

Appendix 1

Stonnington Indoor Sports Stadium
Stadium Operations Report

Prepared by
Otium Planning Group



City of
STONNINGTON

STONNINGTON INDOOR SPORTS STADIUM FEASIBILITY STUDY

Stadium Operations Report

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1. Introduction

The City of Stonnington Recreation Strategy 2014 included an action for Council to conduct a feasibility study into the construction of a new multi court indoor stadium to service the needs of indoor court users. The first stage of the feasibility study was a needs analysis that showed there is a shortage of indoor courts in Stonnington. The study also highlighted the low indoor sport participation rates in the region and attributed that, in a large part, to the lack of available venues. The needs analysis showed that an additional four indoor courts to complement the existing courts would be required to meet current demand.

Council undertook a site assessment looking for space to locate a 5,000m² stadium plus car parking and amenities, and identified a site at Percy Treyvaud Memorial Park in Malvern East that is currently a lawn bowls facility. Council committed to a feasibility study into the construction, management and operation of a four court facility on the site in November 2016.

1.1 Project Methodology

The following details the methodology used to undertake the feasibility study.

Table 1 Project Methodology

Stage	Task
1. Background Review and Consultation	Project Inception and Clarification.
	Industry Trend Review
	Policy and Document Review
	Key Stakeholder Interviews
2. Develop a Stadium Usage Plan	Discussion with State Government and State Sporting Associations
	Needs analysis and usage plan
3. Venue Management Options	Develop Options for Review
4. Pricing Strategy	Benchmarking
	Develop Pricing strategy for approval
5. Component Schedule and Functional Brief	Facility Component Schedule and Functional Brief
	Facility Concept Plans
6. Business Plan Development	Capital Cost Estimate
	Financial Modeling/Business Case Development
7. Review and Recommendations for Orrong Romanis Recreation Centre	Provide recommendations for the future use of the Orrong Romanis Recreation Centre
8. Draft Report	Presentation of Draft Report
	Review and Feedback on Draft Report
9. Final Report	Final Feasibility Study Report



2. Project Background and Project Area

2.1 Indoor Stadium Feasibility Study 2015

Sport and Leisure Consultants @Leisure undertook a feasibility study on the need for indoor stadiums in 2015. The study arrived at the following conclusions:

- The current indoor courts in Stonnington facilities are not adequate to meet current demand for competition indoor sports. Demand exceeds supply for all the main indoor sports in Stonnington.
- Available courts are not of sufficient quality, appropriate configuration or in multiples large enough to accommodate expressed demand for association level netball or basketball, cost effectively, and they inhibit the potential growth of a number of activities. If additional courts were available there could also be significant growth in social indoor sports where there is likely to be considered growth.
- As a priority, an additional 4-court stadium is required in the short term. This however will not meet the demand for the minor sports in addition to netball or basketball. Providing an additional four courts is unlikely to provide sufficiently for growing and emerging indoor sports not covered as part of this study.
- To enable netball to grow, some associated outdoor courts would be desirable. Providing additional courts would be desirable. Providing additional outdoor netball courts at the Orrong Park Tennis Centre may provide temporary relief to the shortage of indoor courts at peak times. However, there are potential disadvantages with changing surfaces and court alignment that will need to be addressed. This facility is also well utilised by tennis and futsal.
- Netball should be encouraged to consider alternative time slots to accommodate additional association players at the Orrong Romanis Recreation Centre, or offer alternative social netball opportunities.
- Some refinement of the booking and allocation of existing courts may also enable additional use.
- In the long term another stadium or a replacement of an existing one with at least three courts is likely to be required also.

