

Wynyard Sports and Community Precinct Master Plan



**HM Leisure Planning
Inspiring Place
Suters Architects**

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1

Study Purpose

1.1 Introduction

Waratah-Wynyard Council in conjunction with the Wynyard sporting community, have identified the opportunity to create a new, dynamic community and sports precinct in the Wynyard town centre. The opportunity exists to take an integrated approach to the redevelopment of several existing facilities and to provide new facilities. The initiative would build on the provision already made by the High School, the town's main sports oval, the Bowls Club, and the indoor stadia. It would seek to better integrate and service these facilities and could add a range of further indoor and outdoor facilities. The potential also exists to develop a new RSL venue as an integral part of a new multi-use venue.

The facilities which are the subject of investigation are shown on the following page.

Council has recognized that significant benefits could flow from an integrated approach with this having positive outcomes for user clubs and groups, Wynyard High School, service clubs and the community in general. As the proposed sports precinct is located close to the Wynyard town centre, spin-off benefits to the CBD economy and to the quality and attractiveness of the town and linkages and access are also possible.

Significantly, the proposal for an integrated sporting and community precinct reflects the growing trend across Australia to co-locate a range of sporting, community and social facilities to maximize the returns on investment, to save the duplication of infrastructure, and to provide a more diverse mix of leisure and recreation opportunities.

In the light of the above, the **aim** of the present study is to prepare a master plan for the precinct which:

- Optimises the integration of the existing resources to create an attractive, multi-user community sporting and recreation hub
- Allows a smooth transition from school to community participation in sporting activities
- Provides for the incorporation of new activities and uses and thereby attracts greater community participation in sporting and recreation activities
- Enhances the opportunities for community use of the facilities and of the wider precinct
- Offers the potential to develop indoor and outdoor activities beyond sports, and
- Strengthens the financial viability of the various precinct components through servicing efficiencies, sharing, and a greater capacity to attract financial grants and sponsorships while at the same time achieving strong social and community development outcomes.



Key existing components of the proposed sports precinct

1.2 Study Stages

The planning study has been undertaken in 6 stages. These are outlined below.

Stage 1: Needs and Opportunities Assessment

- 1.1 Review of background material: past reports, demographics, leisure provision trends
- 1.2 Briefing and site visit with Council staff to evaluate the present assets and to evaluate *new* development opportunities in the light of recent trends in the provision of community hubs, and community wellbeing and social activity venues
- 1.3 Meet with key user groups and other relevant organisations

- 1.4 Run an ideas and opportunities workshop with the key stakeholders to identify development proposals
- 1.5 Conduct a survey of all relevant groups re assets, needs and priorities for action

Stage 2: Draft Precinct Master Plan Design

- 2.1 Assess the condition of the existing buildings and their capacity for further development
- 2.2 Identify an initial set of options for the master planning of the overall precinct
- 2.3 Meet with Council staff to present initial options

Stage 3: Building Designs and Precinct Master Plan Costs

- 3.1 Collate and review user group survey findings
- 3.2 Determine the preferred mix of building components to be provided in the precinct
- 3.3 Prepare draft building designs in keeping with the draft master plan for the overall precinct
- 3.4 Present the draft master plan for the overall precinct and building designs to Council for review and to all relevant user and wider groups. Revise as appropriate
- 3.5 Prepare revised and costed precinct master plan and building designs

Stage 4: Management

- 4.1 Review and evaluate the management arrangements at existing community-access recreation and community facilities in Wynyard
- 4.2 Prepare an outline of other management models used by community and sporting facilities and the indicative cost of each for review and discussion with Council
- 4.3 Prepare details on a preferred management approach, indicative costs and as appropriate, a transition process to the preferred model

Stage 5: Maintenance and Operational Costs

- 5.1 Assess the on-going operational costs of running any proposed new or updated/expanded facilities and prepare estimates of utilities and services costs
- 5.2 Provide indicative data on venue maintenance costs
- 5.3 Use data from existing Council venues to establish a appropriate set of fees and charges for a redeveloped or new venue
- 5.4 Generate an indicative schedule of use derived from the survey of potential user groups to allow calculation of the potential financial outcomes

Stage 6: Reporting

- 6.1 Preparation of a full report detailing the findings of all Stages of the research

- 6.2 Preparation of a concise “action plan” with a summary of the key findings, design and development recommendations, funding strategies, the recommended management approach, and priorities for action.

The findings of each of these stages are presented in the following sections of this report.

2

The Planning Context

2.1 Introduction

A number of issues need to be considered when assessing the opportunities for developing a sporting precinct focused on the existing sporting facilities and related venues in Wynyard. These include past research findings, the demographics of the Wynyard community, trends in the provision of sporting, recreation and community facilities and most importantly, the needs of the community. The first of these issues, the findings of past research, is reviewed in this Chapter of the report. Chapter 3 reviews the demographics of the Wynyard community and trends in the provision of sporting, recreation and community facilities while Chapter 4 turns to the needs of the community, as they relate to the proposed sporting and community precinct.

2.2 Past Reports

The Waratah- Wynyard Council and the sporting, recreation and educational bodies associated with the facilities in the area being considered for development as a sporting precinct together with the High School and the Wynyard Ex-Servicemen's and Citizens Club have been active in pursuing the concept of a sports precinct over a number of years. To this end, several studies and reports have been prepared on the topic. There are reviewed below.

2.2.1 Waratah-Wynyard Council Project

This report was prepared by Quality Active Program through funding from the Office of Sport and Recreation and the Cradle Coast Authority in June 2002.

The goals of the project were to increase the Use of the Wynyard Sports Centre and to identify future directions to encourage greater use of the Centre.

The study was commissioned due to concerns regarding the low use of the sports hall, especially through the day. The study found that only one non-sporting group used the Centre. The main reasons for low use, compared to soon after its opening in 1969 when "stories were told of games regularly going on until the early hours of the morning", were:

- Construction of indoor court facilities at the High School'
- A new indoor venue in Somerset, 10 minutes away
- Population decline in Wynyard

- Difficulties in would-be users getting information regarding cost, availability and booking procedures
- The lack of any marketing of the venue to other sports and in particular, non-sports.

The report provided a number of recommendations relating to marketing, centralised bookings, the promotion of the Centre to a wider range of user groups across different abilities and ages, and the encouragement of commercial programmed use. However, few of these recommendations have direct relevance to the present study in that they reflect programming, access and use issues rather than building development initiatives. Two recommendations which can be seen as leading to the present study were those to change the name of the venue so that "sports" was replaced with something which attracted a wider clientele and the proposal to market the tennis, squash and indoor sports hall as one facility. The extent to which this has occurred is unclear.

Of concern to the present study, is the continuing low and quite narrow use of the Centre, a fact that does not argue strongly for additional court provision, although it is recognised that this would allow higher standards and levels of competition to be played.

2.2.2 Waratah Wynyard Council. Sport and Recreation Review. Current Situation Analysis, 2009

This report was prepared for Council by Collins Anderson Management in February 2009 as part of a wider recreation planning program. The report provided a list of pertinent reports; an outline of the methodology used in the wider study; a review of the demographics of the Council; an overview of recent trends in factors impacting on recreation participation and of recent Australian participation data; a summary of a program of stakeholder consultations; a recreation facilities inventory, and a set of strategic directions.

With regard to recreation participation in Waratah-Wynyard Council, the report concluded that:

- "popular recreation and sport activities in the Waratah Wynyard Region include recreational fishing, soccer, netball, Australian Rules Football, tennis and golf"
- "it would appear that Waratah Wynyard generally has the facilities to support these traditional activities (with the exception of indoor swimming) although the quality of the facilities requires attention"
- "...supporting programs and ongoing provision and maintenance of sport and recreation facilities is paramount to maintaining and increasing participation in these activities", and
- "...infrastructure to support unstructured activities such as swimming, walkways, playgrounds and open space may require increased investment to maintain and support participation" (p. 13)

On the topic of the demographics of the Council, the report concluded that "although there is only a minimal (population) decline projected Waratah Wynyard has a higher than average aged population, average younger population and a lower than average working aged population when compared to the national average. This is likely to have direct effect

on the demand for passive social, sport and recreation opportunities, playgrounds, junior sports, sports for adults" (p. 27). However, the nature or implications of the "direct effect" to provision priorities was not explained. Further, the report concluded that "the older than average population of the region, coupled with the large percentage of couple families across the region is likely to increase demand for recreational facilities that cater for families and older people" (p. 27). This latter conclusion suggests a strong need to diversify the traditional sporting uses of the facilities in the sports precinct area if wider use is to be generated.

The program of community consultations identified a number of the opportunities for enhancing sport and recreation provision in the Council area which are pertinent to the present study. These were:

- A centralised, consolidated Wynyard sports precinct (e.g. hosting major events, shared administration, management and costs, access to other sporting opportunities, attracting funding)
- Increased utilisation of Wynyard High School facilities for the wider community (gymnasium / indoor court, stage, function room, grass sports fields)
- Assist smaller clubs with shared administrative services, and
- Precinct planning (master plans) for significant areas of open space and recreation and sporting facilities (p. 30)

These opportunities can and are being pursued through the present study.

Further to the above, a survey was conducted with sporting and recreation groups across the Council. The responses to the idea of a Wynyard sporting precinct were summarised as follows:

- Most respondents rated the importance of the sports and recreation precinct as very high or high (80%) with the remainder rating it of low importance (15%)
- Perceived benefits from the precinct included: economies of scale, additional or upgraded facilities, increased participation and amalgamation of sports into one area of operation
- The perceived downside included: Loss of ownership, loss of availability, security, equity, limited gain from the facilities due to location, inability to attract funding, health and safety or sink costs (?) to bring school grounds up to a suitable standard (drainage, surface quality and size of grassy areas) and loss of club identity. (p. 52)

Specific questions in relation to the sports precinct concept and the findings, as recorded in the Collins Anderson report are recorded verbatim in the Appendices and a number of the key ideas are summarised below:

Primary Benefits of a Sports and Recreation Precinct

Efficiency gains/ economies of scale/streamlined administration; better participation and social environment; more flexibility of use; capacity to attract larger and higher standard events; better management (can be afforded); development of junior standards; keep local talent in Wynyard; minimise overheads / volunteer requirements; parking availability; would encourage school use; child care would be possible and viable; flow-on effect between uses; new facilities would be achieved; bar and function facilities; attractive to sponsors

Negative Issues re a Sports and Recreation Precinct

Internal security of school building; loss of "ownership"; possible loss of the use of clubs rooms; possible loss of identity; safety of children; less funding for other community facilities;

combination/conflict of adult activities amongst children's venues; potential for lower cleanliness standards evolving; loss of social aspect and funding from club bars

Facilities Wanted

Bar; gym; parking; club activity spaces; an additional indoor sports court; office areas; storage; indoor sports training area(s); large function centre/conference centre; meeting rooms; hockey and soccer grounds; indoor pool; change rooms; club rooms; full sized ovals; spectator areas; parking; function room(s) with bar; plexipave tennis courts (3), and canteen.

It is evident from the Collins Anderson survey findings that many people in the Wynyard sporting community and in the wider community saw a number of benefits flowing from the development of a sporting and community precinct. Perhaps the most significant were the economies of scale, the potential to improve management and programming and the ability to attract far wider community use and involvement. Similar projects in other communities –such as Penguin—endorse these views.

It is also evident, however, that some community members had a number of reservations, with these focusing on a loss of identity, of income, of independence and of ownership. Concerns were also expressed regarding the potential for conflict between adult and children's activities. These issues do not have to arise as exclusive use zones and times can readily be established and good management and programming can be used to separate uses which it would be inappropriate to mix. While ownership would be shared, this can be done in a manner which does not hamper the activities of individual groups. It is probable that the funding and income mix *would* be different, but not necessarily, depending on the management arrangements put in place. However, there would also be opportunities for other funding sources to be tapped and for some previously significant expenses to be passed to a wider community and sports base.

With regard to the mix of facilities which were proposed, the list focused on new or additional indoor sports facilities and significantly, a number of club and community-focused spaces for club activities, functions, conferences and social uses.

Overall, the Collins Anderson Management survey findings gave strong support to the concept of a sports and community precinct and activities hub but also raised a number of issues on financial management, club independence, the separation of users, management and maintenance. These are understandable concerns and will need to be resolved to the satisfaction of all parties if the project is to proceed effectively. Most should be able to be addressed through design and management arrangements and these are returned to later in this report.

Finally, Appendix A of the Collins Anderson Management report provided a "strategic summary", covering the key recommendations of the study. Those pertinent to the present project, with specific suggested actions in italics, were:

- Establish protocols and policies to encourage cooperation between Stakeholders (community, sport and recreation organisations, other Government spheres, non-profits, Local Governments in the region) when planning the development of new or upgrading existing facilities

- Encourage joint venture development of recreation facilities between Federal, State and Local Government, sport and recreation clubs and associations and commercial groups. *Explore opportunities to increase utilisation of Wynyard High School facilities*
- Introduce incentives to encourage sharing between sport and recreation clubs, organisations and associations. *Investigate incentives to encourage sharing of facilities between sport and recreation clubs*
- Increase the use of the Wynyard Sports and Recreation Precinct throughout the community

Identify Future Directions that encourage greater use of Sports and Recreation Precinct

Develop concept of Sports and Recreations Precinct (this may involve central boundaries and satellite facilities, e.g. equestrian, walking tracks and entrenched facilities) Precinct planning (master plans) for significant areas of open space, sport and recreation facilities

Communicate with all existing user groups and other stakeholders

Create use friendly hire process and procedures

Cater for those with disabilities

Advertise availability of the facilities, regularly.

These recommendations provide a clear direction for both design and management elements of the present study and will be addressed in this report.

2.2.3 Waratah Wynyard Council. Sport and Recreation Review, 2009

The Waratah Wynyard Council. Sport and Recreation Review report was also completed by Collins Anderson Management and was presented in draft form in March 2009. This report provided a policy and directions for Council with particular respect the development of sport and recreation facilities and their management.

The report reiterated the provision and management needs identified in the previous report and proposed a hierarchy of recreational provision (p. 10-11). In the view of the authors of the present report, the hierarchy appropriately placed the proposed sporting and community precinct as a "nesting" of each of *state*, *regional* and *local*, although we suggest that another level, *municipal*, might usefully be placed between the regional and local levels. It also defined the Recreation Reserve as *regional*, while squash and bowls were defined as *local*.

On the issue of facilities funding, the report proposes a two-tiered approach, with a Council-manager-user partnership approach to funding fund risk management, playing surface, infrastructure, amenities and commercially-focused infrastructure and managers/users funding maintenance, minor upgrades and spectator needs.

Regarding management, the report proposed the formation of a Sport and Recreation Advisory Group with venue-based (as opposed to activity-based) membership. The intent of this proposal was to "ensure a more consolidated approach to" issues such as planning and development, asset and risk management and marketing. No specific details were

provided which are relevant to the level of the proposed precinct, which is the subject of the present study.

