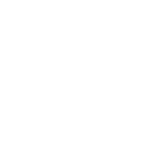




CITY OF
MITCHAM



CITY OF MITCHAM SPORTS FACILITIES STRATEGY

November 2016

ACKNOWLEDGEMENTS

The City of Mitcham Sports Facilities Strategy has been coordinated through Council's Organisational and Community Development Department. Alice Ralph (Sport and Recreation Officer) has been the project manager and Kylie Ferguson (Manager Community Development) has provided overriding advice.

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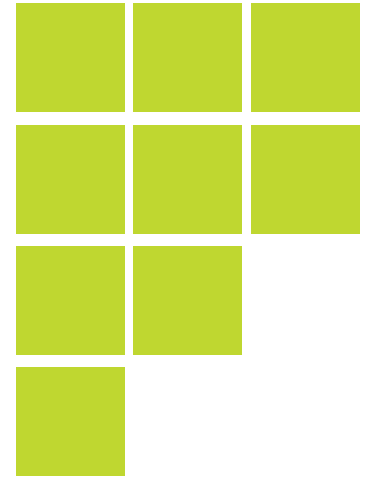
The Strategy and report have been developed by Suzanne Suter of Suter Planners with support and mapping design by Carina Sidwell of Suter Planners.



SUTER PLANNERS

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EXECUTIVE SUMMARY

The Sports Facilities Strategy provides a strategic direction for Council's 26 outdoor sporting facilities including 11 sports complexes and 15 other sports facilities. In addition, it confirms Council's continued commitment to the Blackwood Community Recreation Centre.

The Strategy is based on a review of each sports complex and sports facility in the City of Mitcham (supply), taking sport and community needs (demand) into consideration.

The Strategy includes:

- Background Information
- A Vision
- Guiding Principles
- Overriding Directions
- Key Strategies
- Directions for Specific Facilities

The Sports Facilities Strategy will assist the City of Mitcham to adopt a coordinated approach that is aligned to asset management to developing and managing sports complexes and sporting facilities.

The Vision for City of Mitcham sports facilities is as follows:

"An equitable spread of quality and functional sports complexes and sports facilities that meet diverse sport, recreation and community needs, based on a planned approach to asset management."

Eight guiding principles have been developed to provide a further framework for the Strategy. The principles relate to:

1. Equitable provision and distribution of facilities
2. Flexible, safe and accessible use (for sports and the broad community)
3. Supporting diverse sports and needs
4. A hierarchy and service level approach
5. Quality 'fit for purpose' facilities
6. Shared-use and multi-use
7. Coordinated management and sustainable practices
8. Partnerships and resource opportunities

The Overriding Directions developed for each main type of sports facility are as follows:

Sports Complexes

Additional opportunities for field sports should be considered to meet existing and increasing demands including through schools and other non-Council facilities. Additional playing fields should be sought and all existing sports fields should be retained. Opportunities for enhancing the quality and function of sports complexes should also be considered to contribute to addressing sporting demands including through playing area, building and support infrastructure improvements. Sports complexes should aim to have flexible design and use, including to cater for broader recreation and community needs.

Outdoor Court Facilities

There is limited opportunity to reduce the number of courts as most have a role to play in supporting existing tennis or the wider community. However, consideration could be given to some rationalisation and there is potential to create a few shared-use tennis and netball courts. Some courts could be made more available to the broad community.

Other Outdoor Sports Facilities

‘Other outdoor sports facilities’ refers to the Blackwood Bowling Club and Reade Park. Both justify being a high standard quality and there will be opportunities for some improvements. Opportunities to increase the value of these facilities should be considered.

Indoor Sport and Recreation

The City of Mitcham should continue to support and enhance the Blackwood Community Recreation Centre to cater for diverse community activities in the precinct. Other opportunities could be investigated to cater for other precincts such as through the Pasadena High School indoor facility, although the City of Mitcham should not aim to be the direct provider or manager.

Strategies that build on the Overriding Directions have been developed for the topics listed below. The strategies are included in Section 6 of the report and should be read in full.

Theme 1: Sports Facilities Provision	Theme 2: Facility Quality & Function	Theme 3: Usage & Management
1.1 Increased Field Flexibility	2.1 Hierarchy and Service Levels	3.1 Managed Use of Ovals and Fields
1.2 Partnerships with Schools	2.2 Asset Upgrade for Sports Complexes	3.2 Managed Playing Surfaces
1.3 Use of Other Non Council Sports complexes	2.3 Asset Upgrade for Other Sports Facilities	3.3 Facilitating Shared Use
1.4 Reviewed Tennis Court Provision	2.4 Recreation and Community Facility Improvements	3.4 Integrated Recreation Features and Facilities
1.5 Indoor Sport and Recreation Facility Provision	2.5 Whole of Site Improvements	3.5 Partnerships to Achieve Outcomes
	2.6 Blackwood Community Recreation Centre	

Directions have also been provided for each individual sports complex and sports facility (included in Section 6).

Whilst the Sports Facilities Strategy does not commit Council or any other body to fund a direction or strategy, it will guide the allocation of funds as opportunities arise and in accordance with other priorities. The Strategy will also assist Council and sports to seek grant funding and establish partnerships where appropriate. Overall, a coordinated and targeted approach to achieving the Sports Facilities Strategy will be required.

1 INTRODUCTION



1.1 Purpose of the Strategy

The Sports Facilities Strategy has been developed to guide Council and sport and community groups regarding the future provision, development and management of sports complexes and sports facilities across the City of Mitcham.

The Strategy:

1. Identifies key needs, issues, gaps and opportunities relating to the provision, development and management of sports facilities.
2. Provides directions that respond to the needs, issues and opportunities and guide future improvements to sports facilities to benefit the community.

The Strategy will assist Council and sport and community groups to seek grant funding, ensure the appropriate allocation of resources and establish partnerships to enhance sporting facilities across the City of Mitcham over time.

The Strategy will ensure that the prioritisation of Council resources and asset management are based on a sound analysis of demand and supply as well as the need to balance sporting demands with diverse community needs.

The focus of the Strategy is on sports complexes and other sports facilities. This primarily includes ovals and playing fields, outdoor courts, bowls and croquet greens and the Blackwood Recreation Centre (Council's only indoor sport facility). The potential to use schools and other non Council land for sport is also considered.

Whilst the Sports Facilities Strategy is not a recreation strategy, the need and potential for informal recreation within sports complexes and sports facilities is also considered.

Sports facilities are a priority for the City of Mitcham and sound directions are required to achieve quality facilities and support sports and communities in the future.

1.2 The Strategy Approach

Developing the Sports Facilities Strategy has involved five main planning steps as outlined below.

1. Background Review
2. Demand Analysis
3. Supply Analysis
4. Identification of Gaps and Opportunities
5. Development of the Strategy

Consultation has occurred during the study with sport and recreation groups and the strategy development stage enables community feedback.



2 BACKGROUND AND RATIONALE

2.1 Sports Facilities in the City

The City of Mitcham has a number of sporting facilities including:

- 11 sports complexes that incorporate an oval or playing field and cater for other sports (tennis, netball, lawn bowls)
- 13 standalone outdoor court facilities (not linked to a larger sports complex, mainly tennis)
- 1 sports facility with connected tennis courts, lawn bowls and croquet (Reade Park)
- 1 standalone lawn bowls club (Blackwood bowls club)
- 1 indoor sport and recreation centre (Blackwood Community Recreation Centre)

The specific facilities are listed and mapped on the following pages. These are Council owned facilities. Non Council facilities are listed in the Background Report.

