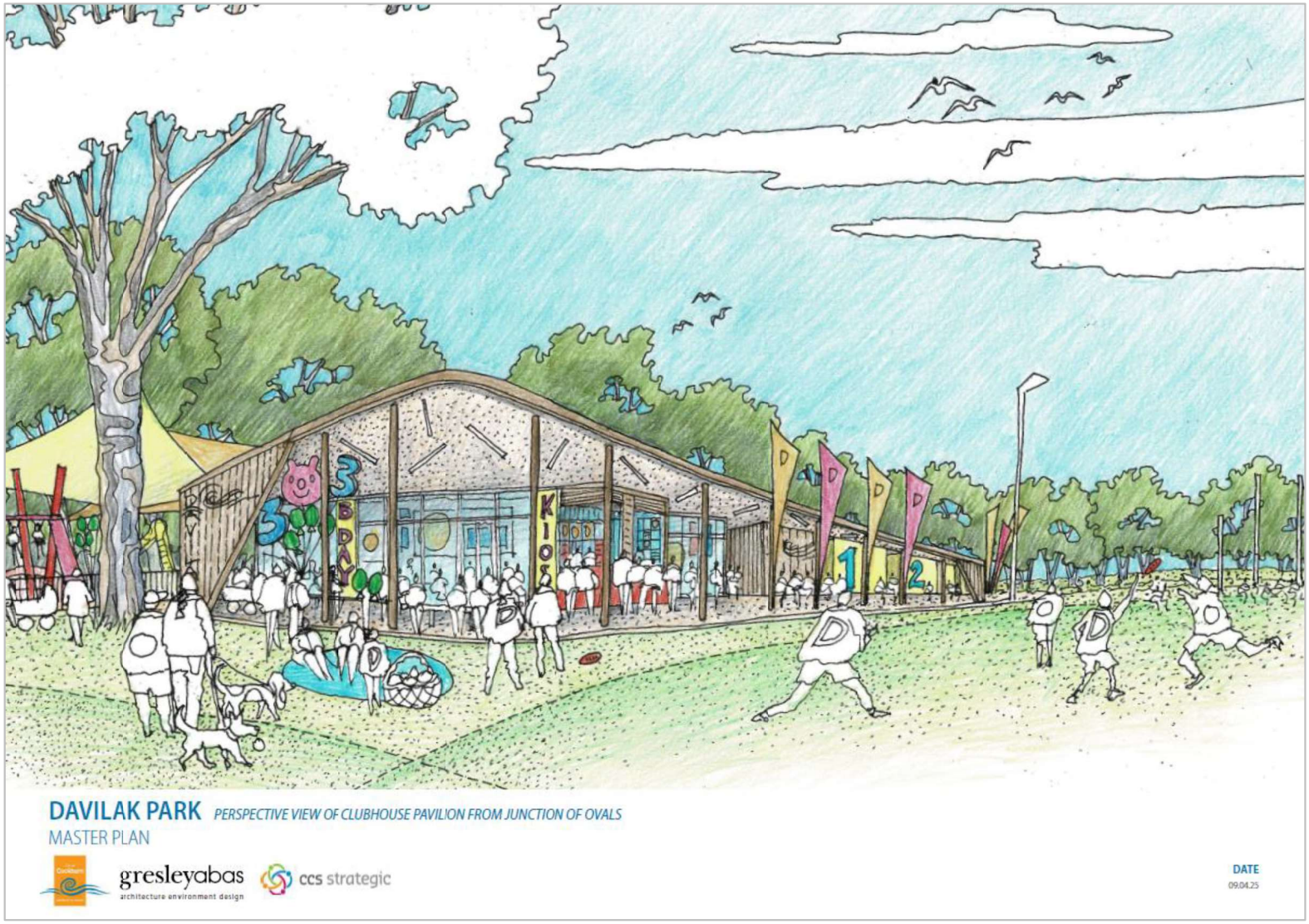
The total estimated cost for the implementation of the Master Plan is $14,998,008, with implementation occurring on a staged basis over a five year period from 2025/26 to 2029/30. Based on a construction expenditure of $11.7 million, it is estimated that the project will generate an indirect output of $25.8 million for the broader economy, and support approximately 23 direct Full Time Equivalent (FTE) jobs and approximately 69 indirect FTE jobs

The Social Return on Investment Analysis has found that:

- The total continuous health benefits from the Davilak Park re-development will be approximately $2.16 million annually, equating to approximately $17.9 million in present value over the next 20 years.
- the Human Capital Uplift annual benefit attributable to the re-development is estimated to be $264,715, which equates to approximately $816,229 in present value over 20 years.
- The property up-lift one-off benefit accrued upon project completion has been estimated at $3,382,250, which equates to a present value of $2,253,318.
- There are a number of qualitative benefits associated with the re-development and include social-emotional skills development, reduction in antisocial behaviour and crime, development of a stronger sense of community and broader economic benefits to the community.

Analysis of the operating position of Davilak Park post re-development has estimated that the annual operating subsidy will be $217,925 in the first year of operation (2031) increasing to $396,641 in year 20 of operations (2050). When the estimated value of the ongoing benefits are included (ranging from $2,283,400 in year 1 and increasing to $3,858,789 in year 20), the resulting net annual benefit (being the annual facility subsidy minus the annual benefit) is estimated to be $2,065,475 in year 1, increasing to $3,462,149 in year 20.

Overall, the analysis undertaken within this study demonstrates a clear need for the re-development of Davilak Park, that the re-development is feasible and that there are clear social and economic benefits resulting from the project,


DAVILAK PARK
PERSPECTIVE VIEW OF CLUBHOUSE PAVILION FROM JUNCTION OF OVALS
MASTER PLAN
gresleyabas
architecture environment design
ccs strategic
DATE
09.04.25

1. INTRODUCTION

The City of Cockburn (the City) is seeking to develop a vision for the redevelopment of Davilak Park (the Park), to ensure that the infrastructure provided at the Park reflects the current and future community needs and aspirations.

To this end the City engaged CCS Strategic (CCS) to undertake a Needs Assessment and Site Assessment and develop Concept Designs and a Feasibility Study for the redevelopment of Davilak Park (the Project).

To achieve this outcome the Project has sought to confirm the needs of the community and user groups, understand potential site limitations, illustrate the potential outcomes for the site and facility requirements and confirm the rationale which underpins the proposed redevelopment.

Sport and recreation facilities have a fundamental role in maintaining the health and wellbeing of the community and in developing and maintaining social cohesiveness, connectivity and capacity. These facilities, whether they be public open space or built infrastructure, are where the community go to relax, exercise and spend time with family and friends. The demand for these facilities has increased over time, with increased utilisation and frequency of use, and an evolution in the type of activities undertaken.

They are extremely visible and community use of these facilities occurs every day. Almost everyone in the community has some form of exposure to and experience with their local facilities from past and present use. Consequently, the need for a clearly defined strategic direction for the use and development of facilities, such as those provided at Davilak Park is essential. Of equal importance is transparency and equity in the way in which these public resources are used and developed. It is in this context that the City seeks to review and update its vision for the future of Davilak Park.

2. METHODOLOGY

The Analysis has been developed through a series of sequential tasks, guided by the Project Scope. The project methodology used in the collation of the Analysis outlined below.

Table 1: Davilak Park Re-development – Needs Analysis Project Methodology

Project Initiation	Stakeholder Engagement	Investigation and Analysis	Report
Commissioning Process	Project Team Workshop x 2	Strategic Context and Literature Review	Draft Needs Analysis
Project Commencement Meeting	Review of previous stakeholder engagement	Demographic and Community Profile Analysis	

Project Charter	Davilak Park User Group Meetings	Facility Provision and Utilisation	Project Team & Stakeholder Engagement
Document and Data collation	Community Consultation Survey and Community Information Drop-in Session	Situational Analysis	
	Workshop data collation and analysis	Risk Assessment	
July 2024	**August 2024**	**Aug/Sep 2024**	**Nov 2024 – March 2025**

NEEDS ASSESSMENT

3. STRATEGIC CONTEXT AND LITERATURE REVIEW

The purpose of this task is to ensure a thorough understanding of the strategic environment in which the City operates. This includes the identification of potential strategy and policy opportunities and obstacles that may arise in the re-development of Davilak Park, and identification of key strategic influences affecting the City and therefore the framing of the analysis.

The City encompasses a total area of approximately 40km² and is located 20km south of the Perth CBD. It has an estimated population of 133,294 and is bordered by the Cities of Melville and Fremantle to the north, the Cities of Canning, Gosnells and Armadale to the east and the City of Kwinana to the south[1].

3.1. City of Cockburn Strategic Documents

3.1.1 Integrated Planning and Reporting Framework

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

There are three levels within the IPRF, strategic planning (10-year horizon), corporate business planning (4-year horizon) and annual operational planning (one year

[1].REMPLAN. (2024) City of Cockburn Population Forecasts. Forecasthttps://app.remplan.com.au/cockburn/forecast/population?state=13bvSg42mH5wGAmSYYnavCohOIRqpcxjwqh5sMRmZwTOIGPx

horizon). Each of these are informed by Strategic Enablers, as shown in the figure below[2].

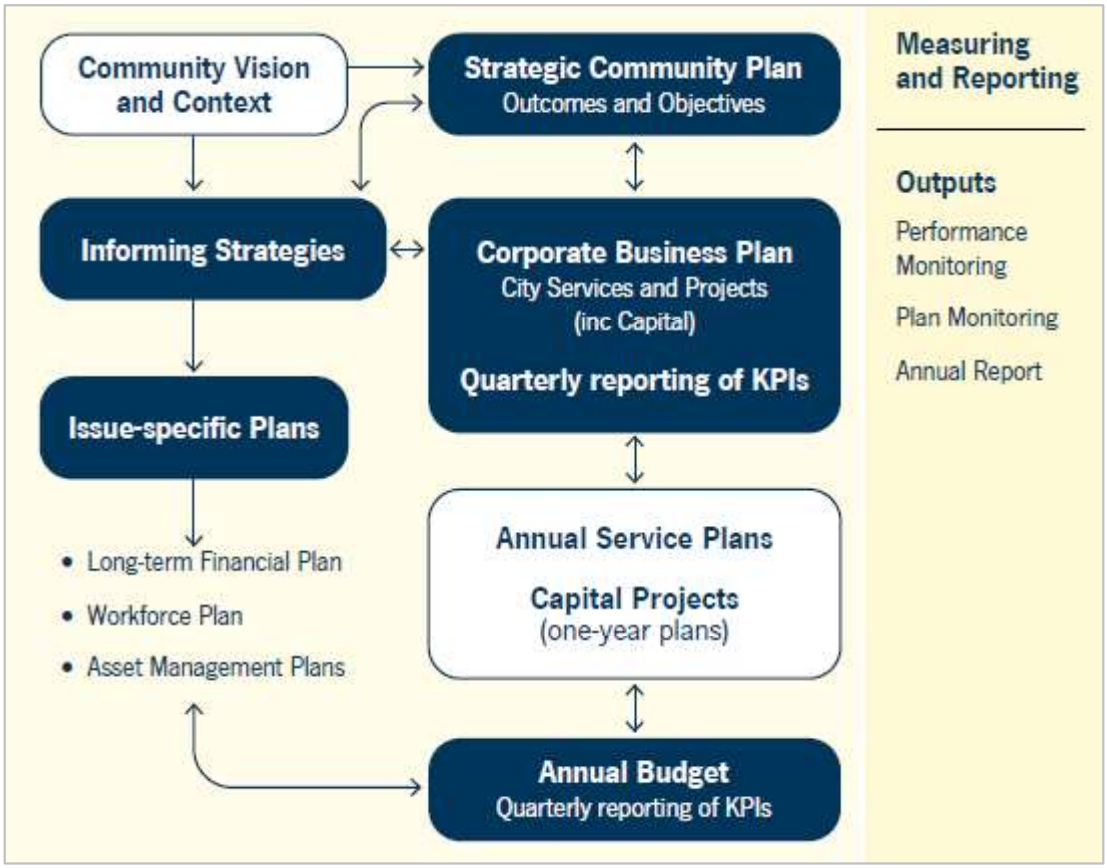


Figure 1: City of Cockburn - Integrated Planning and Reporting Framework

3.1.2 Strategic Community Plan 2020-2030[3]

The City's Strategic Community Plan 2020-2030 (SCP) is the key document within the IPRF and reflects the aspirations and priorities of the community. In this regard, it is important that infrastructure investment made by the City should align to the SCP, and therefore the community's aspirations.

The City's Vision, Purpose and Values are as follows:

Vision:	Cockburn, the best place to be
Purpose:	Support our communities to thrive by providing inclusive and sustainable services which reflect their aspirations
Values:	• Excellence

[2] City of Cockburn. (2023). Corporate Business Plan 2020-21 to 2023-24. https://www.cockburn.wa.gov.au/getattachment/28b4d674-bb9c-4a9e-8585-9f34b15f994/attachment.aspx

[3] City of Cockburn (2021). Strategic Community Plan 2020 to 2030. https://www.cockburn.wa.gov.au/getattachment/6ce4d95e-356d-4a2d-855b-7c3667cecdbd/attachment.aspx

- Sustainability
- Customer Service
- Accountability
- Safety

The SCP identifies several challenges, which have been couched in the context of the COVID-19 pandemic. These include:

Table 2: City of Cockburn Challenges

Challenge	Description
Economic	Economic recovery and the increasing need for the City to support local business, industry and employment
Environmental	Need to prepare for potential rise in sea level, increased erosion of coastline areas, increased temperature, drying climate and increased bush-fire risk.
Community, Lifestyle and Security	Services to support the City's aging, culturally diverse and growing community. Assist in facilitating responsive social support and mental health services (during the pandemic).
City Growth and Moving Around	Addressing traffic congestion resulting from population growth. Focus on improved driver behaviour, public transport and transport networks to address congestion.
Listening and Leading	Managing financial sustainability, with [conflicting] pressures of rate capping, increased rate payer expectations [services and facilities] and streamlining of services.

The SCP identifies five strategic outcomes, being:

- Local Economy
- Environmental Responsibility
- Community, Lifestyle and Security
- City Growth and Moving Around
- Listening and Leading

Within each of the strategic outcomes, the SCP identifies strategic objectives and associated measures. The re-development of Davilak Park aligns with the following objectives and measures.

Table 3: Davilak Park Re-development Strategic Alignment

PRIMARY STRATEGIC LINK	
Strategic Outcome: Environmental Responsibility	
Strategic Objectives	Measurements
Protection and enhancement of our natural areas, bushland, parks and open spaces	Improved satisfaction with environmental management and with the provision of parks and open spaces
Sustainable resource management including waste, water and energy	Progress against the KPI's identified in the State of Sustainability Report
Address Climate Change	Progress against the actions identified in the City's Climate Change Strategy
Strategic Outcome: Community, Lifestyle and Security	
Strategic Objectives	Measurements
Accessible and inclusive community, recreation and cultural services and facilities that enrich our community	Improved satisfaction with the City's provision of community, recreation and cultural services and facilities
A safe and healthy community that is socially connected	Improved satisfaction with safety, security and health and social connection activities
SECONDARY STRATEGIC LINK	
Strategic Outcome: City Growth and Moving Around	
Strategic Objectives	Measurements
An attractive, socially connected and diverse built environment	Improved satisfaction with local area development and Cockburn as a place to live
Strategic Outcome: Listening and Leading	
Strategic Objectives	Measurements
High quality and effective community engagement and customer service experiences	Improved satisfaction with the City's community engagement, communications and customer service
Strategic Outcome: Local Economy	
Strategic Objectives	**Measurements**
Increased investment, economic growth and local employment	Increased annual value of major new developments and number of local jobs

This analysis highlights that the re-development of Davilak Park aligns with the City's Strategic outcomes and objectives and will be an important piece of community infrastructure for the local community.

The primary strategic objectives for the Park is to provide accessible and inclusive facilities which provide for physical activity and improvements to health, enable social

connectivity and an enrichment of the community, and to protect local natural areas and the sustainable use of natural resources.

Secondary strategic objectives include supporting local employment, contributing to a socially connected community and ensuring a high degree of community engagement.

The development of the SCP is based on extensive community consultation, which not only defines the vision, values and aspirations within the plan, but also identifies the community's priorities. The figure below illustrates the range and relative importance of the identified service areas.

Playgrounds, parks and reserves (number 20), sport and recreation (number 18) and public toilets (number 17) are listed as areas rated as being 'Okay' by the community but are still considered to be areas priority, with playgrounds, parks and reserves being the highest of the three areas.

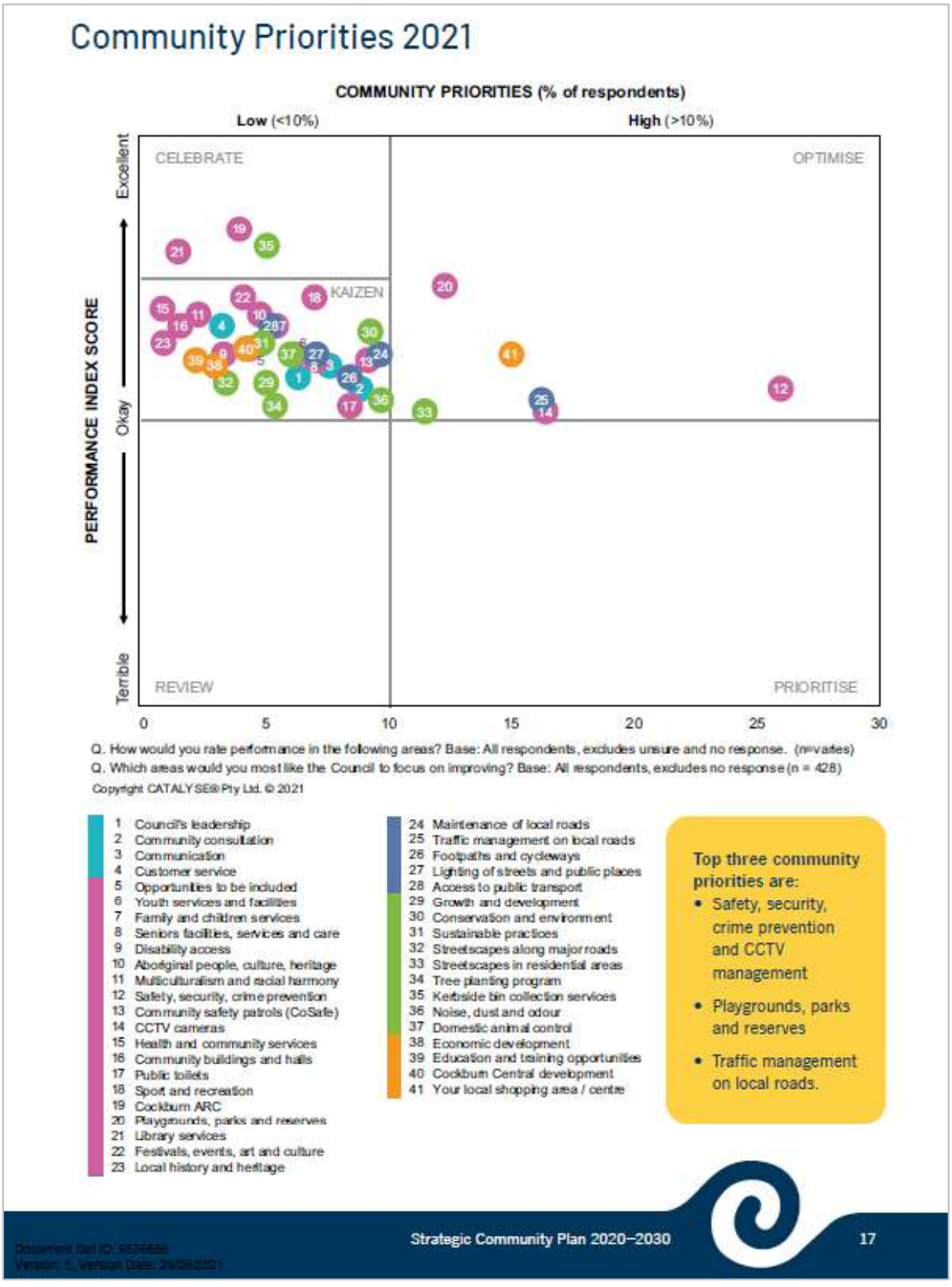


Figure 1: City of Cockburn Strategic Community Plan – Community Priorities

3.1.3 Corporate Business Plan 2020/21 - 2030/31

The City's current Corporate Business (CBP) encompasses the period from 2020/21 to 2023/24[4]. The outcomes areas within the CBP align with the strategic outcomes and objectives used in the SCP. The re-development of Davilak Park is not specifically noted within the CBP, however the Project is relevant to the following CBP projects:

- Review the Community, Sport & Recreation Facilities Plan 2018-2033.
- Development of new Age-friendly Plan.

3.1.4 Western Suburbs Sporting Precinct Study[5]

The purpose of the Western Suburbs Sporting Precinct Study (WSSPS) was to:

- Identify options for the development and redevelopment of sports facilities in the City's western suburbs to cater for anticipated growth
- Provide a coordinated approach to future sporting infrastructure in the western suburbs.

The study areas was identified as those active sporting reserves which lie to the west of Stock Road, and include:

- Beale Park
- Lucius Park
- Dalmatinac Park
- Edwardes Park and Watsons Park
- Wally Hagan Basketball Stadium
- Dixon Park
- Davilak Oval
- Santich Park

Based on the Parks and Leisure Australia (WA) Community Facility Guidelines, the WSSPS noted the following with respect to AFL and cricket pitch provision requirements.

Table 4: City of Cockburn WSSPS – AFL and Cricket Oval Provision

Sport	Standard of Provision (by Population)	Estimated Requirement
AFL ovals	3:15,000 with at least one oval being capable for supporting a senior football game (AFL strategic plan)	2016 – 6 to 7 AFL Ovals 2026 – 9 to 10 AFL Ovals 2036 -11 to 12 AFL Ovals
Cricket ovals	1:8,000 – 10,000	2016 – 3 to 5 Ovals

[4] City of Cockburn. (2020). Corporate Business Plan – 2020/21 – 2023/24 https://www.cockburn.wa.gov.au/getattachment/28b4d674-bb9c-4a9e-8585-49f34b15f994/ECM_11145384_v2_Corporate-Business-Plan-2020-2021-to-2023-2024-pdf.aspx

[5] City of Cockburn. (2019). Western Suburbs Sporting Precinct Plan. https://www.cockburn.wa.gov.au/getattachment/19602d11-21ca-4997-b2a6-ad4c655b4d97/ECM_10380186_v2_WESTERN-SUBURBS-SPORTING-PRECINCT-STUDY-Final-Report-October-2018-Recreation-Services-pdf.aspx

		2026 – 5 to 6 Ovals 2036 -6 to 8 Ovals

The WSSPS found that cricket provision is currently below the benchmark provision levels, and that the level of POS provision will fall below the benchmark standard of provision within the next decade due to population growth.