2.1.1 Report Recommendations

The 2015 report made the following recommendations

1. Identify a site suitable for a stadium of a minimum of three and preferably 4 courts, side by side, as a priority. This should be in addition to the existing courts provided by the City of Stonnington.
2. Construct an additional indoor sports stadium (preferably 4 courts, side by side).
3. Review the current booking and allocation system of existing courts to encourage additional use.
4. Assist netball to consider alternative time slots or social netball opportunities at Orrong Romanis to meet some additional demand.
5. Investigate the possibility of providing additional outdoor netball courts or utilising the existing tennis courts at Orrong Romanis for training and social use.
6. In the medium term consider the provision of an additional stadium or the redevelopment of the Orrong Romanis to a minimum of three compliant courts for multiple indoor sports. This would help provide the additional courts required to ensure other indoor sports and clubs can grow and develop in the City of Stonnington.

The above findings and recommendations have been taken into consideration in the development of the feasibility study for a four court indoor facility in Stonnington.



2.2 Indoor Sport Stadiums

Indoor multi-sports stadiums are indoor facilities that are purpose-built for traditional indoor sports such as badminton, basketball, netball and volleyball. In addition, these facilities can also be used for a range of other physical activities including futsal (indoor soccer), table tennis, gymnastics, calisthenics and dance, as well as community-based programs and local and regional sporting events.

For many communities indoor multi-sport stadiums are a central focus point for supporting active and healthy lifestyles and are a hive of activity, for juniors, seniors, males and females.

The Victorian Government along with a large number of metropolitan and regional Councils have acknowledged that the demand for indoor court space is outstripping supply. In response to the unmet demand for access to quality court space the State Government implemented the Better Stadiums Funding Program. Through this program local government can access up to \$3M of funding towards the development of a multi court facility.

The state government have identified that the investment in indoor stadiums is one of the most effective ways of encouraging increased participation opportunities and supporting health, wellbeing, and community sport as well as boosting the capacity of communities to attract and host local and regional competitions and events.

There is also an acknowledgment that there is insufficient courts to support the training requirements of indoor sporting codes and a large number of the existing indoor courts do not meet current facility standards, in particular run off requirements, and are therefore not suitable as competition venues.

Discussions with relevant State Sporting Associations and the local Sporting Associations along with industry trends indicate that larger, multiple court facilities (4 plus courts) are socially, financially and functionally more efficient and viable than smaller facilities (<4 courts). The key reason for this model include:

- The operations of the sporting associations/clubs are centrally located providing economies of scale in terms of staffing- referee supervisors and door supervisors - and competition operational efficiencies.
- The sporting clubs require one set of equipment for a centralised facility.
- Improved control over maintenance and cleaning standards with fewer facilities to monitor.
- All participants being located at one venue establishes a greater club culture.
- Parents with a number of children participating in indoor sporting activities do not have to travel between multiple venues.
- Facilities that support higher level competition i.e. larger spectator seating etc. can be provided at a single facility only.
- Greater opportunity for multiple use for sports that may require larger areas i.e. futsal.

There are numerous single court facilities predominantly located in schools and tertiary institutions located through out Stonnington - many of which have design or access constraints, which limit their effectiveness. While suitable for some training purposes, single court facilities are generally not functional for competition activities. Reviews of indoor sporting facilities undertaken by Otium Planning Group team members have found facilities with a minimum of 4-courts are more financially viable, are able to be managed more efficiently (centralised competitions), and are the most socially viable (parents/ referees not having to attend multiple venues). CERM data¹ indicates that indoor venues with a size of 3,000m²+ have the highest median expense recovery ratio of 92% and attract a vastly higher median number of visits than smaller facilities.

¹ CERM is the University of South Australia's 'Centre for Environmental and Recreation Management' and is recognised nationally for the development of performance indicators for indoor sporting centres, and aquatic & leisure centres. CERM PI® data measures operational management efficiency (cost recovery, operational ratios, catchment usage rates, secondary spending etc). Participation and provision of information is on a voluntary subscription basis. Most facilities on the CERM database are local government owned. Data for indoor centres is segmented by the size (m²) of the facility. Data from 2014 CERM report was utilised.