11	Sports complexes		
		13	Stand alone outdoor courts
		1	Courts, bowls & croquet complex
	1	Stand alone lawn bowls	
1	Community recreation centre		

City of Mitcham Sports Facilities

Map Ref	Sports Facility Name	Main Current Sports Facilities	Current Sports Played	Recreation Focus
SPORTS COMPLEXES				
S1	AA Bailey Reserve	3 playing fields (including 1 soccer pitch, turf cricket), 3 lawn bowls greens	Soccer, rugby union, cricket	Play and picnic area and community use
S2	Blackwood Hill Oval	1 oval	Football, cricket	2 playspaces, bushland and tracks
S3	Hawthorndene Oval	1 oval	Football, cricket	Community use
S4	Hewett Sports Ground	1 oval, 9 courts (2 mixed netball/tennis courts, 3 netball and 4 tennis courts)	Football, cricket, soccer, netball, tennis	Play and picnic setting
S5	Karinya Reserve	1 playing field (soccer pitch)	Soccer	Play and skate link
S6	Kingswood Oval	1 oval (turf cricket)	Football, cricket	Play and community use
S7	Manson Oval	2 soccer pitches, 6 tennis courts	Soccer, cricket, tennis	Play and community use
S8	Mortlock Park	1 oval (flexible design), 1 baseball diamond	Football, baseball, soccer, softball, school use (PE, after school sport)	Strong community use, school use for break times
S9	Price Memorial Oval	1 oval (turf cricket), 4 lawn tennis courts (one is not full size), 3.5 lawn bowls greens	Football, cricket, tennis, bowls	Play and community use
S10	St Marys Park	1 oval	Football, Gaelic football	Play and bike areas
S11	WA Norman Reserve	1 baseball diamond	Baseball	Tracks and community use
OUTDOOR COURT FACILITIES				
C1	Apex Park	4 tennis courts	Tennis	Community access
C2	Balham Avenue Reserve	8 tennis courts	Tennis, basketball	Community access, recreation court
C3	Batchelor Reserve	6 tennis courts	Tennis	Club focus, community access to two courts
C4	Denman Reserve	6 tennis courts	Tennis	Club focus, community access to one court
C5	Gibbs Park	2 tennis courts	Tennis	Membership based social focus
C6	Hillview Reserve	8 tennis courts	Tennis	Club focus
C7	Naomi Reserve	3 tennis courts	Tennis	Recreation focus and club use
C8	Netherby Reserve	4 tennis courts	Tennis	Recreation focus and club use
C9	Nieass Reserve	3 tennis courts	Tennis	Club focus
C10	Pembroke Place Reserve	2 tennis courts	Tennis	Community access
C11	Rochester Avenue Reserve	2 tennis/netball courts	Tennis and netball	Community access
C12	Rozelle Reserve	2 tennis/netball courts	Tennis and netball	Community access
C13	Tweed Reserve	4 tennis courts	Tennis	Club focus
OTHER OUTDOOR SPORTS FACILITIES				
O1	Blackwood Bowling Club	3 lawn bowls greens (not all are full size)	Lawn bowls	Club focus
O2	Reade Park	14 lawn tennis courts, 3 hard tennis courts, 2 lawn bowls greens, 1 croquet green	Tennis, lawn bowls, croquet	Club focus
INDOOR SPORT AND RECREATION				
I1	Blackwood Community Recreation Centre	2 court stadium, gymnasium, fitness studio, roller skating focus	Various indoor sports (basketball, netball, badminton, roller skating, fitness, others)	Community use

* Football refers to Australian Rules football

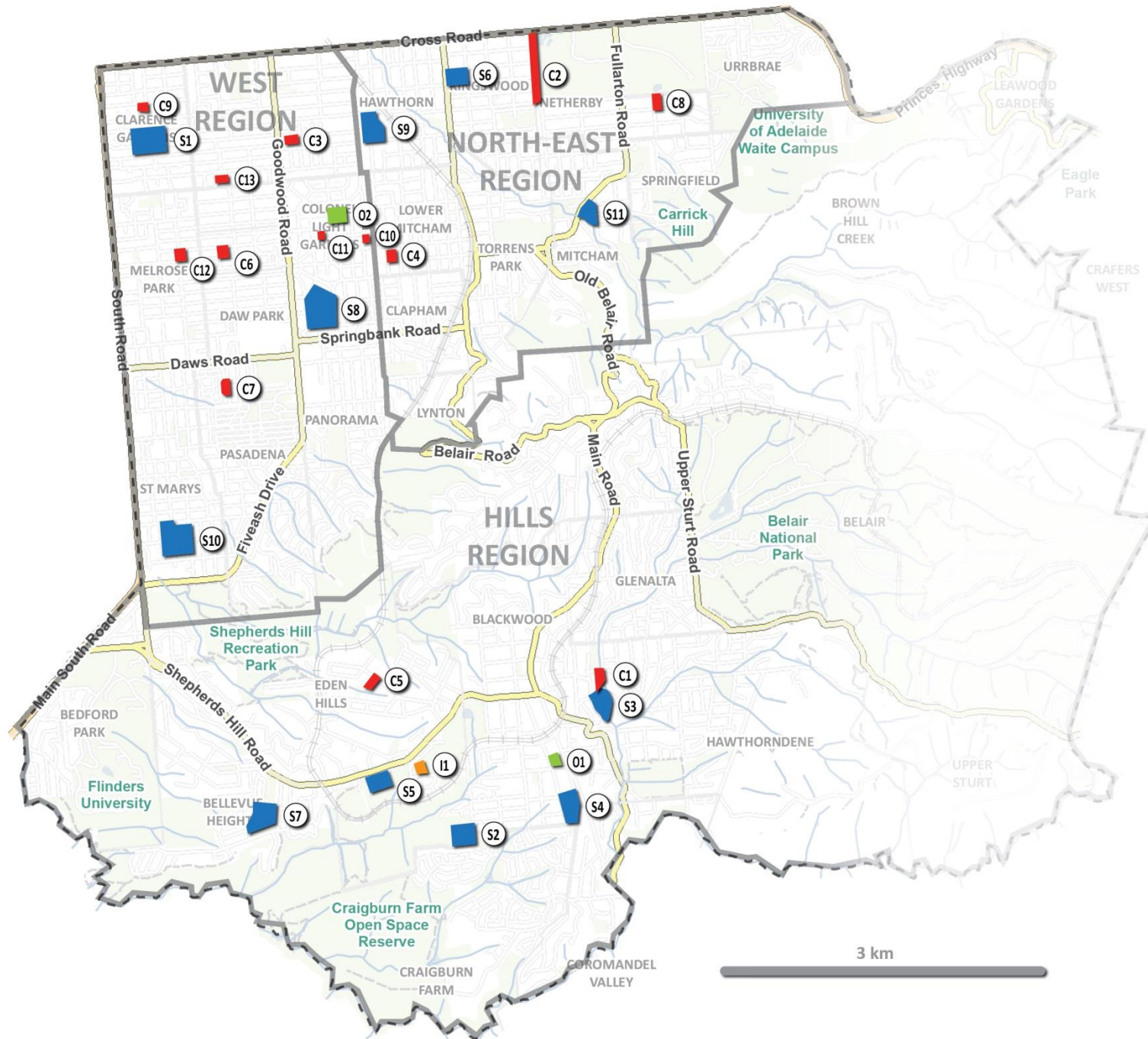
Sports Facilities

SPORTS COMPLEXES	
S1	AA Bailey Reserve
S2	Blackwood Hill Oval
S3	Hawthorndene Oval
S4	Hewett Sports Ground
S5	Karinya Reserve
S6	Kingswood Oval
S7	Manson Oval
S8	Mortlock Park
S9	Price Memorial Oval
S10	St Marys Park
S11	WA Norman Reserve
OUTDOOR COURTS (STANDALONE)	
C1	Apex Park
C2	Balham Avenue Reserve
C3	Batchelor Reserve
C4	Denman Reserve
C5	Gibbs Park
C6	Hillview Reserve
C7	Naomi Reserve
C8	Netherby Reserve
C9	Nieass Reserve
C10	Pembroke Place Reserve
C11	Rochester Avenue Reserve
C12	Rozelle Reserve
C13	Tweed Reserve
OTHER OUTDOOR SPORTS FACILITIES	
O1	Blackwood Bowling Club
O2	Reade Park
INDOOR SPORT & RECREATION	
I1	Blackwood Community Recreation Centre

Key for Sports Facility Type

-  Sports Complexes
-  Outdoor Courts (Standalone)
-  Other Outdoor Sports Facilities
-  Indoor Sport & Recreation
-  ABS Statistical Area
 - West Region
 - North-East Region
 - Hills Region

City of Mitcham Sports Facilities Map



Collectively the City of Mitcham currently provides the following facilities:

- 7 Australian Rules football ovals
- 7 cricket pitches (on ARF ovals)
- 1 Gaelic football field (on ARF oval)
- 4 soccer pitches
- 1 rugby union field
- 2 baseball diamonds
- 12 lawn bowls greens
- 1 croquet green
- 87 tennis courts of which 6 also cater for netball and 18 are lawn courts
- 3 netball courts

In relation to indoor sport and recreation, the City of Mitcham has contributed to the development and ongoing operations of the Blackwood Community Recreation Centre. The Centre is located on Department for Education and Child Development (DECD) land next to Blackwood High School in Eden Hills and it is managed through a community committee. The City of Mitcham does not directly own or manage any indoor sport and recreation facilities.

The City of Mitcham has a good spread of sports complexes and sports facilities. However, a detailed analysis of demand and supply has found that ideally there would be some additional playing fields particularly for soccer and football. In addition, a number of the existing sports complexes and sports facilities require upgrade.

The findings highlight the need to continue to use large open reserves as sports complexes and to focus on improving the quality of fields and facilities to meet sport and community needs. Opportunities to use school facilities should also be continued and further pursued.

The large number of tennis courts, particularly on the 'plains' suggests there could be potential for some consolidation or alternative use, including community courts or a netball focus.

The detailed demand and supply analysis findings are summarised in the following section.