The site analysis for Davilak Park and final Master Plan have been included in Appendix 1 and 2, respectively.

The site analysis identified the following:

- The existing clubhouse does not meet contemporary sports facility guidelines for AFL or cricket. There is an inadequate number of changerooms, a lack of facilities for female athletes and no changerooms for officials.
- Future expansion of the site is limited due to the high banking which rises to the north, east and south west of the existing playing field.
- The current car parking is limited an unable to meet the needs of training and competition.
- The existing play equipment is underutilised due to its isolated location and should have a stronger alignment with the clubhouse.
- There is a lack of path network around the site to enable greater accessibility.
- Location of the existing cricket nets is not ideal given the proximity of large trees on the western side, reducing natural light levels.
- The existing tennis courts require significant investment to bring them back up to an acceptable standard. The WSSPS recommended that they be removed, which has since occurred.
- The existing tree canopy on site is extensive and future development of the site will need to consider tree removal and planting of off-sets.

3.1.5 Other City of Cockburn Strategic Documents

Table 5: City of Cockburn – Analysis of Strategic Documents

Public Open Space Strategy 2014 - 2024[6]	
Overview	• The strategy provides the strategic framework for local, neighbourhood and district parks, regional and coastal reserves, street trees, roadside verges, streetscape environments and ecological corridors. • The strategy has been developed based on five key themes: 1. Classification: based on function and hierarchy. 2. Value: define the character and diversity of POS to ensure that they are safe and functional spaces. 3. Participation: create a strong alliance with the community and key stakeholders. 4. Connectivity: through linking streetscapes and POS by providing improved tree canopy.

[6] City of Cockburn (2014). Public Open Space Strategy. https://www.cockburn.wa.gov.au/

	5. Responsible Management: invest in POS to provide substantial community benefit and sustainability. Use asset management principles to ensure spaces are enjoyable and sustainable. • The vision of the strategy is to "*Create a sustainable hierarchy of accessible and resource efficient quality open spaces and streetscape environments that enhance the recreational, environmental, social and health needs of current and future generations*" • Within the functional and catchment hierarchies, the strategy identifies the level of 'embellishment' (i.e. infrastructure development) that should be provided at each level within the respective hierarchy. • The strategy also provides a POS Classification Levels of Service. 1.
Davilak Park Consideration	• Strategy Actions which are relevant to Davilak Park include 1. 3.1.7 Develop a plan for the distribution of outdoor exercise equipment (completed). 2. 3.1.9 Ensure parks are compliant with the City's DAIP 3. 3.2.1 Prepare design guidelines that promote the utilisation of existing sports grounds for recreation space outside of sports usage times 4. 3.2.2 Undertake a Sport Oval Carry Capacity study to determine the maximum capacity of playing fields. 5. 3.2.3 Develop a policy for the management of active sports ovals. 6. 3.2.4 Align the POS Strategy with the Sport & Recreational Strategic plan to ensure the management and provision of active sports ovals is facilitated to meet the demands of future the communities (completed) • 4.1.2 Ensure recreational path planning provides for walking, cycling, skate boarding, etc. • It is important that the re-development of Davilak Park is consistent with the strategy framework, in particular the Key Themes and those outcomes which have been identified as relevant to Davilak Park, as noted above.
Climate Change Strategy 2020 - 2030[7]	
Overview	• The Strategy is based on an integrated approach which considers climate change mitigation, climate change adaptation and climate resilience. • Expected climate change impacts on the City include: 1. Higher temperatures: Double the number of hot days per annum and heatwaves twice as long. 2. Less rainfall: Dry conditions may be experienced for an additional 2.3 months each year which will significantly reduce groundwater availability. 3. Sea level rise: 0.9m increase in sea level.

[7]City of Cockburn. (2020). Climate Change Strategy 2020-2030. https://www.cockburn.wa.gov.au/getattachment/57a5e9c1-ad05-49a4-be84-a742b4d24c46/ECM_9832294_v6_Climate-Change-Strategy-2020-2030-pdf.aspx

	4. More extreme weather: Increase in the number of high fire weather danger days, and more high-intensity storms. • The Strategy includes a Climate Resilience Roadmap which includes 14 specific objectives as noted below: 
Davilak Park Consideration	• Those actions which are relevant to the re-development of Davilak Park include: – 3.1 Install solar photovoltaic systems on all major council facilities. – 3.6 Phase out gas appliances and changeover to electric powered appliances which can be powered by renewable energy. – 3.8 Support community groups in leased facilities to install renewable energy infrastructure through the sustainability grants program. – 5.1 Design all new Council buildings to best practice Environmentally Sustainable Design (ESD) by allocating 3% of the project budget towards innovative ESD. – 5.3 Implement environmentally and financially sustainable methodology for government facilities management. – 5.8 Update the Public Open Space Strategy to make it a requirement for all parks and streetscape lighting to be LED – 7.10 Implement smart building controls to monitor and manage City's facilities remotely (e.g. to enable switch off of lights and appliances). – 9.6 Continue to reduce Council groundwater abstraction and explore the use of alternative water sources. – 9.9 Continue to monitor water use and sources for public open space and adjust regimes. – 9.10 Continue to investigate and implement opportunities to reduce irrigated surface area and improve irrigation design e.g. hydrozoning. – 10.4 Continue to investigate and implement alternative species of plants, and trees for new parks/ovals and old parks/ovals requiring upgrading/replacing.

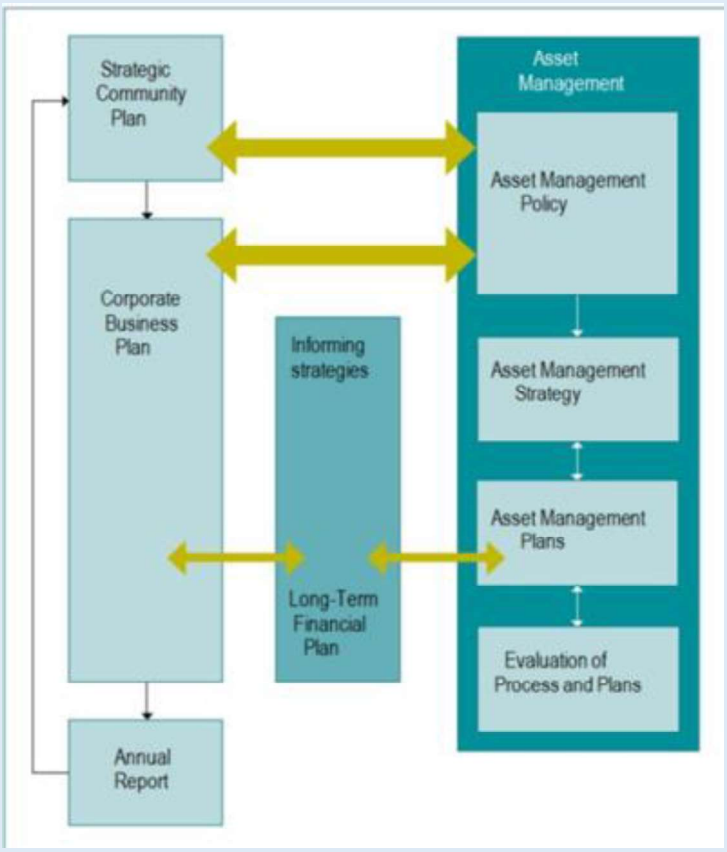
	– 12.1 Implement the Urban Forest Plan 2018–2028 to increase canopy cover and enhance resilience of the City urban forest. – 12.4 Create a plan for climate resilient green spaces to reduce irrigated grass and increase hydro zoning and tree canopy in identified streetscapes and public open space. – 13.6 Design building for climate resilience and improve energy management, through implementation of ESD guidelines. – 14.3 Continue to update and implement a shade strategy for community facilities, playgrounds, parks and beaches. • It is important that the re-development of Davilak Park is consistent with the Strategy and supports the implementation of the identified actions.
Community Sport and Recreation Facilities Plan 2018 - 2033[8]	
Overview	• Provides the strategic framework to guide the future provision of community, sport and recreation facilities within the City . • The Plan is based upon the guiding principles of: – Multi-functional/collocated facilities – Community Engagement – Upgrading of existing facilities – Consistency and Equity – Accessibility – Responsible provision • The Plan identifies sporting reserves at a regional, district, neighbourhood and local level, with Davilak Park being identified as a district level facility. • Davilak Park is identified as being suitable for upgrade to assist in meeting future demand.
Davilak Park Consideration	• The re-development of Davilak Park is consistent with the recommendations of this Plan.
Community Infrastructure Plan 2024 - 2041[9]	
Overview	• The Plan has been developed as the primary document to guide future community infrastructure development required to support service delivery to the community. • The objectives of the Plan are to: – "Outline a holistic approach to identify and plan for the equitable provision of future community infrastructure (CI) – Identify actions that will support and enhance future CI planning, delivery and/or management

[8]City of Cockburn. (2018). Community Sport and Recreation Facilities Plan. https://www.cockburn.wa.gov.au/getattachment/e45e7563-7a6c-47e0-8e96-013ab307d872/ECM_8265920_v1_Community,-Sport-and-Recreation-Facilities-Plan-2018-2033-pdf.aspx

[9]City of Cockburn(2024). Community Infrastructure Plan. https://www.cockburn.wa.gov.au/getattachment/88b64623-51bf-422c-89eb-a082a7e79004/attachment.aspx

	– Educate internal and external stakeholders on the holistic approach outlining the processes involved in the CI planning and delivery lifecycle." • The infrastructure which has been included in the Plan is as follows: – Libraries – Arts & Cultural Facilities – Specialist Community Facilities (e.g. Men's Shed) – Community Centres and Halls – Clubrooms – Specialist Sporting and Leisure Infrastructure (e.g. Cockburn ARC) – Sporting Reserves – Trails – Specific Recreation and Extreme Sport Infrastructure • The Plan identifies the development of a Business Case for the Hamilton Hill Community Centre, however, does not include the development of Davilak Park
Davilak Park Consideration	• While the Davilak Park Re-development has not been specifically identified within the Plan, it is important that the re-development is consistent with the Plan's objectives and overall intent.
Asset Management Strategy[10]	
Overview	• The Strategy outlines the City's planned implementation and integration of best practice Asset Management planning, systems and processes into Council's operations. • The City's Asset Management Framework is aligned to the DLGSC legislative requirements, as illustrated below.

[10]City of Cockburn. (2017). Asset Management Plan 2017 - 2024 https://www.cockburn.wa.gov.au/search-results?profile=search&query=asset+management+strategy+&_ts=1727424773450



- Key sustainability ratios identified within the Strategy include:
  - Asset Consumption Ratio (ACR): current value relative to their 'as new' value.
  - Asset Sustainability Ratio (ASR): assets are being replaced or renewed at the same rate that the overall asset stock is wearing out.
  - Asset Renewal Funding Ratio (ARFR): capacity to fund the projected asset renewals in the future.
- The ratio performance for Buildings and Parks and Environment (most relevant to Davilak Park) is as follows:
  - ACR – both categories have a ratio between the target rate of 50% and 75%
  - ASR – both categories are significantly below the target ration of between 90% to 100%. In 2023/24 Buildings were 32% and Parks and Environment were 38%.
  - ARFR – both categories are within the target ration of between 90% and 105%.
- Asset condition for Buildings and Parks and Environment is mainly 'good'.

Davilak Park Consideration	• The key outcome from this analysis is that the City's Building and Parks assets are not currently being renewed/replaced at the same rate as they are wearing out. • This is evident in the current condition of the clubrooms at Davilak Park and further supports the re-development project.

Disability Access and Inclusion Plan 2023 - 2028[11] (DAIP)	
Overview	• The purpose of the DAIP is to ensure that all members of the community have access to services and events, facilities and buildings, information, customer services, complaint processes, public consultations and employment opportunities within the City. • The DAIP consists of six Outcomes, being: 1. Access to services and events 2. Access to buildings and facilities 3. Access to information 4. Access to the same level of quality service 5. Access to public consultation, feedback and complaint processes 6. Access to the same employment opportunities with the City. • Suggested improvements to facilitate greater access to buildings and public open spaces included: • Improve wayfinding • Improve access to buildings and facilities; e.g., ramps, audits, hearing loops, parking for gophers, lighting • Improve pedestrian routes; e.g., pathways, kerbs, ramps, footbridges • Improve access to beaches, parks, and playgrounds • More changing rooms for adults with disability • Review and improve availability of ACROD parking;
Davilak Park Consideration	The re-development of the Park provides an opportunity to ensure that the buildings and the POS is accessible to all within the community and addresses the issues/suggested improvements captured within the DAIP.

3.1.6 City of Cockburn Policies

A summary of relevant City of Cockburn policies and their implications for the Dalvik Park Re-development is provided below.

Table 6: City of Cockburn – Summary of Relevant Policies

Document	Usage & Management of Community & Sporting Facilities
Overview	• The purpose of this policy is to: – To provide a management framework for the hire and usage of community and sporting facilities. – To provide direction to City Officers and the wider community on the extent of provision and on-going management for minor capital infrastructure. – To ensure that a consistent and equitable approach is applied to the provision, and on-going management of minor infrastructure. • The policy address the areas of: – Community facilities

[11]City of Cockburn. (2023). Disability Access and Inclusion Plan 2023-2028. https://www.cockburn.wa.gov.au/getattachment/24fede94-81c2-4ec9-a86c-0fdd1322b597/attachment.aspx

	– Community sporting facilities – Passive reserves – Sporting Related Minor Capital Infrastructure – Sports Floodlighting – Definitions • Key policy points include: – Facilities excluded from the policy – Fees and charges – Eligibility for subsidized use – Management options (lease, licence, seasonal and casual hire) – Capital funding.
Davilak Park Consideration	While the leasing and licensing of a facility is an administrative process, the re-development of facilities at Davilak Park will need to include consideration of the potential management model for the facility.
Document	**Risk Management**
Overview	• Provides a framework for the management of risks which may impact on the City's strategies, goals and objectives. • The policy provides a definition of risk and risk management, and supports organisational wide management principles, systems and processes to ensure the effective assessment of risk in all areas.
Davilak Park Consideration	• The Needs Analysis for the proposed re-development will include a high level risk assessment.

3.2. Neighbouring Local Governments

A review has been undertaken of the current strategic community planning, corporate business planning and relevant community facility and infrastructure planning for the neighbouring local governments to the City of Cockburn. These are the Cities of Fremantle, Melville, Gosnells, Armadale and Kwinana.

This review identified three Sport Space re-developments which are relevant to Davilak Park, two at the City of Melville and one at the City of Fremantle. Each of these projects have been summarised in the table below, noting that the identified community infrastructure developments are not expected to have an impact on the re-development of Davilak Park. This is on the basis that they are all seeking to upgrade facilities to meet the current and future needs of existing user groups.

Table 7: Neighbouring LGA Proposed Community Facility Development

City of Melville
Active Reserve Infrastructure Strategy[12]

[12] City of Melville. (2020). Active Reserve Infrastructure Strategy. https://www.melvillecity.com.au/our-city/publications-and-forms/community-development/active-reserve-infrastructure-strategy-(2020

Alan Edwards Park	Sporting uses: AFL and cricket Distance from Davilak Park: 4km Upgrade the pavilion / clubhouse to meet the needs of senior clubs and increase storage capability on site. Extend the existing building to provide external storage and capability to expand club infrastructure internally.
Morris Buzacott Reserve (North and South)	Sporting uses: AFL, cricket, hockey and baseball/softball Distance from Davilak Park:5.5km Master Plan to consider the development of a sports pavilion to service the needs for multi-functional senior use. Both north and south reserves would benefit from master planning to increase capacity of oval.
City of Fremantle	
Hilton Park Precinct Plan[13]	
Hilton Reserve	Sporting uses: AFL and cricket Distance from Davilak Park:1.7km Upgrade of existing buildings and playing fields and associated infrastructure to improve functionality and utilisation. .

3.3. State Sporting Organisations

A review of the available strategic planning was undertaken for the following State Sporting Organisations (SSOs):

- WA Cricket Association
- WA Football Commission

Both of these SSO's has a focus on increasing participation within their respective sports and improving facility and infrastructure provision, as summarised below.

Table 8: State Sporting Organisation - Strategic Participation and Facility Provision

WA Cricket Strategic Plan 2022-2027[14]	
Strategic Objective	Strategic Priority
Participation Growth	• Attract kids (ages 5-12s) and families from all backgrounds to inspire a lifelong love of cricket

[13] City of Fremantle. (2023). Hilton Park Precinct Plan. https://www.fremantle.wa.gov.au/

[14] Western Australian Cricket Association (2022). WA Cricket Strategic Plan 2022-2027. https://www.wacricket.com.au/wa-cricket/our-strategy

	• Attract and retain players, coaches, umpires and volunteers through tailored and efficient club and volunteer support
Sustainable Futures	• Drive investment into venues and facilities with strong social and environmental outcomes
WA Cricket Infrastructure Strategy 2019-2028[15]	
Strategic Objective	Strategic Priority
Facility Capacity	• Activate existing cricket facilities by building venue functionality, capacity and sustainability
Expanding the Footprint	• Plan and develop new facilities that respond to the changing needs of cricket and a growing participant base
South West Metro Infrastructure Priorities	• Additional playing fields • Upgrade practice facilities • Increase the width of synthetic pitches • Additional practice facilities • Renew clubrooms and amenities • All gender player amenities
WA Football Commission Strategy 2023-2025[16]	
Strategic Objective	Strategic Priority
Facilities & Infrastructure	• To have sufficient and suitable facilities that support the growth of the game now and into the future
Participation, Development & Talent Pathways, & Competitions	• The participation pathway continues to grow at a sustainable rate • Provide a clear talent pathway that enables individuals to reach their full potential • Our competitions are well governed, safe, fun, fair and inclusive (Game Day Environment)
WA Football Commission Strategic Facilities Plan 2020-2030[17]	
Strategic Objective	Strategic Priority
Getting more out of our existing facilities	Lighting

[15] Western Australian Cricket Association. (2019). Western Australian Cricket Infrastructure Strategy 2019-2028. https://www.wacricket.com.au/

[16] Western Australian Football Commission. (2023). Strategic Plan 2023-2025. https://wafootball.com.au/wafc/about-us/annual-reports/strategic-plan

[17] Western Australian Football Commission. (2020). WAFC Strategic Facilities Plan 2020-2030. https://wafootball.com.au/wafc/facilities

	• Work collaboratively with local government partners to ensure all clubs have access to training standard lights (50 lux). • Work collaboratively with local government to increase the number of venues with match capable lighting. Amenities • Prioritise the upgrade and conversion of player change rooms and umpire amenities to cater for all gender use. Playing Surfaces • Identify projects where ground capacity and participation can be increased by upgrading playing surfaces through improved drainage, irrigation and grass types.
South Fremantle Zone Priorities	• Provide inclusive change rooms and amenities where all female football is played. • Increase the size of player change rooms and amenities to meet minimum standards. • Improve umpire amenities. • Provide minimum standard floodlighting for training at all club level venues.

3.4. Key Findings

The key findings from this analysis are as follows:

- The re-development of Davilak Park has a high degree of alignment with the future direction of the City and will provide important community infrastructure to meet the current needs of residents and to enable the Park to become a “hub” for the Hamilton Hill community.
- The re- development of Davilak Park aligns with the City’s five strategic outcomes and eight strategic objectives, with the primary strategic links being the strategic outcomes of Environmental Responsibility, Community, Lifestyle and Security. The SCP identifies the areas of playgrounds, parks and reserves as areas of high priority.
- The review of other City of Cockburn strategic documents found the following,
    - Cricket facility provision is currently below the benchmark provision levels
    - The level of POS provision in the City will fall below the benchmark standard of provision within the next decade due to population growth.
    - The Davilak Park clubhouse does not meet contemporary sports facility standards, with future expansion of the site to provide additional playing fields is limited due to the site’s topography.
    - The re-development of Davilak Park is consistent with the City’s Public Open Space Strategy and aligns with the City’s Climate Change Strategy and the Community Sport and Recreation Facilities Plan.
    - The re-development of Davilak Park supports the outcomes of the City’s Asset Management Strategy, insofar as the need for the City to

improve the Asset Sustainability Ratio (i.e., renewal/replacement of assets at the same rate which they are wearing out.).

- Several similar Sport Space re-developments have been identified within the Cities of Fremantle (Hilton Reserve) and Melville (Alan Edwards Park and Morris Buzacott Reserve). Given that each of these projects are focused on improving facilities to meet the needs of existing users (as is the case with Davilak Park), they will have no meaningful impact on the future use of Davilak Park.
- A review of the strategic plans and facility plans of the WA Cricket Association and the WA Football Commission found that the facility provision proposed for the re-development of Davilak Park is consistent with the participation and future facility provision objectives for each sport.

4. FACILITY PROVISION STANDARDS

4.1. DLGSC Facility Planning Guide[18]

The Facility Planning Guide is a benchmark document within the sport and recreation industry and has been used by Facility Planners over many years as a reference when undertaking facility planning processes.

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

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

The Guide provides an end-to-end process framework for completion of Needs Assessment, Feasibility Studies, Design, Construction and Evaluation (Appendix 3). It is this framework upon which this Needs Analysis has been undertaken and upon which the implementation of the subsequent recommendations should be undertaken to ensure robust and evidence-based outcomes.

In addition to this, the DLGSC provides a Sports Dimensions Guide[19] which details the field of play dimensions for sports. In this instance the playing field dimensions for AFL and cricket are most relevant and have been included within Appendix 4.

[18]Department of Local Government, Sport and Cultural Industries. (2007). Facility Planning Guide – Sport and Recreation Facilities. Facility Planning.indd (dlgsc.wa.gov.au)

[19]Department of Local Government, Sport and Cultural Industries. (2016). Sports Dimensions Guide. https://www.dlgsc.wa.gov.au/sport-and-recreation/sports-dimensions-guide

4.2. DLGSC Function and Hierarchy Classification[20]

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

In the implementation of the framework, it is important to note that the hierarchy definition can be influenced by the facilities or amenity provided by the POS area or facility.

Table 9: DLGSC POS Classification by Function

Recreation Spaces	
Purpose	Recreation Spaces provide a setting for informal play and physical activity, relaxation and social interaction.
Description	• 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. • Recreation Spaces include gardens and open parklands, community gardens, corridor links, amenity spaces, community use facilities, civic commons or squares.
Sport Spaces	
Purpose	Sport Spaces provide a setting for formal structured sporting activities.
Description	• 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.
Nature Spaces	
Purpose	Nature Spaces provide a setting where people can enjoy nearby nature and protect local biodiversity and natural area values.
Description	• Nature Spaces provide opportunities 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.