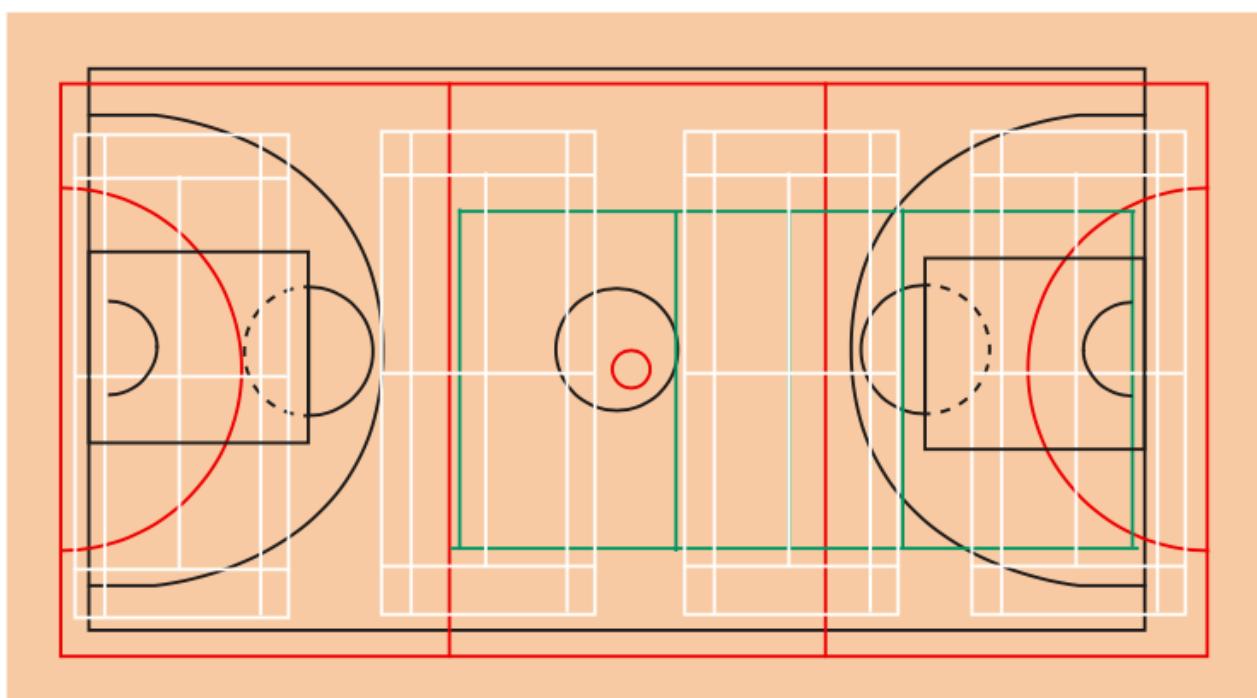


The key requirements of a multi court stadium include:

- Indoor sports courts to netball dimension (largest court size)
- Change rooms/amenities
- Storage
- Kiosk/canteen/merchandise
- Reception/administration area
- Car parking.

Based on the Department of Sport and Recreation WA, Sports Dimensions Guide For Playing Areas- Sport and Recreation Facilities 2106 the following provides a diagram of a typical multi lined indoor sports court indicating the line mark for the following sports

- Netball - red lines
- Basketball - black lines
- Volleyball - green lines
- Badminton - white lines





2.3 Project Area

The City of Stonnington is located to the south east of the Melbourne City Centre between 3 and 13km from the Melbourne CBD. The municipality covers an area of approximately 25.6km² and includes the suburbs of South Yarra, Prahran, Windsor, Toorak, Armadale, Kooyong, Glen Iris, Malvern and Malvern East.

The City of Stonnington is a primarily residential and commercial area with some industrial, office and institutional land use. Stonnington is bound by:

- Cities of Yarra and Boroondara in the North
- City of Monash to the East
- Cities of Glen Eira and Port Phillip to the South, and
- City of Melbourne in the West

The figure below highlights the location of the City of Stonnington in relation to Greater Melbourne.