Page 19 and following provided a series of "strategic directions and recommended actions". These appear to be quite sound and are endorsed by the present study. Surprisingly, however, the recommended actions make no mention of the concept of sporting and community precincts or of the specific Wynyard proposal, despite the detailed analysis of community and sporting responses to it in the earlier associated report.

2.2.4 Wynyard Sports Precinct Work Plan

This recent report was prepared by Council officers to provide an overview and framework for the development of a sports and community precinct focused on the recreation reserve, indoor stadium, school and other related facilities and open space in central Wynyard.

The introduction to the report stated:

Council is pursuing a more holistic and strategic approach to providing access to sporting facilities within Wynyard. The 'Wynyard Sports Precinct' presents an opportunity to provide a more sustainable long-term solution for access to, and participation in, local sport and recreation. The benefits of a centrally located precinct are many, and are not limited to Council alone – sporting clubs and the community will be the major beneficiaries of any such project.

The project represents a unique opportunity to consolidate sports facilities and grounds within the Wynyard area. A comprehensive suite of sports facilities, clubs and infrastructure, located in the proposed precinct around the Jenner Street / Austin Street area would create a centrally located and accessible sporting hub for the Wynyard area. The opportunities created by the establishment of such a precinct are both significant and numerous.

The proposed location for the precinct will enable a core of existing facilities and grounds to be capitalised on. The facilities and grounds in and around Wynyard High School; the Austin Street tennis courts, squash courts, stadium and band rooms; the Premier Oval and cricket ground; and the bowls club represent the majority of Wynyard's existing sports infrastructure within an already connected area. The area is ideally suited to the development of a sports precinct; with the ability to expand and cater for additional sports by maximising use of existing facilities and grounds, further developing existing facilities, establishing new facilities and providing associated infrastructure to meet increased demand.

The report spells out the advantages of developing a sports precinct, these including:

- Efficiency in funding and maintaining a single consolidated sports site
- New and improved facilities offering greater amenity and capacity
- New and improved facilities attracting and catering for larger crowds and major events and matches
- Facilitating continued participation in sports by students after they leave school
- Improved securing of sponsorship at a central site which caters for a range of sports and other activities and which attracts a greater number of spectators and community members, and
- Increased public awareness and access.

The report outlined the stages of planning needed to achieve a sports precinct and presented a listing of *possible* elements for inclusion in the precinct. These were:

- Public toilet facilities
- Expanded car parking
- Closing off the section of Austin Street
- Second sports stadium
- Indoor aquatic centre
- Redeveloped football clubrooms – multi-purpose function centre, and
- Integration with under-used High School facilities.

The remainder of the report provided a framework for the present study in terms of the consultations program needed and the program of developing a precinct master plan.

2.3 Past Reports: Summary

It is evident from the foregoing that the concept of a sports precinct in Wynyard building on a range of existing facilities, has been under review and discussion for some time. It is also evident that there is quite considerable support for the proposal amongst sporting clubs although several have concerns regarding their independence, their financial position as part of such a precinct and regarding several management issues.

The proposal is timely given the need for upgrading and expansion of a number of existing sporting facilities in Wynyard. The concept is also *of the times*. Councils and governments at all levels are increasingly looking to co-locate a wide range of community services and programs as a means of:

- Avoiding the costly duplication of infrastructure and support services
- Developing a “package” of opportunities which meet the needs of a far wider cross-section of the community
- Strengthening the service and financial viability of what is provided by attracting a far larger and more diverse section of the community, and
- Justifying the employment of professional staff.

As such, the ideas and proposals contained in the reports warrant strong support and action although they can be taken several steps further: first, rather than developing just a sports precinct, efforts should be made to develop a sports *and community* precinct so that the community can use and enjoy a range of *other* facilities, *as well as* sporting opportunities. Several examples are reviewed in the following chapter. Second, as well as enhancing and integrating the existing facilities, efforts should be made to consolidate other facilities, programs and services into the precinct as opportunities arise. These might include facilities/programs which might otherwise have been provided elsewhere in Wynyard as well as renewal projects. In the latter case, rather than rebuild existing services and facilities elsewhere in Wynyard when the time comes for their renewal, an assessment should be made as to whether they can be integrated into the precinct.

3

Demographics and Leisure Trends: Implications

3.1 Introduction

The provision of leisure and recreation opportunities does not occur in a vacuum: rather, what is provided must reflect the nature and capacities of the community to be served and should also reflect trends in recreational interests and provision styles if what is provided is to be attractive to the community. In the light of this, the present chapter reviews a number of key demographic characteristics of the Wynyard community before turning to a review of several key trends in the provision of recreation opportunities.

3.2 The Demographics of Waratah-Wynyard

The leisure and recreation activities pursued by any community are a strong reflection of the history and nature of that community. A community with a significant number of new young families with children will pursue quite different activities to one which has changed little over the years, or one which has a diverse mix of residents from different cultural backgrounds.

The following paragraphs look briefly at a number of features of the demographics of the Council area and of Wynyard and assess the possible implications to the development and operation of a sports and community precinct in the town. The data is drawn first, from the Collins Anderson Management (hereafter referred to as CAM) report, *Waratah Wynyard Council. Sport and Recreation Review. Current Situation Analysis*, (Feb 2009) which addresses the position across the Council as a whole and from the 2006 Australian Bureau of Statistics (ABS) Census for Wynyard township.

3.2.1 Population Size

The CAM report indicated that the Council population was projected to fall to as low as somewhere between 12,154 –in the “worst case” scenario) and 13,369 by 2021 from a 1999 level of 13,903. However, these figures differ from those published by the ABS for the 2001 and 2006 Census’. In 2001, 13,067 residents were recorded in the Waratah-Wynyard Council and this had grown to 13,411 by 2006 –an increase of 2.6 percent.

With regard to the Wynyard “urban centre/locality”, the ABS Census for 2001 reported that the area had 4,621 residents. This grew to 4,812 by the 2006 Census (an increase of 4.1 percent. There were 5,706 residents in the township and the surrounding rural areas in 2006.

The data on population size indicate that despite earlier predictions, the Council population is presently not in decline although there was some decline prior to 2001. Both the Council and Wynyard populations grew over the 2001-2006 period. This is positive as it means that the size of the community available to support leisure and recreation facilities is growing. That said, the population is not large and as a result, it cannot be expected to be able to support an extensive or comprehensive range of recreation and leisure opportunities. When participation surveys show that no more than one or two sports attract over 10 percent of the population, this means that there will always be small numbers of participants to support the facilities which are provided. To illustrate, the 2001 *North West Tasmania Participation in Sport and Recreation Activities* survey conducted by the State government showed that swimming attracted 16.8 percent of the Waratah-Wynyard population, golf 14 percent, and aerobics 12.3 percent. All other sports were pursued by well less than 10 percent of the population. On a population basis, this meant that the three top activities were attracting around 960, 800 and 700 Wynyard residents each – which is not a lot of people on which to base the provision of quite expensive facilities.

Further to the above, the fact that Burnie, with around 18,000 residents, is only a short drive away, means that another supplier can readily compete with Wynyard. In the light of this, care must be taken to match provision with demand so that the Council does not end up with costly, loss-making facilities. It also means that when provision is made, a significant effort must be put into:

- Developing facilities which will support a diverse range of uses rather than just one use or one user group, and
- Managing, programming and promoting that provision so that the optimum use is achieved and costs are minimised.

3.2.2 The Age Distribution of the Population

The 2006 Census indicated that the Wynyard township and surrounds population was distributed across all age groups but that overall, there was a greater concentration of residents of 55 years and over when compared with Tasmania as a whole, which itself, had a population with a greater proportion of older residents than Australia as a whole. The data for Wynyard and Tasmania are shown in Table 3.1.

Age Group	Number	Percent	Tasmania	Percent
0-4 years	295	5.2	28,663	6.0
5-14 years	811	14.2	65,359	13.7
15-24 years	691	12.1	61,768	13.0
25-54 years	2,095	36.7	190,969	40.1
55-64 years	734	12.9	58,581	12.3
65 years and over	1,080	18.9	71,141	14.9
Totals	5,706	100.0	476,481	100.0

Table 3.1: The age distribution of the population of Wynyard township and surrounds, 2006

The key points of relevance to a sporting and community precinct in Wynyard emerging from the data in Table 3.1 are:

- There were only 1,106 children and young teenagers in the community, with these only accounting for 19.4 percent of the total population
- There were only 691 residents in the 15-24 years group, a key age group during which people commit to involvement in sporting pursuits
- There were 2,095 family-age adults –or essentially, twice as many in this group as there were children
- There was essentially the same number of residents *over* 64 years of age as there was of 14 years and less, and
- There was a substantially greater percentage of residents in the older age groups than for Tasmania as a whole: 31.8% aged 55 years + vs 27.2%).

These figures again indicate that the number of people of the age when there is a high commitment to sports is quite low as a proportion of the total population while the number of older non-competing residents is high, and almost certainly, growing as a proportion of the total. These conclusions are supported by the fact that the median age of Wynyard residents at the 2006 Census was 42 years while the Tasmanian figure was 39 years and the Australian figure was 37 years. This suggests that to ensure the viability of the overall project, any provision made at the proposed sports precinct should be able to attract and accommodate a range of other non-sporting activities across all age groups in the community.

3.2.3 The Cultural Mix of the Population

Unlike many parts of Australia, Wynyard has not had a strong influx of new immigrant communities over recent decades. The 2006 Census indicated that of the 5,706 residents in Wynyard township and its surrounds, only 9.4 percent were born overseas whereas the Tasmanian figure was 10.6 percent and the national figure was 22.2 percent. Further, of those born overseas, the vast majority were from the United Kingdom and other European countries. Elsewhere in Australia, as much as 50 percent of the population was born overseas while substantial portions were from non-English speaking and non-Anglo-Saxon countries.

Residents from non-English speaking and non-Anglo-Saxon countries often have quite different leisure and recreation interests and needs and do not want to pursue traditional mainstream sports. As a result, they are both lost as supporters and participants and also require alternate provision to be made for them. While alternate provision leads to a greater diversity of opportunities in larger towns and districts, in small communities such as Wynyard, it could further reduce the viability of what is provided.

This does not mean that only traditional sporting and recreation opportunities should be provided as there will be a small number of residents and often quite large numbers of visitors and tourists from different cultural backgrounds. What it *does* mean however, is that when new and upgraded facilities are developed, they should have the capacity to be used for a *range* of activities rather than being designed to accommodate only traditional leisure and sporting pursuits.

3.2.4 Employment

The 2006 Census indicated that of the 5,706 residents in Wynyard township and its surrounds, only 1,290 were employed full time while another 670 were employed part time. By comparison, 200 people were unemployed (50% higher than the national average), and 2,103 people were not in the labour force. These figures have strong implications to both the cost of provision –as people who are not working have a lesser capacity to afford recreation opportunities—and to when facilities should be made available. Older, unemployed or retired residents often prefer daytime activities rather than evening pursuits, and as such, to attract these people as users, daytime opening and daytime activities are important.

The employment data for Wynyard show that that the 2006 Census, the dominant occupations were in the categories of Technicians and Trades Workers (16.2%), Labourers (14.1%), Community and Personal Service Workers (12.5%) and Clerical and Administrative Workers (12.2%). All except the last category were well above national levels indicating a generally less educated community with, therefore, generally lower incomes and a lower capacity to afford expensive recreational opportunities. In general, this can be taken as indicating that the Wynyard community will have a lower capacity to pay both the capital cost of new provision and the user fees for that provision.

3.2.5 Income

Research has shown that the higher the income of a community, the greater the amounts it spends on recreational opportunities. In the light of this, the 2006 Census suggests that the capacity of the Wynyard community to spend on recreation will be quite constrained. The Census showed that the median individual income was \$348 per week compared with the Tasmanian median of \$398 and an Australian average of \$466.

Similarly, the median household income in Wynyard was \$909 per week, in Tasmania it was \$1,032 and across Australia, it was \$1,171 per week. Incomes which are 10-15 percent lower than the state and national medians mean a lesser capacity for discretionary spending and less expenditure on recreation. As with the occupational information, these data mean a lower capacity in the community to pay for either the capital cost of provision or user fees.

3.2.6 Family Make-up

Not surprisingly, people recreate quite differently depending on the make-up of their family. Families with children generally pursue quite a different mix of activities when compared with families without children –especially if those families are “empty nesters” and older members of the community. Similarly, lone person households and single parent households are frequently found to pursue a quite different mix of activities, this often being because many activities cannot be pursued alone or because time and financial constraints mean that involvement is simply not possible.

As a broad generalisation, families with children tend to take part in more active and sporting pursuits while families without children pursue more social, cultural and non-

competitive activities. Because of the time and financial constraints noted above, members of sole person households and single parent households are generally quite constrained in what they do.

At the 2006 Census, there were only 582 families with children (or 37% of all families) in Wynyard township and the immediate surrounds, compared with 41 percent in Tasmania and 45 percent nationally. Another 691 families (or 44%) had no children (versus 40% and 37% in Tasmania and Australia respectively), 667 or 29 percent were lone person households (5% and 7% respectively above the Tasmanian and Australian rates) and finally, 287 or 18 percent were single parent families, a figure which was just above the Tasmanian and Australian rates.

The above family make-up figures could be expected to reduce community participation in sporting activities in Wynyard as there were significant levels of families with no children, and a combined total of 47 percent of all households either had only one resident or one parent. Such figures depress demand, the capacity to pay for recreation opportunities and the availability of time to pursue them.

3.2.7 Demographics: Overview

Although the conclusions cannot be treated as definitive, the review of a number of key features of the Wynyard township population suggests that most of the characteristics assessed will impose constraints on the levels of participation in sporting activities by the Wynyard community. The review also suggests that these constraints will increase in future years with the small population size, ageing, income and family make-up being particularly influential in depressing demand. Only the cultural mix of the community could be said to place few limitations on recreational involvement.

The implications of these influences are first, that substantial efforts will need to be made to encourage participation in the existing sporting activities so they remain viable from both a membership and financial perspective. The initiatives recommended in the 2002 report reviewed in the previous Chapter, should be revisited and where appropriate, reactivated. Second, it will be essential to ensure that when facilities are *upgraded* or *new* provision is made, action is taken to ensure that these are of a design and standard which allows their use for as wide as possible a range of *additional* uses and by *other* community members. If this approach is not taken, the capacity to first provide the core elements of a community sports precinct and second to maintain it in a viable operational state will be threatened.

3.3 Leisure and Recreation Provision Trends

A wide range of changes have occurred in sport and recreation provision and participation over recent decades and a number of these are relevant to the present project. These and their implications are briefly reviewed in the following paragraphs.