[20] Department of Local Government, Sport and Cultural Industries. (2012). Classification Framework for Pubic Open Space. classification-framework-for-public-open-space.pdf (dlgsc.wa.gov.au)

	• Sites are managed to enable recreational access while protecting local ecological and biodiversity values.

Table 10 DLGSC POS Classification by Hierarchy

Small POS	
Description	Small open spaces can provide numerous community benefits, particularly within an inner urban context.
Catchment & Size	• Generally, within immediate walking distance. • Total area of < 0.4ha
Local POS	
Description	Are usually small parklands that service the recreation needs of the immediate residential population.
Catchment & Size	• Within 400 metres or 5-minute walk. • Total area of between 0.4ha to 1ha
Neighbourhood POS	
Description	Provide the recreational and social focus of a community, providing a variety of features and facilities and opportunities to socialise.
Catchment & Size	• Within 800 metres or 10-minute walk. • Total area of between 1ha to 5ha.
District POS	
Description	Principally designed to provide for organised formal sport and usually include Recreation Space and some Nature Space around the perimeter of the Sporting Spaces. These spaces serve large catchments, with players and spectators travelling to participate. They have a large amount of infrastructure to accommodate multiple uses and playing surfaces are maintained to a high level. Utilisation of these spaces can occur throughout the day and into the evening.
Catchment & Size	• Within 2 kilometre or 5-minute drive. • Total area of between 5ha to 15+ha
Regional POS	
Description	These spaces accommodate important Recreation and organised Sport Spaces as well as significant Nature Spaces. They accommodate a high degree of simultaneous use and provide

	substantial facilities for organised sport, play, social interaction, relaxation and enjoyment of nature. Utilisation of these spaces can occur throughout the day and into the evening.
Catchment & Size	• Serve one or more geographical or social regions. • Attract visitors from outside the local government area and serve residents' needs. Parking facilities and public transport, pedestrian and cycling network connections are important.

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

Parks and Leisure Australia – Western Australia (PLAWA) have developed a suite of documents which are collectively referred to as the Community Facility Guidelines (CFG)[21]. The purpose of these documents is to act as a resource for industry professionals in the planning of public open space, sport and recreation facilities. The CFG uses the categories defined by DLGSC, these being Recreational Space, Sport Space and Nature Space. The CFG also has key principles which relate to long term viability, suitability and ease of access, as outlined below:

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

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

[21]Parks and Leisure Australia WA.(2020). Community Facility Guidelines WA (parksleisure.com.au)

Table 11: PLAWA – Community Facility Guidelines (Hierarchy of Definitions)

Facility	Definition	Population	Distance and Spatial Components
Public Open Space			
Regional Public Open Space	Serves or is significant to residents of the whole Local Government area (LGA) and those from neighbouring LGAs and the broader metropolitan area.	1:250,000	>15 ha 10km catchment population
District Public Open Space	Will generally draw people from a section of the community due to its uniqueness or specific function.	1:15,000 to 1:25,000	>5 ha and <15 ha 2km catchment population
Neighbourhood Public Open Space	The focus is on the provision of space for the immediate community for recreational or organised sporting activity.	1:5,000	>1 ha and <5 ha 800m catchment population
Local Open Space	Serves a broader purpose than neighbourhood parks, with the focus being on meeting the recreational and leisure needs of the immediate residential catchment.	1:1,000	>0.4ha to <1 ha 400m population catchment
Community & Recreation Centres			
Neighbourhood Community Centre	Small meeting rooms and activity spaces which can be used by local organisations for various community and recreational activities.	1:7,500	GFA ~300m^2

4.4. Key Findings

The key findings from this analysis are as follows:

- In terms of function, Davilak Park can be classified as a Recreation Space, Sports Space and Nature Space due to the mix of facilities provided at the Park and the existing tree canopy, particularly on the Park's eastern side.
- With a total area of 6.41ha, Davilak Park is classified as a District POS, albeit at the lower end of this classification (spatially, a District POS is defined as being between 5ha and 15ha).
- The re-development of Davilak Park is consistent with the PLA(WA) Community Facility Guidelines (CFG).

5. TRENDS

5.1. Mega Trends

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

The Future of Australian Sport report was conducted by the CSIRO and the Australian Sports Commission and identified six sporting 'megatrends' that may redefine the Australian sport and recreation sector over the next 30 years[22].

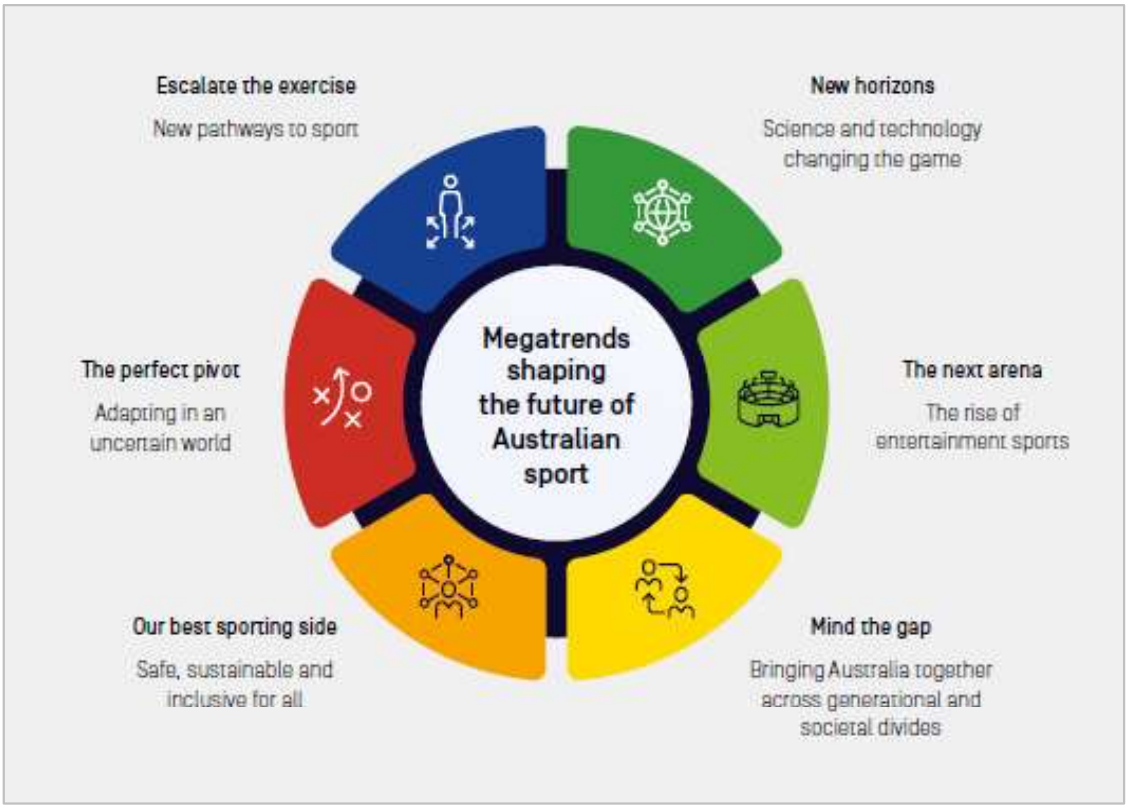


Figure 2: The Future of Australian Sport Megatrends (CSIRO & ASC 2022)

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

Outcomes relevant to the Davilak Park have been identified below.

Table 12: Sporting Mega Trend Implications for Davilak Park

Mega Trend	Description
Escalate The Exercise	Rise in participation in non-organised physical activities. Barriers to participation in formalised sports remain significant for some groups, including older populations, disabled and female athletes
New Horizons	Increased adoption of new technologies that support the enhancement of performance of the individual, e.g. new equipment and clothing, personal activity monitoring and data logging to measure performance during activity.
The Next Arena	Digital sport and e-sports are becoming increasingly popular, offering access to new activities in virtual environments.
Mind The Gap	Sport will play an important role in bridging the cultural and demographic gaps existing and emerging across Australian society. Young Australians are growing up with new technologies and global connections, creating distinctly different experiences, behaviours and values.
Our Best Sporting Side	Sports organisations will be faced with even stronger social licence obligations and will need to develop well informed practices to encourage diversity and inclusivity.
The Perfect Pivot	Uncertainty will affect all sports, including event planning and infrastructure design. Increased need for some sports to make strategic 'pivots' or rapidly deploy alternative approaches and resources at short notice.

While Davilak Park is not a 'sporting organisation', the mega trends identified are relevant to the facility with respect to the provision of flexible and functional space which is able to adapt to changes in participation levels and customer demand resulting from the broader impact of these trends on the wider community.

5.2. Participation Trends

The analysis of sport participation trends in WA is based on the Australian Sports Commission's AusPlay[23] Western Australian participation data tables (October 2023).

[23] AusPlay.(2023). WA data tables – July 2023 to June 2024. Australian Sports Commission.https://www.clearinghouseforsport.gov.au/research/ausplay/results#data_tables_br_july_2023_june_2024

Key points in relation to overall participation levels and frequency of participation at a state level include the following:

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

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

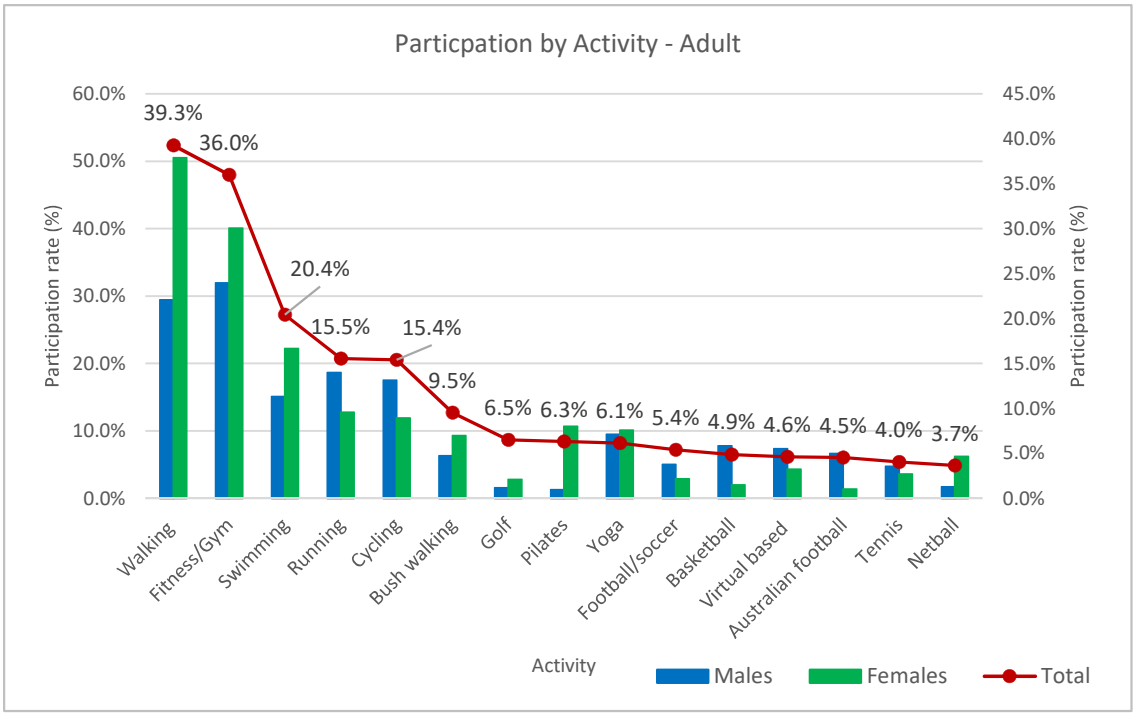


Figure 3: Participation by Activity – Adults

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

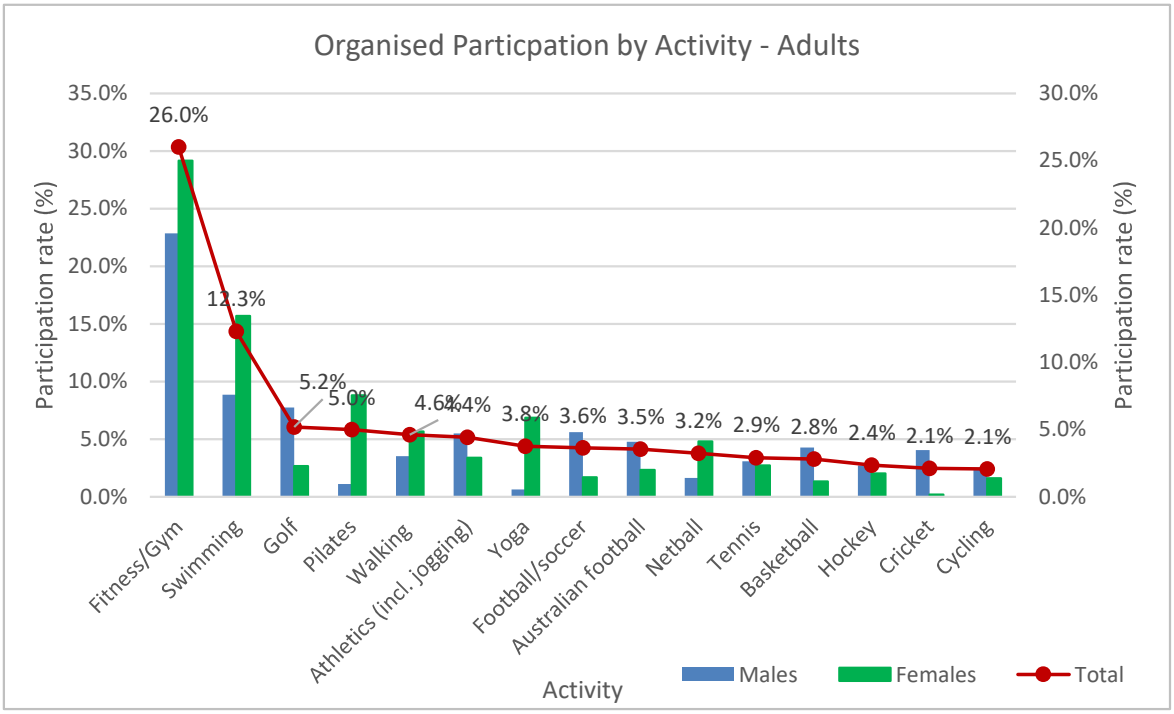


Figure 4: Organised Participation by Activity – Adults

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

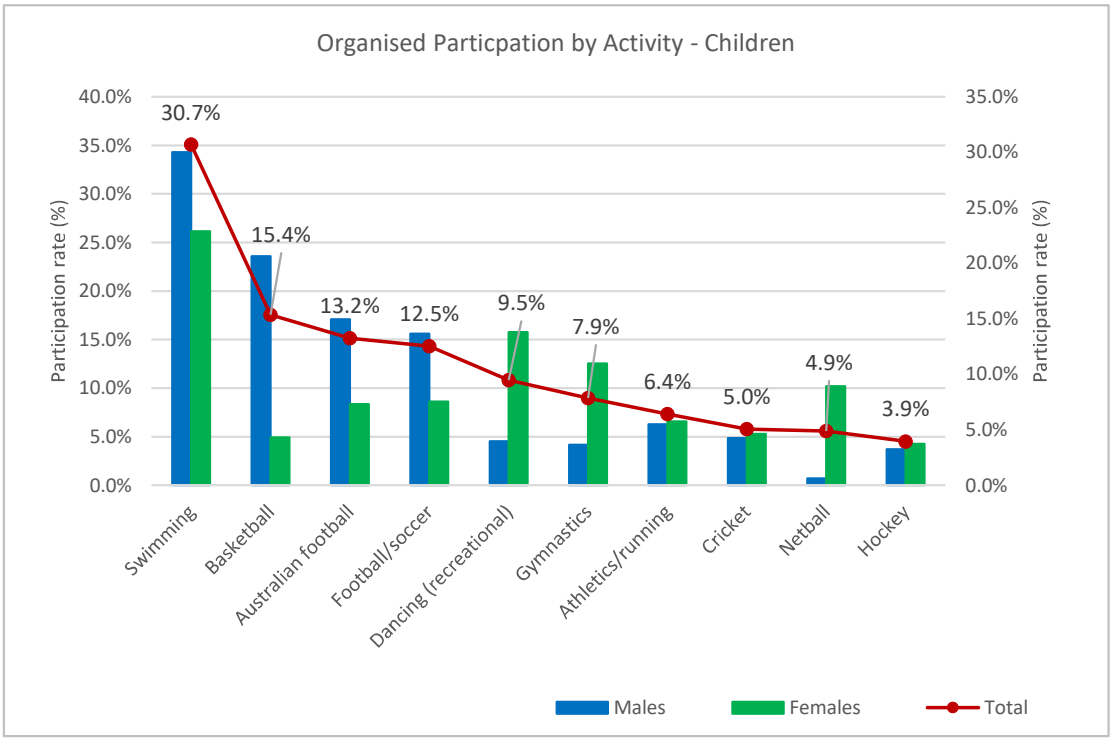


Figure 5: Organised Participation by Activity – Children

In relation to Davilak Park, this data shows that there is a need to cater for both sporting and recreational activity at the Park. While there is a high level of organised sport undertaken at the Park, it is important to recognise that recreational use would be equally as high.

5.3. Key Findings

The key findings resulting from this analysis are as follows:

- Consideration of major trends in the context of general sporting and physical activity participation within Australia found the following:
  - Rise in participation in non-organised physical activities.
  - Barriers to participation in formalised sports remain significant for some groups, including older populations,
  - Increased adoption of new technologies that support the enhancement of performance of the individual.
  - Digital sport and e-sports are becoming increasingly popular,
  - offering access to new activities in virtual environments.
  - Sport will play an important role in bridging the cultural and demographic gaps existing and emerging across Australian society.
  - Young Australians are growing up with new technologies and global connections, creating distinctly different behaviours and values.
  - Sports organisations will be faced with even stronger social licence obligations and will need to develop well informed practices to encourage diversity and inclusivity.
  - Uncertainty will affect all sports, including event planning and infrastructure design.
  - Increased need for some sports to make strategic 'pivots' or rapidly deploy alternative approaches and resources at short notice.
- The top five participation activities for adults are walking, fitness/gym, swimming, running and cycling. For children the top five organisation or venue-based activities for adults are Pilates, walking, athletics (including jogging), yoga and football (soccer).

6. DEMOGRAPHIC AND COMMUNITY PROFILE

Analysis of the demographic and community profile has been undertaken using ABS Census data and .id Forecast data[24] for the City of Cockburn and the neighbouring local governments (City Kwinana forecast data has been taken from REMPLAN). For the purposes of this study, this analysis will focus on the change in population over the periods 2021 to 2031, 2021 to 2046.

[24].id community demographic resources.(2024). City of Cockburn Demographic Profile. https://forecast.id.com.au/

6.1. Population Analysis

6.1.1 City of Cockburn

Over the period from 2016 to 2021, the City's population grew from 104,473 to 118,091, a total of 13,618 people or an increase of 13%.[25] The City's population is forecast to increase to 149,642 by 2031, and to 178,353 by 2046. The figure below illustrates how the population is forecast to change over these periods.

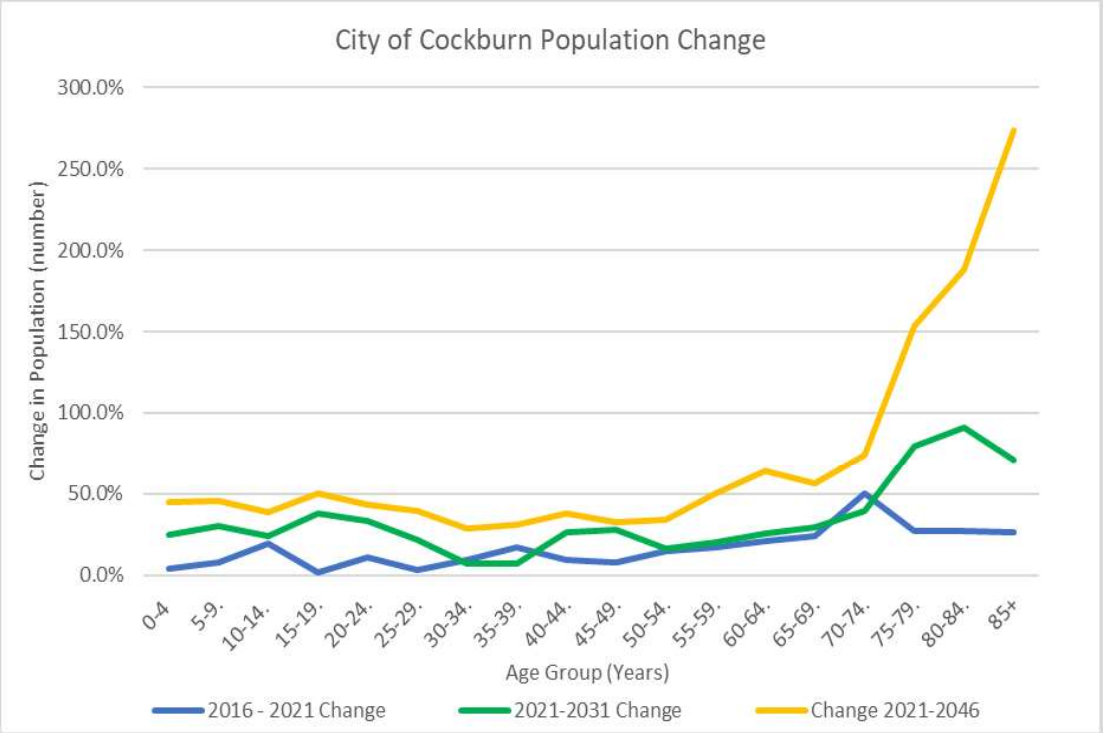


Figure 6: City of Cockburn Population Growth 2016 to 2046

The trend line for population change between 2021 and 2031 shows a continued growth in the families with children demographic, while the trend line between 2021 and 2046 generally reflects a flattening of growth up until the 55 to 59 years age cohort, after which there is a significant increase in growth through to the 85+ years cohort. This clearly demonstrates an aging population.

[25] Australian Bureau of Statistics(2021). Cockburn 2021 Census All persons QuickStats. https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA51820

As shown in the figure below, the suburbs in which significant growth is expected to occur include Coogee / North Coogee, Jandakot, South Lake / Cockburn Central and Treeby.