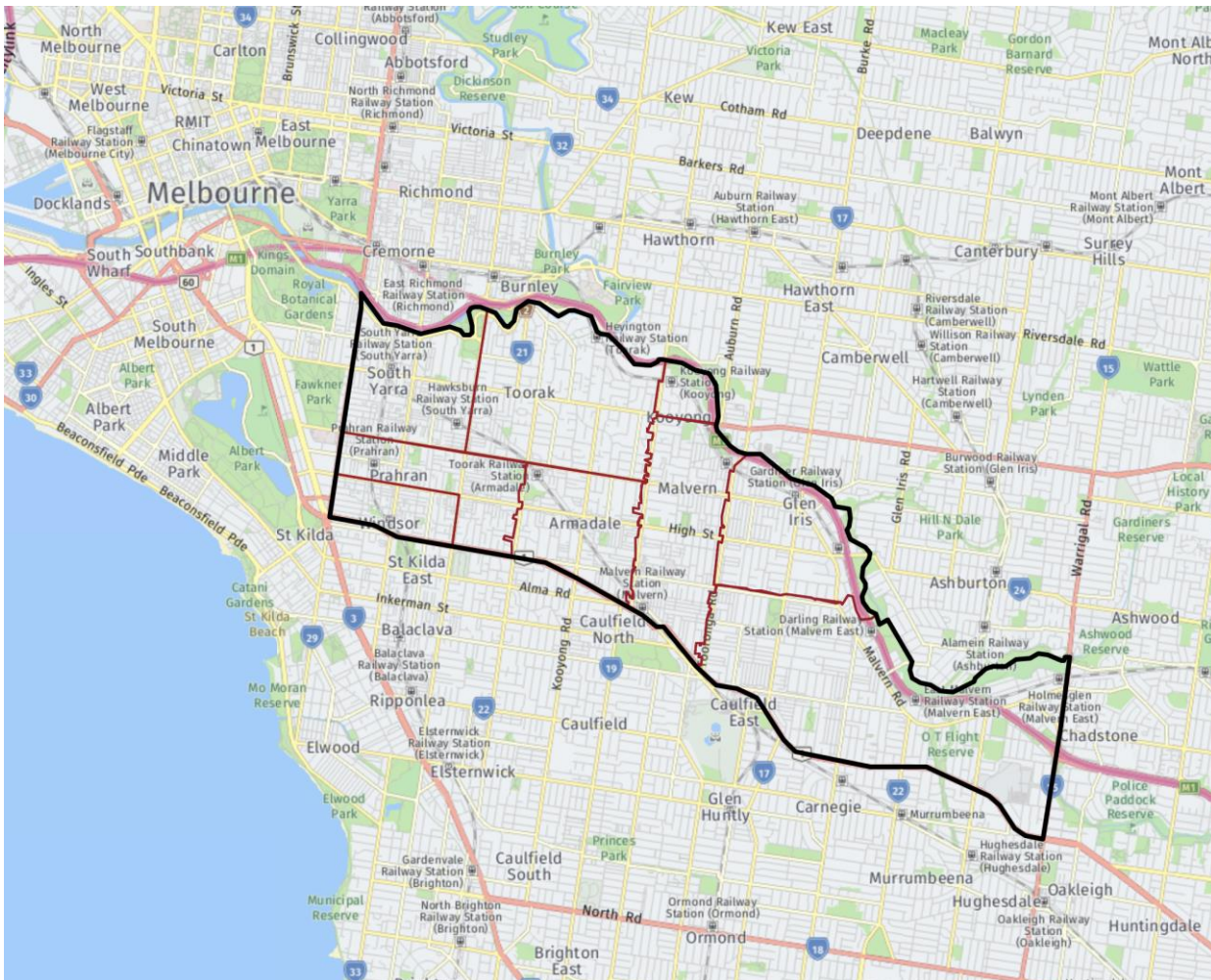


Figure 1 City of Stonnington Location Map - Source Profile ID.