- **Integrated co-location and sharing.** As has already been recognised by the Waratah-Wynyard Council and the Wynyard community, bringing a range of different uses and users together at one integrated site enables significant cost savings to be achieved and allows a more professional approach to management, maintenance and programming. It ensures that facilities are used to their optimum rather than being locked up for most of the week when not in use by the owning group. It also helps to attract a wider clientele and thereby enhances financial and operational viability.

The scope of what is shared is only constrained by the needs that have been identified. Similar projects elsewhere in Tasmania and around Australia are bringing together a diverse mix of facilities and programs, depending on the needs of each particular community. Examples include libraries and aquatic venues together; a local doctor practice, pharmacy, school dental service, private fitness instructor, community gardens, meeting rooms, sports training and cafe adjacent to sports grounds in another project, and neighbourhood house, seniors, meeting rooms, dance studio, cricket club rooms, creche, kinder and community kitchen in another.

The Penguin Sports Club, attests to the positive outcomes which can be achieved as it provides club, social, dining, bar and storage areas for three resident clubs/associations and a "home base" for a wide cross-section of other local sports

- **Consolidation.** Consolidation can occur along with co-location or it can be a continuing follow-on from it. Consolidation entails progressively eliminating single, stand-alone club and group facilities as they age and need renewal. The process brings the user groups into an integrated venue as a means of offering them a better home in future and as a means of further strengthening the integrated venue
- **Partnerships.** Local government has realised that it is not, and does not need to be the only provider of leisure and sporting opportunities. While it has long worked with other community groups, it is only recently that wider opportunities have been pursued: with schools, with private and not-for-profit bodies and with commercial agencies.

To their credit, Waratah-Wynyard Council and the Wynyard community have worked together over many years in the development of community facilities. However, these have generally been on Council or Crown land. The present project offers the opportunity for a close liaison with the High School in the development, servicing and use of school sports fields as well as wider community facilities. It also offers the opportunity to bring in a major Wynyard services club –the RSL— and potentially, commercial and medically-based health and fitness providers, health workers and others. Some of these might become involved as fully development partners, others as permanent tenants and others as sessional users of sections of the venue

- **Quality.** Increasingly, the community is looking for and willing to pay for quality leisure services. If what they want to use is not of a sufficient standard, they will go elsewhere. This means that new and upgraded provision must be of a good and appropriate quality if it is to be successful
- **Diversity of opportunity.** With an ever-widening array of recreation activities available to it, community members are increasingly reluctant to commit to just one or two pursuits. While they may have "core" interests and passions, residents also want to explore other leisure opportunities. Venues which can provide a diversity of activities –often of short duration and involving a limited "commitment"—will attract and retain community support
- **Timing.** The community has changed the way it uses its time. Job sharing, nine day fortnights, 10 days on-ten days off, weekend shopping, late night closing, distance education, national sporting leagues and championships, and on the job training and early retirement have all meant that the tradition of weekend sports has been broken down. In

many communities, more sport is now played on week nights than on Saturdays; in others, the football oval, once the home of major games and major crowds, is now simply the training ground for a team playing all its matches at a regional ground in another town. Young mothers and retirees want week day programs while business people want evening opportunities as they need to work on weekends. Thus, unless facilities are opened and programmed across a wide range of timeslots throughout the day, evenings and the week, they will not attract use... *or* meet community needs

- **Professional management, marketing and programming.** Achieving quality, a diversity of offerings, and opportunities at appropriate times and of an appropriate standard is generally not possible when clubs and groups are run by volunteers in their spare time. As a consequence, communities are increasingly turning to professionals to manage, to market and to run programs in their venues.

In small communities, such as Wynyard, professional operators do not need to be full time, or costly. They may be part-time providers, they may provide their services on a quid-pro-quo basis eg: in exchange for reduced use rates, or they may have their fees shared across a number of user clubs and Council

- **Master planning, review and revision.** Provision which is “perfect” for the community at one point in time is almost certain to be inappropriate at some point in the future. As a result, Councils are increasingly staging provision (as well as being driven to this by rising capital costs) so that they can adjust what is provided as needs change. They are also adopting designs which can be modified, changed and added to as needs in the community change.

Further, Councils are using the professional management of their venues to ensure that what is being provided is regularly reviewed and revised in keeping with changing community needs. If this approach is not taken support and participation drops off and venue and program providers end up blaming the community for not coming when it is what is offered and what is *not* offered which should be blamed

In summary, leisure and recreation have changed and they have changed as much as, *if not far more than* the changes which have occurred in the community. They are no longer the same as they were 10, 20 or 30 years ago. If provision, quality, management and programming do not reflect these changes, what is provided in future will not succeed. The sporting and community precinct proposed for central Wynyard has the opportunity to reflect these changes and to create a new leisure and sporting future for the Wynyard and wider Council community.

The implications of the issues and changes reviewed in this Chapter have been carried forward to the designs and management proposals presented for the sports and community precinct in later Chapters of this report.

4

Community Needs and Aspirations

4.1 Introduction

Chapter 2 of this report provided a detailed overview of the mix of sporting needs which could be addressed through the development of a sporting precinct in central Wynyard which had been identified through several previous studies.

In order to confirm and clarify these needs, a program of consultations was held with all key groups. This entailed a workshop with users, a clubs and groups survey and direct discussions with other potential project partners. The findings are presented in the following paragraphs.

4.2 The Use Groups Workshop

A workshop was held for all those groups and organisations presently using the facilities in the precinct. Representatives of the Ex-Servicemen's Club, which is considering the opportunity to become an integral part of the precinct redevelopment, also attended. The findings of the meeting are presented below. It is stressed that the opinions listed below are not necessarily those of either the authors of this report, or of Waratah-Wynyard Council, Councillors or officers. As such, the listing of an item or proposal in this section of the report does not indicate that it will be acted on.

It should be noted that a number of the items raised are beyond the scope of the present study. These include in particular, items relating to maintenance. In the following listing of issues and ideas, comments and clarifications have been added by the authors of this report where this is deemed to be appropriate or useful. These comments are in brackets and *italics*.

In opening the meeting, the fact was highlighted that the study is focusing on a long term "aspirational" strategic plan –defining what the ideal outcome might be-- *as well as* a short term realistic action program for the redevelopment of the indoor and outdoor facilities at the recreation reserve, the indoor stadium site and the sporting facilities at the High School. This would give users, the wider community and Council a tool to guide priorities for development, to identify funding needs and for promoting the project to outside agencies for funding support.

1. Existing Conditions/Needs

Football change rooms need to be expanded to accommodate visitors.
Improved oval lighting is needed for football for training. It might be possible to set this up so it can be rotated to light the bowling greens as well
The oval is too round and should be longer and less lop-sided. Ground at centre is a bog and needs improvements to drainage.

The **velodrome** is not used by a club and is, therefore, possibly expendable. *(However, it might be that a new cycling program could be established to diversify use of the reserve. The North West of Tasmania has a long and proud cycling history and this could be revived at this venue.). Drainage might be able to be improved by the removal of the velodrome and excavation of the surface to create a table drain around the field. Fill generated by the excavation could then be used to raise the centre of the playing surface so that it drains more effectively to the perimeter. Drainage may also be improved through an enhanced maintenance regime that includes deep 'verti-drain' ripping on a regular basis).*

Myalla **Cricket** Club *(which is based at the Showgrounds)* has 3 sides using the ground. There is a concrete wicket at the moment, may be better replaced with a turf wicket. Ideally this should have 6 pitches

Cricket would be interested to move if indoor training facilities could be provided. The outdoor training nets at the Showgrounds have been designed to be relocatable. *(Whenever possible, turf wickets should not be co-located with football use of an oval. As a consequence, there may not be substantial benefits in cricket relocating to the recreation reserve).*

The **Bowls Club** kitchen and bar need to be upgraded but there is a lack of space at the existing site

The **band hall** was extended to its current size about 5 years ago.

A second **indoor sports court** is desired to permit regional competitions to be played (as two courts are required for this). Existing change rooms/shower have issues as there are no change facilities for women's use and they have to use the men's facilities. This is a major problem particularly on days when the men's games are on.

Court run off is too short in the present court.

There is no seating in the high school or planned primary school gyms. An effective competition cannot use widely spaced facilities for championships and there is a need for at least 2 adjoining gyms.

High school sports grounds support 'mini' league football use. This requires additional change rooms/public toilets outside of the school facilities.

At present the two school playing fields overlap physically (cricket and football). They should be separated to avoid use conflict at the time of the seasonal use changeover, but the cricket nets and trees adjacent to the unmade road reserve are in the way. Concrete wicket.

Lights on the school grounds would allow some of the training to spread.

There is one high school soccer ground plus mini-soccer leagues (under 12 to under 8). Parking occurs on the streets around the school and recreation reserve.

The old 'change room' at the high school should be removed and a new facility should be built at a more useful location for wider use.

It is possible to put two full sized ovals at high school (or 1 plus 3 soccer pitches).

The high school is a supportive partner of the redevelopment proposals.

The funeral parlour on the **former Hydro works site** at the corner of Austin and Jenner Streets has been sold. The house and parlour on one lot. A motor mechanic occupies the former Hydro work depot next door. All buildings are on a former Hydro depot.

Tennis and squash are happy where they are and with their current arrangements.

Gymnastics is presently based in an inadequate facility at the Showgrounds and would like to relocate to a bigger facility at the indoor stadium. A permanently set-up area is not essential but a good storage area is important.

2. Ideas for the Future

Indoor sports centres are increasingly becoming *community* facilities which have a social agenda attached to them to extend people's stay, to create a destination and to improve revenue. Good parking and lighting are essential. This also allows the extending and cross-selling of what is on offer.

Achieve a transparency of view into and out of the building

Ecological Sensitive Design: – capture water and energy.

Disability access is important and mandatory.

Development options include:

Add a second court at the back of the existing centre on the community garden site. However, this may generate a noise impact on neighbours.

Add a second court at the front of the existing gym with parking at the back (as originally intended). *(Splitting the building with toilets in the middle is not advantageous as side by side courts provides a far more flexible space.)*

A second indoor court could be developed in association with the existing court at the high school but the existing school court would require provision of seating. The distance from the football club for use for wet weather training would be problematic. There would be issues of car parking at the school. There could be limitations on daytime public use at the school.

Other thoughts:

Provide a centralized arrival space to allow better control of space by fewer people.

Indoor cricket could use existing space inside the recreation reserve gate to the right on grassed space for new building or close to the football club indoor space.

Closure of Austin Street between Jenner Street and the end of the indoor stadium car park would increase the available development space and allow inter-linking with some of the “dead” space around the oval eg: at the rear of the grandstand

Consideration of a sports/laps/training indoor aquatic centre is warranted.

3. A Sports and Services Club

Consideration should be given to removing the entire existing football complex and starting anew to create an integrated Sporting Club, provided that the football club is in the same location to maintain viewing over the ground.

A two storey building could wrap around the edge of the oval and overlook both the oval and bowls. The new building could incorporate club facilities for cricket, football and bowls.

A new integrated building could incorporate Wynyard RSL, Rotary, Lions, CWA, country music programs, darts, and indoor bowls. Bowls turns over \$200-250.000 per annum. Football \$300-350K per annum. RSL kitchen sales \$160K per annum. A lot of duplicated expenses would be saved through an integrated venue (management, parking, insurances, staff, accounting etc)

Outdoor facilities could be used to support soccer, if it went to senior level, or hockey, softball, mini-leagues etc

A new development could be modelled on the Penguin Sports Club which has achieved a \$900,000 turn over per annum. However, sharing of income and viability of clubs was questioned. Concern was expressed that the Burnie Sports Association is not working

It was suggested that more than one function area and one bar would be needed. It was noted that the Penguin Club kitchen was in need of reworking

The RSL could bring pokies and Tattersalls to the venue along with its present \$160,000 pa sales of meals. Some concern was expressed about the need to separate licenced and gaming facilities from children

Provision of a fitness gym could be included in the development of a new venue

The bowls club could build a new astro-turf green on the existing football club car park and the new Sports Club could directly overlook the new green

The operation of a multi-user building might need to account for finances of each of the clubs ie. value of gate takings but these might not be as valuable as eg: increased sale of meals

There would be a need to ensure that each of the clubs could maintain its identity within the overarching Sporting Club

A possible name could be a “Sports, Citizens and Services Club”

Being close to the indoor sports court would allow cross-training and possibly the two venues could be linked

The provision of administration offices for a variety of clubs would be valuable for establishing a mailing address, storage, training programs, trainees/TAFE etc, shared administration, wall space for memorabilia, etc. would be invaluable

Wall space would be needed for memorabilia for each club
Safety of junior users would be important

A redeveloped site would need the capacity to deal with large numbers (i.e. 5-7000 people for footy finals) *(although larger than usual crowds could be serviced by trucked in amenities etc)*

Security from vandalism, anti-social behaviour would need to be assured. Higher use levels over longer hours would help to achieve this

An external smoking area would be needed as there are a lot of footy and RSL smokers.
(However, this has the potential to send negative messages to children as does the association with gaming if the proposal to shift the RSL is to proceed).

4. Other Information and Ideas

Consider provision of child care. *(Child care provision is essentially mandatory in some States as it ensures mothers and carers can use venues and their programs)*

Use could be made of the high school grounds for football training to take pressure of the main oval if lighting was provided.

Consider relocating soccer and softball to a restructured school/recreation reserve complex and sell Frederick Street. Frederick Street will eventually need lights, change rooms, toilets if it is retained. *(These are already provided at the complex)*

Buy the corner former Hydro Depot to extend bowls or for other purposes including parking, informal gardens, and/or future additions bowling green, or convert the hydro site to have a sporting club with a street frontage and a L-shaped building facing oval and bowls "astroturf" *(ie: a synthetic green) pitch, and*

Seek sponsorship to assist with funding.

The ideas and issues identified through the workshop are an invaluable contribution to defining the most effective mix of facilities and services to offer through an integrated development and have highlighted wider possible users and uses of such a venue.

4.3 The Use Groups Survey

In addition to the workshop with users and other interested bodies, a survey of clubs and groups was conducted to ascertain membership levels and trends and the implications of these to future provision needs and priorities.

The full set of results is provided in Appendix 2 and covers responses received from the following groups:

Wynyard Cricket Club Inc
Wynyard Football Club
Wynyard Basketball Association Inc
Wynyard Badminton
Wynyard Bowls Club
Wynyard High School
Wynyard Junior Soccer / Western Schools Soccer
Wynyard Squash Club
Wynyard Ex-Servicemen's and Citizen's Club Inc.

Highlights of the survey results include:

- There has been either stagnation or a small decline in the membership of most user sports over the past 4 years. Poor weather conditions, lack of facilities and declining interest were cited as the reasons for the changes

- The “lack of space” at the stadium appeared to a substantial degree, to reflect the scheduling of use. Thus, while basketball and badminton indicated that space was a constraint on membership growth, neither used the venue beyond 9.30 pm and basketball finished at 9pm.