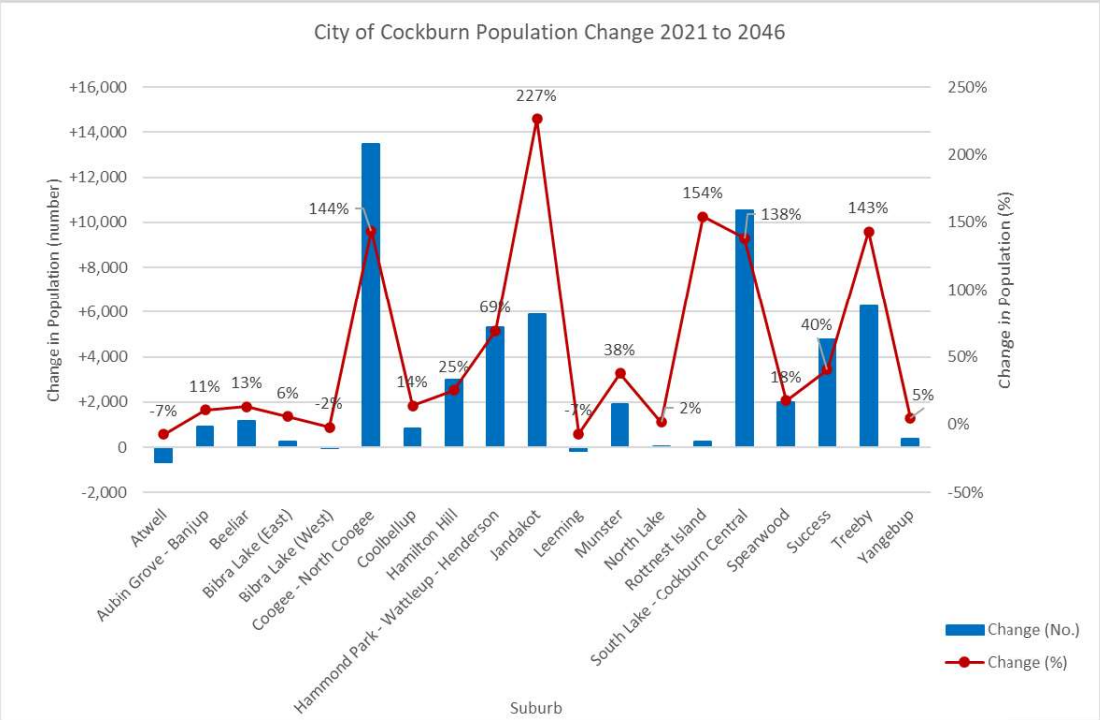


Figure 7: City of Cockburn Population Change by Suburb 2021 to 2046.

6.1.2 Neighbouring LGAs

This analysis includes the City of Armadale, City of Canning, City of Fremantle, City of Gosnells, City of Kwinana and the City of Melville.

As can be seen in the figure below, the trends which were apparent in the analysis of the City of Cockburn's population growth profile are closely mirrored by the adjoining local governments. In particular the general flattening of growth between 2021 to 2046 across all age cohorts up until the 70 to 74 years age cohort, after which there is a significant increase in growth.

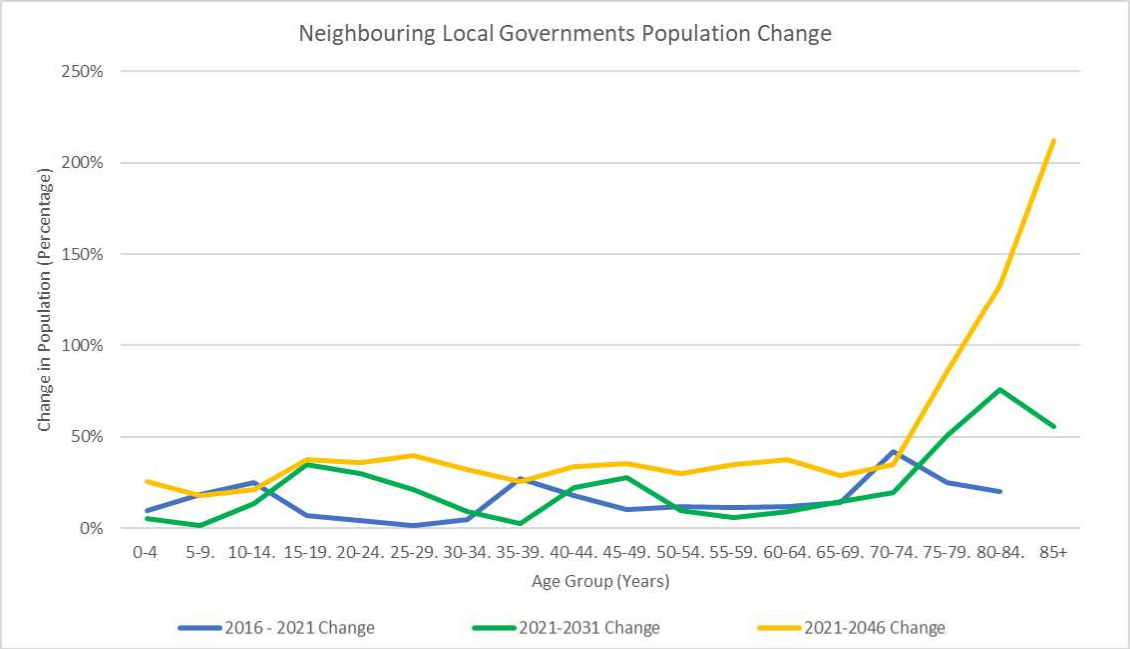


Figure 8: Neighbouring Local Governments Population Change 2016 to 2046

6.2. Community Profile

This analysis provides particular consideration to factors which influence an individual's capacity to participate in community, sport and recreation activities. These include the level of relative advantage and disadvantage within the community, median age, household type, household income, housing costs and diversity. .[26]

6.2.1 Relative Level of Advantage / Disadvantage

The Index of Relative Social Advantage and Disadvantage (IRSAD) is an aggregate measure of general advantage and disadvantage derived from 2021 Census data. A high index score generally indicates a higher level of advantage (lower level of disadvantage) while a lower score generally indicates a heightened level of disadvantage (lower level of advantage).

A list of the IRSAD scores for all the suburbs within the City of Cockburn is included within Appendix 5. The index score for the City of Cockburn 1,020, which is slightly higher than that of Greater Perth at 1,014.

The areas with the highest index scores in the immediate catchment area (i.e. the areas of lowest disadvantage) were:

- North Coogee - Rottnest Island (1119.3)
- Leeming (part) (1092.6)
- Treeby (1091.0)
- North Lake (1083.8)
- Banjup (1070.4)

The areas with the lowest index scores (i.e. the areas of highest disadvantage) were:

[26].id(Informed Decisions). Census of Population and Housing 2021. Australian Bureau of Statistics. https://home.id.com.au

- Coolbellup (951.9)
- South Lake (954.9)
- Hamilton Hill (961.2)
- Henderson - Munster - Wattleup (965.8)
- Spearwood (971.1)

While this measure is indicative, the level of disadvantage within a community is often accompanied by a lower level of household discretionary income and therefore capacity to access facilities and programs. This translates to lower levels of participation in community activities, sport, recreation and physical activity.

6.2.2 Median Age

In 2021, the median age of residents in the City of Cockburn was 37 years (Greater Perth was 38 years), an increase of 2 years from 2016.

Henderson - Munster – Wattleup had the highest median age of 48 years, followed by Coogee at 47 years, and the suburbs of Jandakot, North Coogee – Rottnest Island at 45 years. The lowest median age was in the suburbs of Cockburn Central and Hammon Park at 31 Years, followed by Treeby at 32 Years and Aubin Grove at 33 years.

With respect to the change in the median age from 2016 to 2021, there have been notable increases in the suburbs of North Coogee – Rottnest Island (+5 years), Jandakot (+4 years), and Leeming and Treeby (+3 years). There has been a notable reduction in the median age in the suburbs of Banjup (-3 years) and Hamilton Hill (-1 year), with no change in Coolbellup and Spearwood.

The figure below provides a summary of the City's median age.

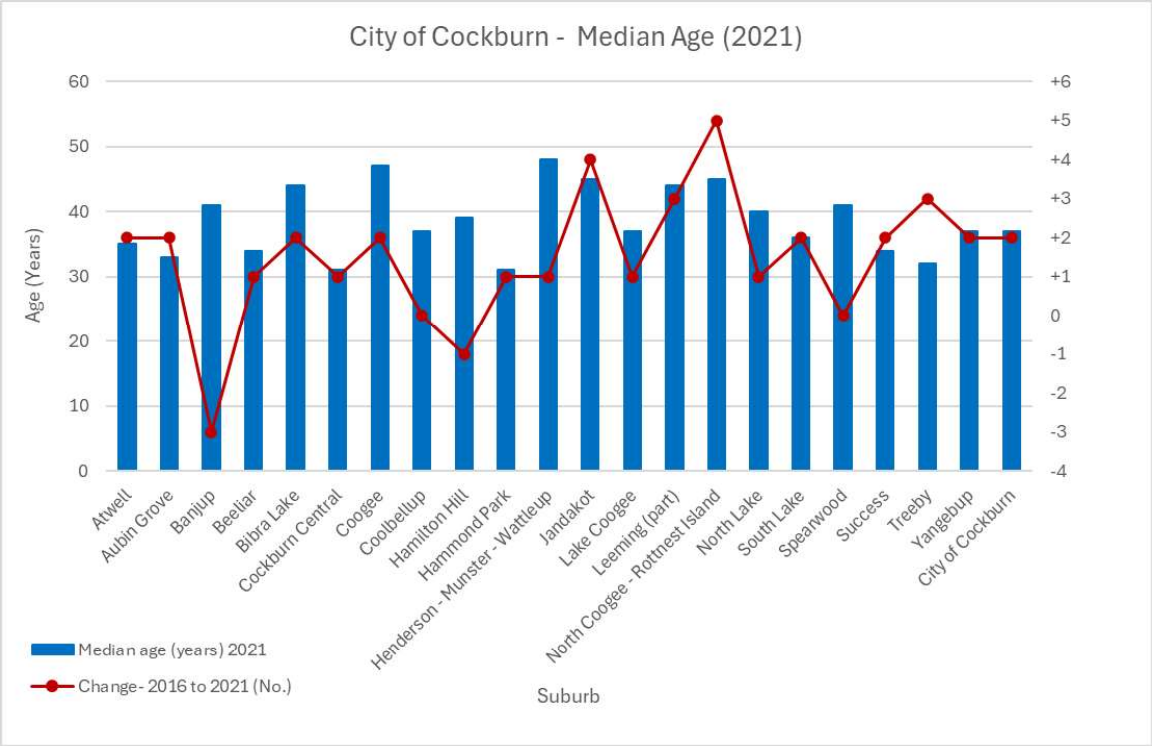


Figure 9: City of Cockburn Median Age (2021)

Median age is an important factor when considering future demand as the type and level of facility use and program participation changes as a person ages.

6.2.3 Household Type

Household and family structure is one of the most important demographic indicators as it provides an insight into the type of facilities and services required and level of demand. In 2021 34% of households within the City of Cockburn comprised on couples with children, with 25% being couples without children and 11% being single parent families.

The figure below illustrates the percentage change in families with children from 2016 to 2021, showing a growing number of single parent families within the City.

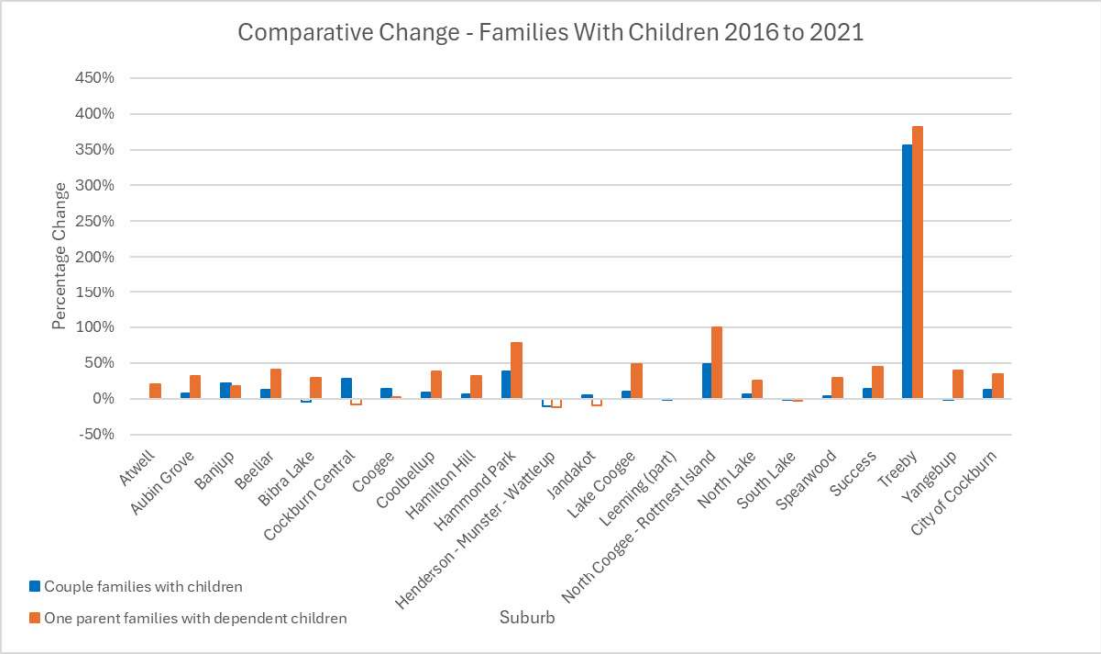


Figure 10: City of Cockburn Comparative Change in Families With Children 2016 to 2021

6.2.4 Household Income and Housing Costs

Household income and costs are an important indicator, as they directly relate to the level of discretionary income a household may have for leisure and recreational activity. In 2021 the median household income for the City of Cockburn was $1,933.00, an increase of $237.00 (13%) from 2016. By comparison, the median income for Greater Perth in 2021 was $1,866.00. The suburbs with the highest median household income were Leeming ($2,603.00), followed by Aubin Grove, Banjup and Treeby ($2,483.00) and Hammon Park ($2,482.00).

The indicator used to measure the extent of housing costs and the potential impact this may have on discretionary income and therefore demand, is the percentage of households whose mortgage or rental repayments are greater than 30% of household income. This is typically used as an indicator of household mortgage or rental stress. A household with a higher degree of mortgage or rental stress will be more likely to have a lower level of household discretionary income and therefore capacity to engage in leisure and recreational activity – thus impacting demand.

The figure below shows the relationship between median household income and the percentage of households in mortgage or rental stress. As a general trend, the higher the household income, the lower the level of mortgage or rental stress.

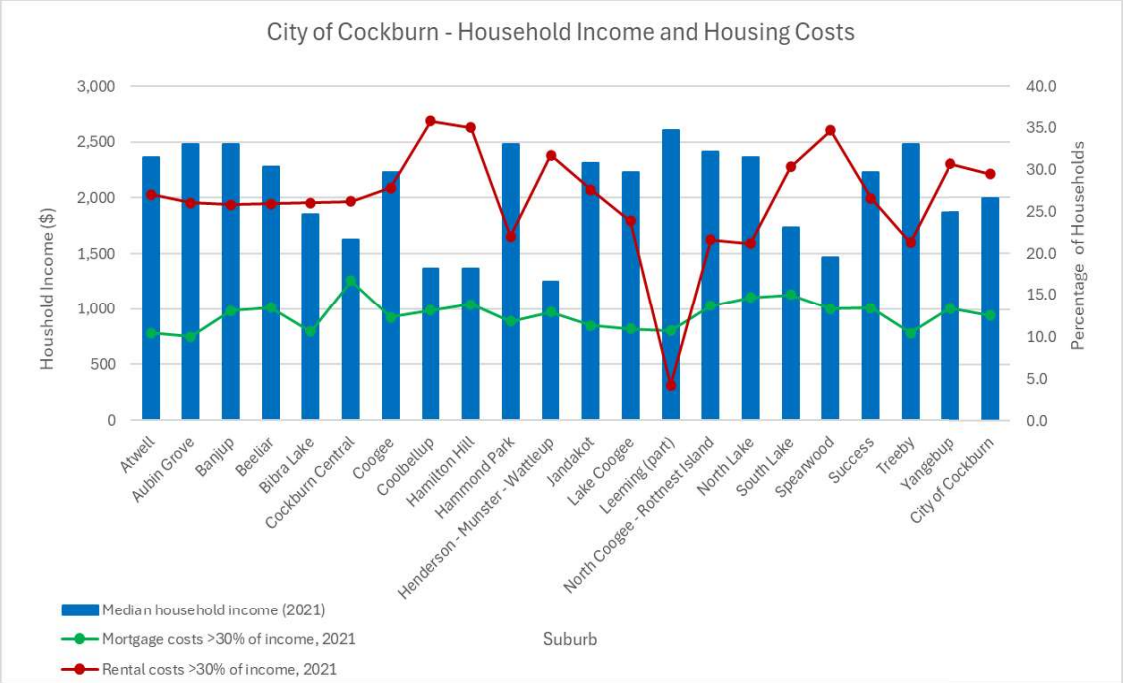


Figure 11: City of Cockburn Household Income and Housing Costs (2021)

6.2.5 Diversity

Diversity is a measure of the cultural origins of a community and is typically measured based on the following:

- People of Aboriginal or Torres Strait Islander origin
- People born overseas
- The use of Language Other Than English (LOTE)

In the City of Cockburn, 1.9% of the population are people of Aboriginal or Torres Strait Islander origin (Greater Perth is 2%), 34.2% of the population have been born overseas (Greater Perth is 36%) and 21.6% of the population use a language other than English (Greater Perth is 20.9%).

The figure below provides a comparison of the percentage change in these indicators between 2016 and 2021.

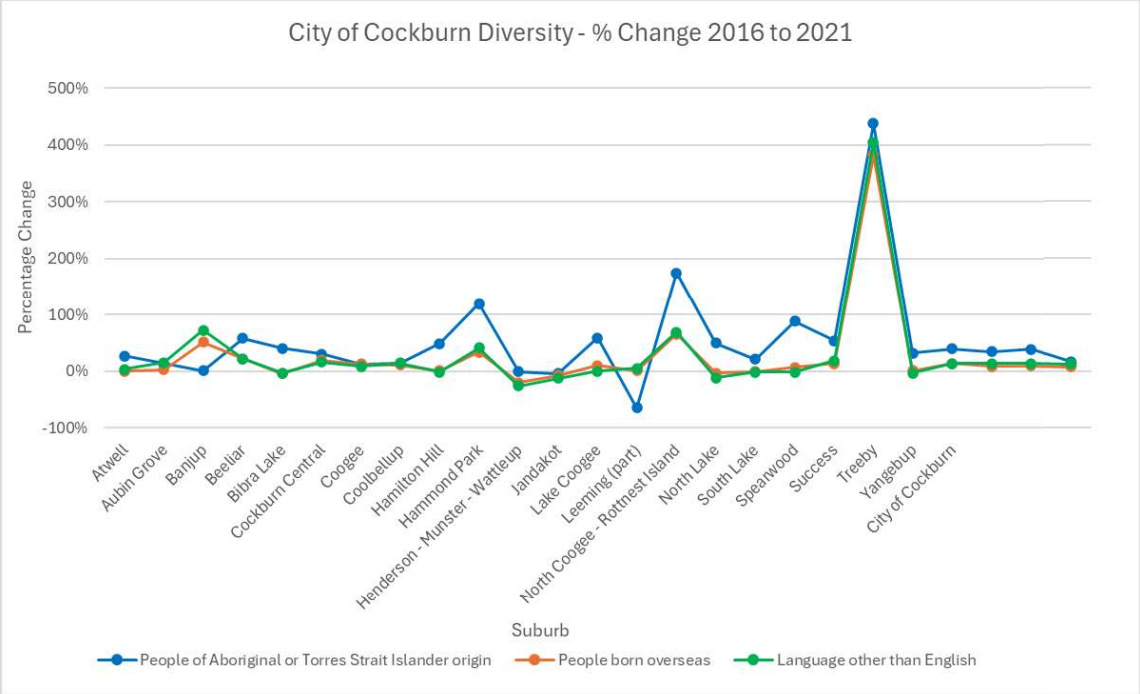


Figure 12: City of Cockburn Change in Diversity Indicators from 2016 to 2021

This analysis shows the expected correlation between people born overseas and the prevalence of languages other than English, with there being some notable changes in the percentage of Aboriginal and Torres Strait Islander peoples in a number of suburbs within the City and in the increase in all three indicators within the suburb or Treeby

6.3. Key Findings

The key findings from this analysis are as follows:

- Over the period from 2016 to 2021, the City's population has increased by 13% from 104,473 to 118,091 people.
- In 2024, the City's population is estimated to be 131,913 and is forecast to be 149,462 in 2031 and 178,353 in 2046. The forecast population growth from 2024 to 2046 is 46,440 (35% growth) at an annualised rate of 1.6%.
- Analysis of the population change between 2021 and 2031 shows a continued growth in the families with children demographic, while the trend between 2021 and 2046 generally reflects a flattening of growth up until the 55 to 59 years age cohort, after which there is a significant increase in growth through to the 85+ years cohort. This clearly demonstrates an aging population.
- When considered in terms of population change by locality, the main growth is occurring in areas where there are substantial new land developments such as Coogee/North Coogee, Southlake/Cockburn Central and Treby. Population growth in Hamilton Hill is expected to be at 25%.
- Overall, the City has a high degree of advantage (at 1,020), noting that the level of advantage is higher for those communities within newer suburbs and

(in general) lower in more established suburbs (Hamilton Hill being one of those with a score of 961.2).

- The dominant family type is Couples With Children (34%), followed by Couples Without Children (25%) and Single Parent Families (11%). Analysis of the percentage change family type from 2016 to 2021 shows that there is a growing number of single parent families within the City.
- Analysis of household income and costs also found a higher level of rental stress (where rental costs are greater than 30% of household. As such, affordability of access will need to be a key consideration for the City in the re-development of Davilak Park.