2.2 Key Demand and Supply Findings

The Sports Facilities Strategy is based on an analysis of community demand and facility supply. The analysis considers:

1. The current and potential sport and recreation needs and demands relating to the community (including sporting groups).
2. The provision and condition of the existing sporting facilities based on an analysis of supply.
3. Whether the existing sports facility provision is adequate to meet the sporting needs of the current and future community.
4. What is required to improve the existing sports facilities to better cater for communities in the future (from a strategic and specific perspective).

The main findings of the demand and supply analysis are outlined on the following pages under the headings of:

- Sports Complex and Sports Facility Provision
- Asset Improvement
- Facility Usage and Management



Sports Complex and Sports Facility Provision

The demand for sports ovals and fields in the City of Mitcham is greater than supply. Sports participation in the City is strong and a number of local soccer, football, cricket and rugby union clubs have large numbers of players and require a number of oval or fields.

The City of Mitcham has 11 sports complexes and 15 other outdoor sporting facilities totalling 53.6ha. This represents 0.81ha per 1,000 people (based on an Estimated Resident Population of 66,347 in 2015, profile .id based on Australian Bureau of Statistics data). Planning for new development areas suggests there should be at least 1ha of sporting open space per 1,000 people. As the population increases the ratio of provision in the City of Mitcham per capita will reduce.

The analysis suggests that **the City of Mitcham has a lower provision of sporting open space than would ideally be provided. Consistent with this potential gap, demand has been expressed for additional soccer pitches, cricket pitches and Australian Rules football ovals.** The Sturt Lions Football Club does not have a home ground and is in need of higher quality fields.

There is potential for City of Mitcham sports and residents to use non Council sporting facilities and spaces with the main opportunities including:

- Women's Memorial Playing Fields
- Flinders University playing fields (future urban planning and university developments are currently being considered)
- Waite Sports complex (Adelaide University Sport is currently undertaking initial investigations into future opportunities at the site)
- Belair National Park sports spaces
- Various colleges and high schools

However, public schools often rely on Council fields and private schools tend to fully use their own playing fields. In addition, Flinders University playing fields could be lost in the future due to potential development on the fields fronting South Road and this would affect some local sports.

The greatest potential for meeting City of Mitcham needs could be through the Women's Memorial Playing Fields (as a regional sports complex, including catering for existing users) and by increasing the quality and capacity of Council ovals and fields to support good use. This could include establishing a synthetic pitch for soccer and other sports.

The City of Mitcham has a relatively large number of tennis courts and there could be potential for some consolidation or alternative use, for example there is a need for additional netball courts for training. Whilst supply is particularly high in the North East precinct the demand for tennis in this area is also strong.

The Blackwood Recreation Centre is a valuable indoor facility for the Hills area. Whilst this facility is located on education land and managed by a community committee, the centre was established by Council and continues to be supported by Council.

Maps for City of Mitcham's three planning precincts (North East Region, Hills Region and West Region) are provided on the following pages to present:

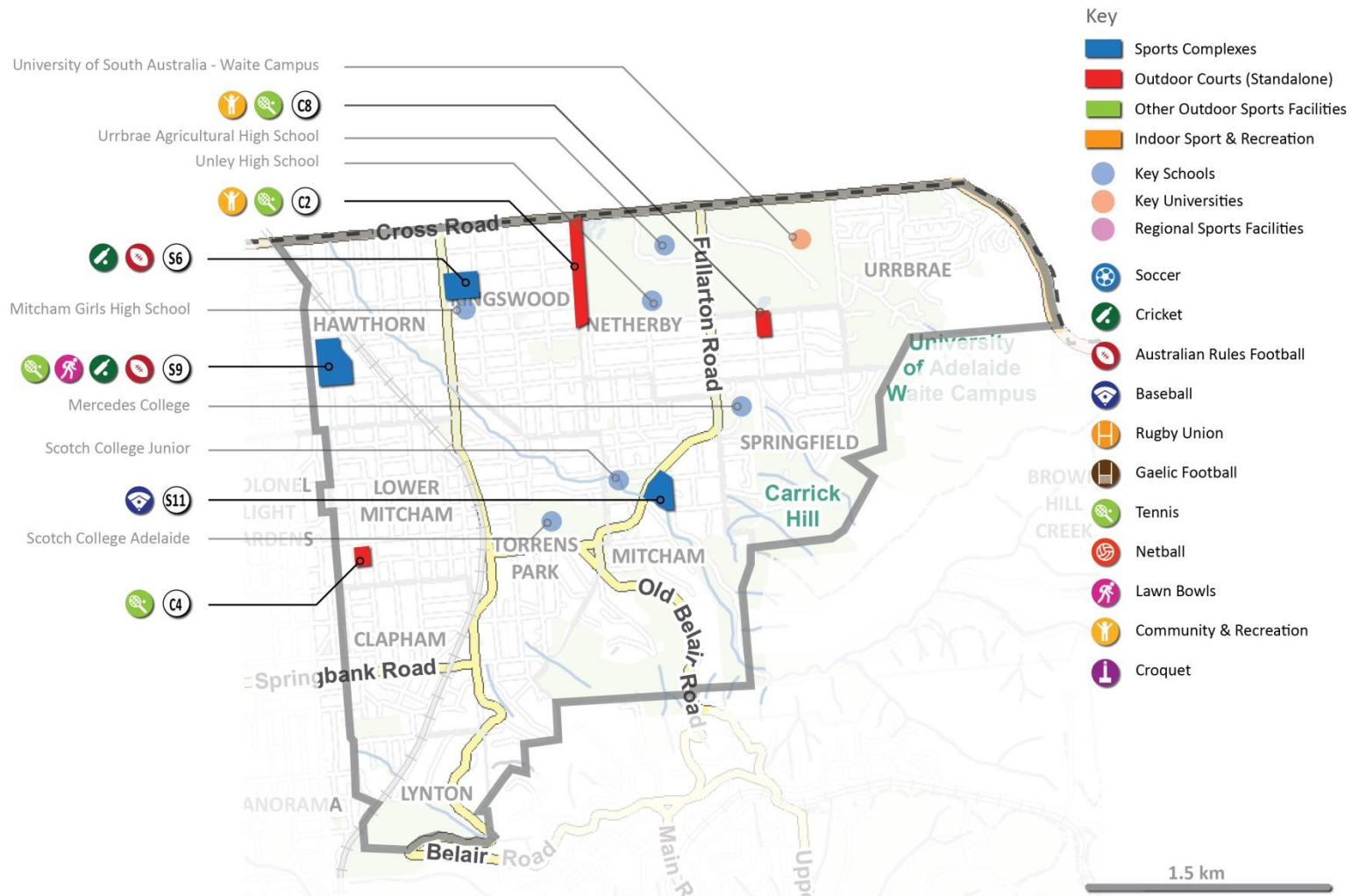
- The provision and distribution of sports complexes and sports facilities
- The current sports played and use at Council facilities
- The location of schools and links to other non Council sports complexes (where there is potential for community sport)

The mapping shows that the distribution of sports complexes across the regions is relatively well spread.

The City has a lower provision of sporting open space than would ideally be provided