Further, basketball had stadium use at peak times on 6 of the 7 nights of the week, which would make access by other sports very difficult

The centre presently accommodates 350 sports users a week. This compares with an average of 423 participants per court/week across 8 benchmarked venues in Melbourne. The peak rate per court in the 8 benchmark venues was 658 users per week, over twice the Wynyard level. Viewed another way, a stadium opened from 8am to 10.30 pm each day of the week offers 101.5 hours of programming. At present, badminton and basketball account for 41 hours. There is thus significant unused capacity at the indoor stadium

- While most users assessed the playing facilities they used as being “Good” or better, ratings of support facilities (toilets, change, storage, training lights) were often in the “Poor” to “Very poor” range. Exceptions to this were soccer and squash

Key issues with reference to the indoor sports court were court size, floor quality and cleaning, toilets, change, a lack of proper female change, condensation and a lack of storage

- The key new and additional facilities sought were:
 - + A second indoor show court with seating, clubrooms, additional change/toilets and a full canteen
 - + Indoor cricket training nets
 - + Indoor pool
 - + Fitness gym
 - + Bigger club rooms (bowls)
 - + Outdoor circuit/training track
 - + School sports grounds change facility
 - + Public toilets accessible for school ground users
 - + Storage for outdoor sports
- Ex-Servicemen’s and Citizen’s Club presently provides a venue for a wide cross section of sporting and non-sporting clubs and activities on a regular basis and this would bring a wide diversity of new users into a sports and community venue as well as several other sources of income through meals, licenced premises and gaming
- The Bowls Club, the High School and the Ex-Servicemen’s and Citizen’s Club were the only groups which indicated they could make a financial contribution toward the development project.

In summary, the survey findings indicated continuing support for a sporting precinct. However, use and membership data suggest that demand is not surging and that tighter scheduling would allow more use to be accommodated, especially in the indoor sports stadium. That said, the fact that there is only one (now under-sized) court certainly restricts both higher standards of and wider programming while such a facility could also accommodate a wide mix of other uses.

The findings highlight the generally poor state of many of the support facilities and services at existing venues and some significant gaps in the mix now generally offered to the community. These gaps include an indoor pool and fitness gym, case/social area, good

indoor training areas and outdoor seating, activity spaces. These issues are addressed in the following chapter.

The issue of funding is a major concern and will need further consideration by all parties if the project is to proceed.

5

The Master Plan

5.1 Introduction

This Chapter has drawn on the findings of the previous sections of this report to prepare a “design brief” for the master planning of the sporting precinct. This is followed by a costed precinct master plan, costed building designs and finally, a discussion and recommendations regarding the fees for use of and management of the venues.

5.2 Design Brief

Council’s brief for the study and the research program findings have lead to the formulation of the following “design brief” for the sporting and community precinct in Wynyard. It is divided into two sections: (1) external spaces, and (2) internal building spaces.

External Spaces:

Prepare a costed precinct design which will:

1. Integrate the Wynyard Recreation Reserve with the site occupied by the indoor stadium, community gardens, car parking, squash, tennis and band hall, outdoor sports facilities at the High School and the surrounding areas
2. Create attractive outdoor social areas and entryways to the precinct and to built facilities
3. Open the overall precinct for wider community access and attracts wider uses through pathways and fence removals
4. Provide upgrading lighting for the main sports field and if warranted, for the southern school oval
5. Provide lit pathways into and through the precinct
6. Provide a perimeter training track around the school playing fields
7. Relocate, expand and service the tennis courts
8. Create a public plaza/ courtyard areas which links and integrates the built facilities within the precinct
9. Link the precinct to other community and public assets within Wynyard, most notably, the river, other parklands and the town centre
10. Provide adequate public parking, including provision for disabled parking, and taxi and bus drop-off areas
11. Provide outdoor social, seating, picnic and barbeque areas
12. Provide a substantial children’s play facility
13. Optimise the role of natural features and open areas in the precinct
14. Reserve land for future additions and extensions to the outdoor and indoor opportunities to be provided, and
15. Create a safe public environment which adds to the quality and attractiveness of central Wynyard.

Internal Spaces:

Prepare a set of costed building designs which provide for:

1. The relocation of all elements of the Wynyard RSL to the sports precinct, including substantive clubroom and management areas
2. All year clubrooms and management areas for the Wynyard Football Club, with provision for a second floor spectator area and the capacity to support use by other sporting groups
3. Improved oval lighting for training
4. Club and social areas for cricket¹, bowls and other “major” user clubs as identified
5. Three multi-user meeting/committee rooms with operable walls to allow their expansion as needed
6. Two substantial function rooms capable of accommodating 150 and 400 diners for weddings, wakes, presentations, formal dinners etc
7. A full commercial kitchen capable of meeting the dining needs of the function rooms plus smaller meal requirements on a regular basis
8. A bar capable of serving the needs of diners and public patrons
9. Cool rooms and storage areas
10. Gaming areas appropriate to the services to be offered by the Wynyard Ex-Servicemen’s Club together with an appropriate board room, staffing, management and security areas as per State regulations
11. Informal social lounge areas
12. Cafe/ snacks area
13. Two multi-purpose program rooms for training, education activities, parties, board meetings
14. Entrance foyer appropriate to the expected levels of use and capable of separating different user groups visiting different sections of the venue
15. Storage cupboards for all users groups/clubs
16. Trophy and display areas for all user groups
17. Child care
18. Health and fitness gym
19. Specialist /health / service suites
20. Indoor heated health / program pool
21. Outdoor social/function areas
22. Upgrading and expansion of multi-user change and toilet facilities at the existing indoor sports court for male and female sport court users, umpires, people with disabilities and the general community
23. Storage in association with the sports courts
24. A second indoor sports court capable of accommodating, in association with the existing court, regional sporting championships, other sports, major cultural and community events such as fairs, presentation nights, dances and if deemed appropriate, and a regional emergency centre in the case of a natural or other disaster

¹ It should be noted that while the cricket club is presently based at the Showgrounds, it wishes to be directly involved in the sports precinct and community and sports club and will seek an eventual relocation to the precinct. Provision has thus been made for the relocation of the cricket training nets to the venue. Cricket and football would share the main oval but base pre-season training on the school ovals or elsewhere to minimise program disruption

25. Gymnastics area linked to the second indoor sports court with the capacity for some equipment to be permanently set up and for equipment storage
26. Spectator seating for 500 in association with the sports courts
27. Management and operational areas in association with the sports courts
28. Public toilets and change facilities for users of the school grounds and redeveloped tennis facilities, and
29. Storage facilities for users of the school grounds.

5.3 The Precinct

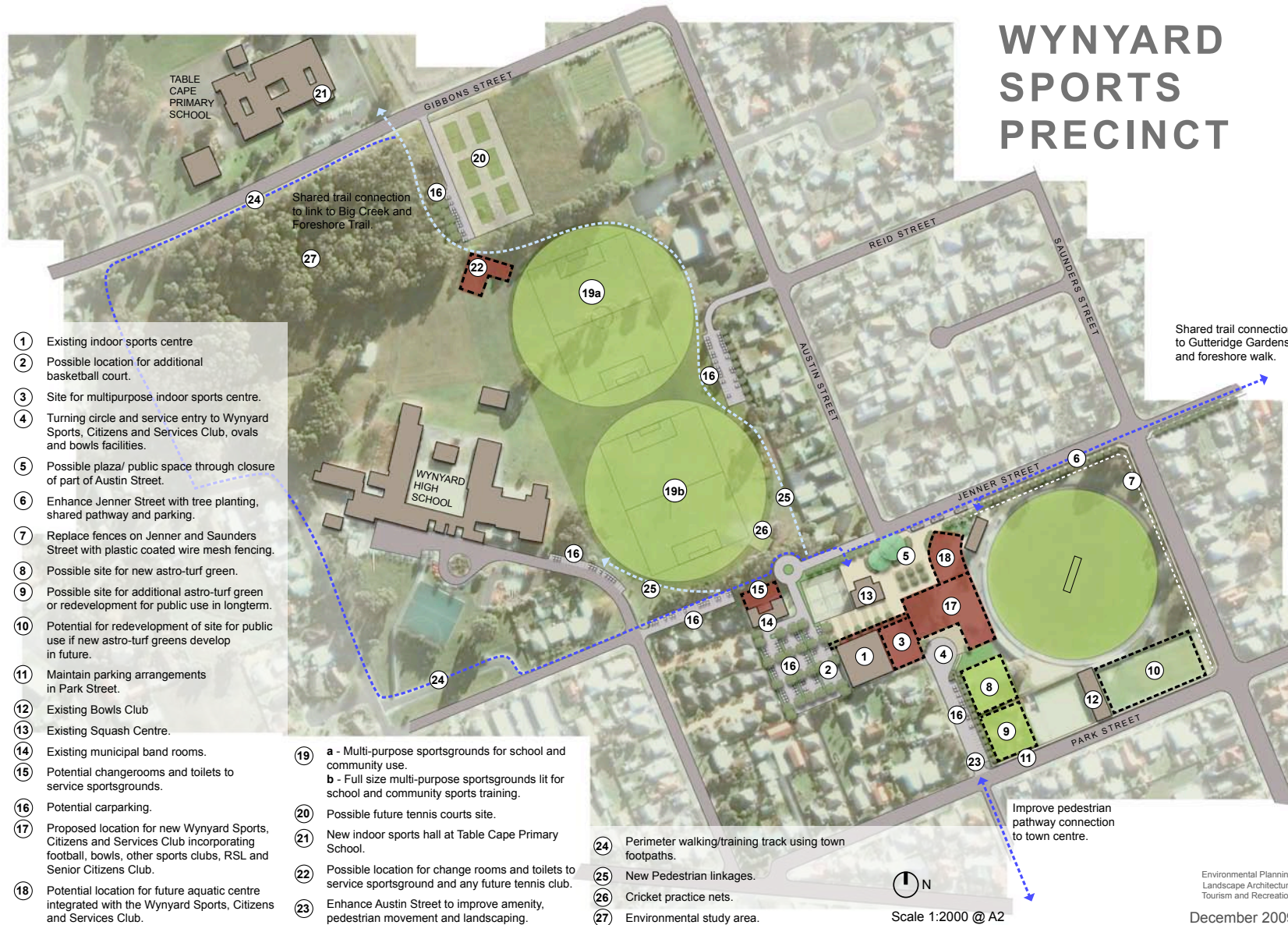
The precinct plan prepared from the above design brief is shown on the following page.

The key features of the plan are identified in the key on the plan. The key features of the precinct plan (with numbering following that on the plan) are:

1. The closure of Austin Street (no 4 on the plan) creating a continuous activity precinct which incorporates existing indoor facilities (nos. 1, 12, 13, 14) and the various proposed building elements (nos. 2, 3, 15, 17, 18, 26) as a consolidated footprint with various inside/outside linkages to surrounding sports grounds, bowling greens, open spaces, etc.
2. Rationalisation of existing facilities to enhance use eg: the creation of artificial turf bowling greens at nos. 8 and 9, and the proposed additions to the band room at no. 15 to support use of the adjacent sports grounds
3. Development of new facilities in the north of the site off Gibbons Street to activate this area of the precinct (nos. 20, 21 (primary school), 22)
4. Creation of new un-structured community open spaces on the corner of Park Street and Saunders Street (no. 10) and the proposed plaza to the north of the proposed new Sports, Citizens and Services Club buildings (no. 5)
5. A series of footpath connections with street furniture and lighting to enhance access to and through the precinct in a safe and pleasant manner including enhanced linkages to/around the High School and to the river (nos. 6, 23, 24,25)
6. Landscape improvements to enhance the quality of the setting and improve visual surveillance within it (nos. 6 and 7)
7. Parking around the *perimeter* of the site to better meet the overall requirements of the precinct (no. 16) whilst generally isolating cars from pedestrians; disabled parking; bus and taxi drop-off points, and
8. Retention of the remaining grounds for future commitments
9. Relocated cricket practice nets. These are shown at no. 26, on the south-east corner of the school ovals. However, in the interim, they could be relocated to the area to the rear of the Recreation Reserve grandstand (no. 18) although this would restrict the capacity to open this area up for wider public use and parkland development and/or aquatic facility development
10. Retention and protection of High School environmental studies area (no. 27).

A chart showing the projected cost of the recommended works at 2009 values follows the precinct plan.

WYNYARD SPORTS PRECINCT



Cost Estimate. External Works - Wynyard Sports Precinct

(To be read in conjunction with the Wynyard Sports Precinct Plan)

Item	Quantity	Unit	Rate/Unit	Sub-Total	Total Item
New artificial turf bowling green - includes green and required furniture, fencing, drainage, etc. (nos. 8,9)	1	no.	\$300,000.00		\$300,000.00
New plaza to north - allow for say 2500 sq. m. (20% planting, 50% grassing, 30% hard paving plus allowance for street furniture) (no. 5)					
turf	1250	sq. m.	\$15.00	\$18,750.00	
garden beds	500	sq. m.	\$40.00	\$20,000.00	
hard paving	750	sq. m.	\$125.00	\$93,750.00	
furniture allowance		say	\$50,000.00	\$50,000.00	\$182,500.00
Road works - allows for 5.5m wide road, kerb and channel either side, stormwater) (no. 16)	120	l. m.	\$800.00		\$96,000.00
Remake Austin Street including cul de sac, line marking, etc. (no. 4)		say			\$75,000.00
Parking - allows for parking, circulation, line marking, drop off areas (no. 16)	150 cars	no.	\$2,200.00		\$330,000.00
Pedestrian paths - allow for 1.8m average width, concrete construction (nos. 6, 25)	say 500	l. m.	\$120.00		\$60,000.00
General landscaping - advanced trees throughout, misc. planting,	say 50	no.	\$150.00	\$7,500.00	
say 1000 sq.m. shrub beds		sq. m.	\$40.00	\$40,000.00	
say 1000 sq.m. grassing		sq. m.	\$15.00	\$15,000.00	
fencing allowance (no. 7)		say		\$20,000.00	\$82,500.00
Align and improve soccer grounds (no. 19)		say each			\$100,000.00
Lighting throughout - allow for 30 fixtures plus installation and misc. required works to upgrade supply as required	30 no.		\$4,000.00		\$120,000.00
Sub-total external works					\$1,346,000.00
plus					
site preparation and demolition	10%				\$134,600.00
preliminaries	9%				\$121,140.00
Sub-total works plus preliminaries					\$1,601,740.00
plus contingency	10%				\$160,174.00
Total all works, preliminaries, contingency					\$1,761,914.00
plus GST	10%				\$176,191.40
Total works, preliminaries, contingency and tax					\$1,938,105.40

Excludes: Nos. 9 and 20 and all building works

Excludes: (a) No 24 (walking track) as this is essential already in place as town footpath network (construction through environmental studies area allowed for above) (b) cost of relocating cricket practice nets

5.4 Buildings

5.4.1 The Design and Capital Costs

A conceptual building master plan is provided on page 32. This includes all elements identified as desirable in a “sports and community precinct” in Wynyard. Although not all the proposals may come to fruition, the design has been prepared in a “bubble” format to:

- Confirm the scale and scope of the proposed initiatives
- Identify space requirements and the desired “footprint”
- Indicate the recommended relationships between the components, and
- Allow review and revision by Council and the steering committee in light of the projected high capital cost (below) before final concepts are prepared.