7. FACILITY PROVISION AND UTILISATION

7.1. Current Facility Provision

Current facilities provided at Davilak Park are as follows:

Table 13: Summary of Davilak Park Facility Provision

Facility	Description	Size (m^2)
Clubroom Building		
Main hall	Multi-purpose area used for general club activities on training and game days. Used by clubs for functions on a regular basis. Inclusive of a bar area, which is adjoining the kitchen.	150
Kitchen	Compliant for re-heating and serving of food. Not compliant for food preparation. Clubs previously undertook the preparation of meals for sale.	20
Toilets – Internal	Male ($15m^2$), Female ($13m^2$), Disabled – non compliant ($10m^2$)	38
Changerooms x 2	Dry change area and wet area (showers) at $35m^2$ each.	70
Toilets – external	Male ($15m^2$), Female ($15m^2$), Disabled – non compliant ($9m^2$)	39
Storage – Internal	Cleaner's Store	1
Store – External		10
Circulation space	Hallway	7
Total		335

Public Open Space		
Oval	AFL / cricket oval 180m x 125m	21,330
Floodlighting	4 x floodlighting towers, Metal Hallide lamps with a design lux level of 50 lux.	
Cricket Wicket	Synthetic turf on a concrete base.	
Cricket Practice Wickets	5 x synthetic turf practice wickets	820
Shade Structures	2 x 20m2 shade structures located on the north-western and south-western corners of the oval.	40
Playground Equipment	Located on the north-eastern corner of the POS.	150
Exercise Equipment	Located immediately south of the existing clubrooms.	50
Car Parking	Main car park located on the western side of the POS, adjacent to the clubroom building and oval. Capacity of 70	
Parking – road side	Lucius Road – provision of approximately 50 right angle parking bays. Hard stand area with no line markings Strode Avenue – provision of approximately 35 parallel parking bays.	
Pump House	Located to the immediate west of the clubrooms adjacent to the Lucius Road car park entry.	20

7.2. Current Utilisation

The Sport Spaces included within this analysis are Beale Park, Davilak Park, Enright Reserve, Goodchild Park and Tempest Park. The inclusion of these Sport Spaces is based on being within Davilak Park's 5km catchment and having similar use to Davilak Park.

This analysis has been undertaken to assess the current level of use of these Sport Spaces and available capacity to accommodate additional use resulting from population growth and increased levels of participation. The analysis is based on the City's 2023/2024 booking data, with the benchmarked playing capacity being between 26 to 30 hours per week for natural turf playing fields.[27] It is important to note that the outcomes of the analysis is dependent upon the accuracy of the booking

[27] Capacity of natural turf pitches is subject to factors such as turf quality, , sub-soil structure, drainage and available floodlighting.

data and clubs booking only the time they require (as opposed to making “block bookings”).

The outcome of this analysis is summarised in the table below and clearly shows that Davilak Park and each of the identified Sport Spaces within a 5km radius are either at or exceeding the benchmark average hours of between 26 to 30 hours of use per week. Davilak Park exceeds this benchmark by around 7 hours per week, with Beale Park (winter season), Edwards Reserve (summer season) and Enright Reserve (summer) exceeding the benchmark by up to 9.5 hours per week. Goodchild Park has the highest level of use, recording an average of 47 hours per week, 17 hours in excess of the benchmark maximum.

In the winter season the distribution of type of use is evenly spread, however in the summer season the usage type is predominately cricket (junior and senior).

Table 14: Sporting Space Utilisation within Davilak Park’s 5km Catchment

	Winter		Summer	
Sport Space	Sport	4 Week Av.	Sport	4 Week Av.
Beale Park	Soccer	39.4	Soccer	30.0
Davilak Park	AFL ,TAFE	37.0	Cricket	36.4
Edwards Reserve	Soccer, Cricket, School	30.8	Athletics, Cricket, AFL	39.5
Enright Reserve	Softball	23.8	Cricket, Softball	39.0
Goodchild Park	Lacrosse	47.0	Cricket	31.4
Tempest Park	AFL	21.5	Cricket	28.0

The individual utilisation breakdown for each Sports Space has been included within Appendix 6.

7.3. Key Findings

The key findings from this analysis area a follows:

- As has been noted in the previous planning undertaken for Davilak Park and in the stakeholder engagement outcomes for the project, the existing facilities at the Park do not meet the contemporary facility standards or community needs for sport, recreation or community activities.
- Utilisation analysis of Davilak Park and five of the Sport Spaces within its 5km catchment, clearly show that these spaces are either at or exceeding the benchmark average use of 26 to 30 hours of use per week.
- Davilak Park exceeds this benchmark by around 7 hours per week, with Beale Park (winter season), Edwards Reserve (summer season) and Enright Reserve (summer) exceeding the benchmark by up to 9.5 hours per week. Goodchild Park has the highest level of use, recording an average of 47 hours per week, 17 hours in excess of the benchmark maximum.
- It is also evident that while the distribution of type of use during winter is evenly spread, in the summer season the usage type is predominately cricket (junior and senior).
- On this basis the provision of a second playing field is justified.

8. DEMAND ANALYSIS

8.1. Number of Potential Players

The analysis of potential demand for Davilak Park has been modelled using participation and frequency data for the sports of AFL and cricket.

The output from the modelling is expressed in terms of the forecast number of players for each sport on a per annum basis.

Calculation of potential player numbers has been based on AusPlay participation by organisation type data relevant to the sport. The specific percentages used for the sports is outlined below:

- AFL – 63.6% of participation which is organised through a club or association.
- Cricket – 55.1% of participation which is organised through a club or association

A summary of the modelling of forecast player numbers undertaken for each sport has been provided in graphical form within Appendix 7.

The key outcomes from this analysis across all of the sports are as follows:

- Over the period 2024 to 2031 both AFL and cricket experience an increase in potential player numbers across most age groups, with the exception of the 35 to 39 year age cohort.
- In the 2024 to 2031 period, the largest increase in potential AFL player numbers is in the age cohorts from 5 years to 19 years of age, with cricket being in the 5 to 9 years and 10 to 14 years age cohorts. The total number of additional potential players for AFL is 657 (+12.7%) and 475 (+11%) for cricket.
- In the period 2031 to 2046 both sporting codes experience an increase in potential player numbers across almost all age cohorts, with the age cohorts experiencing the most growth remaining the same to the previous period for both sports. The total number of additional potential players for AFL is 693 (+11.8%) and for cricket is 611 (+12.8%).
- This pattern for potential growth in player numbers for both sports is positive, in that the main area of growth is in the age cohorts associated with junior and young adult participation, which are key market areas for both sports.

8.2. Current Market Position

Using the outcomes from the potential player modelling and the number of registered players (junior and senior) as provided by the each SSO, an estimation of ‘market position’ (i.e. the number of current players against the number of potential players) can be made. This analysis has been summarised in the following figure.

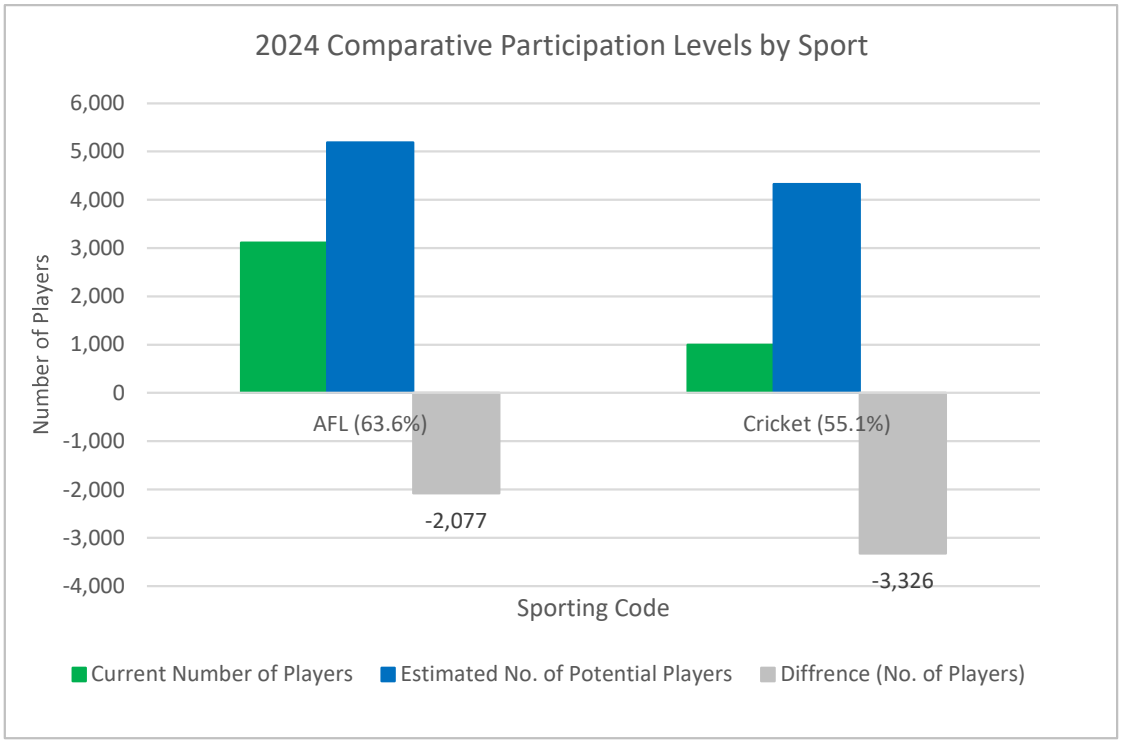


Figure 13: City of Cockburn – Comparative Participation Levels for AFL and Cricket

In 2024, there are 3,114 AFL players within the City, compared to an estimated 5,191 potential players. This represents a difference of 2,077 players, equating to a current 'market share' of 60%. In the case of cricket, there are currently 1,000 players who play for clubs within the City compared to an estimate of 4,326 potential players. This is a difference of 3,326 players, equating to a market share of 23%.

The intent of the market position modelling is to provide simple understanding of current membership within the context of potential membership, acknowledging that within the metropolitan area none of the "main stream" sports would have a 100% market share.

However, it is useful to understand this relationship in the context of how many City of Cockburn players play outside of the local government area. Using cricket as an example, the current WA Cricket membership data indicates that only 50.5% of registered cricket players residing in the City of Cockburn play for clubs based in the City.[28] There could be many reasons why this is the case including access to higher grades of competition, playing with friends or family members, a historical association or available facilities. In any case it is useful to know that the level of cricket participation within the City could be higher.

It is important to note that the outcomes of this modelling are estimates only, using aggregated and forecast data and do not consider specific factors which may influence levels of participation within the area of interest.

[28] ActiveXchange. (2024). City of Cockburn Cricket Membership Analysis. WA Cricket.

8.3. Key Findings

The key findings from this analysis area a follows:

- The calculation of potential player numbers has been based on AusPlay data based on participation which is organised through a club or association. For AFL this is 63.6% and Cricket is 55.1%.
- The outcomes from this analysis for both sports include:
  - Over the period 2024 to 2031 both AFL and cricket experience an increase in potential player numbers.
  - In the period 2024 to 2031 the total number of additional potential players for AFL is 657 (+12.7%) and 475 (+11%) for cricket.
  - In the period 2031 to 2046 the total number of additional potential players for AFL is 693 (+11.8%) and for cricket is 611 (+12.8%).
  - This pattern for potential growth in player numbers for both sports is positive, in that the main area of growth is in the age cohorts associated with junior and young adult participation, which are key market areas for both sports.

9. STAKEHOLDER ENGAGEMENT

9.1. City of Cockburn Staff

Two on-site stakeholder engagement meetings were undertaken by the Consultant Team with the City's Project Team on 02 and 09 August 2024.

Summary notes of these meetings have been included within Appendix 8.

The key outcomes from the discussions are as follows:

- Potential change in management model from lease to a Facility User Agreement.
- Community use space with a kitchen, separate to the kitchen and kiosk facilities to support the main pavilion / function room space.
- Provision of a suitable number of unisex player and umpire changerooms. The facility currently has only two, which are not suitable to meet the needs of the clubs and female players and umpires.
- Provision of externally accessible public toilets. Currently only accessible when the clubrooms are open.
- Additional storage for furniture and equipment and for clubs and their equipment.
- Provision of an additional oval would be a positive outcome and would require additional changeroom facilities
- The Preference is for the existing surface to remain as is
- Upgrade to the main oval floodlighting is required, potentially to enable night cricket matches. The re-development should also consider the provision of recreational lighting and path lighting.
- Additional parking would be beneficial, through a combination of on-site parking and road side embayments.
- The existing playground is not well located (on the corner of Rockingham Road and Strode Avenue). It needs to be located adjacent to the building to allow for effective supervision if parents have children or partners playing sport.

- Important to consider sport and recreational use requirements and the amenity/vista of the adjacent residents. Provision of path networks etc will be important in this respect.
- The ground water licence for the site is capped, with the City required to reduce water use. Hydrozoning and water wise planting should be an important consideration.
- Preservation of and/or an increase in the tree canopy will need to be carefully considered with respect to the provision of a second oval.

9.2. User Groups

Four on-site stakeholder engagement meetings were undertaken by the Consultant Team and the City's Project Team over the period of 02 and 09 August 2024. These meetings were held with the four main sporting clubs based at Davilak Park, including:

- Cockburn Cobras Football Club
- Cockburn Junior Football Club
- Cockburn Junior Cricket Club
- Cockburn Cricket Club Inc

Summary notes of these meetings have been included within Appendix 9.

The key outcomes from the discussions are as follows:

9.2.1 Sporting Oval

- All clubs supported the provision of a second oval to enable current demand to be more effectively accommodated and to provide the capacity for additional teams.
- A second oval would enable cricket to play additional games at the Park and reduce the level of use on Edwards Reserve, Enright Reserve and Goodchild Park.
- A second oval would assist the AFL clubs to more effectively accommodate training and match day activities. It was acknowledged that the oval would not be to a full senior AFL size and was unlikely to be floodlight to a large ball sport training level.
- The cricket clubs identified the need to re-locate the existing cricket practice wickets to address issues with leaf litter and the impact of trees on natural light.
- The senior cricket club also identified the need for an additional 2 to 3 practice nets to accommodate growth in the club and to consolidate training activities and to promote female participation. .
- All clubs noted that the quality of the turf on the existing oval is of a very high standard and did not want to see the surface disturbed.
- The provision of a high standard of floodlighting on the main oval was also identified as a priority, to accommodate for AFL training and AFL and cricket night matches.

9.2.2 Clubroom Building

- All clubs were of the view that the existing building was not fit for purpose.
- The main issues identified included the lack of unisex changerooms for players and umpires, the number and size of the changerooms, the lack of storage within the building and externally accessible storage areas for club equipment.
- The multi-purpose space has become too small to accommodate club activities, with toilet and kitchen facilities not meeting current standards.
- Clubs identified the need for a separate meeting room space for club committee meetings, while City staff identified the need for additional spaces which could be used by community groups and residents outside of club training and match times.
- Sight lines from the building out to the main oval were restricted, in particular from the multi-purpose area and the kitchen. This was identified as an important consideration for volunteer attraction and retention, in that volunteers also want to see the game or training activities while they are undertaking volunteer roles.
- The covered patio area was identified as being a positive aspect of the building, with all clubs wishing to see a space of a similar size being provided in a new building.

9.2.3 Public Open Space Infrastructure

- The existing playground is located 180m away from the building on the opposite side of the oval and adjacent to an intersection with a main road. Accordingly, it is poorly used.
- Improved efficiency in car parking design and increased car parking numbers was identified by the clubs. For senior cricket, the amount of car parking is adequate for games, but not training, while for AFL the priority was provision of parking for games and associated events.

9.2.4 Project Implementation

- All clubs identified the need for the existing facilities (building and main oval) to remain available for use during the implementation of the project. This is largely due to the fact that the availability of other facilities within the area is limited.

9.3. Community Engagement

The community engagement process was managed by the City of Cockburn and comprises of an on-line survey which closed on 30 August 2024, and a community drop-in session held at Davilak Park on 20 August 2024.

The City's Summary Feedback Report for the engagement process has been included within Appendix 10.

The key outcomes from the engagement process were:

- Most common activities were personal exercise (walking/running), cricket, AFL and general play/recreational sporting activity.
- The Park is a most important place to sit and watch sports and/or nature, to play and practice cricket, for children to play, for outdoor exercise and to play and practice AFL.
- As a part of the re-development, the community wanted to see improved clubroom facilities, a greater focus on the provision of recreational equipment and

community facilities, a second oval, enhanced natural spaces (the unnecessary removal of trees was a concern) and improved playground facilities, with a focus on nature play.

9.4. Key Findings

Key outcomes from the stakeholder engagement process are as follows:

- All clubs supported the provision of a second oval to enable current demand to be more effectively accommodated and to provide the capacity for additional teams.
- All clubs noted that the quality of the turf on the existing oval is of a very high standard and did not want to see the surface disturbed.
- The provision of a high standard of floodlighting on the main oval was also identified as a priority, as was the re-location of, and provision of additional cricket practice wickets.
- User groups and the community identified that the existing clubroom building was not fit for purpose. The main issues identified included the lack of compliant unisex changeroom facilities and toilet facilities, the number of changerooms, the lack of storage space, the need for additional meeting room space and compliant kitchen and kiosk facilities. The existing covered patio area was identified as a positive aspect to the building, with user groups seeking to have a space of a similar size included within the new facility.
- Provision of nature-play based playground facilities located closer to the building was strongly supported by user groups and the community, with there being a strong community focus on the provision of recreational facilities (path network, play grounds, fitness equipment etc) and enhanced nature spaces.

10. SITUATIONAL ANALYSIS

The environmental scan below has been undertaken using the PESTEL analysis framework, which is a methodology used to identify and assess the external environment at a macro level. This includes Political, Economic, Social, Technological, Environmental, and Legal factors.[29] A summary of potential factors have been provided in the table below.

[29]Washington State University PESTEL Analysis https://libguides.libraries.wsu.edu

PESTEL FRAMEWORK	
Element	**Analysis**
(P). Political Factors include: • Government policies, • Government leadership and change in leadership • Status of relevant legislation and policy • Internal political issues and trends	• The next election dates are; Local Government (October 2025), State Government (March 2025) and Federal Government (mid 2025) • State and Federal elections provide an opportunity for new funding programs to be made available to Local Government. • It is envisaged that a change in government at a state or federal level would result in policy changes in key portfolios (e.g. Treasury, Human Services, Environment and Energy).
(E). Economic Factors include: • Current and projected economic growth • Inflation and interest rates • Jobs growth and unemployment • Labour costs • Disposable income of consumers and businesses	• Increase in mortgage interest rates, utility costs, health care costs, rental costs and the cost of general household goods will reduce household discretionary income. In turn households generally have a lower capacity to pay for sport, recreation and leisure activities. • Reduced household discretionary income also impacts business revenues and employment. • Development of ship building and defence related industries within the state and the flow-on affect for the City's economy, employment self-sufficiency and household income levels. Growth within these sectors will not only improve local employment opportunities, but they are also likely to remain a strategic and therefore be a more sustainable source of employment into the future.
(S). Social Factors include: • Demographics (age, gender, race, family size) • Consumer attitudes, opinions, and buying patterns • Population growth rate and employment patterns • Socio-cultural changes • Ethnic and religious trends • Living standards	• Between 2021 and 2031 there is a continued growth in the families with children demographic, while between 2021 and 2046 there is a flattening of growth up until the 55 to 59 years age cohort, after which there is a significant increase in growth through to the 85+ years cohort. • With a relatively young population, the re-development of Davilak Park will provide additional capacity to meet population driven demand up to 2031, after which the Park will continue to be an important resource for sport, recreational and nature based activity within the community. • Hamilton Hill has one of the lowest IRSAD scores within the City, so the provision of upgraded community, sport and recreation facilities at the Park will be an important initiative and one which can provide opportunities for the community to access cost effective programs and services. The re-development will also provide opportunities for community capacity building, through provision of contemporary community facilities.

(T). Technological Factors include new ways of: • Producing goods and services • Distributing goods and services • Communicating with target markets	• The City's Corporate Business Plan identifies a number of strategies which have a technological interface, including: ○ Outcome 1: Local Economy – 1.1 Increased investment, economic growth and local employment. – 1.3 A City that is 'easy to do business with'. ○ Outcome 2: Environmental Responsibility – 2.2 Sustainable resource management including waste, water and energy. – 2.3 Address climate change. ○ Outcome 3: Community, Lifestyle and Security – 3.1 Accessible and inclusive community, recreation and cultural services and facilities that enrich our community.
(E). Environmental Factors include: • Availability of raw materials • Emissions and management of emission targets • Operating in an ethical and sustainable manner • Response to the impact of climate change.	• The impact of climate change including; increased average temperatures, increased water scarcity and the need to reduce emissions within all sectors of the economy. • This will result in the need to continue to develop renewable energy sources, reduce water consumption and minimise waste through the establishment of a circular economy. • The re-development of Davilak Park provides an opportunity to implement renewal energy options and technology, while the provision of second oval will require a holistic review of irrigation requirements across the site to remain within water licencing limits.
(L). Legal Factors include: • Local Government Act and Regulations • Health and safety • Risk Management • Equal opportunities • Consumer rights and law	• Continued implementation of Local Government Reform. Reforms such as the abolition of Wards, reduction in the number of Elected Members etc will continue to impact Local Government. • Amendments to existing planning and environmental regulation which seeks to streamline approval processes (i.e. "red tape"), the role of Development Approval Panels (DAPs), remove aspects of Council's decision making powers and ability to represent local concerns. • Increased legislative requirements in relation to tree removal, water use etc, which may restrict development of new or existing POS areas.

10.1. Key Findings

The key finds from this analysis are as follows:

Table 15: Summary of Outcomes – PESTEL Analysis

PESTEL Element	Description
Political	The upcoming state and federal elections and the resulting advocacy and funding opportunities this provides, while noting that a change of government at either level may have policy and legislative impacts on the City .
Economic	Increasing 'cost of living' pressures will (generally) continue to affect household discretionary income and therefore capacity to pay for leisure and recreation activities.
Social	The re-development of Davilak Park will provide additional capacity to meet population driven demand up to 2031, after which the Park will continue to be an important resource for sport, recreational and nature based activity within the community. The provision of upgraded facilities at Davilak Park will be an important initiative and one which can provide opportunities for the community to access cost effective programs and services. The re-development will also provide opportunities for community capacity building, through provision of contemporary community facilities.
Technology	The re-development will provide an opportunity for the City to use technology to improve facility operation and management.
Environmental	The re-development of Davilak Park provides an opportunity to implement renewal energy options and technology, while the provision of second oval will require a holistic review of irrigation requirements across the site to remain within water licencing limits.
Legal	Ongoing legislative reform will continue to challenge local governments in respect to the Local Government Act and in areas of planning and environmental regulation, which seek to "streamline" approvals processes and consequently have the potential to further diminish local government and Council decision making in these areas.

11. RISK ASSESSMENT

The full risk assessment has been included within Appendix 11 of the report and considers the risk categories of finance, reputation, governance, organisational, asset management and the environment.

12. MASTER PLAN

12.1. Design Philosophy and Principles

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

The key considerations in the development of the design philosophy and principles for the Davilak Park Re-development include:

Table 16: Davilak Park Design Philosophy and Principles

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

	For example this may mean two unisex change rooms/amenities for able-bodied, ambulant persons and persons with a disability (PWD).
Compatibility	Identification of compatible sports and activities, with similar facility design and use requirements.
Health and safety	Facilities and their surrounds should be designed, built, and maintained in accordance with the relevant occupational health and safety standards

12.2. Master Plan Elements

The individual design elements included in the Davilak Park Re-development are described below, with the Master Plan and concept plans included within Appendix 12.