Demand has been expressed for more soccer pitches, cricket pitches and AFL ovals

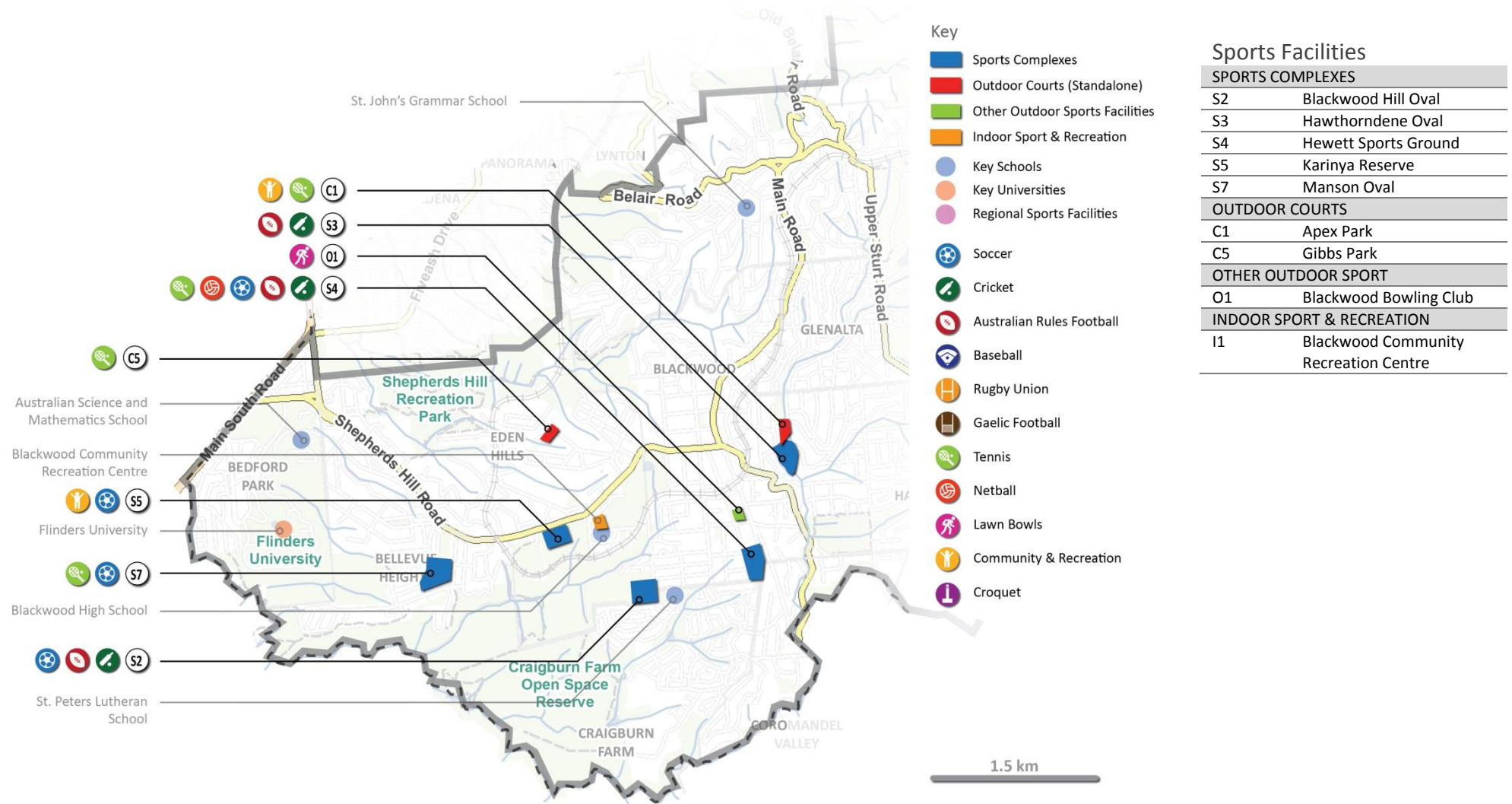
Sports Facility Provision and Use in North East Region



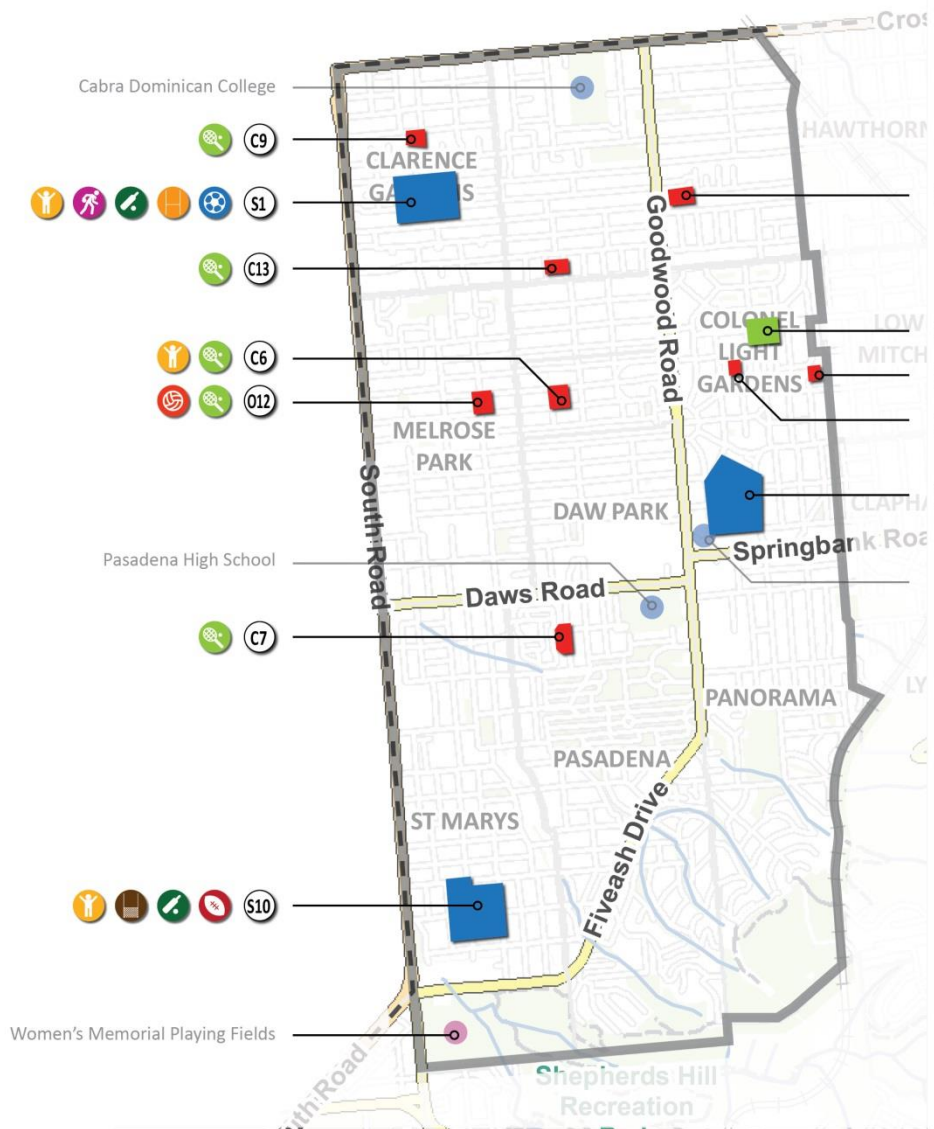
Sports Facilities

SPORTS COMPLEXES	
S6	Kingswood Oval
S9	Price Memorial Oval
S11	WA Norman Reserve
OUTDOOR COURTS	
C2	Balham Avenue Reserve
C4	Denman Reserve
C8	Netherby Reserve

Sports Facility Provision and Use in Hills Region



Sports Facility Provision and Use in West Region



Key

- Sports Complexes
- Outdoor Courts (Standalone)
- Other Outdoor Sports Facilities
- Indoor Sport & Recreation
- Key Schools
- Key Universities
- Regional Sports Facilities
- Soccer
- Cricket
- Australian Rules Football
- Baseball
- Rugby Union
- Gaelic Football
- Tennis
- Netball
- Lawn Bowls
- Community & Recreation
- Croquet

Sports Facilities

SPORTS COMPLEXES	
S1	AA Bailey Reserve
S8	Mortlock Park
S10	St Marys Park
OUTDOOR COURTS	
C3	Batchelor Reserve
C6	Hillview Reserve
C7	Naomi Reserve
C9	Nieass Reserve
C10	Pembroke Place Reserve
C11	Rochester Avenue Reserve
C12	Rozelle Reserve
C13	Tweed Reserve
OTHER OUTDOOR SPORT	
O2	Reade Park



Asset Improvement

Council is currently developing a framework for asset management which will be informed by this Sports Facilities Strategy.

There is potential for the City of Mitcham to provide higher quality sporting facilities to better match the character and expectations of its community. The main areas for potential improvement relate to building quality and playing surface quality (poor drainage, undulation). Some sports complexes are lacking club facilities and support infrastructure.

Improvements to playing field surfaces would enable increased use of sports fields although there is also a need to manage use to maintain good playing surfaces.

Sporting clubs have indicated a desire for sports complexes and sports facilities to be improved in quality. Key needs raised by sporting groups relate to:

- Improving building quality and function
- Providing additional storage and change facilities for females
- Field surface upgrades
- Improved field and court lighting
- Addressing car parking issues

Outdoor courts and lawn bowls facilities managed by users are generally well maintained. However, playing surface quality is an issue at some Council managed court facilities.

Facility requirements and standards identified by State Sporting Bodies should be taken into consideration when planning for and improving sportsgrounds and sports facilities.

There is potential to increase opportunities for the community to further enjoy and use sports complexes and sports facilities through improved support infrastructure such as lighting, spectator seating, shelters and fencing.

In addition, there could be opportunities in some buildings to provide broader opportunities for communities and sports so that they can be used by more community groups.