The key design feature of the concept is the linking of all existing elements into a cohesive community, leisure and sporting complex. This allows significant cost savings, opportunities for community interaction and will build an ethos of co-location and sharing of facilities at a vibrant venue.

The venue would be sited on or adjacent to the Football Club rooms with a main entrance from a public plaza on the corner of Jenner and Austin Streets. Austin Street would be closed to link the two sub-precincts and to encourage interaction and synergy between all user groups. From the plaza, a foyer and circulation space would provide views into the facility from adjacent park areas. Offices for administration and user groups would sit adjacent to the foyer to enable easy access and control of patrons. The foyer would provide trophy and display areas for user groups to create a sense of place and engender community pride. A ‘board room’ dividable into multi-purpose program rooms would be adjacent to the foyer and lounge with views to the public plaza.

From the central circulation spine, access would be provided to two large multi-functional spaces with views directly across the sports ground to the east, thereby avoiding sun glare during sports ground use. These spaces would be flexibly adapted to specific sizes and needs via the use of retractable, ‘operable walls’. The spaces would allow sit down dining for up to 400 people. This principal function space could be expanded to the south to provide viewing to the proposed relocated bowling greens. A lounge area would be located further to the west, adjacent to the gaming room designed to hold up to 40 machines.²

Function spaces would be serviced by a commercial kitchen, cool room and bar facilities linked with gaming cashier facilities. The central location of this infrastructure would allow the flexible multi-function spaces to be serviced as required. External access to these areas would be provided from Austin Street to the south, thereby separating goods and service access from public spaces to the north. Separate function access could also be provided to a bowls or other user clubroom from Austin Street south, again allowing separation of users if and as required. The main field sports support facilities would be located to the north of the social and community complex, with formal access from a co-

² A suggestion that the gaming room be sited in the south of the building to avoid sun glare can be addressed by design, window form and dressing and plantings. The siting of all built elements can be reviewed and tested once design development prior to construction is commenced.

shared foyer space. The facilities would provide home and away change rooms with toilet/shower facilities and associated medical, massage and storage areas. Umpires facilities would have separate access, while kiosk facilities and public toilet areas would service the sports ground. Viewing areas for coaching and timekeepers (and possibly, spectators) would be allowed for on an upper level.

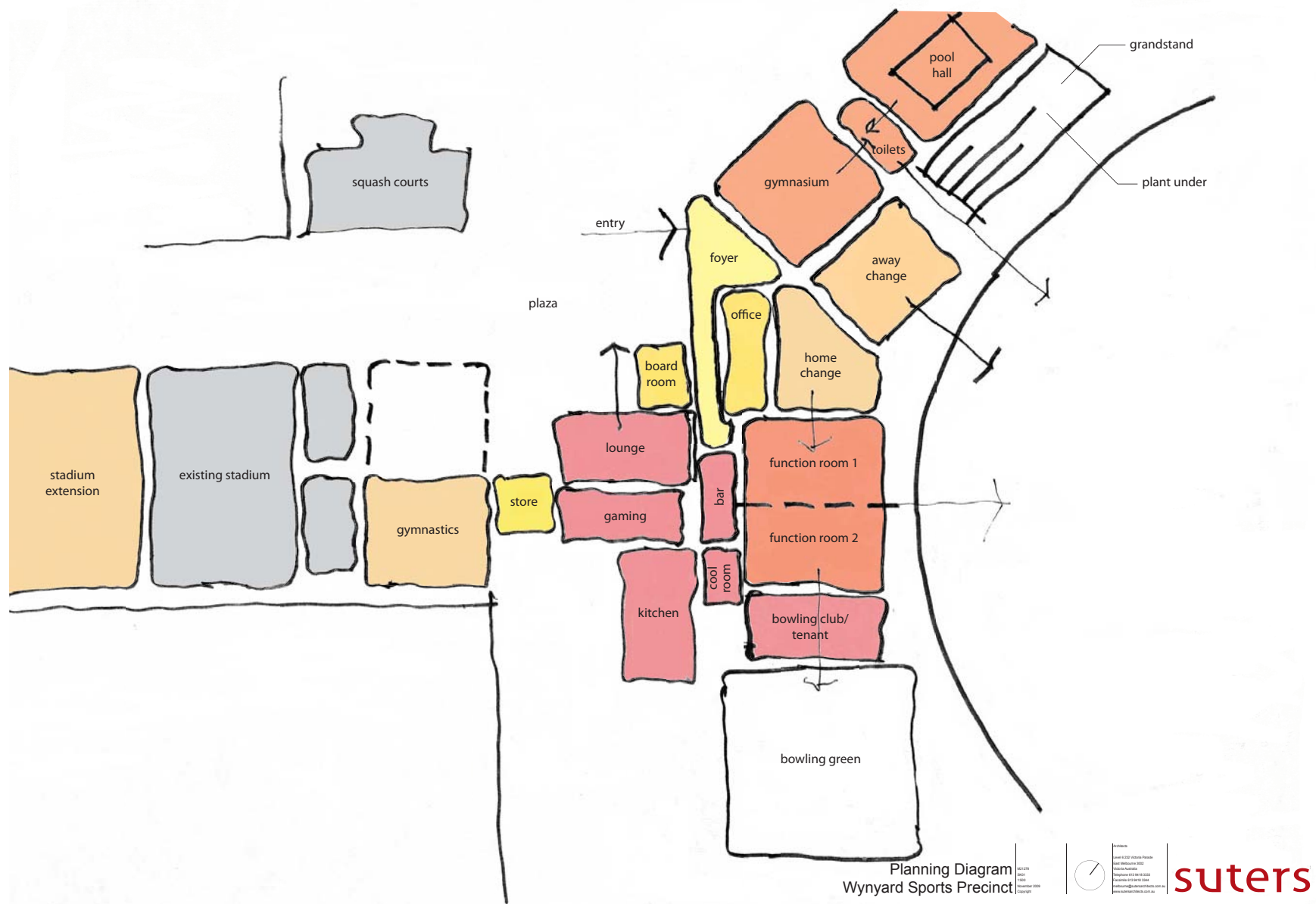
Health and fitness facilities (gymnasium, group fitness areas) would also be located to the north of the social and sports facilities with direct access from the central foyer and home change facilities. Views to the plaza and school sports ground would provide visual linkage. Adjacent to the health and fitness would be a small indoor program pool for rehabilitation and warm water exercise. Central change rooms between the health and fitness and pool area would separate the sporting and social areas. The pool hall located adjacent to the existing plant room would allow space below the existing building to be used for plant, storage, first aid and life guard functions. This location also allows northern light and transparency into the facility, and large operable glass walls would allow summer use of the public plaza to the north.

To the west of the proposed social complex and linking to the existing sports stadium and associated toilet/change facilities would be a gymnastics facility of a size to allow some equipment to be permanently set up and for equipment storage. This space could be expanded to the north in the longer term if needed. The existing stadium space to the west would be upgraded to accommodate regional sporting championships, a diversity of other sports, major cultural and community events such as fairs, presentation nights, dances and if deemed appropriate, a regional emergency centre /gathering point in the event of a natural or other disaster. Spectator seating for 500 would be provided together with storage. Provision for the future development of a second sports court is provided to the west of the existing court, toward the community gardens.

Car parking would be provided along Jenner and Austen Streets with larger off street areas to the west near the stadium. A covered way would link the car park to the main building. Drop off areas would be provided.

In general terms, the building complex would be designed to provide natural surveillance and control to minimise crime, and environmental design principles incorporating water harvesting, black/grey water reuse, energy sharing, and solar panels.

The projected capital costs are provided on pages 33-34. These indicate a very high total cost and as a result, the project has been divided into a number of smaller stages. These too may require further division but it will be essential to define what the minimum needs are to achieve an operationally viable entity before final decisions are made. A range of additional local, State and Federal funding sources should be explored and direct bids should be made through the State budget process. The concept of a one-third (local), one-third (Council) and one-third (government) funding mix is now widely accepted and should be used to guide both further fund sourcing and Council budget allocations.



Wynyard Sporting Precinct Preliminary Order of Cost (QS Ref: 309190 16 November 2009) Currie and Brown Quantity surveyors, Melbourne

Function	area m2	rate \$/m2	Total \$	Stage 1 \$	Stage 2 \$	Stage 3	Stage 4	Stage 5	Stage 6	Stage 7 \$	Stage 8 \$	Stage 9 \$
Building Works												
Ground Floor												
Foyer/Reception/Circulation	200	\$2,100	\$420,000	\$420,000								
Administration (2 x 16m2 office plus store)	40	\$1,700	\$68,000	\$68,000								
Board Room	60	\$2,300	\$138,000	\$138,000								
Function Room	480	\$2,800	\$1,344,000	\$1,344,000								
Bowl Club/other tenant	240	\$2,800	\$672,000		\$672,000							
Operable wall		allow	\$100,000	\$100,000								
Gaming Room	154	\$2,100	\$323,400	\$323,400								
Lounge	273	\$2,300	\$627,900	\$627,900								
Store	100	\$1,600	\$160,000	\$160,000								
Kitchen	150	\$3,600	\$540,000	\$540,000								
Bar	70	\$2,800	\$196,000	\$196,000								
Cool Room	50	\$2,000	\$100,000	\$100,000								
Toilets	50	\$3,200	\$160,000	\$160,000								
Plant	200	\$1,200	\$240,000	\$240,000								
Sports Pavilion (home/away)	650	\$2,200	\$1,430,000	\$1,430,000								
Kiosk	35	\$2,400	\$84,000	\$84,000								
First Floor												
Coach viewing, timekeeper	25	\$2,100	\$52,500	\$52,500								
Tennis Pavilion	450	\$2,200	\$990,000				\$990,000					
Gymnasium	400	\$1,900	\$760,000					\$760,000				
Pool Hall	274	\$1,800	\$492,840							\$492,840		
Plant Room (found space under grandstand)	50	\$1,200	\$60,000							\$60,000		
First Aid	15	\$2,300	\$34,500							\$34,500		
Wet Change	75	\$2,800	\$210,000					\$210,000				
Public Toilets	36	\$3,200	\$115,200	\$115,200								
Grandstand upgrade		allow	\$200,000							\$200,000		
Gymnastics	350	\$2,100	\$735,000									\$735,000
Upgrade to existing stadium	1200	\$450	\$540,000			\$540,000						
New Sports Stadium	756	\$1,800	\$1,360,800						\$1,360,800			
Total Building Works	6,383	\$105	\$12,154,140	\$6,099,000	\$672,000	\$540,000	\$990,000	\$970,000	\$1,360,800	\$787,340	\$-	\$735,000

Wynyard Sporting Precinct Preliminary Order of Cost Continued (QS Ref: 309190 16 November 2009) Currie and Brown Quantity surveyors, Melbourne

Function	area m2	rate \$/m2	Total \$	Stage 1 \$	Stage 2 \$	Stage 3	Stage 4	Stage 5	Stage 6	Stage 7 \$	Stage 8 \$	Stage 9 \$
Swimming Pools												
<i>Indoor</i> Program Pool	110	\$3,600	\$396,000							\$396,000		
Total Swimming Pools	110		\$396,000	\$-	\$-	\$-	\$-	\$-	\$-	\$396,000	\$-	\$-
External Works & Services												
Site Preparation		allow	\$129,570	\$64,325	\$6,000	\$-	\$11,250	\$11,875	\$18,900	\$8,470		\$8,750
Demolition		allow	\$50,000	\$50,000								
Bowl Green (8 rink)		allow	\$200,000		\$200,000							
Landscaping/paving/fencing		excluded										
External Services		allow	\$574,452	\$231,570	\$21,600	\$108,000	\$40,500	\$42,750	\$68,040	\$30,492		\$31,500
Total External Works & Services			\$954,022	\$345,895	\$227,600	\$108,000	\$51,750	\$54,625	\$86,940	\$38,962	\$-	\$40,250
ESD allowance		5%	\$675,208	\$322,245	\$44,980	\$32,400	\$52,088	\$51,231	\$72,387	\$61,115	\$-	\$38,763
Contingency		15%	\$2,126,906	\$1,015,071	\$141,687	\$102,060	\$164,076	\$161,378	\$228,019	\$192,513	\$-	\$122,102
Sub Total			\$2,802,114	\$1,337,316	\$186,667	\$134,460	\$216,163	\$212,610	\$300,406	\$253,628	\$-	\$160,864
Construction Cost			\$16,306,276	\$7,782,211	\$1,086,267	\$782,460	\$1,257,913	\$1,237,235	\$1,748,146	\$1,475,930	\$-	\$936,114
Professional Fee Allowance		9%	\$1,467,565	\$700,399	\$97,764	\$70,421	\$113,212	\$111,351	\$157,333	\$132,834	\$-	\$84,250
Authority Charges		0.75%	\$91,156	\$45,743	\$5,040	\$4,050	\$7,425	\$7,275	\$10,206	\$5,905	\$-	\$5,513
FF&E		8%	\$972,331	\$487,920	\$53,760	\$43,200	\$79,200	\$77,600	\$108,864	\$62,987	\$-	\$58,800
Sub Total			\$2,531,052	\$1,234,061	\$156,564	\$117,671	\$199,837	\$196,226	\$276,403	\$201,726	\$-	\$148,563
Total Project Cost excluding Escalation			\$18,837,328	\$9,016,272	\$1,242,831	\$900,131	\$1,457,750	\$1,433,461	\$2,024,549	\$1,677,656	\$-	\$1,084,677
Cost escalation in 12 mths/+12 mths/stage			\$2,265,757	\$374,316	\$74,987	\$77,035	\$202,482	\$242,837	\$471,661	\$450,678	\$-	\$371,760
Total Project Cost including Escalation			\$21,103,085	\$9,390,588	\$1,317,818	\$977,166	\$1,660,232	\$1,676,298	\$2,496,211	\$2,128,334	\$-	\$1,456,438

5.4.2 Other Costs

Other cost and pricing issues which will need to be addressed are the capital, operational maintenance costs, and fees for use. In general, an annual amount equal to two percent of the capital cost is considered to be sufficient for the on-going maintenance of built assets. However, this can vary depending on use levels, use types and, for external facilities, weather conditions. Similarly, utilities and services costs will vary depending on the types of use and seasonality. These have not been defined at this point in the study as the mix of costs that will be incurred will depend on what is eventually built, its size and the mode of operation. As a guide, it could be expected that were for example, football, bowls, cricket and the RSL to integrate into one venue, the utilities and services costs would be no more than the combined present costs of the separate entities. Some savings could be achieved but at the same time, the new and additional use of utilities could offset this. Accurate estimates will be possible once an agreed design is completed.