2.4 Demographic Review

The following section summarise the key population and demographic characteristics and trends likely to impact future participation in sport and recreation within the Stonnington area. The population and demographic profile are based wherever possible on the 2016 ABS Census data and has been sourced from .id, an online company that analyses ABS Census data.

The following provides a snapshot of the current demographic and population characteristics. A detailed demographic review is provided in **Appendix One**.

Population

- The City of Stonnington Local Government has an Estimated Resident Population for 2016 of 111,606.
- Analysis of the five year age groups of the City of Stonnington in 2016 compared to Greater Melbourne shows that there was a lower proportion of people in the younger age groups (under 15) and a higher proportion of people in the older age groups (65 years and over).
- The City of Stonnington has a larger percentage of persons aged 25 to 29 (12.8%) and 30 to 34 (10.9%) than there is in Greater Melbourne (8.1% and 8.2% respectively) and it was in these two age groups that there were the largest changes in Stonnington from 2011 to 2016.
- There is a significant proportion of the population in Stonnington that falls into the age bracket that is considered the most likely to make use of indoor sporting facilities (5 - 49 years). In Stonnington this age group accounts for 65.5% of the population, which is slightly higher than that in the Greater Melbourne area (62.7%).

Diversity

- Cultural diversity is relatively low with 22.1% being born in a non-English speaking country, and 23.2% speaking a language other than English at home, compared to 27.0% and 32.3% in Greater Melbourne.

Disadvantage and Social Capital

- Individual income levels of residents in the City of Stonnington in 2016 compared to Greater Melbourne shows that there was a higher proportion of people earning a high income (those earning \$1,750 per week or more) and a lower proportion of low income people (those earning less than \$500 per week).
- There is a low level of disadvantage in Stonnington with the municipality ranking 4th on the SEIFA Index of Relative Social-Economic Disadvantage with a score of 1083.7 in 2011.

Future Population

- It is expected that the population within the City of Stonnington area will increase 30.0% from ERP 111,606 in 2016 to 145,333 in 2036. The largest annual average rate of change is predicted to occur between 2016 and 2021 before slowing down.



2.5 Impact on Indoor Stadium Provision

The following provides a summary of the key strengths and weaknesses of the Stonnington population that will impact on the provision of indoor stadiums.

Strengths

- A very physically active community that is likely to result in a high usage of indoor sporting facilities
- The age profile of the catchment with 65.5% of residents aged 5 to 49 in 2016. This is the demographic that are the most active users of indoor stadiums.
- Forecast growth will continue to impact ongoing demand for access to and participation in indoor sporting activities.

Weaknesses

- There is a section of the community on lower income (26.8%) resulting in the need for access to affordable facilities and some restrictions of disposal income or capacity for discretionary spending on sport and recreational activities.
- Strong forecast growth based on continuation of current trends. Actual growth rates may vary due to unforeseen changes in economic, social or demographic trends.



3. Indoor Sports Stadium Review

The following section details the current provision of indoor sports stadiums in the municipality.

3.1 Current Facility Provision

A review of the indoor stadiums within the Stonnington area indicates that there are a total of two indoor sports stadiums providing access to three indoor sports courts that are being used by community sporting groups for competitions. Of these facilities, one is council owned and one is part of a school.

The table below details the current indoor sports facilities that are used for both competition and training. There are also a number of single court facilities, primarily located within schools that are used by local clubs for training activities only. These courts are often not used for competition due to the lack of required run off and the cost and inefficiencies of single court facilities.

A list of facilities that are being used as training venues can be found in **Appendix 4**.

Table 2 Indoor Sports Facilities and Courts - Competition Facilities

Facility Name	Number of Courts	Ownership	Map Ref
Orrong Romanis Recreation Centre <i>Prahran</i>	2	City of Stonnington	1
Melbourne High School <i>South Yarra</i>	1	Department of Education and Training	2
Total	2 facilities = 3 Courts		

Only one of the two courts at Orrong Romanis Recreation Centre meets the run off requirements for netball.

The following map details the location of the current Stonnington indoor sporting facilities being used for competitions.