A coordinated approach to asset management is required and this could include:

- An ongoing program of building upgrade, replacement and consolidation that considers hierarchy and service levels
- Drainage, irrigation and surface level improvements
- An ongoing program of improving support infrastructure
- Some outdoor court upgrade or alternative use

Facility Usage and Management

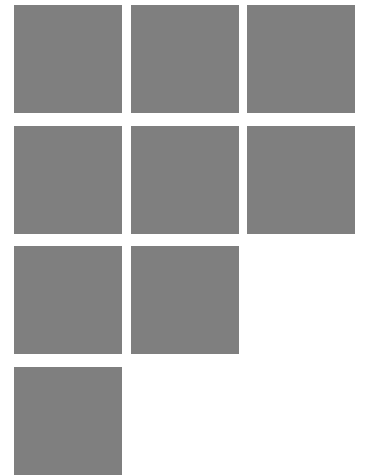
The demand and supply analysis highlights there is over use of some playing fields and a risk of long term impacts on field quality. Often fields that experience over use are soccer pitches and this reinforces the need for additional pitches or the provision of a synthetic pitch that can sustain high use. The management of usage to avoid long term impacts on field quality is required.

Based on the population demographics, past consultations and general trends in informal recreation, there will be strong demand for recreation across the City of Mitcham. Recreation is closely connected to sport where young children will play on equipment while siblings or parents play sport. Sports complexes are also used for walking, jogging, walking dogs, fitness activities, play and as a place to 'kick a ball'. As such, opportunities for supporting recreation activity should be considered at all sports complexes including through the integration of quality recreation spaces, seating, shelter and shady surrounds.

In addition, sports complexes should be accessible and exclusive use fenced grounds should be avoided, except for high grade fields that require protection. This includes managing the use of playing fields by sports to ensure reasonable access by the broader community. Overall, a balanced approach to usage that provides good support to sport while enabling reasonable community use is required.

Given the large number of tennis courts in the City of Mitcham and the current management arrangements with clubs, it is appropriate for access to be managed through clubs to ensure the quality of the courts is retained. However, the provision of some community courts equitably spread across the City will be important to support community recreation.

Consultation with sporting groups has highlighted a willingness to contribute to improvements to facilities and to partner Council and other funding bodies. The sports are keen to have lease arrangements in place to provide security of tenure and enable sports to influence facility directions and seek grant funding.



3 THE VISION

The City of Mitcham aims to adopt a coordinated approach to asset management and capital investment over the next 10 years that will result in higher quality and appropriately used sports complexes and sports facilities.

Sports complexes and sports facilities will be developed in accordance with hierarchy and service levels, and by implementing the recommendations in the Sports Facilities Strategy and Council's Asset Management Plan.

An equitable spread of sports complexes and sports facilities will be provided to meet sport and community needs across the City of Mitcham. This includes some strategically located higher level sports hubs that provide a focus for diverse sports.

The principles of community access and shared-use will be retained to ensure all people and age groups in the community benefit from sports complexes and sports facilities.

The overriding vision for City of Mitcham sports complexes and sports facilities that reflects and responds to the above intentions and approaches is below.

THE VISION

An equitable spread of quality and functional sports complexes and sports facilities that meet diverse sport, recreation and community needs based on a planned approach to asset management.

4 GUIDING PRINCIPLES

Key principles are provided below to guide the provision, development, usage and management of sports complexes and other sports facilities. These principles reflect industry good practice and consider the needs, issues and opportunities identified through the Sports Facilities Strategy planning.

1. There should be equitable provision and distribution of sports complexes and sports facilities that support community participation in sport across the City.
2. Sports complexes and sports facilities should be flexible, safe, accessible and 'fit for purpose' to cater for a mix of sport, recreation and community activities.
3. Diverse types and standards of sports facilities should be provided to cater for a range of competition levels and sport and community events and activities.
4. A hierarchy and service level approach to asset improvement should be adopted in the City of Mitcham on the basis that not all assets can be the same level.
5. The City of Mitcham should aim to achieve good quality facilities that match their allocated hierarchy and are 'fit for purpose'.
6. A strong focus should be placed on facilitating the shared-use and multi-use of sports facilities where appropriate to reduce facility duplication and increase the use and value of assets.
7. The City of Mitcham should aim to achieve sustainable sports complexes and sports facilities through coordinated management and sustainable practices.
8. Partnerships and resource opportunities should be established to increase the opportunities for achieving good quality sports facilities and asset improvements.

5 HIERARCHY AND SERVICE LEVELS

5.1 Adopting a Hierarchy Approach

It is not realistic or necessary for all sports complexes to be one standard of development. As such a hierarchy approach to provision, development and management is recommended where some sports complexes and facilities will justify being a higher level and others could be more moderate.

This approach is consistent with recent regional sports facility planning undertaken through the South Australian Office for Recreation and Sport (ORS), where the following is included in their sports facility definitions.

Office for Recreation and Sport Hierarchy Definitions

Hierarchy	Definition Inclusions
Regional	<ul style="list-style-type: none"> - Broad range of sport and recreation activities and programs - Large number of participants - Across local and regional geographic catchments - Beyond a single local council area - Sporting events and specialised (for multi-sports) or sport specific - Best at high profile accessible sites - Link to transport nodes and commercial / community centres
District	<ul style="list-style-type: none"> - Supports Association competition - Services a local catchment - Provides recreational, competitive and program participation - Potential primary function as a local finals venue - Central venue facilitates regular competition for multiple clubs/teams
Neighbourhood	<ul style="list-style-type: none"> - Local communities and sporting clubs - Home and away fixtures, training and programs
Local	<ul style="list-style-type: none"> - Small sites on local roads - Basic facilities and landscape treatments - Not suitable for larger facilities - Residential settings - Limited or constrained function

Source: Office for Recreation and Sport, June 2016

The allocation of a hierarchy level generally gives consideration to:

- The location and profile of the sports complex or facility.
- The character or potential of the sports complex or facility in relation to size, quality and function (e.g. multi-use).
- The activity and program scope of the sports complex or facility.
- The catchment potential of the sports complex or facility (based on profile, character and activity scope).

Various industry definitions have been established and are used by Local Councils across Australia.

Mitcham Council has determined that it will follow the hierarchy levels developed by the Office for Recreation and Sport using the 'definition inclusions' on this page as a guide.

As part of the Sports Facilities Strategy and taking the Office for Recreation and Sport definitions into account, a hierarchy has been allocated to each sports complex and sports facility in the City of Mitcham.

Both Regional and District sports complexes will have a wide catchment, including potentially from other Council areas. Most sports complexes in the City of Mitcham are considered to be District level due to their size, location and use.

Due to the shared-use nature of a sports complex, no sports complexes in the City of Mitcham have been allocated a local hierarchy. In addition, no standalone sports facilities (courts, lawn bowls) are considered to be regional on the basis that the main aim of these facilities is to cater for the City of Mitcham.

Blackwood Community Recreation Centre is considered to be a District facility due to its size (2 courts), indoor sport and recreation nature and range of activities. The Centre primarily services the Hills Region of the City of Mitcham and therefore is not considered to be regional. A regional centre would have four courts or more and the potential to expand the Blackwood Community Recreation Centre is limited.

The suggested hierarchy for sports complexes and other standalone sports facilities (tennis courts, lawn bowls, croquet) are outlined in the charts on this page.

The hierarchy allocation relates to the whole sportsground or complex on the basis that individual assets can be allocated different service levels. For example, a district sportsground could justify a service level 1 asset such as a turf cricket pitch while other assets such as a bowls clubroom could be service level 2 (refer 5.2). There should be an ongoing assessment of hierarchy and service levels.

Sports complex Hierarchy

Regional	District	Neighbourhood
- AA Bailey Reserve	- Blackwood Hill Reserve - Hewett Sports Ground - Mortlock Park - Price Memorial Oval - Kingswood Oval - St Marys Park - WA Norman Reserve	- Hawthorndene Oval - Karinya Reserve - Manson Oval

Other Sports Facilities Hierarchy

District	Neighbourhood	Local
- Apex Park (courts including recreation focus and link to play) - Batchelor Reserve (courts) - Blackwood Bowling Club - Reade Park Complex (courts, bowls, croquet) - Denman Reserve (courts) - Hillview Reserve (courts)	- Balham Reserve (courts) - Netherby Reserve (courts) - Nieass Reserve (courts) - Tweed Reserve (courts)	- Gibbs Park (courts) - Naomi Reserve (courts) - Pembroke Place Reserve (courts) - Rochester Avenue Reserve (courts) - Rozelle Reserve (courts)

5.2 Asset Service Levels

Local Government is placing a greater focus on appropriately developing and managing assets through asset management plans and the identification of service levels.

The general approach is to allocate a service level to assets to specifically guide:

- Provision (size of a building, number of light poles)
- Quality (high standard compared to basic)
- Function (surface type, fencing, LUX lighting)
- Usage (single, shared or multi-use)
- Maintenance (regularity, standard level)
- Other development and management factors

Generally a service level 1, 2 or 3 is allocated where 1 is the highest service level. A service level is allocated to each individual asset such as a building, cricket pitch, fencing, lighting or spectator seating.