Fees for the use of the precinct facilities and activities will need to be set in keeping with the broad range of present rates, although it is probable that these should be reviewed and increased as a means of helping to raise income for the works program. The provision of the function/ games / bars areas at an early stage of the project have the potential to contribute annual surpluses towards later stages as well as covering maintenance and depreciation). This would reduce the pressure on seeking external financial assistance. Anecdotal evidence suggests that with the addition of bowls and football to the existing RSL financial performance, an annual turnover of \$2 m. could be achieved.

The fees which are finally set for the use of new, integrated facilities will depend on the mix of offerings and the cost of running them. They will also depend on the management model which is used. For instance, if the Prospect model was applied, the fees for individual memberships of the community and sports club *together with* the use fees established for individual clubs and non-member users, should, ideally, recover all operating expenses. However, this might be varied in the Wynyard context because of the involvement of the RSL with its existing staffing and operational structures.

Further planning on these issues will be needed once development decisions are made when a full business plan should be prepared to guide the operation of the new entity.

5.4.3 Use Scheduling

A final issue to be addressed once decisions are made regarding the extent of the initial asset developments is *use scheduling*. At the Prospect Vale sports facilities, an incorporated club and individual users clubs share this responsibility. In the Wynyard Sports Precinct context, as there will be both sporting and non-sports uses, there will be a need for someone to play a broader booking and scheduling role. This should be part of the overall management responsibilities and will need to be addressed during the management planning process once decisions are made re the operational structures to be put in place.

Comment is warranted on the provision of alcohol and gaming facilities in a venue designed for wide community use. This raises issues of access control and risk to juveniles which will require strong design separation and rigorous management responses. Use scheduling must ensure that opportunities for exploitation and abuse do not occur.

5.5 Development Stages

The cost of the designs to meet the identified demands make it clear that achieving an integrated Wynyard Sports Precinct will almost certainly need to be staged.

Two sets of parallel stages are proposed, these being outdoor initiatives and indoor facilities. The stages reflect what have been assessed to be the priorities in terms of need *and what is achievable* in terms of finances. That said, the stages proposed here should not be considered as fixed as the availability of finances, changed levels of demand, changed Council policies and capacities re funding or other issues may warrant a change in the sequence of stages which are listed here.

Comment is warranted on the proposed extension of the stadium to provide a second higher standard competition court. This has been listed toward the end of the major building projects for several reasons:

1. Adding a second court will not contribute greatly to the mix of activities which can be pursued and an integrated sports and community club requires a diverse mix of components if it is to function effectively and viably (ie: toilet/change facilities for sports groups, management areas, bar, function/clubrooms, dining spaces, gaming areas, meeting rooms etc)
2. The present use of the existing indoor sport court is quite low, as discussed earlier in this report, and hence, building a second court is difficult to justify, even although it would support higher competition levels
3. A new indoor court has already been approved for construction at Table Cape Primary School, to the immediate north of the precinct, and
4. The physical gap between the existing court and the proposed integrated club building is substantial and will be costly to bridge. Proposals to use this area (currently occupied by a car park), for a second indoor court would mean that the benefit of two adjacent courts and hence, the capacity to provide for an elite show court would be lost unless the existing toilet, change and management areas were demolished. Rather, it is proposed that these service facilities and amenities are extended and upgraded ahead of any action to construct a second court. Then, if the car parking areas was developed, as shown, for a gymnastics facility, the upgraded amenities could service users of this facility as well.

A covered way would link car parking to the main building.

The table below lists a draft schedule of works. Revisions to this may be required over time depending on the available financial resources and other issues. The numbers in the table refer to those on the master precinct plan.

Outdoor Works	Buildings
Stage 1. Close street Austin Street and restructure street to include right-angle car parking whilst enhancing linkages to the town centre to the south (nos. 4, 23).	Stage 1. Establish the core of the "Sports, Services and Community Club" through the development of new, integrated RSL, football and cricket club facilities (ie: toilet/change facilities for sports groups, management areas, bar, function/club-rooms, dining spaces, gaming areas, meeting rooms etc) (part no. 17)
Stage 2. Build a synthetic bowling green (nos. 8, 9); close green closest to town and redevelop the land as a parkland setting/entrance to the precinct (no. 10)	Stage 2. Extend the club building to bring the bowls club into the new complex when it is ready to replace its present facilities (part no. 17). Remove existing club building (12)
Stage 3. Develop plaza/green space/car parking (nos. 5, part 16) Relocate cricket practice nets (no. 26) when shared oval and building use is agreed between cricket, football, school	Stage 3. Redevelop toilet/change at the stadium to provide better and male <u>and</u> female change/toilet facilities (no. 1) Add toilets/change facilities (no. 15) to Band Room (no. 14) for use by adjacent sportsground users
Stage 4. Regularise/move school ovals to optimise playing fields (no. 19)	Stage 4. Develop new tennis and sporting change facilities on the northern perimeter of the school soccer fields (nos. 20, 22, and associated parking (part 16)
Stage 5. Cycling/walking networks and links (nos. 6, 23, 24, 25)	Stage 5. Build fitness gym with consideration to office/ management areas for professional service providers (part no. 18)
Stage 6. Parking improvements to periphery of the site generally (part no. 16)	Stage 6. Build an indoor health/training pool (part no. 18)
Stage 7. General landscape improvements (nos. 6, 7)	Stage 7. Build a second indoor sports court (no. 2)
Stage 8. Build new tennis courts adjacent to the redeveloped school change facilities in the parkland opposite the Primary School	Stage 8. Develop additional office and storage spaces for another major tenant club eg: school PE, U3A, Emergency services, Senior Citizens, youth worker, YMCA (part no. 17)

5.6 Management

5.6.1 Management Models

The management of the proposed sporting precinct will be critical to its long term viability and success. With both small Council and local populations, action will be needed to both optimise the use of the venues by existing users and also to attract new users.

The most common management models used for local government recreation facilities are:

- 1. Club/committee of management.** This model entails Council leasing or licencing a venue or site to an individual user club or a committee of management which represents user clubs and groups. The club or committee then has some or sole responsibility for the maintenance and use of the facilities. This model is essentially that applied to the individual facilities which presently make up the sports precinct, although it is applied in a variety of forms for differing elements of the precinct.

As reported by Council officers, the Wynyard Football Club has exclusive control of the football clubrooms at the reserve. Council's Engineering Department manages the use of the ground with use applications generally being received prior to the start of each from Wynyard Football Club (for training), Northern Tasmanian Football League (for game days) and Burnie Cricket League (for cricket games). The clubs and leagues are required to provide specific dates for training and games. Casual requests from other sporting clubs and schools are then fitted in around these.

The tennis, squash and band facilities are run independently of Council by incorporated associations. Council engages a cleaner for the Squash Centre and is responsible for internal and external maintenance. Wynyard Tennis Club receives financial assistance from Council when courts need resurfacing. Each group manages casual hire and, in the case of squash and tennis, rosters for the courts. Despite Council's financial support, there are no formal communication or reporting mechanisms or requirements from these groups.

A special Committee of Council manages the Wynyard Sports Centre. Committee membership includes representatives from the basketball and badminton clubs, the caretaker and kiosk operator (who also takes all bookings), Council's Community Development Officer and two Councillors. Maintenance issues are referred directly to Council's Technical Officer - Building and Compliance, for action. Larger capital works (eg roof replacement, shower upgrade) are considered in the annual Council budget deliberations.

The Community Garden has been operating for around 5 years from the present site and is being developed according to a pre agreed landscape plan. The Garden is run by a group of volunteers who meet monthly. Support is provided by Council's Community Development Officer who makes a meeting room available at

the Council Chambers and who also attends. Volunteers meet every Saturday morning for at least two hours and work on garden projects.

It would seem that the present management arrangements for the various components of the sports precinct work quite well for user clubs and groups. However, there is little capacity or incentive to promote the facilities for other uses or to other users and the general community essentially has no opportunity to make casual use of the facilities as they are locked up when not in use by those groups which have use leases or licences and which control the facilities. Further, clubs and groups often do not have the necessary experience or skills to promote wider use. In some communities, it is not uncommon for core users groups to view the facilities as their “own” and to actively discourage external use.

Perhaps worse than the constraint on wider access is the duplication of provision and activity: each stand-alone facility and group has its own kitchen and car park costs; its own amenities and services connections; its own water, power and insurance bills; its own maintenance expenses, and its own committee –which it is increasingly difficult to fill.

- 2. Commercial/agency operation.** Under this approach, sporting and recreation facilities are either leased to a private or not-for-profit operator or company which manages the facilities on Council’s (or another owner’s) behalf. Depending on the scale and mix of the facilities, such an operator might be an agency such as the YMCA or PCYC or it may be a small family company.

A major strength of the “commercial/agency” model is the fact that it provides independent, permanent, on-site management. Provided the terms of appointment are soundly written and access to all venue components is possible, the model offers the opportunity for management to regulate use, to schedule access fairly across different users, to promote new and additional uses and to offer a more diverse range of use opportunities at the venues when they are not required by key user groups.

This model is applied to a limited extent at the sports stadium where the caretaker and kiosk operator also takes bookings, although it is understood that this person does not have the wider programming or promotional responsibilities referred to above.

A difficulty with the private or not-for-profit operation of Council sports venues is that the operator needs to be able to earn an income for the operator. On occasions too, operators seek to take wider organisational expenses out of venue incomes so that quite substantial amounts may flow out of the community annually.

At present, the diversity of user clubs and their differing needs and the disconnected site components are likely to mean that this option is unlikely to be acceptable to a number of groups, may not be needed (although the programming

benefits could be significant), could not be afforded, and may well be quite difficult to operate.

Further, given the small Wynyard market, it is possible that an operator might not be able to be attracted to the position, and that the model would not be sufficiently viable from a financial perspective. Further, the fact that the site presently has five separate sets of buildings (as well as school change facilities), three quite distinct playing field areas, the community gardens, formal and informal car parking and significant areas of informal open space, would further complicate management.

That said, these issues could be resolved if there was a will on the part of some or all groups and if the interests and needs of each existing user group were given due consideration.

- 3. Council operation.** Many Councils employ their own staff to operate major recreation venues, especially indoor facilities. Such staff have responsibility for all programming, the scheduling of use by teams and casuals and the preparation of annual operational and capital works budgets for Council approval. The manager reports to Council's General Manager or Community Development Officer on a monthly or more regular basis.

In many ways this approach is no different to that of a commercial/not-for-profit organisation except that there is a more direct connection to Council –a situation which has both strengths and weaknesses. The cost savings which drove the commercial model in the 1990s are now much weaker and the appointment of local personnel and the saving of management fees –which as noted above, quite frequently left town—make this model increasingly more attractive, provided Council can finance it. If there is a weakness with this approach it is that the management role is not as far removed from Council and as such, can be subject to more direct officer and Councillor pressure.

In overview, each of the above models could work in the Wynyard sports precinct. However, as noted, the first model (essentially a continuation of the present approach) would deliver few improvements in service and would not achieve the savings and wider benefits that an integrated approach to management and programming could achieve.

The second, "commercial" model could well be quite costly, may not be viable and would almost certainly generate resistance from a number of clubs. However, if this was to build on the existing operations of one or more clubs it could be quite successful. The fact that the Wynyard RSL has expressed an interest in being an integral part of a "sports, services and community" club, offers that opportunity.

Finally, direct Council operation can be a significant financial commitment for a Council and involve it in the day-to-day operations of groups when that may not be necessary.

Whatever management model is used, rigorous supervision of areas used for alcohol consumption and gaming activities and areas frequented by young people will be essential.

5.6.2 Management Case Studies³

To obtain a wider view of management options for the sports precinct, information was collected from several other northern Tasmanian venues where the facilities and activities of a number of sporting and community groups have been brought together in a manner similar to that proposed for the Wynyard sports precinct.

Penguin Sports and Services Club

Members of the Wynyard sporting groups based at the proposed sports precinct and the authors of this report have visited the Penguin Sports and Services Club. Discussions have also been held with Council officers on the "Penguin model", with officers of Sport and Recreation Tasmania and with the Club manager, Mr George Cassidy.

At the Penguin Sports and Services Club the RSL, Golf Club and Bowls Club have developed an integrated multi-user venue for all Penguin sporting clubs which wish to be involved and for the community. The Penguin venue includes a club house for bowls and golf and is the home of indoor bowls and darts clubs. The venue offers full catering and licenced facilities with seating for 200 people. Pool tables and meeting areas are available and the dining area has the capacity to be divided up into 3-4 different areas depending on the size and type of function. Catering is provided by either sports club groups or a private caterer. To attract travellers, the venue offers motor home and caravan parking.

The Penguin Sports and Services Club operates as an incorporated body with a committee of nine, eight of whom are elected from the general membership and a ninth who represents the RSL. The manager indicated that this arrangement was something of an anomaly and that it would be more appropriate to have either all affiliated clubs appointing committee members or all committee members elected from the membership. Committee members serve for 2 years with half retiring each year.

Anyone can become a member of the Sports and Services Club by paying an annual fee of \$20 and membership is drawn from a catchment which reaches well beyond the Penguin Council area. Members of sporting clubs based at the Sports and Services Club also pay the relevant club membership fee.

An appointed manager is responsible for the operation of the facilities and for the employment of bar and catering staff. A private caterer operates from the commercial kitchen and provides counter meals on Friday evenings. The caterer can also be engaged for private functions. Alternately, club members can hire the venue and kitchen and cater for their own events.

³ In compiling this information, the assistance of the following people is gratefully acknowledged: Mr George Cassidy, manager of the Penguin Sports and Services Club (03) 6437 2767; Mr Daniel Smedley, Prospect Park Sports Club Inc., 0418 114 414, and Ms Joan Wylie, Sport and Recreation Tasmania (re Burnie Sports and Events). All have indicated a willingness to provide further advice if needed

An annual grant from Boags is distributed amongst member clubs while trading surpluses are distributed amongst the clubs on a needs basis, as agreed to by the management committee.

Prospect Vale

Prospect Park Sports Club Inc. in Launceston, now branded as "Prospect Sports and Events", is a multi-user club encompassing junior and senior clubs across Australian rules football, soccer and touch. The Northern High School Sports Association is also actively involved with the Club. The Club has over 2,000 players and 2,000 parent members. The restructured entity, which is presently in its first year of operation, was brought about by the relocation of touch onto the venue and the need to generate operational costs and cover the expenses of user clubs.