12.2.1 Sporting Ovals

Table 17: Davilak Park Sporting Ovals – Proposed Provision

ITEM	REQUIREMENTS
Senior football oval x 1	Minimum size 165m x 135m with 4m run-off Floodlit to large ball sport training standard.
1 senior cricket oval	66.8m radius - floodlit to (on the main football oval) to small ball sport (cricket) competition standard.
1 senior cricket oval	60m radius – not lit (located at the southern end of the reserve)
5 cricket nets (with capacity for 6)	To replace existing – no over shadowing from trees. Required area of no less than 37m x 18m - allow for an area of approximately 700m2. Provide parking and power in proximity

12.2.2 Clubroom Building

Table 18: Davilak Park Clubroom Building – Proposed Provision

REQUIREMENTS	DIMENSIONS (m^2)
Multi-purpose clubroom area For sporting club and general use – seminars, meetings, social events etc	150
Kitchen / Kiosk – with external servery	25
Bar	10
External Covered Area (no less than existing)	165
Internal Public Toilets - Male	17
Internal Public Toilets - Female	17

Internal Public Toilet - UAT	7
Community room – for general community use	100
Community room – kitchenette	8
Community room UAT	7
External Public Toilets – UAT #1	7
External Public Toilets – UAT #2	7
Storeroom – dividable into smaller secure storage areas	40
Plantroom and cleaners storeroom	14
Foyer and internal circulation space	51
Total GFA	**460**

12.2.3 Changeroom Building

Table 19: Davilak Park Changeroom Building – Proposed Provision

REQUIREMENTS	DIMENSIONS (m2)
First Aid / Meeting Room	15
Equipment and Cleaners Store	8
Umpire Change and Amenities (unisex) at 10m2	20
Umpire Change and Amenities (unisex) at 10m2	20
Storeroom	8
Player Changeroom and Amenities (unisex)	75
Player Changeroom and Amenities (unisex)	75
Player Changeroom and Amenities (unisex)	75
Player Changeroom and Amenities (unisex)	75
UAT Changeroom	10
Club Storeroom – dividable into smaller secure storage areas	64
Storeroom	7
Total	**458**

12.2.4 Public Open Space Infrastructure

Table 20: Davilak Park POS Infrastructure – Proposed Provision

REQUIREMENTS	DIMENSIONS (m^2)
Playground – near clubhouse	150
Fitness equipment – similar to existing	50
BBQ facilities with picnic tables near playground	25
Water fountain	1
Perimeter walk track / path	

Urban Forrest/Nature Play – within trees along the eastern boundary	
Parking	
Increase existing onsite parking (adjacent to clubrooms) to 80 bays Retain existing parking on Lucius Road (50 bays) New road-side parking embayments on Recreation Road (15 bays) Retain existing road-side parking embayments on Strode Ave and investigate additional parking options (e.g., 90 degree parking bays). (35 bays).	

FEASIBILITY

13. SOCIAL AND ECONOMIC IMPACT ASSESSMENT

The Social and Economic Impact Assessment (SEIA) for the proposed Davilak Park Re-development has been undertaken by Pracsys, with the full report being provided under separate cover. The SEIA has been prepared to support the City's decision-making process for advancing the upgrade and enhancement of Davilak Park (the Park), taking into consideration the project need, economic impact and ongoing impacts.

A summary of key outcomes from the SEIA has been provided below.

13.1. Economic Impact

The construction impact of the redevelopment of Davilak Park has been assessed using ABS National Input-Output tables at an Input-output Industry Group (IOIG)[30] level. The methodology involves estimating the total direct and indirect employment, value add, and output arising from the project and is based on a number of assumptions and limitations, including:

- Results of the model represent the gross impacts in the absence of capacity constraints.
- National Input-Output table approximates the actual patterns of linkages between industries in the regional economy;
- Analysis assumes that the industrial structure of the economy is fixed. Considering the scale of the Redevelopment project, it is likely that this assumption stays true;
- Estimates the employment impact based on the average output per Full Time Equivalent (FTE) employee. It is likely a significant component of the impact will result in an increase in the number of hours worked by existing employees, with some additional employment created.

Using this methodology, the estimated project expenditure for the redevelopment is $15 million, with the project cost (excluding contract contingencies and escalation) being approximately $11.7 million. Based on this expenditure it is estimated that the project will generate an indirect output of $25.8 million for the broader economy, and support approximately 23 direct Full Time Equivalent (FTE) jobs and approximately 69 indirect FTE jobs.

13.2. Ongoing Impacts

Assessment of the ongoing impacts of the proposed re-development has been undertaken using the Theory of Change Approach, which is a method of summarising the process by which social value is created through a project or initiative, as illustrated in the Figure below.

[30] Industry grouping used by the ABS for constructing National Input-Output Tables

Figure 14: Theory of Change Approach

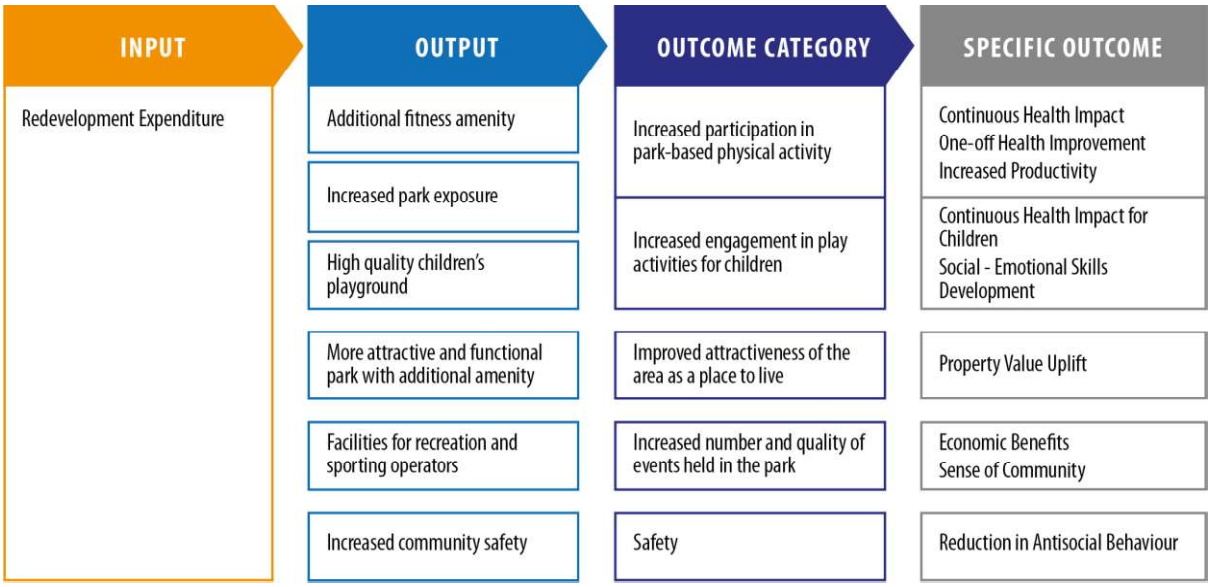


Source: Pracsys 2025, based on the SROI Network International's Guide to Social Return on Investment 2015

13.2.1 Benefit Pathways

As outlined within the SEIA report, investment in the re-development of Davilak Park creates a number of positive outputs, which in turn create the opportunity for positive behavioural changes or outcomes. The processed used within the SEIA to map these outcomes is shown in the Figure below.

Figure 15: Outcome Pathways



Source: Pracsys 2025

13.2.2 Value of Ongoing Impacts

The ongoing impacts identified as a result if the SEIA include:

- Physical and Mental Health Impacts
- Human Capital Uplift
- Property Value Uplift
- Qualitative Outcomes

Physical and Mental Health Impacts

The SEIA found that there are significant and continuous health benefits resulting from participating in sports and physical activity, including a reduction in the development of several chronic diseases and improved mental health.

Based on the envisaged future use of the re-developed facility, the SEIA has assessed the future health impact of organised sport (junior and adult) participation,

use of the multi-purpose community space (junior and adult), children's playground use and health benefits for the elderly.

Overall, the SEIA estimates that the total continuous health benefits from the Davilak Park re-development will be approximately $2.16 million annually, equating to approximately $17.9 million in present value over the next 20 years

Human Capital Uplift

The SEIA report notes that participation in sport can increase an individual's skills, knowledge, and leadership, while physical activity has been shown to stimulate brain development, which has been correlated with improved academic performance[31]. A German study on education attainment and sport participation has found that the chances of attaining a university degree is increased by 5% on average due to participation in sports[32].

Using ABS mean weekly earnings data and envisaged future player participation levels (based on data provided by the existing resident sporting clubs), the Human Capital Uplift annual benefit attributable to the re-development is estimated to be $264,715, which equates to approximately $816,229 in present value over 20 years.

Property Value Uplift

It is widely acknowledged that the re-development of public open spaces such as Davilak Park aids in the regeneration of the urban fabric within a community and geographical area. Within the relevant literature, there is evidence that a well-planned, well-managed public space has a positive impact on the price of nearby properties.[33].A recent Australian study also examined the impact of proximity to a small playground on property prices in urban Australia. They found that the presence of a playground within 300 metres adds around 5 percent to the average property price[34].

Given that Davilak Park has some existing play equipment and is used for sport and recreational activities, the SEIA has used a more conservative assumption of 2.5% uplift within its modelling.

Based on the median property price in Hamilton Hill of $830,000 as of January 2025[35], and 163 properties within a 300m walking distance, the one-off benefit accrued upon project completion has been estimated at $3,382,250, which equates to a present value of $2,253,318.

Qualitative Outcomes

- *Social-Emotional Skills Development* - there is a clear link between play and brain development, motor skills, and development of social skills in children. Playgrounds that promote different types of play are vital for a child's cognitive, emotional, physical, and social development.

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[31] Martin, K, 2010. Brain boost: Sport and physical activity enhance children's learning. Government of Western Australia, Department of Sport and Recreation.

[32] Pfeifer, C, Cornelißen, T. The Impact of Participation in Sports on Educational Attainment: New Evidence from Germany, Economics of Education Review, Volume 29, Issue 1, 2010, 94-103 IZA DP No. 3160, 2007

[33] Luttik, J., 2000, The Value of Trees, Water and Open Spaces as Reflected by House Prices in the Netherlands.

[34] Breunig R et al, 2018, Impact of Playgrounds on Property Prices: evidence from Australia,

[35] https://www.realestate.com.au/wa/hamilton-hill-6163/

- *Reduction in Antisocial Behaviour and Crime*- there is a link between increased participation in sport and reduced crime rates for personal and non-personal crimes. The SEIA report moted that a 10% increase in participation in sports would reduce personal crimes by between 1.30% to 1.56%, and non-personal crimes by between 0.64% to 0.73%[36]. The Project will support additional sport and physical activity and will encourage positive behaviours.
- *Sense of Community* – sport participation and physical activity fosters community pride and collective identity and shape the cultural identity and sense of place for local communities[37].
- *Economic Benefits* – the re-development of Davilak Park will enable more sporting and community events to take place, attracting additional visitors to the area. An increased level of sporting activity in particular, will also increase opportunities for local businesses in the supply of goods and services.

13.3. Cost Benefit Analysis

A summary of the cost benefit analysis or the development of Davilak Park has been summarised in the table below.

	2031 Y1	2035 Y5	2040 Y10	2045 Y15	2050 Y20
Operating Revenue					
Total Revenue	$82,520	$90,179	$96,671	$103,630	$111,090
Operating Expenses					
Building	$120,572	$134,654	$154,592	$177,481	$203,759
Public Open Space	$179,872	$200,880	$230,622	$264,769	$303,971
Total Expenditure	$300,444	$335,534	$385,214	$442,250	$507,730
Operational Subsidy	-$217,925	-$245,355	-$288,543	-$338,620	-$396,641
Total Ongoing Benefit Value	$2,283,400	$2,550,083	$2,927,655	$3,361,132	$3,858,789
Annual Benefit Value	$2,065,475	$2,304,728	$2,639,112	$3,022,512	$3,462,149

Table 21: Davilak Park Re-development - 20 Year Cost Benefit Analysis

13.3.1 Income

Income generation is a function of the level of use (i.e., the number of customers attending the facility on an annual basis), operational hours and the fees and charges which are levied for use of the facility and its various programs and services.

The model is based on revenue generation through the application of the City's sports ground season hire (junior fee and senior fess on a per player basis) and hall hire charges, reflecting the anticipated facility provision and service mix. These are:

- Ground Hire – Sporting Clubs

[36] Brosnan, 2017 – The Impact of Sports Participation on Crime in England between 2012 and 2015

[37] CABE Space. The Value of Public Space: How High Quality Parks and Public Spaces Create Economic, Social and Environmental Value. London: Commission for Architecture and the Built Environment, 2004.

- Building Hire – Sporting Clubs
- Function Hire – Sporting Clubs
- Community Use

The proposed use of sports ground and the building have been based on data provided by the resident sporting clubs during the stakeholder engagement process and indicative community use of the community space within the proposed building, based on the use of other similar facilities within the City. The proposed sporting club and community use of the facility have been included within Attachment 13.

A 20 year historical CPI average of 2.8% has been applied to every second year to reflect increase in fees and charges, noting that Council does not necessarily increase fees and charges annually.

The total income for the first full year of operation (2031) is estimated to be $82,520, with 57% of this income from community use of the community room within the proposed Davilak Park building. Hire of the sports ground by the resident sporting clubs comprises of 21% of total income and building and function hire by the sporting clubs comprises of 22% of total income.

Total income in year 5 of operation (2035) is estimated to be $90,179, with community use comprising of 55% of total income, followed by sports ground hire (24%) and building and function hire by the sporting clubs (21%).

Total income in year 10 (2040) is estimated to be $96,671, increasing to $103,630 in year 15 (2045) and $111,090 in year 20 (2050). Over this period the percentage of total income for each use type remains the same.

The income projections for the facility (in five year increments) has been summarised in the figure below, with the full model included within Attachment 14.

13.3.2 Expenditure

Building

The forecast expenditure for the proposed Davilak Park building has been based on a cost per square meter of $82, which is the cost per square meter for the operation of the Treeby Park building. Based on the Davilak Park building being a total of 1,104m2, the total annual expenditure for the facility has been estimated at $90,304. With the annual application of a 2.8% CPI, the estimated total cost of the building in the first year of operation is (2031) is $120,572, increasing to $203,759 in year 20 (2050).

Public Open Space

The forecast expenditure for the public open space within the Park has been based on the current financial year budget of approximately $147,000. With the annual application of a 2.8% CPI and an additional 5% to reflect the provision of additional park amenity, the estimated cost for the public open space in the first year is $179,872, increasing to $303,971 in year 20.

13.3.3 Annual Benefit Value

Based on the forecast income and expenditure for the Park, it is estimated that the subsidy in the first year of operation (2031) will be $217,925, increasing to $396,641 in year 20. The annual value of the ongoing benefits has been estimated to be

$2,283,400 in year 1, increasing to $3,858,789 in year 20. The resulting net annual benefits (being the annual facility subsidy minus the annual benefit) has been estimated at $2,065,475 in year 1, increasing to $3,462,149 in year 20.

13.4. Key Findings

The key findings from this analysis include:

- The construction expenditure of the development of Davilak Park is expected to generate an indirect output of $25.8 million for the broader economy.
- The construction output is expected to support 23 direct Full-Time Equivalent (FTE) jobs and 69 indirect FTE jobs.
- It has been determined the upgrading of the Park will provide social impacts in the form of:
    - Physical and mental health benefits
    - Human capital benefits
    - Property value benefits
    - Greater sense of community and local pride
    - Economic benefits
- There are clear social and economic benefits resulting from the project with a Present Value of $17.9 million over 20 years. The net annual benefit is estimated to be $2.24 million in year 1 (2031), increasing to $3.75 million in year 20 (2050). This is strong evidence of community benefit that supports investment by the City.

14. MANAGEMENT MODELS

14.1. Overview

The availability of alternative management models available in Perth for the management of local government sport, recreation and aquatic facilities are limited. At present the options are for the local government to directly manage the facility or for the management of the facility to be tendered to a management group. The capacity of Local Government within WA to establish subsidiary organisations to manage its aquatic and leisure facilities is limited by the current Local Government Act (1995), under which only Regional Subsidiaries are permitted (S. 3.69).

Within the Perth metropolitan area, there are approximately 43 local government aquatic and leisure facilities, with 38 (88%) being operated by the local government and 5 (12%) being operated by an appointed management group. At present, there are three main management groups, being Belgravia Leisure, BlueFit and YMCA., with Belgravia Leisure and YMCA being long-term operators within the WA market.

14.2.1 Direct Management

With a direct management approach the local government retains responsibility for all aspects of the day-to-day facility management and service delivery and appoints specific resources to undertake these tasks.

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

Centralised Structure

A centralised structure is characterised as follows:

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

Decentralised Structure

A decentralised structure is characterised as follows:

- Relevant local government staff are accessible through several locations within the local government area (i.e. multiple recreation facilities, libraries etc.).

- Customers can complete the booking process remotely and gain access to the facility without the need to collect keys etc.
- Policy, procedure and guidelines provide an overarching framework in which facility use occurs.
- Within an existing local government policy and booking framework, there is the potential to enable a degree of decision making to be made by the collective users of a facility (i.e., a Reference Group).

In the majority of cases, the direct management model is considered to be the most appropriate, as it enables local government to effectively manage the use of the facilities and ensure that there remains equitable access.

14.2.2 Indirect Management

The indirect management option involves a third party undertaking the day-to-day facility management and service delivery.

For a larger local government facility such as an aquatic or recreation centre, this would entail the appointment of an external management group to operate the facility (e.g., Belgravia Leisure, BlueFit, YMCA etc). For a facility such as Davilak Park, this could include the lease of the proposed clubroom facilities to one or several user groups and reflects the current model in place for the management of the existing clubrooms at the Park.

In this approach, the management of the facility is undertaken in accordance with an agreed management plan which is consistent with the local government's strategic objectives, policy framework and schedule of fees and charges. Importantly, the local government retains the right to determine matters where it is deemed necessary.

Apart from the potential lease of specialist facilities, this management option is not considered to be a preferred option for facilities such as those proposed at Davilak Park.

14.2. City of Cockburn Management Model

The existing Davilak Park clubroom is currently managed under a lease arrangement with the Cockburn Cricket Club being the lessee. The current model places the emphasis on the user groups to maintain the building and meet all operating costs and requirements. Over time the City has found that buildings which are managed under a lease arrangement are not maintained to the City's required standards, which can be due to limited financial capacity, lack of volunteers to assist with the facility's upkeep and financial resources being prioritised in other areas of the club's operations. This has resulted in a lack of appropriate maintenance, which in turn has lead clubs to seek additional funding support from the City to address outstanding maintenance issues.

As a result, the City is now moving to a direct management model, where user groups will hire the facility (in this instance on a six-monthly seasonal basis) and be charged a per person fee for their use. All aspects of facility maintenance, with the exception of damage caused by user groups and day to day cleaning, will be met by the City.

The City has implemented this change on the basis that one of the City's primary roles is to manage and maintain community assets and that the City would prefer that the diminishing volunteer capacity of clubs (which is a general trend across all

sporting codes) be focussed on the delivery of the club's activities, rather than be focused on facility management.

14.3. Key Findings

The key findings from this analysis are:

- In-direct management of facilities such as Davilak Park, generally involves the leasing of facilities (usually buildings or specialised facilities) by an individual or a collective of clubs or user groups. Historically, it has been a widely used management model however it has increasingly become unviable due to reduced financial and volunteer capacity within clubs.
- With the exception of specialised facilities (i.e., turf tennis courts, bowling club facilities etc) the direct management model is considered to be the most appropriate, as it enables local government to effectively manage the use of the facilities and ensure that there remains equitable access.
- Importantly, and as is the case with Davilak Park, the direct management model allows clubs to focus their financial and volunteer resources on enabling sport participation, which is their core business.

15. CAPITAL COST AND PROJECT FUNDING

15.1. Capital Cost Estimate

The Concept Design Cost Indication (cost estimates) (Appendix 15) have been prepared by NBQSS based on the final concept designs, as per section 12 of this report. The cost estimates include the construction cost, builders preliminaries, contingencies, public art, professional fees and escalation and have assumed that the works will be carried out as a single project, with an allowance for cost escalation through to until March 2031. A number of exclusions have been made, a noted within the cost estimate.

The construction cost of the Davilak Park Re-development has been summarised as per the tables below, with the total estimated commitment being $14,998,008.

Table 22: Davilak Park Concept Design Costs Summary

1.0 BUILDING WORKS		TOTAL
1.1	Clubroom, Kiosk & Community	$2,989,506
1.2	Changeroom Block	$2,783,537
1.3	External Veranda	$917,650
1.4	Demolition of Existing Buildings	$181,904
	Sub Total	**$6,872,597**
2.0 EXTERNAL WORKS		**TOTAL**
2.1	External Exercise Areas	$152,434
2.2	Seating & BBQ Area	$223,569
2.3	Enclosed Children's Playground	$324,582
2.4	Synthetic Cricket Pitches	$67,274
2.5	Cricket Practice Nets	$307,306
2.6	Scooter/Pump Track & Nature Play Areas	$609,734
2.7	Flexible Play Area	$29,100
2.8	Existing Carpark - Increase to 80 Bays	$149,893

2.9	Carpark - Recreation Road - 15 Bays	$101,352
2.1	Site Paths & Access Roads	$1,169,063
2.11	Oval Improvements including Lighting	$858,607
2.12	Landscaping and Improvements	$979,919
2.13	Stepped Embankments/ Retaining	$1,828,426
2.14	Site Boundary Fencing and Gates	$24,135
	Sub Total	**$6,855,438**
3.0 EXTERNAL SERVICES		**TOTAL**
3.1	External Stormwater Drainage	$101,622
3.2	External Sewer Drainage	$50,811
3.3	External Water Supply	$50,811
3.4	External Fire Protection	$30,487
3.5	External Electric Light and Power	$304,867
3.6	External Communications	$254,056
	Sub Total	**$792,654**
OTHER		**TOTAL**
4	Headworks	$119,597
5	Furniture and Equipment	$357,721

15.2. Whole of Life Project Cost

To be completed

15.3. Project Funding

15.2.1 Grant Funding Opportunities

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

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

Table 23: Summary of Grant Opportunities

Grant Title	Agency	Criteria	Value ($)	Rounds
Federal Government				
Priority Community Infrastructure Program	DITCRD	Delivery of election commitments greater than $5 million	>5M	Closed Nov. 2023.
Accessible Australia initiative	DSS	Provides funding to make it easier for people with disability to access their communities. This includes both the built and natural environment.	50% for	DSS

(Changing Places)				
State Government				
CSRFF - Forward Planning	DLGSC	Small grant rounds annually (February and July) for total project costs up to 500k. Maximum grant amount is 50% Forward Planning grant for large scale sport and recreation infrastructure projects valued over $500 K. Maximum grant is 2.5M. Funding for new or upgraded facilities which will maintain or increase physical activity or result in a more rational use of facilities. Priority will be given to projects that lead to facility sharing and rationalisation.	<500k >500k to 2.5M	Feb & Jul Annually Sept Annually
Club Night Lights Program (CNLP)	DLGSC	Providing financial assistance to community groups and local governments to develop sports floodlighting infrastructure.	2.5M in 2025/26 Max 2/3 funding	Current round closes 31 March 2025
Other Agencies				
Australian Cricket Infrastructure Fund (CA-ACIF)	Cricket Australia	Construction or refurbishment of pitches, ovals, practice facilities, change rooms, pavilions and supporting infrastructure. Projects must be focused on growing cricket participation and/or providing welcoming and inclusive environments for all participants.,	Minor <15k Major >15k-<40k Strategic 40k+	October annually
AFL Facilities Fund (AFL-FF)	AFL	Aim - support the provision of well positioned, welcoming, accessible, fit for purpose football facilities that support our growing game's strategic priorities.	Up to 100k per project	TBA
Community Sport Infrastructure (ASC-CSI)	ASC	Small to medium scale projects to improve local community sport infrastructure - especially for women	Str 1 up to 50 K Str 2-50K to-200 K	TBA

			Str 3 - 200-500 K	

A detailed analysis of the applicability of these grants to the various facility components within the Project has been included within Appendix 16. The table below provides a summary of the potential level of grant funding from the identified grant sources.