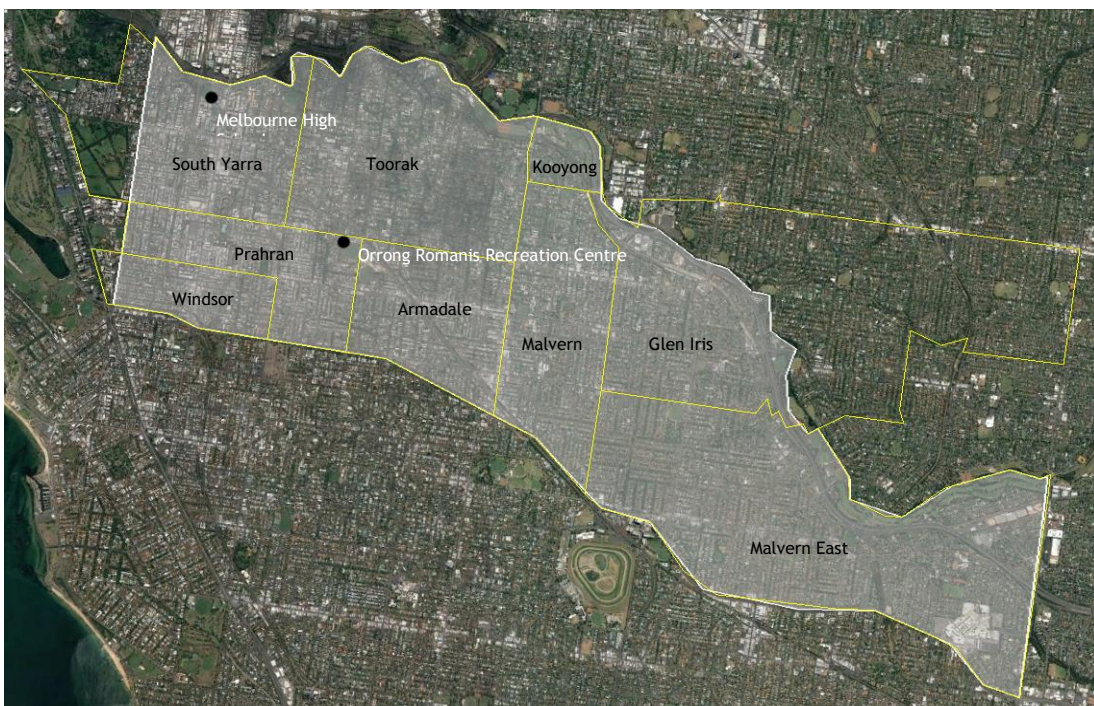


Figure 2 City of Stonnington Current Indoor Sports Courts Facilities



3.2 Existing Facility Occupancy Review

A review of the occupancy of the key indoor sporting facilities used by associated clubs for training and competition activities has been completed.

Industry accepted trends indicate that peak usage for indoor sports courts is typically between the hours of 4.00pm to 10.00pm (6 hours) Monday to Friday and 8.00am to 7.00pm (11 hours) on Saturdays and Sundays. These times will alter slightly if the facilities are based at a school. Occupancy tables for the Stonnington based facilities that are used for competition and training are detailed in **Appendix 2**. The following provides a summary of the occupancy of these facilities.

Orrong Romanis

The following provides a summary of the current usage of the two courts at the Orrong Romanis facility.

The stadium is currently available for use for 184 court hours per week based on the following times:

Weekdays (Monday to Friday - 8am to 10pm)

- Off peak = 80 hours
- Peak = 60 hours

Weekends (Saturday and Sunday - 8am to 7pm))

- Saturday = 22 hours
- Sunday = 22 hours

The times of use and the user groups on each court are detailed in the occupancy table in **Appendix 2**.

The stadium is occupied 165.5 hours per week (peak and off peak), which represents a current total occupancy rate of 89.9% of the total 184 court hours available.