The facilities operated by the Prospect Park Sports Club include recently refurbished club rooms, sports grounds and initial works on toilet/change, scoreboard, light towers and seating. There is one full size Australian rules/cricket oval, 2 soccer fields, and a large multi-user grassed area. These facilities are the equivalent of four large playing fields and allow as many as 6 touch fields. A fitness trails network is also being established.

The Sports Club, which is an incorporated body, is responsible for the governance of the buildings and bar and for ensuring that the venue complies with licensing laws. The sports club licence (as compared with a full licence), allows long hours of all year opening of the bar which best suits the needs of the clubs. All playing members must be members of the Sports Club, the fee being \$5 per year up to a maximum of \$2,000 per club or 500 members.

The Club members, touch football, Australian rules football and soccer have responsibility for managing the venue bar on a day to day basis for one-third of the year each. They also jointly manage all functions and run their own events. The venue is operated on a volunteer basis although the committee intends to look for wider professional support in the future.

The member clubs derive all revenue and meet all costs (including all stock and insurance) through the operation of the bar and can run their own events to generate additional income. In return, clubs pay rent and a charge to cover power, cleaning etc *in advance* to ensure that the Sports Club has a sufficient cash flow to cover its outgoings. To ensure the cash flow, football pays its rental on a monthly basis while soccer and cricket pay during the 6 months of their use of the venue.

External sports and private groups can book the venue for \$10 and then work through the user clubs to gain access to bar facilities.

Council makes an annual grant of \$11,000 to the Sports Club.

Burnie Sports and Events

A review of the Burnie Sports and Events model suggests that this would not be suited to the Wynyard Sports Precinct. This model functions via a semi-autonomous Council body -- Burnie Sports and Events—which is operated via a management committee made up of both Council officers and members of the community. The body has a Council-appointed secretary and four staff members.

Burnie Sports and Events has a major responsibility for pursuing development funds and a range of sporting events and actively seeks affiliation from Burnie-based sporting associations. Where new facilities have been developed through the body, these are managed by Council on behalf of the sporting users (which receive a budget for the operation of their sports program) and profits are allocated to member associations.

The staff numbers and the multi-location approach taken with Burnie Sports and Events suggests that it receives a substantial operational budget from Council. Such a scale of operations would be beyond Waratah-Wynyard Council and would not be needed for a venue such as the proposed Wynyard Sports Precinct. That said, elements of the event promotion and development role played by the organisation should be pursued whenever possible by the body established to manage the Wynyard facilities.

5.6.3 Management Overview

Both the Penguin Sports and Services Club and the Prospect Park Sports Club Inc. would appear to be sound models to use as a guide for the management of the facilities associated with the proposed Wynyard Sports Precinct. The Burnie model has a somewhat different focus and would be too expensive for the Wynyard Sports Precinct. The key difference at Wynyard --and in many ways a key advantage—would be the involvement of the Wynyard RSL as it could bring major managerial and operational skills to the project.

At the outset the Penguin model would not need to be applied to all the venues and clubs presently in the Wynyard precinct. Rather, it is probable that an initial stage of development would be focused around, for instance, the Wynyard Football Club, the Wynyard RSL and any other groups or clubs which wished to become foundation members. These groups would form an incorporated management body which would be responsible for the operation of the venue which could be added to over the years from both the member and assets perspectives, as other clubs and groups affiliated with the Club.

The incorporated management body would be responsible for:

1. Establishing the incorporated body named, for example, the *Wynyard Sports, Services and Social Club* or something similar, to signify both its origins and that it is open to all members of the community
2. Day to day management of the venue, for setting membership fees and use fees for the various venue components, for managing bookings, for providing catering services, for supervising use and ensuring compliance, and for paying all operational expenses including staff, insurances, utilities and services
3. Raising funds to assist with the further development of the precinct

4. Setting fees for member and non-member user groups, and
5. Determining the distribution of operational profits to member clubs and groups.

It is recommended that Waratah-Wynyard Council forms a working group of all clubs and groups considering becoming foundation members of the Sports, Services and Social Club and assists that group in addressing at least the following:

- Any further reviews of management models deemed to be useful
- Preparing a constitution
- Determining the size and membership of the committee of management
- Determining the responsibilities of the committee of management
- Achieving incorporation
- Determining which licences, permits and other statutory requirements will be retained and which will be relinquished. For example, if three clubs, each with a liquor licence, became members of the Sports, Services and Social Club, it is likely that only one licence would need to be retained (and that substantial cost-savings would be incurred by relinquishing the other two)
- Determining the responsibilities of the various parties. For example, it could generally be expected that Council would retain responsibility for the development and maintenance of all outdoor areas on Council/Crown land and that the school would be responsible for the maintenance of its assets. However, it may be beneficial to change this approach over time so as to assign clubs and groups greater responsibilities and/or to better integrate maintenance and development initiatives between Council, the school and clubs
- Determining the distribution of operational profits. Wynyard Football Club has indicated that it needs to raise a significant level of income every year to fund its football operations and fears that sharing resources and facilities with other groups could impact detrimentally on that. An agreement would need to be reached on this issue prior to establishing the joint management group, with provision being made for the review of the agreement on a say, 2-3 yearly basis as required, and
- Determining the extent to which individual member clubs continue to operate separately from the integrated, incorporated club. At Penguin, member clubs continue to set and charge separate membership fees, to run fundraising events and to operate their own programs. However, they also work in as part of the wider Club.

The issue has been raised as to whether an incorporated club would need to insist on the employment of a professional catering manager, given issues of food handling regulations. The manager of the Penguin club, where both commercial caterers and clubs prepare meals, indicated that there was no difficulty with these arrangements at Penguin. Yet, were the Wynyard RSL to relocate its resources to a Sports, Services and Community Club, it would almost certainly be impractical to operate a two-tiered catering system. Further, it is highly likely that commercial catering along with liquor sales and gaming income would be major revenue sources for sporting club members, especially as their seasonal operating costs would be greater than those of the RSL.

Full or part time professional bookings and management staff should be added to what would be the former RSL staff to take responsibility for the promotion, booking, and pro-

active programming of all indoor and eventually, outdoor spaces in the precinct – depending on the interest of other groups and leaseholders. This would ensure that all venues were put to productive use when key clubs and groups were not using them.

Over time it could be expected that revised Council leases would make it mandatory that built facilities on Council and/or Crown land were made available for appropriate other community uses when not being used by the “home” groups and clubs. This would be facilitated by the progressive physical integration of the facilities.

Appendix 1:

Collins Anderson Summary of Survey Responses re a Sports and Community Precinct:

What would be the primary benefits of a sports and recreation precinct?

Respondents rating the importance of the sports and recreation precinct very high made the following comments in relation to the benefits of a precinct:

- Better facilities
- Efficiency gains from economies of scale
- Better participation
- Better social environment
- Being able to host large events (national, state, community)
- Security and safety
- Less or more flexibility to use facilities
 - Build another stadium – more use of an indoor facility for more organisations. Would be able to hold higher standard games so kids can watch them with facilities upgrade to hold more people (cannot hold Australian and State Championships)
- Facilities upgrade (especially change rooms and toilets)
 - Economies of scale – easier to maintain
- Better community participation in sport
 - Everything in the one spot
- Cut down on maintenance and duplication
(Langley Park, the Soccer Club and Recreation centre is the sports precinct for Somerset)
- Improved maintenance and upkeep of sporting fields
- More parking if soccer and/or softball move
- Raised profile of sport
- Possibility of more members
- Better management – less for clubs to worry about
 - Keeping local talent in Wynyard
- Allow bigger competitions and facilities upgrade
- Development of junior standards
 - Kids would use all of the facilities
 - Not a lot of chance to reciprocate with current state of grounds (issue with material rising from reclaimed land where soccer grounds are and Oval drainage issues and lack of irrigation)
- Could use gym – storage and demarcation would be an issue. – would be open to idea – eg. badminton, martial arts etc.
 - Minimising overheads / volunteer requirements
- Being able to cater for larger events
- Parking availability
- School – close and can form part of it
- Child care – e.g. funballers (Mothers Basketball group) would be advantage to have a child care (Children are currently running around at the end of the court)
- Coordinating manager – manage logistic, bookings to ensure fair allocations
 - Wynyard specific Precinct, Somerset is a separate issue. Wynyard has a strong petition and Keith cannot think of a better place for it. It is central and facilities are all within walking distance.
 - Economies of Scale with regard to use of the Buildings required for Change rooms and toilets, Meeting Rooms, and allowing maximum use of sporting facilities.
- There is also the possibility that attendance at the sport precinct for one sport may instigate interest among the other sports that occur in the precinct thereby increasing participation & membership for all concerned.
 - Amalgamation of sports bodies into one area of operation
 - Bar saving and staff
- Large events
- Positive outlook overall
 - Economies of scale – larger revenue
- New facilities – change rooms, canteen / bar
- Sponsor attraction – more visible in a precinct, more likely to participate when the club doing well
 - Economies of scale allow better maintenance and future growth funding for remaining infra-structure
 - Toilets
- Mix of sports
- Bar & function facilities
 - Annual Sponsorship
- Streamlined administration
(Burnie has central admin where there is no need for volunteer base for activities, centralised organisation takes care of overseeing & prioritising new projects (financial management). Overall seems to be more money available, more benefits for more organisations with the Burnie model)
 - Good subdivision for the show area

What would be the down sides of a sports and recreation precinct?

Respondents rating the importance of the sports and recreation precinct very high made the following comments in relation to the down side of a precinct:

- None [x 4 respondents]
- Internal security of school building – would need to develop controlled access public area – cost of cleaning
- Would separate the school day and public access – 4pm onwards, not much use on weekends (end of year use a lot)
- Loss of ownership e.g. Wynyard Lawn Bowls Club is likely to have higher standard for cleanliness than other likely precinct participants.
- Recommended talking to Judy Kite from the bowls club for additional feedback
- Loss of sports fields for competition days – great dressage area [NB 55% revenue from competition days]
- Possible loss of the use of clubs rooms if other clubs move and facilities are sold
- Possible loss of identity
- Less or more flexibility to use facilities
- Use of the facilities would require tight co-ordination to eliminate the possibility of conflict amongst users.

The safety of children needs to be considered if there is to be a high volume of traffic in the area, as well as the combination of Adult activities amongst the Children's venues (eg Bar facilities & social clubs of football / cricket clubs etc).

- Clubs lose identity
- Loss of identity
- Less funding for other communities facilities and equity issues with distribution of rate payer funds.

NB Somerset Recreation facility = most utilised facility in Waratah Wynyard Municipality

Little to gain from moving. Currently the club has it's own club rooms and facilities (including new net complex). Unlikely to get a superior pitch (the Show Grounds sandy base drains well and available to the club 50 weeks in the year)

- Would to commercial drinking venues. Believes that this would out-compete centralised function / bar facilities of a sports precinct

Not really – would have to move

Penguin going to build an indoor facility. This is in keeping with the trend for Champions to do exhibitions for sponsored event in favour of shows and competitions.

What facilities would you want at such a sports and recreation precinct?

Respondents rating the importance of the sports and recreation precinct very high made the following comments in relation what they would want at a Sports and Recreation Precinct:

- As above

Bar

Gym

Parking

- Club activities as appropriate for sporting precinct therefore there is no real advantage from shared facilities. The primary concern involves public and participant safety with horses in a high use area (pedestrians and cars).

Being closer to residential area could cause issues – especially loud and disturbing noises for horses (e.g. lawn mowers and traffic). Noises to public from loud morning public address systems would be a nuisance to residents.

Health implication of horse waste

Risk of two people not used to being around horses on a competition day

- New stadium-
- Extra court for – Basketball, volleyball and badminton
- Storage
- Bigger bar

Better seating (up to 2000)

Toilets (at least double set)

Access to conference facilities

Gym

Pool (solar power)

Hockey and Soccer grounds (move to here)

Decent facilities that can be used for multi-function use (e.g. indoor cricket nets used for rugby training / football)

Currently sufficient parking

- Not as relevant from here
- Large function centre possibly – community use (orgs all that)
- Not as relevant from here.

Large function centre possibly – community use (orgs all that)

- Not really – not of benefit to Somerset

- Upgrade toilet (outside in particular)

Upsize what we have

- Functions – cater for 300
- Bar – 300
- Change rooms – 2 doubles (as now)
- Storage – consolidated – double garage
- Club rooms – 300
- Office space
- Various, depending on program

Would need cover for meeting areas and walkways (required for managing school children)
Lack of irrigation on grounds and poor drainage. Cannot afford to irrigate in summer and boggy in winter means Oval and surrounding area only useable for Spring and autumn .

Ovals not full size (about 4/5th size) – could possibly make one big oval however the patchy surface and poor drainage (sandy on top but marshy).

Student centre could be use as conference centre. Able to seat 350 in the student centre and 600-700 in gym (poor surface of gym floor means this is not currently an issue). There is currently no bar facilities (and will not be getting such facilities as Principal does not believe it is appropriate to have bar facilities on school grounds).

Parking well – far away from most houses.

- Change / Shower Rooms, separate to the public toilet amenities;

Meeting rooms available free of charge to participating clubs;

Secure Storage Area for important Club Documents that are required to be held on site;

Suitable Spectator Areas;

Sufficient Parking for Major events held by different Clubs simultaneously

First Aid Room(s); and

Function Room(s) where food & drink won't interfere with sporting facilities.

- Club rooms - modern facilities

- 3 court (plexipave)

Toilets

Bar / functions

Parking

Storage

- Club rooms

Canteen / bar

Ground

Parking

Storage – single car garage size

- Nice modern bar and function room

Shower facilities

Solve parking issue – when basketball has their big matches

Cannot see a lot moving or sharing much more because it is such a solid structure

- Wynyard doing well out of squash – one representative for Tasmania, on who is in top 4 for

Tasmania, just turned 21

- No use to Somerset Basketball.

- None - community centre from Wynyard and some of the people from Burnie come to Somerset for bowls

Same

Shared bar

- Wouldn't want to move but in the case of no option would like a complete duplication of current facilities, including indoor outdoor training facility, of the same or better standard.

Appendix 2:

WYNYARD SPORTS PRECINCT: SURVEY OF USER CLUBS AND ORGANISATIONS 2009 9 Club /Organisation Responses

Names of club/organization responding

Wynyard Cricket Club Inc
Wynyard Football Club
Wynyard Basketball Association Inc
Wynyard Badminton
Wynyard Bowls Club
Wynyard High School
Wynyard Junior Soccer / Western Schools Soccer
Wynyard Squash Club
Wynyard Ex-Servicemen's and Citizen's Club Inc.