Table 24: Summary of Potential Grant Funding for the Davilak Park Re-development

Source of Funds	Amount $	Percentage of Total
Council	$11,702,474	78.03%
CSRFF	$2,921,234	19.48%
Community Night Light Program	$234,300	1.56%
Aust. Cricket Infrastructure Fund	$40,000	0.27%
AFL Facility Fund	$100,000	0.67%
Total	**$14,998,008**	**100%**

Note: the above analysis is based on the following assumptions:

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

15.4. Key Findings

The key findings from this analysis are:

- The total estimated Project commitment is $14,998,008, as shown below.

  Table 25: Summary of Estimated Total Project Commitment

Project Component	Estimated Cost
Building Works	$6,872,597
External Works	$6,855,438
External Services	$792,654
Headworks	$119,597
Furniture and Equipment	$357,721
TOTAL COST (EXCLUDING GST)	$14,998,008

- It is estimated that the Project is potentially eligible for total grant funding of $3,295,534, being 36% of the estimated total project cost. This leaves

Council with funding deficit of $11,702,474. It should be noted that this analysis has not taken into consideration potential project funding via Developer Contribution Plans which might be relevant to the site or Cash-In-Lieu contributions for the Hamilton Hill locality.

16. PROJECT IMPLEMENTATION

16.1. Project Management Framework

The key phases of the City's Project Lifecycle include the following:[38]

1. Initiation
2. Concept
3. Options and Business Case
4. Set Up
5. Implementation
6. Close Out

The City's Project Management Framework (PMF) also categorises as per the following:

- *Major Governance and Community Capital Works*

  Developed and delivered by Community Development Services and Recreation and Community Safety Services or externally.

- *Major Engineering and Capital Works*

  Developed and delivered by Engineering, Infrastructure, Waste and Parks & Environment Business Units or externally. Includes roads, infrastructure, parks and environment and waste projects.

The City's PMF includes several approval points, which are described as Decision Gates. The first of these is approval of an Executive Summary report in the City's Initiation phase and the Project Charter within the Concept Phase. This then flows through to the approval of a completed Options Analysis and Business Case (at Executive level or via Council) and the Project Management Plan in the Set-Up phase. After this point procurement and commencement of construction occurs.

Importantly, the City's PMF also provides guidance in respect to the time required to effectively complete each of the project phases. The table below provides a summary of the expected duration of each phase and the estimated corresponding timeframe for the Davilak Park Re-development.

16.2. Indicative Project Schedule

The anticipated project timeline will be advised by the City as a part of the design development and procurement processes. An indicative implementation timeline has been outlined in the table below.

[38] City of Cockburn.(n.d).Project Management Framework – For developing and implementing Capital Works Projects.

Table 26: Indicative Project Schedule for the Davilak Park Re-development

Project Delivery Task	No. of Months	2024/2025				2025/2026				2026/2027				2027/2028				2028/2029				2029/2030			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Project Planning (N&F, MP)	12																								
Decision Point	1																								
Internal Project Planning	12																								
Tender - Design Development	4																								
Design Development	7																								
Decision Point	1																								
Grant Application (CSRFF)	9																								
Tender Documentation	3																								
Tender - Construction	4																								
Constuction Building	12																								
Construction POS infrastructure	12																								
PC comissioning and fit out	2																								
Total time to opening	79																								

16.3. Key Findings

The key findings from this analysis are:

- The indicative project implementation timeline is 79 months. In considering this schedule it should be noted that it assumed that each phase would occur in a sequential manner, with no delay between phases and that securing of project funding forms part of the schedule.
- In developing this schedule, it is assumed that a more detailed project implementation plan and schedule will be developed in the subsequent stages of the project.

17. CONCLUSIONS

17.1. Project Need

The need for the Davilak Park re-development been demonstrated on the basis of the following.

- The re-development of Davilak Park has a high degree of alignment with the City's strategic direction and will provide important community infrastructure to meet the future needs of the Hamilton Hill community. The project aligns with the City's five strategic outcomes and eight strategic objectives, with the primary strategic links being the strategic outcomes of Environmental Responsibility, Community, Lifestyle and Security

- The review of the strategic plans and facility plans of the WA Cricket Association and the WA Football Commission found that the facility provision proposed for the re-development of Davilak Park is consistent with the participation and future facility provision objectives for each sport. Th project is also consistent with the PLA(WA) Community Facility Guidelines.

- The City's population will continue to grow with its estimated population in 2046 being 178,353 people and increase of 35% on the 2024 population (1.6% annually). Hamilton Hills population will grow by 25% over this period (1.1% annually).

- Utilisation analysis of Davilak Park and five of the Sport Spaces within its 5km catchment, clearly show that these spaces are either at or exceeding the benchmark average use of 26 to 30 hours of use per week. Davilak Park exceeds this benchmark by around 7 hours per week, with the balance of the Sport Spaces exceeding the benchmark by up to 9.5 hours per week. Goodchild Park excess of the benchmark maximum by 17 hours per week. It is also evident that while the distribution of type of use during winter is evenly spread, in the summer season the usage type is predominately cricket (junior and senior).

- Over the period 2024 to 2031 both AFL and cricket experience an increase in potential player numbers. AFL is expected to increase by 657 (+12.7%) and cricket is expected to increase by 475 (+11%). Over the period 2013 to 2046 the total number of additional potential players for AFL is estimated to be 693 (+11.8%) and for cricket is estimated to be 611 (+12.8%).

- The estimated growth in potential player numbers between 2024 to 2031 equates to a potential additional 30 AFL teams and 40 cricket teams. While it is acknowledged that the actual increase in player numbers will be less than the forecast potential player numbers, even a small increase will put additional pressure on the City's Sports Spaces, which are at or nearing capacity.

- The stakeholder engagement outcomes highlighted the need for an additional playing surface and the need to upgrade floodlighting to the main oval as a means to improve its capacity.

- The resident sporting clubs and the community identified that the existing clubroom building was not fit for purpose due to the lack of compliant unisex changeroom facilities and toilet facilities, limited number of changerooms, the lack of storage space, the need for additional meeting room space and compliant kitchen and kiosk facilities. The existing covered patio area was identified as a positive aspect to the building, with user groups seeking to have a space of a similar size included within the new facility.

- Provision of nature-play based playground facilities located closer to the building was strongly supported by user groups and the community, with there being a strong community focus on the provision of recreational facilities (path network, play grounds, fitness equipment etc) and enhanced nature spaces.

- The need for the implementation of the re-development to occur on a staged basis was also highlighted by the stakeholder groups, given the lack of alternative facilities available to them during the construction period.

17.2. Project Feasibility

The re-development of Davilak Park is considered to be feasible on the basis of the following.

- Based on the total project expenditure of $15 million, it is estimated that the project will generate an indirect output of $25.8 million for the broader economy, and support 23 direct Full Time Equivalent (FTE) jobs and 69 indirect FTE jobs
- The total continuous physical and mental health benefits from the Davilak Park re-development will be approximately $2.16 million annually, equating to approximately $17.98 million in present value over the next 20 years
- The Human Capital Uplift (being the positive affect of sport on skills, knowledge and leadership) annual benefit attributable to the re-development is estimated to be $264,715, which equates to approximately $1,051,259 in present value over 20 years.
- The re-development of public open spaces such as Davilak Park aids in the regeneration of the urban fabric within a community and geographical area. The estimated one-off benefit accrued upon project completion in 2028 has been estimated at $3,382,250, which equates to a present value of $2,760,923.
- Qualitive outcomes from the implementation of the re-development include the beneficial impact on the social-emotional skills development of children through play, the reduction in antisocial behaviour and crime through participation in sport and physical activity and the positive behaviours it encourages, development of a sense of community pride and collective identity, and the economic benefits of increased visitation to the area through sport and community activity.
- The operating subsidy of the re-developed Davilak Park has been estimated to be $217,925 in the first year of operation (2031), increasing to $396,641 in year 20 (2050).
- The net annual benefit (being the annual facility subsidy minus the annual benefit) resulting from the re-development of the Davilak Park facilities has been estimated at $2,065,475 in year 1, increasing to $3,462,149 in year 20.
- The City's proposed direct management model is considered to be the most appropriate, as it enables local government to effectively manage the use of the facilities and ensure that there remains equitable access. Importantly, and as is the case with Davilak Park, the direct management model allows clubs to focus their financial and volunteer resources on enabling sport participation, being their core business.

18. RECOMMENDATIONS

As a result of the completed project methodology the following recommendations have been made are made in respect to the re-development of Davilak Park.

1. The re-development of Davilak Park is justified on the basis that:
   a. The re-development is strongly aligned with the City's strategic direction and is consistent with key City of Cockburn strategies and plans.
   b. The re-development is consistent with the participation and future facility provision strategic objectives of WA Cricket and the WA Football Commission.
   c. Davilak Park and the five existing Sport Spaces within its 5km are either at or exceed their current capacity.
   d. Future growth will generate additional demand for AFL and cricket activity within the area, placing further pressure on existing Sport Spaces and associated facilities.
   e. The existing clubroom building is not fit for purpose with limited capacity to meet the future needs of the community.
   f. The re-development of Davilak Park will generate substantial economic and social benefits for the City of Cockburn and the local community.

2. That the re-developed Davilak Park provide the following facilities and amenities, as shown within Appendix 12 of this report:
   a. Clubroom Building
   b. Changeroom Building
   c. Re-aligned main oval with new floodlighting to required Australian Standards.
   d. Additional oval to the south of the Park, with recreational floodlighting provision on the northern side of the oval.
   e. Re-located cricket practice wickets
   f. Enhanced nature play spaces on the western and eastern sides of the ovals, with flexible play spaces
   g. Upgraded internal path network.
   h. Planting of up to approximately 2,700m^2 of new trees to form an enhanced tree canopy across the site, with a focus on providing tree species to support local bird species.

3. The implementation of the re-development be staged in a manner that causes the least level of disruption to the resident clubs with a view to them being able to maintain normal operations during their respective seasons.

19. APPENDICES

Appendix 1: WSSPS Davilak Park Site Analysis

11.6 Davilak Oval

Development Considerations	Challenges	Proposed
Clubhouse Development	The current clubhouse is sub-standard and does not meet modern sports facility guidelines for the provision of cricket and AFL. The building, whilst structurally sound is ageing and compromised by an inadequate internal layout and lack of provision for shared male/female use.	• New clubhouse facility • Gutting of existing clubhouse and retention for a temporary period for storage (until the end of its useful life) • Development of a second junior oval • Relocated cricket nets • Relocated playground adjacent to pavilion. • Phased removal of trees to increase ground capacity and replacement on a 3:1 basis. • New floodlighting (100lux) to service all pitches.
Development of additional Oval with floodlighting	Currently the site is limited due to high banking which rises to the north around the existing oval. Land to the south and southwest is compromised by a raised area which has been used for junior cricket and training. The land however is poorly utilised and provides the potential to extend the oval capability with the provision of an appropriately sized junior oval	
Car parking provision	Current car parking is limited and substandard to meet the needs of both adult and junior training and competition. Alternative provision to on-road car parking needs to be sourced.	
Play Equipment	Play equipment lies in the north east corner of the site and is due for replacement in 2025/26. The play area is relatively isolated in its location adjacent to Rockingham Road. A greater usage could be achieved with a stronger alignment to the clubhouse	

65

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Version: 2, Version Date: 12/04/2021

Fitness Station and accessibility to reserve	The City have recently installed a fitness station adjacent to the clubhouse in place of a sand play area. There is no all abilities footpath access around the site which would increase connectivity	• Footpath network and fitness equipment around perimeter of the site • Relocation of the Tennis Club to Anning Road • Development of new 153 bay car parking area • Relocation of Drainage sump
Provision of Cricket Nets	There are five cricket nets located on the southern boundary of the site which are in need of upgrade. The mature tree cover adjacent has impacted on their maintenance and whilst an important resource could be relocated within a more functionally appropriate site.	
Retention or Relocation of Tennis Infrastructure	The current tennis infrastructure is tired and in need of significant investment to bring back into effective use. Whilst playable the courts (5 senior and 4 short tennis) are experiencing excessive wear and tear and the clubhouse building provides limited opportunities other than as a small meeting room and kitchen. Existing toilets and storage areas require replacing due to age and poor functionality. Land to the east is showing signs of subsidence and will require retaining. Club membership is low and is unlikely to grow given the poor quality of infrastructure. Consideration should be given to re-locating the tennis infrastructure elsewhere and utilising the area to enhance the football and cricket infrastructure and usage of the reserve.	
Tree Replacement	The current tree canopy areas are extensive on the eastern and western boundary of the site with extensive mature and semi-mature trees also positioned internally within the site adjacent to the nets and tennis courts. Any future redevelopment will need to consider removal of internal trees and some boundary trees and the planting of offsets.	

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Appendix 2: WSSPS Davilak Park Master Plan





PROPOSED FLOOR PLAN
SCALE 1:100 @ A1, 1:200 @ A3

TOTAL INTERNAL FLOOR AREA 870m²

cockburn western suburbs sporting precinct
davilak oval
proposed floor plan

12 lucius road
hamilton hill
wa 6163

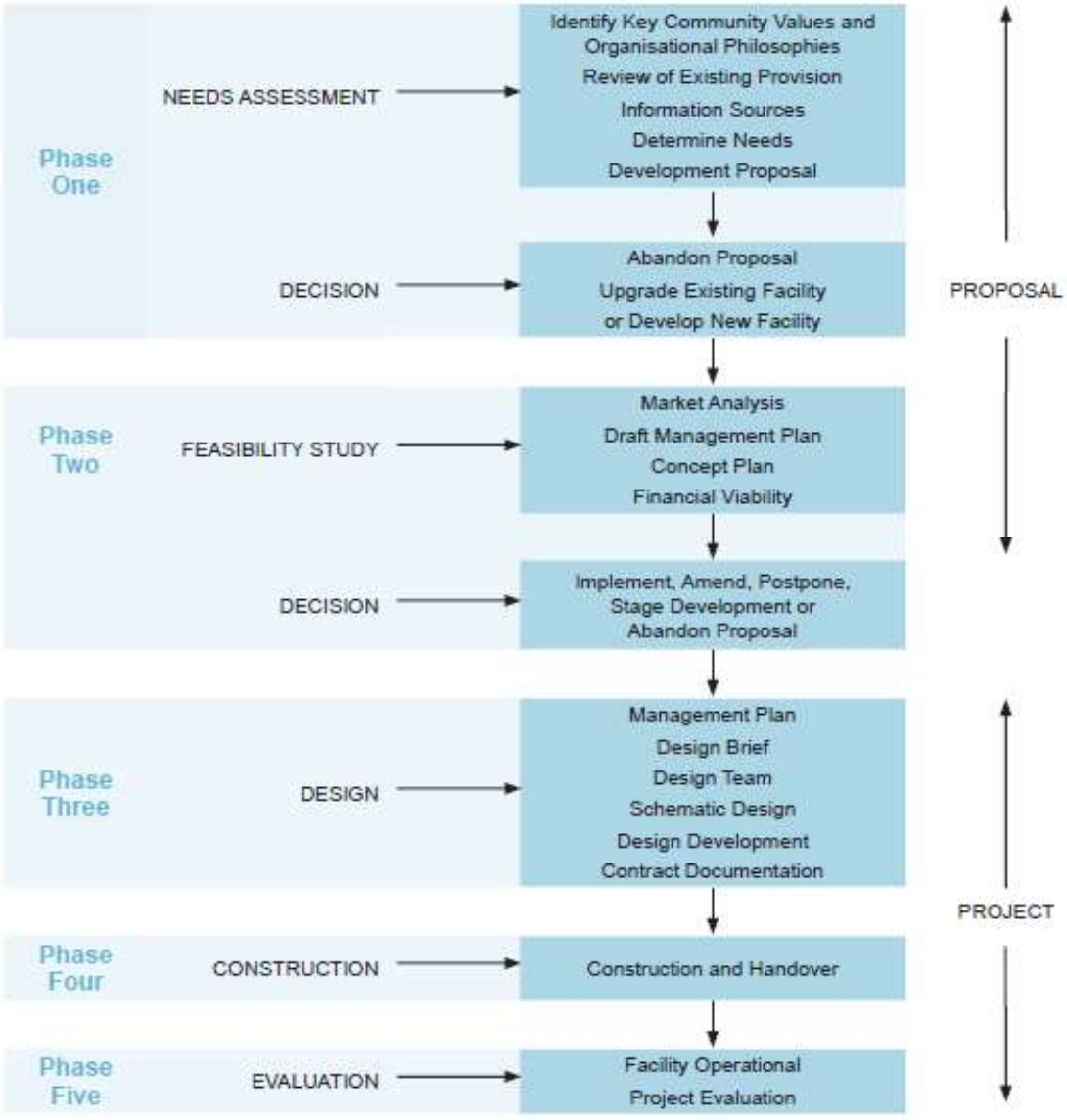
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Appendix 3: DLGSCI Facility Planning Guide Framework

Facility Planning Process

The five key phases in the Facility Planning Process for a sport and recreation facility:



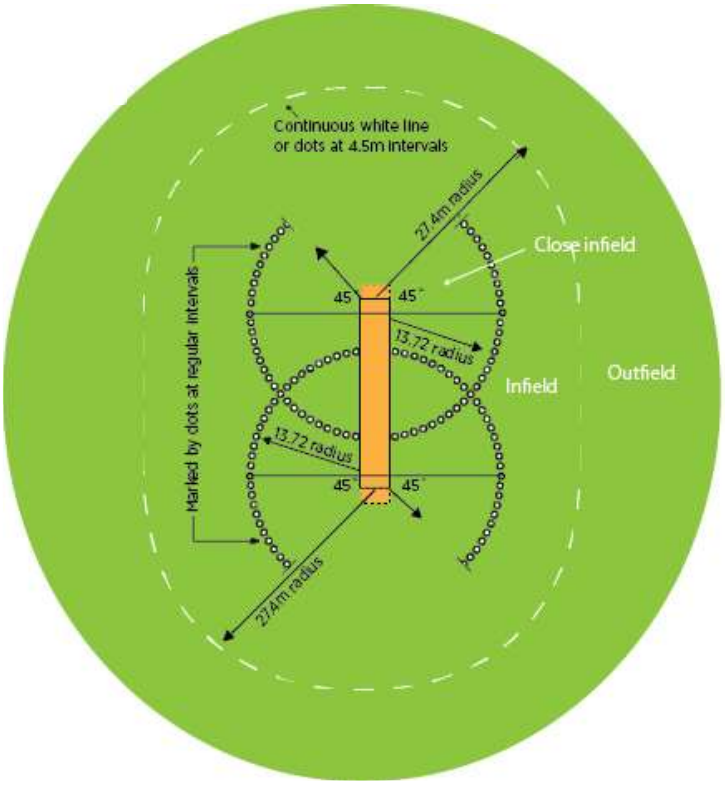
DSR has produced a decision making guide to assist project proponents in the facility planning process.

Appendix 4: DLGSCI Sports Dimensions Guide (AFL and Cricket)

CRICKET

Synthetic pitches

- The dimensions of a synthetic cricket pitch range from 25m to 28m long and 2.4m to 2.8m wide. A bowling crease, popping crease and two return creases are marked in white at each end of the pitch.
- Cricket playing ground
- A circular cricket field is considered as the perfect field but generally a cricket pitch is slightly oval. Its diameter varies between 137m and 150m.
- The ICC Test Match Standard Playing Conditions (October 2014) Law 19.1 defines the playing area as a minimum of 137.16m from boundary to boundary square of the pitch, with the shorter of the two square boundaries a minimum of 59.43m.
- The straight boundary at both ends of the pitch is a minimum of 64m. Distances are measured from the centre of the pitch.
  Boundaries are not to exceed 82.29m from the centre of the pitch.



Modified cricket for juniors

- There are formats for various age groups catering for skill levels, age group, level of commitment and other social, cultural and geographic considerations.
- Below is a summary of field dimensions for the various game formats in all competitions.

Level of competition	Preferred pitch type and dimensions*	
	Minimum	Recommended
In2CRICKET (ages 5-8)	25m	30m
Under 10	30m	40m
Under 12	40m	45m
Under 14	45m	50m
Under 16	45m	55m
Open age (community club)	50m	60m
Open age (premier/regional)	65m	75m
Domestic cricket and underage national events	82m	82m
Domestic women's and underage national girls events	58m	58m

Practice cricket nets

- Generally practice cricket nets are 20m long and 3.6m wide. The back and side walls are 3m high.
- With multi-bay constructions the dividing (centre) net must be 21m long. This is a occupational health and safety measure to protect the bowlers in adjacent nets.
- Peripheral nets require a minimum side fencing length of 11m. It is recommended that all nets have a minimum 21m dividing fence and are 27m long to allow for extended bowler run-ups and bowler protection.