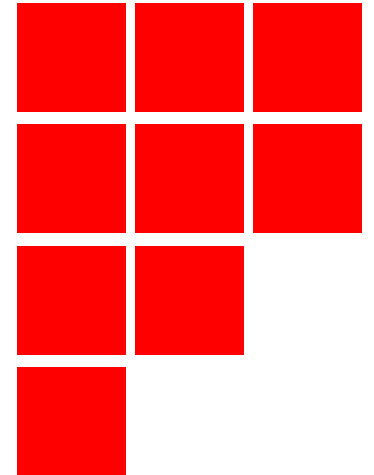
It is recommended that the City of Mitcham use three service levels as follows:

Service Level	Approach
Service Level 1	High service level (high quality and highest level of maintenance)
Service Level 2	Good service level (fit for purpose, meets needs, good quality)
Service Level 3	Minimum service level (safe and functional)

Principles for service levels are provided below to assist with future planning. The service level principles are closely linked to the concept of hierarchy.

Asset Service Level Principles

1. The service level of an asset will be influenced by a number of factors including:
 - The hierarchy of the sports complex or facility, where regional and district complexes and facilities will generally justify higher level assets
 - The sports competition level, where higher grades will require higher level assets to meet sporting needs
 - Broader demand and supply findings (e.g. if there is need for a higher level asset or if provision in an area is lacking)
2. Competition and activity levels should be closely aligned to the hierarchy of a sports complex or facility to avoid unrealistic asset expectations (e.g. where a competition level requires a high grade asset but the hierarchy of the sports complex does not support this). Where there is a 'mismatch' it may be necessary to relocate the user or activity or increase the hierarchy of the complex or facility.
3. The 'match' between hierarchy and asset level will generally be as outlined below. However, some assets could have a higher or lower service level due to the role or value of the asset.
 - Regional: asset service level 1
 - District: asset service levels 1 or 2
 - Neighbourhood: asset service levels 2 or 3
 - Local: asset service level 3
4. An asset service level should not impact on the community, the site character or the surrounds (e.g. lighting, buildings and other structures should be appropriate to the location, site character, heritage values, environment etc).



6 THE STRATEGY

6.1 Overriding Directions

The Sports Facilities Strategy has identified overriding directions relating to the various types of sports facilities including sports complexes, outdoor courts, other outdoor sports facilities and indoor sport and recreation. These directions are outlined below and more specific responses are provided in the Strategies section.

Sports Complexes

Additional opportunities for field sports should be considered to meet existing and increasing demands including through schools and other non Council facilities. Additional playing fields should be sought and all existing sports fields should be retained. Opportunities for enhancing the quality and function of sports complexes should also be considered to contribute to addressing sporting demands including through playing area, building and support infrastructure improvements. Sports complexes should aim to have flexible design and use, including to cater for broader recreation and community needs.

Outdoor Court Facilities

There is limited opportunity to reduce the number of courts as most have a role to play in supporting existing tennis or the wider community. However, consideration could be given to some rationalisation and there is potential to create a few shared-use tennis and netball courts. Some courts could be made more available to the broad community.

Other Outdoor Sports Facilities

‘Other outdoor sports facilities’ refers to the Blackwood Bowling Club and Reade Park. Both justify being high level and there will be opportunities for some improvements. Opportunities to increase the value of these facilities should be considered.

Indoor Sport and Recreation

The City of Mitcham should continue to support and enhance the Blackwood Community Recreation Centre to cater for diverse community activities in the precinct. Other opportunities could be investigated to cater for other precincts such as through the Pasadena High School indoor facility, although the City of Mitcham should not aim to be the direct provider or manager.

6.2 Key Strategies

Strategies have been developed to respond to the needs, issues and opportunities identified in the Sports Facilities Strategy study and collectively address sports facility provision, development and management. These are outlined under three Theme headings on the following pages:

Theme 1: Sports Facilities Provision

Theme 2: Facility Quality and Function

Theme 3: Usage and Management

Establishing and maintaining partnerships and obtaining funds are also important and have been considered through a number of the strategies.

The strategies are generally high level and a rationale is provided for each strategy. For some strategies it is appropriate to reference specific facilities and opportunities.

Theme 1: Sports Facilities Provision

No.	Topic	Key Strategies	Rationale
1.1	Increased Field Flexibility	Redesign some sports complexes to increase site flexibility and the playable area for sports. The main opportunities are likely to be limited to St Marys Park and Manson Oval. Synthetic pitches could be considered following feasibility assessment (AA Bailey provides the main opportunity).	The demand for additional playing areas could be partly met by increasing the design of the sports complexes identified. Synthetic pitches are being recommended by the Football Federation of SA to enable increased use and support higher grade teams.
1.2	Partnerships with Schools and Universities	Establish partnerships with schools and universities that assist sports to gain access to fields and facilities. This may require a contribution from Council towards field management and amenity provision where longer term arrangements can be achieved. High schools, colleges and universities such as the Waite Institute and Flinders University should be a particular priority.	There is a need for additional playing fields and an opportunity to achieve this through access to school fields and facilities.
1.3	Use of Other Non Council Sports complexes	Strengthen relationships, agreements and partnerships with owners and operators of non Council sports facilities to maintain and increase opportunities for City of Mitcham sports to use their sports fields / facilities. An open and transparent opportunity for sporting clubs to express an interest in utilising the Women's Memorial Playing Field should be provided, and investigation of the potential for the Women's Memorial Playing Fields to provide a home ground for senior soccer for the Sturt Lions Football Club.	The area has a number of significant non Council sports complexes and facilities that are currently or potentially of benefit to the City of Mitcham community, (e.g. Women's Memorial Playing Field, Waite Institute, Belair National Park and in the short term Flinders University).
1.4	Reviewed Tennis Court Provision and Use	Review the existing tennis court provision and consider alternative uses of some courts and of some sites. This includes: <ul style="list-style-type: none"> - Consider options for creating shared-use tennis and netball facilities - Consider removal of courts that are in poor condition and where there is an adequate supply in the immediate area. Particular opportunities could include the following: <ul style="list-style-type: none"> - Consider the potential to broaden or review the use of courts at Balham Avenue Reserve, Naomi Reserve, Reade Park, Price Memorial Oval (including potential netball and multi-use courts) - Increased community use of courts at Batchelor Reserve, Gibbs Park, Hillview Reserve, Rozelle Reserve - Review provision of courts at Apex Park, Nieass Reserve, - Consider club use of Rochester Avenue Reserve 	The City of Mitcham has a high provision of tennis courts, particularly in the north western part of the City. Demand for additional netball courts for training has been raised and there is a lack of netball courts in the area. Where courts are in a poor condition and there is a good supply in the immediate area, an upgrade of these courts is generally not justified.
1.5	Indoor Sport and Recreation Facility Provision	Continue to support indoor sport and recreation by <ul style="list-style-type: none"> - Maintaining the current partnership arrangement with the Blackwood Community Recreation Centre and continuing to support facility improvements - Being a partner or supporter of the indoor sports centre at Pasadena High School subject to the school closing and if the facility is found to be feasible (being the facility owner or manager may not be appropriate) 	The existing Blackwood Community Recreation Centre is a good quality facility that is well managed and there is justification for a continued partnership arrangement. Council lacks the resources and people skills to own or manage another indoor centre, the Pasadena High School centre is on Council's southern boundary, the City of Marion may be investigating establishing a similar facility, retaining the facility may not be feasible and if the facility is retained, Basketball SA could be a more appropriate manager and owner.

Theme 2: Facility Quality and Function

No.	Topic	Key Strategies	Rationale
2.1	Hierarchy and Service Levels	Adopt a hierarchy and service level approach to sports complexes and sports facilities using the sports complex hierarchy allocation in this report.	Not all sports complexes and facilities can or should be the same level of development or quality. Facilities should be developed and managed in accordance with their size, location, site character and usage.
2.2	Asset Upgrade for Sports Complexes	<p>In partnership with sports and user groups undertake a program of sports complex upgrade over time. Place a particular focus on the following:</p> <ul style="list-style-type: none"> - Club building improvements and development including the need to consolidate buildings and containers as part of building upgrades (particularly Hawthorndene Oval, Hewett Sports Ground, Karinya Reserve, Manson Oval, Price Memorial Oval, St Marys Park) - Playing surface and drainage improvements (particularly AA Bailey Reserve, Blackwood Hill Reserve, Hewett Sports Ground, Karinya Reserve, Manson Oval, Price Memorial Oval, WA Norman Reserve) - Improved or new lighting (particularly Hawthorndene Oval, Manson Oval) - Provision of amenities to support female participation - Improved disability access to buildings and amenities where required - Improved spectator provision e.g. seating and shade (particularly AA Bailey Reserve, Hawthorndene Oval, Hewett Sports Ground, Karinya Reserve) - Improved outdoor court surfaces and lights (particularly Manson Oval, Price Memorial Oval) 	A number of the sports complex buildings, playing surfaces and related infrastructure are declining in condition and a coordinated approach to upgrade is required. Council is undertaking asset management planning and the directions in the Sports Facilities Strategy will be useful in guiding that planning. Partnerships with sports are required to achieve the improvements.