Q5. How many members do you have in each membership category for the years of 1996, and then 2006, 2007, 2008 and 2009? (The categories could be eg: age groups; men and women; senior and junior players, non-players and life members)

Wynyard Cricket Club Inc

Membership Category	1996	2006	2007	2008	2009
In2 Cricket	N/A	120	100	65	100
U'12	N/A	0	0	0	15
U'14	N/A	20	20	20	15
U'16	N/A	20	20	20	15
Senior	50	40	25	25	30
Non Playing Members	50	50	50	50	50
Totals	100	250	215	180	225

Wynyard Football Club

Membership Category	1996	2006	2007	2008	2009
	425	210	200	345	415

Wynyard Basketball Association Inc

Membership Category	1996	2006	2007	2008	2009
Senior Mens		12	17	15	14
Senior Womens		14	19	17	16
Junior Boys		112	91	79	95
Junior Girls		157	137	108	122
Volunteers		109	91	111	91
Totals		404	355	345	338

Wynyard Badminton

Membership Category	1996	2006	2007	2008	2009
Junior					30
Team Intertown Comp.					6
Social	30	16	21	11	12

Wynyard Bowls Club

Membership Category	1996	2006	2007	2008	2009
Full	158	150	154	166	160
Social and others	63	60	62	58	64
Totals	221	210	216	224	224

Wynyard High School

Membership Category	1996	2006	2007	2008	2009
Students	440	355	360	360	352

Wynyard Junior Soccer / Western Schools Soccer

Membership Category	1996	2006	2007	2008	2009
Under 8	17	24	24	17	9
Under 10	12	22	24	26	24
Under 12	14	30	33	37	31
High School Boys	14	28	36	32	29
High School Girls	0	19	26	22	14
WSSA approx 200 + under 12	57	113	143	134	107
Totals		200	210	210	200

Wynyard Squash Club

Membership Category	1996	2006	2007	2008	2009
Members (Half Junior Members)	70	70	70	70	70
Totals	70	70	70	70	70

Wynyard Ex-Servicemen's and Citizen's Club Inc.

355 members

Q6. If your membership has changed dramatically since 1996 and over the 2006 – 2009 period (whether up or down), what do you think are the reasons for the changes?

Wynyard Cricket Club Inc

Junior Cricket is now the major focus for our club. Numbers for In2 Cricket were down last year due to wet weather during the roster.

Wynyard Football Club

The success of the sides, the right people put in place eg Committee, Coaches, and support staff

Wynyard Basketball Association Inc

Our membership has decreased slightly due to the fact that we have children coming out of our school rosters because they are too old and we do not have the facilities to provide more rosters due to the lack of court available times. Our numbers would increase dramatically if another court was available to add more senior rosters as well as introduction into basketball to the under 6 and under 8 age groups

Wynyard Badminton

Lack of interest in sport participation.

Lack of availability of Sports Centre (May have been able to get young people along on a different evening)

Wynyard Bowls Club

No response

Wynyard High School

Decrease reflects less students of school age. Projections place us at about 330 then increasing to 380s over the next 5 years. Not big changes.

Wynyard Junior Soccer / Western Schools Soccer

Increase from 1997 because of dedicated soccer parents and committee.

Increase from 2007-2008 World Cup and recognition of sport

Decline 2009 high wave from World Cup drop-off and lack of volunteers and committee in younger ages.

Wynyard Squash Club

Very stable – we have a good junior development program to replace natural attrition

Q7 Which venue or venues/facilities in the Sports Precinct does your group use and when?

Wynyard Cricket Club Inc

Venues Used	Months used	Days used	Hours of day
Wynyard Showground	October - March	Tuesday & Thursday Night & Saturday and Sunday	11 am to 6.00 p.m.

Wynyard Football Club

Venues Used	Months used	Days used	Hours of day
Wynyard Rec	10	4 per week	2-8
Wynyard Sports Centre	2	1 Per week	2
Wynyard High School gym	4	1 per week	2

Wynyard Basketball Association Inc

Venues Used	Months used	Days used	Hours of day
Sport Stadium	12	Monday, Tuesday, Wednesday, Thursday, Friday, Sunday	Week days 3.30 - 9pm, Sundays 9am – 8.30pm

Wynyard Badminton

Venues Used	Months used	Days used	Hours of day
Wynyard Sports Centre	March to Nov.	Friday nights	7.30 - 9.30 pm

Wynyard Bowls Club

Venues Used	Months used	Days used	Hours of day
Bowling Club	12	7 days per wk	12pm to 12am

Wynyard High School

Venues Used	Months used	Days used	Hours of day
Tennis Courts / squash	Summer for 1 week each year	By negotiation	3 hours
Football ground	Winter	Friday pm	3 to 5pm

Wynyard Junior Soccer / Western Schools Soccer

Venues Used	Months used	Days used	Hours of day
Frederick St	April to Aug	2	3-6pm and 8 -12pm
Wynyard High Ground	April to Aug	2	3-6pm

Wynyard Squash Club

Venues Used	Months used	Days used	Hours of day
Squash Centre	10	Tues/Thurs/Fri	7-11pm

Q8. How would you rate the adequacy of the facilities your club uses in terms of the items below?

Wynyard Cricket Club Inc

Item	Circle your rating 1 = Very poor 2 = Poor 3 = Average 4 = Good 5 = Very Good 6 = No opinion				
Available times	4				
Size	3				
Condition of playing facility	4				
Cost of use	4				
Condition of support facilities	4				

Wynyard Football Club

Item	Circle your rating 1 = Very poor 2 = Poor 3 = Average 4 = Good 5 = Very Good 6 = No opinion
Available times	4
Size	3
Condition of playing facility	2
Cost of use	3
Condition of support facilities	1
Other: wet weather facility	1

Wynyard Basketball Association Inc

Item	Circle your rating 1 = Very poor 2 = Poor 3 = Average 4 = Good 5 = Very Good 6 = No opinion
Available times	
Size	3
Condition of playing facility	2
Cost of use	2
Condition of support facilities	2
Other: Storage	1
Other: Change room/ Toilets	2

Wynyard Badminton

Item	Circle your rating 1 = Very poor 2 = Poor 3 = Average 4 = Good 5 = Very Good 6 = No opinion
Available times	2
Size	2
Condition of playing facility	3
Cost of use	4
Condition of support facilities	2

Wynyard Bowls Club

Item	Circle your rating 1 = Very poor 2 = Poor 3 = Average 4 = Good 5 = Very Good 6 = No opinion
Available times	4
Size	1
Condition of playing facility	4
Cost of use	
Condition of support facilities	3

Wynyard High School

Item	Circle your rating 1 = Very poor 2 = Poor 3 = Average 4 = Good 5 = Very Good 6 = No opinion
Available times	5
Size	5
Condition of playing facility	5
Cost of use	5
Condition of support facilities	5

Wynyard Junior Soccer / Western Schools Soccer

Item	Circle your rating 1 = Very poor 2 = Poor 3 = Average 4 = Good 5 = Very Good 6 = No opinion
Available times	5
Size	5
Condition of playing facility	4
Cost of use	5
Condition of support facilities	4

Wynyard Squash Club

Item	Circle your rating				
	1 = Very poor	2 = Poor	3 = Average	4 = Good	5 = Very Good
Available times	5				
Size	5				
Condition of playing facility	5				
Cost of use	5				
Condition of support facilities	5				

Q9. Where you rated something as “Very poor” or “Poor”, what is the reason for this?**Wynyard Cricket Club Inc**

No response

Wynyard Football Club

Item rated as “Very poor” or “Poor”	Reason for your rating
Condition of playing facility	Ground not up to scratch, lights, playing surface, bike track needs to be gone
Cost of use	--
Condition of support facilities	Change rooms poor, no lighting on High School grounds, gym poor
Other:	Very hard to get access to indoor venues like Wynyard Sports Centre and Wynyard High School court because of other sporting clubs using them at same time

Wynyard Basketball Association Inc

Item rated as “Very poor” or “Poor”	Reason for your rating
Available times	All our representative teams only train once a week, unable to make more competition rosters for our kids once they finish our high school rosters, unable to hold clinics to teach the skills needed for just the basics as an on going thing throughout the year, ALL THIS IS CAUSE HALL FULLY USED.
Size	The size of our stadium is adequate for local use, but is not sufficient to promote our sport with higher quality games ie: SEABL, WNBL, NBL, Australian Championships or State Championships. To give our kids the aspirations to stay in the sport to go as far as they can.
Condition of playing facility	The court surface is continually not up to scratch, it is not cleaned efficiently, the floor also needs replacing as it is too thin and has started to crack, there is also a big problem with condensation combined with a continually dirty surface makes it very slippery which games are nearly being called off giving our association a bad reputation.
Cost of use	Was very reasonable, but the latest increase was very dramatic making it very expensive for individuals to hire court (no explanation for increase)
Condition of support facilities	We have all but no storage facilities within the stadium, The condition of toilets and change room facilities are not very good and there are not enough of them, when men and women have to share same change rooms on same nights Showering facilities not suited for women athletes

Wynyard Badminton

Item rated as “Very poor” or “Poor”	Reason for your rating
Available times	Only evening/night available during the week is Friday night.
Size	Nowhere to store nets and poles. Change rooms/showers/toilets inadequate
Condition of playing facility	Floor cleaning not up to standard otherwise OK

Wynyard Bowls Club

No response

Wynyard High School

No response

Wynyard Junior Soccer / Western Schools Soccer

No response

Wynyard Squash Club

Not applicable

Q10 Are there additional facilities or support services, which you feel should be considered for provision in the sports precinct? Use the table below to record what is needed, where it might they be provided and, if appropriate, what size they should be?

Wynyard Cricket Club Inc

Additional Needs	Where should they go	What size should they be?
Indoor Nets/Training Facility	Under new clubrooms	At least 4 nets wide.
5 wicket turf pitch	Main Oval	5 pitches wide

Wynyard Football Club

No response

Wynyard Basketball Association Inc

Additional Needs	Where should they go	What size should they be?
Additional Sports stadium	At the front of original stadium, joined by storage, change rooms, toilets and canteen on bottom level, with clubrooms facilities and viewing of both courts on first floor.	Big enough to at least seat 1,500 people to hold bigger sporting events as listed in SIZE in Q9, not only in our sport but all relevant sports that use a stadium.
Indoor pool and gym: weights, aerobics, etc	Close off Austin St next to Squash Centre	30 m x 15m pool Suitable gym size

Wynyard Bowls Club

Additional Needs	Where should they go	What size should they be?
Extension or moving of club rooms	Northern side of property	Large

Wynyard High School

Additional Needs	Where should they go	What size should they be?
Outdoor circuit training track	Perimeter of High School Football grounds	10 station over 500m
Change room facility	Boundary of school, tennis, music clubrooms	Male 30 and female 30
Public toilets (independent of change rooms)	NB the school needs to upgrade its toilets. There may well be provision for a joint project to fund a new set. This would dictate location and size	

Wynyard Junior Soccer / Western Schools Soccer

Additional Needs	Where should they go	What size should they be?
Dedicated to soccer only storage for equipment goals	Near grounds	6 m length to fit goals-width open

Wynyard Squash Club

Not applicable

Wynyard Ex-Servicemen's and Citizen's Club Inc.

The Ex-Servicemen's and Citizen's Club presently provides a venue for a wide cross section of sporting and non-sporting clubs and activities on a regular or occasional basis. These include:

Legacy Widows
RSL Sub Branch & RSL Ladies Auxiliary
Wynyard Darts Assoc
Inglis Indoor Bowls Assoc
Inglis Country Music Club: every month
Vietnam Veterans
Wynyard Rotary Club: every week
Wynyard Lions Club: fortnightly
Rostrum Club: every week
Fonterra Training days: 5 times per year
Hearing Aide Clinics
Lodge Association
Wynyard Tulip Festival Craft Market: annually
Tulip Festival Mayoral Ball: annually
Wynyard / Burnie Legion of Ex Servicemen & Women
Naval Association

The venue is also used for weddings, dinners, meetings and seminars

The Club has full gaming facilities with 16 machines, TOTE & sky channel & Tas Keno.

Q11 What are your priorities for action in the development of the Wynyard Sports Precinct?

Wynyard Badminton

Nil

Wynyard Cricket Club Inc

Our priority is to provide the best available facility for use by the Wynyard Community.

Wynyard Football Club

First to safeguard Wynyard Football Club.

Next to make sure all facilities suit everybody's needs

We currently use our facilities 10 months of the year and club rooms all year round

Wynyard Basketball Association Inc

Second sports stadium. We are losing participants each year through lack of times to expand

Wynyard Bowls Club

Improvement of facilities (new) or extension of clubrooms

Wynyard High School

1. Prepare a concept plan involving all players

2. Sustainability not maintenance (we are not in the position to add to our recurrent costs)

Wynyard Junior Soccer / Western Schools Soccer

3 grounds available one 120x60m and two 100x50m

Male and female change rooms near new grounds prior to start of season usually around March

Wynyard Squash Club

None

Wynyard Ex-Servicemen's and Citizen's Club Inc.

Retention of all facilities and spaces presently provided plus a committee room of 8 m. by 4 m. with room for honour boards, rolls, books, shields. This facility would be available for use by other groups for meetings.

Q12. Would your club/organisation be able to make a financial contribution to works toward implementing the Sports Precinct? Yes/No

Wynyard Cricket Club Inc

No

Wynyard Football Club

No. Money we use is to survive

Wynyard Basketball Association Inc

Wynyard Bowls Club

Yes

Wynyard High School

Yes

Wynyard Junior Soccer / Western Schools Soccer

No

Wynyard Squash Club

No

Q13. If you answered “Yes” to Question 12., how much could you contribute? (Responses to this question will be treated as confidential) This could be stated as a “lump sum” or you may indicate a yearly contribution.

Wynyard Football Club

Too big a question to answer; depends how facilities are set up. Paying bar wages might be a saving

Wynyard Basketball Association Inc

No response

Wynyard Bowls Club

\$10,000

Wynyard High School

In kind eg: ground maintenance (grass cutting). We are currently funded to maintain our current grounds – this will continue – involves fuel, employee time, some equipment

Wynyard Junior Soccer / Western Schools Soccer

No response

Wynyard Squash Club

No response

Q14. Do you wish to make any other comments in relation to the future planning, development and management of the Wynyard Sports Precinct?

Wynyard Football Club

We as a club turn over a minimum of \$370,000 per year and use all that money to survive.
To save money for assistance to the sports precinct it depends a lot how this facility is set up

Wynyard Basketball Association Inc

No response

Wynyard Bowls Club

No response

Wynyard High School

Believe the concept provides a great opportunity for the effective use of our school grounds. It would be great to see sporting groups using the grassed areas and gym for training after say 4pm.. A “community use” toilet/change room facility would enable this to happen

Wynyard Junior Soccer / Western Schools Soccer

No response

Wynyard Squash Club

No response