Australian Standards

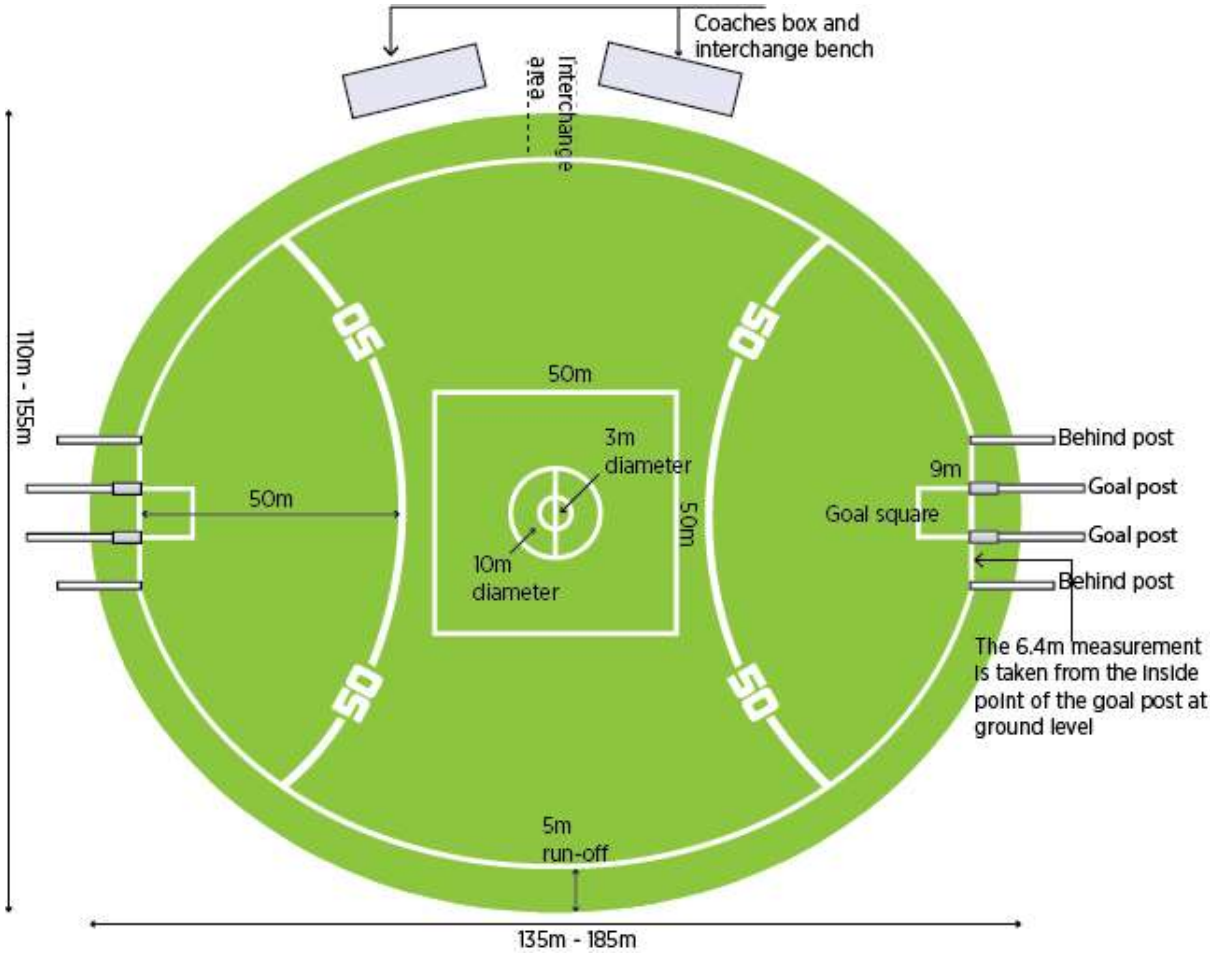
- No Australian Standard specific to cricket net design in Australia currently exists. The following standards relate to cricket net materials:
- AS1725.4 – 2010: Chain link fabric fencing—Cricket net fencing enclosures.
- AS1725.1 – 2010: Chain link fabric fencing—Security fencing and gates—General requirements.

AFL

Open age

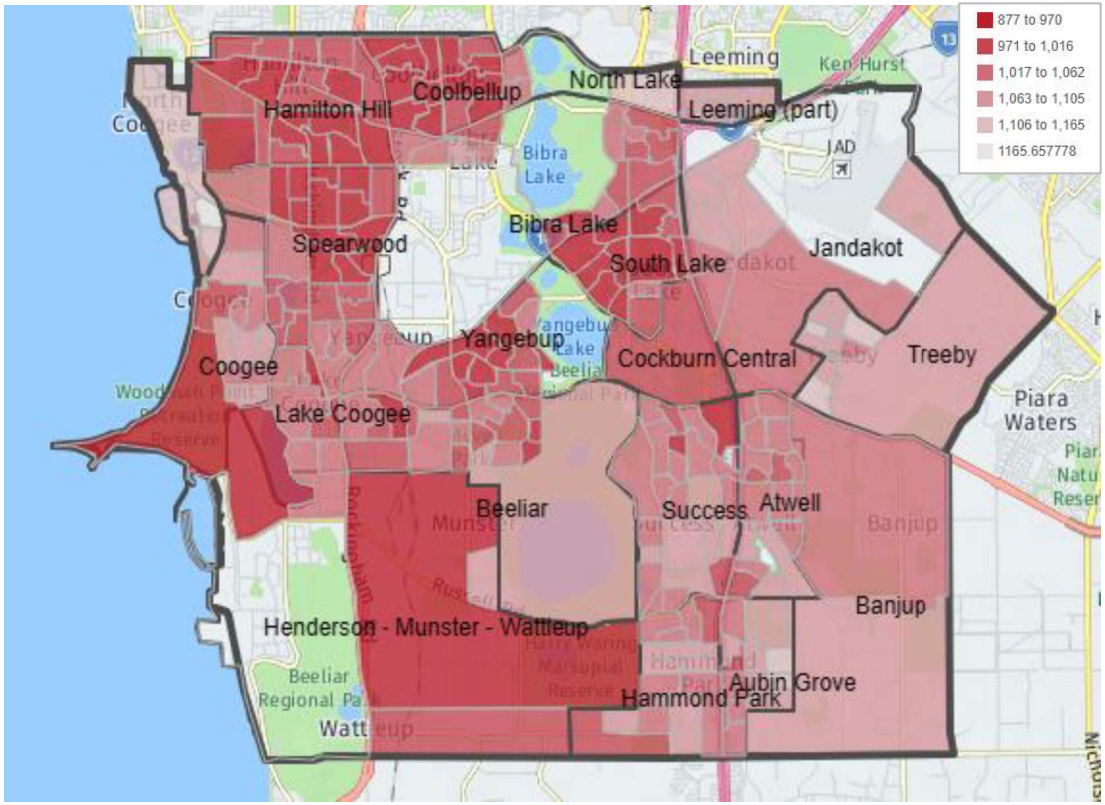
Playing surface

- The playing surface is oval in shape, 135m to 185m long and 110m to 155m wide. The preferred senior oval size is 165m x 135m as this provides the greatest flexibility to cater for all standards of play.
- A white line called the boundary line is drawn in the shape of an arc from the behind post at one end of the playing surface to the behind post at the other end of the playing surface.
- The playing field boundary line should ensure adequate run--off from any perimeter fencing or potential obstacles. The preferred minimum distance for existing facilities is 5m for state league, 4m for regional and 3m for local level facilities, however where new ovals are to be constructed it is encouraged that the higher run--off distance of 5m be provided where possible.



Appendix 5: IRSAD scores for all the suburbs within the City of Cockburn

City of Cockburn - Usual residence	
Area	**IRSAD index score**
North Coogee - Rottnest Island	1119.3
Leeming (part)	1092.6
Treeby	1091.0
North Lake	1083.8
Banjup	1070.4
Jandakot	1068.5
Aubin Grove	1068.4
Hammond Park	1061.7
Coogee	1053.3
Atwell	1041.7
Success	1035.8
Lake Coogee	1023.5
Beeliar	1022.0
Bibra Lake	1015.3
Cockburn Central	1012.9
Yangebup	986.8
Spearwood	971.1
Henderson - Munster - Wattleup	965.8
Hamilton Hill	961.2
South Lake	954.9
Coolbellup	951.9
City of Cockburn	1020.3
Greater Perth	1014.0
Perth South West metro region	1013.2



Appendix 6: Sport Space Utilisation – Davilak Park 5km Catchment

Winter Snap Shot

Beale Park (1km)				
Cockburn City Soccer Club	Wk 1	Wk 2	Wk 3	Wk 4
Monday	4.75	4.75	4.75	4.75
Tuesday	4.75	4.75	4.75	4.75
Wednesday	4.75	4.75	4.75	4.75
Thursday	4.75	4.75	4.75	4.75
Friday	4.75	4.75	5.25	4.75
Saturday	6	8	8	8
Sunday	8	8	8	8
Total	37.75	39.75	40.25	39.75
4 Wk Average	39.4			

Davilak Park				
Cockburn Cobras Football Club Cockburn Junior Football Club East Fremantle Football Club South Metro TAFE	Wk 1	Wk 2	Wk 3	Wk 4
Monday	4	4	4	4
Tuesday	2.5	2.5	2.5	2.5
Wednesday	6.5	2.5	2.5	2.5
Thursday	2.5	2.5	2.5	8
Friday	4	4.5	4	4
Saturday	9.5	9.5	9.5	9.5
Sunday	9.5	9.5	9.5	9.5
Total	38.5	35	34.5	40
4 Wk Average	37.0			

Edwards Reserve (4.3km)				
Southern Spirit Soccer Club Perth T20 Cricket League Fremantle Christian College	Wk 1	Wk 2	Wk 3	Wk 4
Monday	0	0	1	1
Tuesday	2	3	3	3
Wednesday	0	3	3	3
Thursday	2	8	7	8
Friday	0	6	6	0
Saturday	8	8	8	8
Sunday	8	8	8	8
Total	20	36	36	31
4 Wk Average	30.8			

Summer Snap Shot

Beale Park				
Cockburn City Soccer Club	Wk 1	Wk 2	Wk 3	Wk 4
Monday	4	4	4	4
Tuesday	4	4	4	4
Wednesday	4	4	4	4
Thursday	4	4	4	4
Friday	4	4	4	4
Saturday	5	5	5	5
Sunday	5	5	5	5
Total	30	30	30	30
4 Wk Average	30.0			



Davilak Park				
Cockburn Junior Cricket Club Cockburn Cricket Club Inc South Metropolitan TAFE	Wk 1	Wk 2	Wk 3	Wk 4
Monday	5	2.5	2.5	2.5
Tuesday	5.5	2.5	2.5	2.5
Wednesday	2.5	2.5	2.5	2.5
Thursday	2.5	2.5	2.5	2.5
Friday	2.5	2.5	2.5	2.5
Saturday	11.5	11.5	11.5	11.5
Sunday	11	11	11	11
Total	40.5	35	35	35
4 Wk Average	36.4			



Edwards Reserve				
Phoenix Park Little Athletics Cockburn Junior Cricket Club Cockburn Cricket Club Cockburn Cobras Football Club	Wk 1	Wk 2	Wk 3	Wk 4
Monday	2.5	2.5	4.5	4.5
Tuesday	3	3	3	3
Wednesday	2.5	2.5	4.5	4.5
Thursday	3	3	3	3
Friday	2.5	4.5	2.5	4.5
Saturday	11.5	11.5	11.5	11.5
Sunday	11.5	11.5	11.5	11.5
Total	36.5	38.5	40.5	42.5
4 Wk Average	39.5			



Enright Reserve (2.1km)				
Cockburn Cougars Softball Club	Wk 1	Wk 2	Wk 3	Wk 4
Monday	0	0	0	0
Tuesday	1.5	1.5	1.5	1.5
Wednesday	0	0	0	0
Thursday	2	2	3	2
Friday	0	0	0	0
Saturday	8	8	8	8
Sunday	12	12	12	12
Total	23.5	23.5	24.5	23.5
4 Wk Average	23.8			

Enright Reserve				
Cockburn Junior Cricket Club Cockburn Cricket Club Cockburn Cougars Softball Club	Wk 1	Wk 2	Wk 3	Wk 4
Monday	2.5	2.5	2.5	2.5
Tuesday	3.5	3.5	3.5	3.5
Wednesday	2.5	2.5	2.5	2.5
Thursday	5	5	5	5
Friday	2.5	2.5	2.5	2.5
Saturday	11.5	11.5	11.5	11.5
Sunday	11.5	11.5	11.5	11.5
Total	39	39	39	39
4 Wk Average	39.0			



Goodchild Park (2.2km)				
Phoenix Lacrosse Club	Wk 1	Wk 2	Wk 3	Wk 4
Monday	4	4	4	4
Tuesday	5	5	5	5
Wednesday	4.5	4.5	4.5	4.5
Thursday	4.5	4.5	4.5	4.5
Friday	5	5	5	5
Saturday	13.5	13.5	13.5	13.5
Sunday	10.5	10.5	10.5	10.5
Total	47	47	47	47
4 Wk Average	47.0			

Goodchild Park				
Cockburn Junior Cricket Club Cockburn Cricket Club	Wk 1	Wk 2	Wk 3	Wk 4
Monday	0	0	0	0
Tuesday	2.5	2.5	2.5	2.5
Wednesday	2.5	2.5	2.5	6
Thursday	2.5	2.5	2.5	2.5
Friday	0	0	0	0
Saturday	11.5	11.5	11.5	11.5
Sunday	11.5	11.5	11.5	11.5
Total	30.5	30.5	30.5	34
4 Wk Average	31.4			

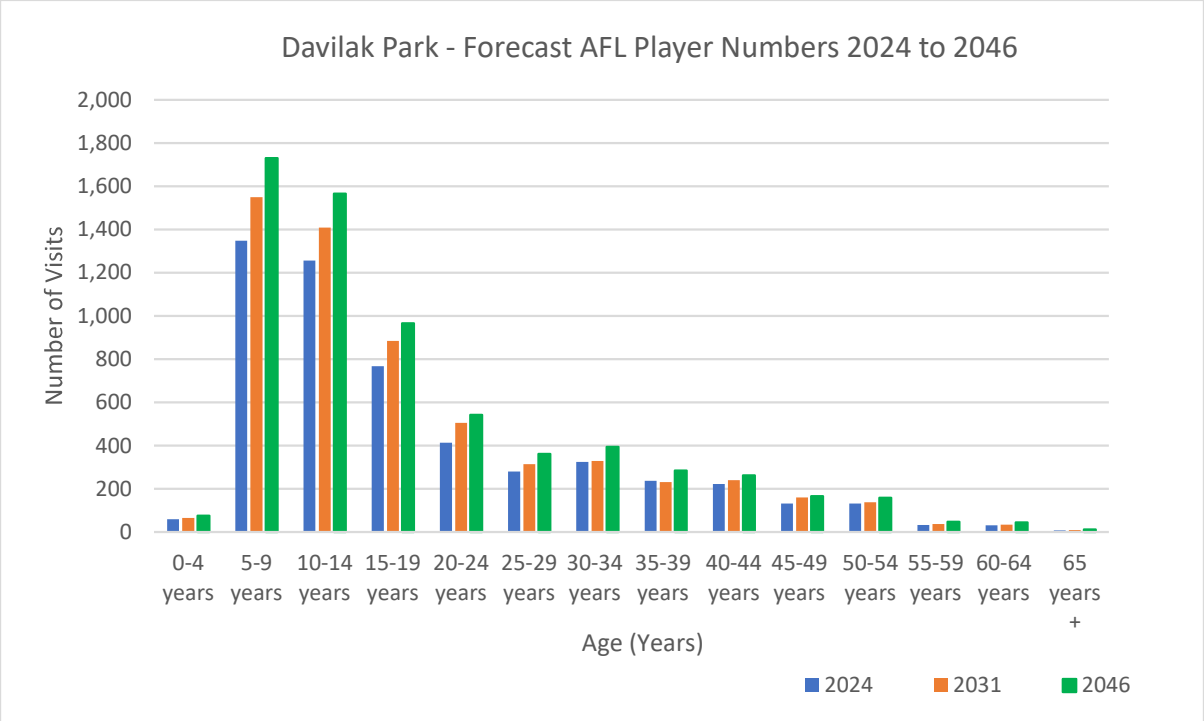


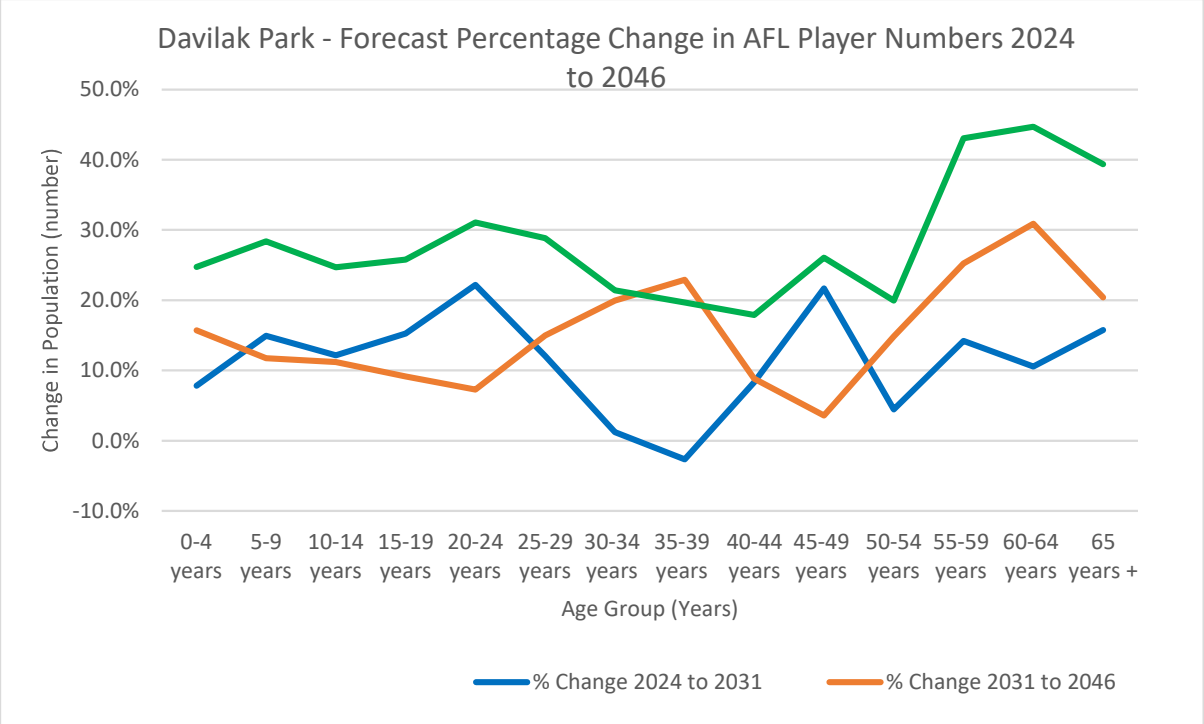
Tempest Park (4.7km)				
Coolbellup Amateur Football Club	Wk 1	Wk 2	Wk 3	Wk 4
Monday	3	3	3	3
Tuesday	3	3	3	3
Wednesday	3	3	3	3
Thursday	3	3	3	3
Friday	0	0	0	0
Saturday	9.5	9.5	9.5	9.5
Sunday	0	0	0	0
Total	21.5	21.5	21.5	21.5
4 Wk Average	21.5			

Tempest Park				
Phoenix Cricket Club Phoenix Beeliar Junior Cricket Club	Wk 1	Wk 2	Wk 3	Wk 4
Monday	0	0	0	0
Tuesday	4	4	4	4
Wednesday	0	0	0	0
Thursday	4	4	4	4
Friday	0	0	0	0
Saturday	10	10	10	10
Sunday	10	10	10	10
Total	28	28	28	28
4 Wk Average	28.0			



Appendix 7: AFL and Cricket Demand Model Summaries





Appendix 11: Davilak Park Re-development Risk Assessment

City of Cockburn

Risk Assessment – Davilak Park Re-development

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

Risk Category	Risk Description	Likelihood Range	Mitigation Strategies
Finance	Failing to secure adequate funding	Moderate	• Funding strategy aligning with government funding programs • Integrate with a long-term financial plan
	Unforeseen building problems/budget exceeded/project delayed/lack of available materials/delay in obtaining approvals/changing scope	Likely	• Obtain new cost estimates when beginning the project • Undertake early assessments of design and construction work based on previous knowledge • Detailed definition of project • Cost estimates include an allowance for abnormal market conditions tested by a qualified quantity surveyor • Change management process to be developed and implemented to avoid scope change impacting the budget
	Operational costs higher than expected	Possible	• Adequate research to ensure costs are forecasted accurately
Reputation	Public liability and/or professional negligence including contractors	Unlikely	• Implement existing City's procurement and project management procedures and policies. • Ensure contractor validation processes are in place.
	Stakeholders engagement derailed/poor public image	Unlikely	• Stakeholder Consultation framework/detailed communication plan • Community stakeholder representatives included on the project working group. • City senior staff member(s) included on the project working group. • Stakeholder consultation process • Detailed design and review process

Governance	Insufficient responses to tender/quality contractors not available/contractor of choice refuse terms and conditions	Moderate	• Start the tender process early to allow time to receive responses and the successful tenderer to prepare their resources • Ongoing market testing • Utilisation of construction firms from the City and employment of local contractors and workers.
	Builder abandons project	Rare	• Alternative tenders
	The contractor goes out of business/unable to source adequate equipment or labour and the project is delayed	Moderate	• Due diligence to ensure the contractor has the resources/experience/financial resources to complete the project • Appropriate penalties in place for delay • Develop contingency plans and ensure contractors provide contingencies • The contractor provides a detailed schedule of works
Organisational	Lack of internal resources/departure of project management staff	Moderate	• Regular review/share of information • Include contingencies in the project plan • Project Manager has the experience to oversee the delivery of the project • Staff kept well informed of the project during design and construction
	Procurement process not upheld	Unlikely	• All staff undertake procurement training
	Change in the long term strategic intent of the City and key stakeholders	Unlikely	• Ensure the project is well justified • Planning has been completed to inform the Corporate Business Plan and relevant asset management and infrastructure planning
	Finished product is of poor quality/does not meet sporting code specifications	Possible	• Hold points to ensure works meet specification and expected quality • Ensure design architect is familiar with required building and program/service code specifications

Environmental	Noise/dust from construction works	Likely / Moderate	• Notify customers and user groups and plan around peak periods. • Tender to provide management plans that detail control measures • LGA Health/Compliance Officers monitors delivery
	Known environmental constraints are not addressed (i.e. Tree Removal, Wildlife Habitat)	Moderate	• Set aside money to investigate and determine critical environmental considerations

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