Theme 2: Facility Quality and Function (continued)

No.	Topic	Key Strategies	Rationale
2.3	Asset Upgrade for Other Sports Facilities	<p>Guide and support sports and user groups to maintain and enhance the quality and function of standalone sports facilities, using the Directions for Other Sports Facilities in this report as a basis. Place a particular focus on encouraging and supporting:</p> <ul style="list-style-type: none"> - Maintenance of existing courts (relates to all court complexes including those managed by clubs) - Building improvements (particularly at Batchelor Reserve, Hillview Reserve, Blackwood Bowling Club) - Surface improvements (particularly at Manson Oval and most community courts) - Lighting (particularly at Denman Reserve and Price Memorial Oval) - Improved disability access (particularly at Blackwood Bowling Club, Reade Park) - Improved seating (particularly at Netherby Reserve, Reade Park) 	<p>Whilst many sporting groups make a significant contribution to maintaining and upgrading standalone sports facilities, there is potential for ongoing improvement. Guidance and support through Council will assist sports and user groups to achieve improved facilities.</p>
2.4	Recreation and Community Facility Improvements	<p>Undertake improvements to recreation and community facilities and spaces linked to sporting facilities. Place a particular focus on:</p> <ul style="list-style-type: none"> - Community court upgrade (particularly at Apex Park, Batchelor Reserve, Denman Reserve) - Providing and improving public toilets linked to recreation area - Play space and picnic area improvements - Designing and managing spaces to enable community and sports events where appropriate 	<p>Some of the courts that are allocated for community use and are the responsibility of Council have potential to be improved in quality, providing there is justification to retain the courts.</p>
2.5	Whole of Site Improvements	<p>Undertake site improvements to sporting complexes and facilities that enhance the amenity and function of the site and specifically give consideration to:</p> <ul style="list-style-type: none"> - Presentation of the site from the street - Tree planting and landscapes - People movement within the site - Access points for vehicles, cyclists and pedestrians - Pathways and linkages to and within the site - Site safety and security - Consolidation of buildings, containers and structures - Signage quality and location 	<p>A holistic approach to achieving well designed and functional sports complexes and facilities is required. In the past the focus has been on replacing assets with 'like for like' and addressing individual facilities rather than adopting a holistic approach and considering the broader opportunities that could improve the function and quality of the site.</p>
2.6	Blackwood Community Recreation Centre	<p>Continue to support the Blackwood Community Recreation Association to improve and maintain the Blackwood Community Recreation Centre to a good quality and provide for diverse sports and activities.</p>	<p>The Blackwood Community Recreation Centre will require improvements to maintain facilities to a good standard. The centre services the Hills area and is well used and valued by the community.</p>

Theme 3: Usage and Management

No.	Topic	Key Strategies	Rationale
3.1	Managed Use of Ovals and Fields	Manage and where required reduce the use of Council sports ovals and fields in accordance with field capacity. This will require coordinated control of field allocations and use.	A number of playing fields are experiencing over use and control of this use is required.
3.2	Managed Playing Surfaces	In order to increase potential playing field usage, improve surface quality including through: <ul style="list-style-type: none"> - A program of surface quality and drainage upgrade (addressing grounds with poor soil structure and drainage as a priority) - Consideration of some synthetic playing surfaces (soccer, lawn bowls, training spaces) 	The current and future additional demand for additional fields could be difficult to meet and other options for increasing the usability and capacity of playing surfaces needs to be considered.
3.3	Facilitating Shared Use	Ensure communities have reasonable access to sports complexes and sports facilities to achieve multi-use open space through: <ul style="list-style-type: none"> - Time and spatial zoning of fields and activity areas. - The provision of adequate facilities with community access potential, such as community courts. This includes investigating alternative approaches to the use and management of the Gibbs Park courts (with the aim to increase broad community access) - Management of ground fencing and access points 	<p>The demand for community access to sports complexes and sports fields is high in the City of Mitcham and opportunities for achieving balanced use are required.</p> <p>Community courts provide opportunities for all people to participate in casual outdoor court activities. Currently Gibbs Park courts are limited to membership use and support by Council in managing the courts could enable broader community access.</p>
3.4	Integrated Recreation Features and Facilities	Incorporate well located and good quality recreation facilities and spaces within sports complexes and sports facilities, including play spaces, picnic settings, walking and bike tracks, seating and infrastructure to support community and sports events where appropriate.	Sports complexes should and do provide an important recreation resource for surrounding communities. The provision of alternative activity opportunities broadens the use and value of a sports complex and should be included as part of all sports complexes where practical.
3.5	Partnerships to Achieve Outcomes	Continue to establish and strengthen partnerships with sport and community groups and other bodies regarding the improvement and management of sports facilities.	Council cannot fund all improvements to sports complexes and sports facilities and partnerships will be essential to achieve the improvements.

6.3 Directions for Individual Sports Facilities

This section outlines recommended directions for each City of Mitcham sports complex and sports facility. A rationale is provided for each direction.

Sports Complexes

Sports Complex	Directions	Rationale
AA Bailey Reserve	<p>Continue to undertake improvements to the existing sports facilities and the recreation area to support users and the community. This includes:</p> <ul style="list-style-type: none"> ▪ Investigating the feasibility of establishing a synthetic soccer pitch to replace the existing main pitch (in consultation with the club) ▪ Supporting the soccer club to undertake building improvements ▪ Supporting the bowling club to establish a disabled access toilet and establish a connection to the bore water ▪ Establishing new public toilets linked to the recreation area to replace the existing public toilets adjoining the soccer clubroom 	The sports complex is significant and justifies being high quality. However, major upgrade is not required.
Blackwood Hill Oval	Maintain the complex as a primary facility for the Hills area. This will require a continued program of upgrade to the oval playing surface to improve soil quality and drainage.	The building is excellent and only requires moderate improvements. The oval quality should match the club facility.
Hawthorndene Oval	Establish a club facility (of moderate size) and provide oval lighting to increase the usability and value of the oval for football training and other activities.	Improving the oval should alleviate pressure on other grounds including Hewett Sports Ground.
Hewett Sports Ground	<p>Establish a good quality, functional shared-use club facility for all sports to use. In addition:</p> <ul style="list-style-type: none"> ▪ Manage usage of the playing fields to reduce impacts on the playing surface. This could involve relocating junior soccer to other improved playing fields, e.g. Karinya Reserve and Manson Oval. In addition, some football training could be diverted to Hawthorndene Oval ▪ Improve site drainage to maximise usage of the ground (high priority) ▪ Following drainage works, review ground condition to determine opportunities for increased formal use of the site 	Hewett Sports Ground is a sports hub for junior sport in the Hills area that justifies a new club facility. Existing use is high.
Karinya Reserve	Improve the complex to support junior soccer and manage the use. This will require upgrade of the playing surface and either replacement or upgrade of the sports building (potentially with other community use and links to the recreation aspects of the reserve). The viewing area should also be improved and traffic management considered. Any improvements should be sensitive to the bushland surrounds, site character and other activities.	It is not appropriate to establish Karinya Reserve as a major sports complex and junior use is most suitable. There is potential for other groups to use the building, e.g. scouts.
Kingswood Oval	The existing club users should continue to be supported including in their endeavours to improve the clubroom facilities (including possible expansion of the building towards Belair Road) and the cricket nets. Links to the adjoining school should be considered.	The existing users should continue to be supported at the site. The school is closely connected to the reserve.

Sports Complexes (continued)

Sports Complex	Directions	Rationale
Manson Oval	<p>Redesign the playing field to enable flexibility for junior soccer, and establish a shared-use club facility and field lighting along with additional car parking. Buildings and infrastructure should be moderate in relation to size and level of development.</p>	<p>Manson Oval justifies being improved and has the potential to provide a complex for junior soccer.</p>
Mortlock Park	<p>A balanced approach to usage between organised sport and informal recreation should be adopted. Future implementation of the Mortlock Park Concept Plan (2013) including consideration of the guides hall, and the provision of toilet facilities accessible to the wider community.</p> <p>Use of Mortlock Park should be consistent with the Guiding Principles in this Strategy and usage and development must have regard to the Colonel Light Gardens Conservation Management Plan.</p> <p>Mortlock Park should continue to cater for organised sport and school use including continued support of the Goodwood Baseball Club at Mortlock Park. Some modifications may be required to manage any risks associated with baseball and/or to achieve the implementation of the Mortlock Park Concept Plan.</p> <p>There could be potential for some junior baseball training to occur at St Marys Park to assist the growth of the club (without impacting on Mortlock Park).</p> <p>Informal or passive recreation including walking, dog walking and playspace should also be supported.</p>	<p>Mortlock Park should continue to be used for baseball, football and other school sports (Colonel Light Gardens Primary School and St Therese School) as it provides an important sports complex. However, Mortlock Park should also support community recreation use and increased sports use is not appropriate. Some modifications may be required to address risk issues in accordance with the Risk Audit of the Playing of Baseball at Mortlock Park.</p> <p>St Marys Park is a large site that could cater for additional summer sports including junior baseball activities. This would enable the Goodwood Baseball Club to expand without impacting on Mortlock Park.</p>
Price Memorial Oval	<p>Establish a new shared use club facility to replace the existing oval and tennis buildings. Also consider four hardcourt tennis courts with lights instead of lawn (e.g. for use by Denman Tennis Club with the lawn tennis club using Reade Park). Retain three full size bowls greens to enable a viable club including 1-2 synthetic greens. Also improve site drainage, increase car parking and redesign the recreation spaces in accordance with the site Master Plan.</p>	<p>Price Memorial Oval should be upgraded to meet the needs of diverse user groups. A redesign of the site and a new club building are required.</p>

Sports Complexes (continued)

Sports Complex	Directions	Rationale
St Marys Park	<p>Develop a master plan for the sportsground and consider increasing the flexibility of the playing field and building facilities. This may include removing the oval fence and developing a new multi-use club building and additional car parking that will be available for both club use and broader community access.</p> <p>As part of future site redesign, consider opportunities for increased summer use of St Marys Park such as (but not limited to) junior baseball training.</p> <p>Also, retain a strong recreation focus including through Norman Street Reserve. Build upon the existing opportunities provided by the newly developing wetlands on the site by strengthening links between the sports ground and the wetlands feature.</p>	<p>The club building justifies replacement. The area around St Marys Park does not have much open space and recreation opportunities are required.</p> <p>A more flexible site design would enable other sports and activities to be supported.</p>
WA Norman Reserve	Undertake further improvements to the club building to meet user needs.	Further improvements will complete the transformation of the site to a good quality complex for baseball.

Outdoor Court Facilities

Facility	Directions	Rationale
Apex Park	Maintain the quality and community use of courts at this location. However, review the northern courts and the club building in consultation with users and the community.	Apex Park has a strong community and recreation focus which should be retained. The northern courts are in disrepair.
Balham Avenue Reserve	Continue to provide and maintain all tennis courts to a good standard providing there is continued use by schools (otherwise the number of courts could be reduced). Also consider the potential for creating a shared-use tennis and netball facility to support netball training.	The site and the courts are predominately used by schools and use of the courts should be supported and where possible increased.
Batchelor Reserve	Support improvements to the existing club building in partnership with the tennis club. This could include expanding the club amenities and improving spectator viewing and the landscape. Also consider strengthening the 'community use' focus of two of the courts.	High quality courts with lights are already provided at the reserve and this justifies an improvement to the quality and capacity of the amenities that support the courts.
Denman Reserve	Council has determined that it will continue to support tennis on the site and upgrade the facilities, including the community court.	The Denman Reserve building and courts are high standard and Denman is a strong tennis club that justifies support regarding facility improvements.
Gibbs Park	Retain and maintain the courts for social club and community use. Some improvements to the courts and facility are required to enhance the recreation and social value of the park. In addition, options for broader community use should be considered (opening courts rather than resident membership) even if this requires greater Council contribution toward maintaining the facility.	The community committee should be supported through site enhancements as there are no other courts in the area. The current approach to usage limits the value of the facility to the community.
Hillview Reserve	Maintain and enhance the tennis courts and improve site quality, including the court surfaces and club building and toilets. Consider the potential for 'community use' of some courts. If demand for eight courts reduces, consider removing up to three courts (nearest to community hall). The use of and any development of Hillview Reserve must have regard to the Colonel Light Gardens Conservation Management Plan.	Hillview Reserve has been overdeveloped resulting in a tight site and the park area could be increased. However, the tennis club is strong and should be supported with 8 courts whilst there is demand.
Naomi Reserve	Maintain the quality of the existing courts and small club building and continue to support the recreation and community value of the reserve. There could be potential to broaden use through a multi-use court (basketball, netball, tennis).	The reserve has a strong community and social function through the tennis facilities, playground and other amenities.
Netherby Reserve	Maintain the quality of the reserve and increase the use and function of the tennis facility through improved spectator seating and amenities. Lighting of two courts and improvements to the southern two courts could be considered subject to community support.	The facility is high quality and located away from other tennis facilities in the north-east of the council area.

Outdoor Court Facilities (continued)

Facility	Directions	Rationale
Nieass Reserve	Review the number of tennis courts provided and explore reducing the facility to two courts and use the extra space to create a play and recreation area.	The reserve would benefit from having a larger recreation space and only 2 courts should be required to support this use.
Pembroke Place	Retain the sport and recreation function of the reserve through the community tennis courts and continue to allow formalised use of the courts by clubs and schools to meet needs and cater for current Rochester Avenue Reserve court users. The formalised use should be limited to Saturdays and some mid week day use to ensure adequate time for community use and to minimise impacts on surrounding residents. Do not establish lighting at these courts. The use of and any development of Pembroke Place Reserve must have regard to the Colonel Light Gardens Conservation Management Plan.	The sport and recreation function of this site aids in activating a location with poor visual and physical accessibility.
Rochester Avenue Reserve	Consider strengthening the quality and usage of the courts and building by establishing a tennis club as a regular user and improving the courts and amenities. The use of and any development of Rochester Avenue Reserve must have regard to the Colonel Light Gardens Conservation Management Plan.	Allocating these courts to a club could help alleviate pressure on the Reade Park tennis courts.
Rozelle Reserve	Support increased community and social use of the reserve and the tennis courts as well the connections to the surrounding pathway network. Improvements to the park amenities will be justified.	This is a large and well used reserve with recent upgrades and the existing facilities justify ongoing improvement.
Tweed Reserve	Support the Hope Ward Tennis Club to maintain the quality of existing facilities and increase the capacity of the facility through lighting of the third court. Also consider opportunities for the club to utilise other courts, including if hardcourts with lights are established at Price Memorial Oval.	This is a very tight site, with no potential to expand on its current footprint. As such, lighting of another court is appropriate to support activities.

Other Outdoor Sports Facilities

Facility	Directions	Rationale
Blackwood Bowling Club	Support the bowling club to maintain the quality and capacity of the facility with potential improvements to the club building and disability access.	This is a very high quality facility with a strong club. The quality and capacity of this facility should be maintained and supported.
Reade Park	<p>Undertake a concept planning process in consultation with the sports clubs. This concept plan must have regard to the Colonel Light Gardens Conservation Management Plan and the Reade Park Management Plan.</p> <p>Use this process to facilitate design and function improvements including improvement of integration between the site components (tennis, bowls and croquet), improved broader community access.</p> <p>Also consider opportunities to relocate hardcourt users to other courts (such as Rochester Avenue Reserve) to reduce usage of the courts and give greater flexibility with the concept planning.</p>	The site is very tight and there is a lack of integration between the facilities and potential for improvements. A master plan exercise is recommended due to the size and complexity of the site.

Indoor Sport and Recreation

Facility	Directions	Rationale
Blackwood Community and Recreation Centre	Continue to support the Blackwood Community Recreation Association through the current management arrangement and support upgrades and improvements over time. Opportunities for expansion and redesign are limited and therefore the focus should be on retaining the current facility quality and level of service to the community.	The Blackwood Community and Recreation Centre is an important community facility in the Hills region that should be supported. The existing approach to the centre is positive and should continue.

7 IMPLEMENTING THE STRATEGY

Implementing the strategies in the Sports Facilities Strategy will require a commitment of resources by Council as well as grant funding and partnerships with sport and community groups and schools. This could include regional partnerships and relationships with other levels of Government. A coordinated and cooperative approach to implementation will be required.

Implementation of the Sports Facilities Strategy will result in specific actions to be incorporated either within Council's Strategic Management Plan (new project initiatives) or Asset Management Plan (routine maintenance and renewal). These in turn will be incorporated into Council's Long Term Financial Plan, providing updated projections of the future funding requirements. The first year of the Long Term Financial Plan will then in turn be the basis of the Annual Business Plan requirements. An Implementation Plan that defines specific actions and priorities has been developed to assist Council with this process.

The Sports Facilities Strategy does not commit Council, other levels of Government or sporting groups to implement any strategy or action. Instead it is a guide that will assist Council and other bodies with future decision making regarding sports complexes and sports facilities. The timing of implementing the Sports Facilities Strategy will therefore depend on the availability of resources and other Council and community priorities.

Council's overriding aim will be to enhance sports complexes and sports facilities in accordance with the strategies in the Sports Facilities Strategy and as resources and partnership opportunities become available.