- Weekday peak usage accounts for 55.5 hours (92.5%) of total peak use hours. This is between the hours of 4.00pm to 10.00pm (60 hours per week) Monday to Friday.
- Weekday off peak usage accounts for 30.5 hours (38%) of total off peak use hours. This is between the hours of 8.00am and 4.00pm (80 Hours per week) Monday to Friday.
- Weekend use accounts for 30 hours (68%) of total weekend use hours. This is between the hours of 8.00am to 7.00pm Saturday and Sunday (44 hours per weekend).
- A comparison on of these usage rates against other facilities indicates similar patterns of use, with the courts being heavily used during peak periods, after school hours and on weekends with limited use during off peak use (during school hours).

The occupancy review indicates that Orrong Romanis is at capacity during traditional peak usage times for indoor stadiums and does not have any capacity during these times to accommodate any additional use. The facility is also heavily used during off peak times which is often a quiet times for indoor sporting facilities.

Melbourne High School

The single court facility at Melbourne High is also heavily used for both training and competition. During school hours the court is used for school-based activities only, however from 4.00pm to 10.00pm weekdays and 9.00am to 8.00pm weekends the school's indoor court is used for community based netball and basketball competition and training.

The stadium is currently available for community use for 52 court hours per week based on the following times:



Weekdays (Monday to Friday)

- Off peak = School activity only (8am - 4pm)
- Peak = 30 hours (4.00pm - 10.00pm)

Weekends (Saturday and Sunday) (9am - 8.00pm)

- Saturday = 11 hours
- Sunday = 11 hours

The stadium is occupied 35 hours per week, which represents a current occupancy rate of 67% of the total 52 court hours available.

- Weekday usage accounts for 26 hours (87%) of the 30 hours available for community use.
- Weekend use accounts for 9 hours (41%) of 22 hours available for community use each weekend.
- Due to the facility being a single court only it is not used for Friday evening representative basketball or on Sundays, which is generally the training time for representative basketball.

An occupancy table is available in **Appendix 2** of this report showing a graphical representation of the above information.

Other Facilities

Phoenix Park Community Centre is a community hall with a $\frac{3}{4}$ length court. The facility is used for training by one of the local basketball clubs, competition for community table tennis and for a range of other non-sporting community programs and activities.

Penpraze Park Recreation Centre is a single court facility located at Malvern Primary School. A local basketball club currently uses the court for training. Waverley Basketball Association formerly used the court for under 8 competitions however due to the size of the court it is no longer used.

3.2.1 Summary of Current Stonnington Indoor Court Provision

The review has clearly identified a significant lack of indoor courts within the Stonnington area. Orrong Romanis is the only multi-court (2 courts) facility available, with one of the two courts not being compliant for netball competition. Orrong Romanis is at capacity during weekday peak usage times and is nearing capacity on weekends. This facility cannot meet existing or future demands for access to indoor courts. The single court at Melbourne High School is heavily used after school hours and on Saturdays for both competition and training activities but as a one-court facility, it has limited capacity for training on a Sunday.

3.3 Indoor Sports Facility Provision in Neighbouring Municipalities

A review of regional indoor stadium facilities in the main adjoining municipalities has been completed to identify regional indoor stadium provision. The neighbouring municipalities reviewed include:

- City of Boroondara - 16 facilities (28 courts)
- City of Melbourne - 8 facilities (13 courts)
- City of Monash 20 facilities (40 courts)
- City of Port Phillip 8 facilities (18 courts)
- City of Yarra 7 facilities (10 courts)
- Glen Eira City Council 12 facilities (18 courts)

A review indicates that there are a total of 71 indoor sport facilities with a total of 127 indoor sports courts. **Appendix 3** provides a complete list of the regional indoor sports court facilities.



The Local Government areas across the region also provide a large number of outdoor courts used primarily for Saturday netball competitions.

3.3.1 City of Boroondara

Within the City of Boroondara there are 16 indoor sporting facilities (28 courts) used for community sport. The Council own and operate the Boroondara Sports Centre which currently features 5 indoor courts, a gymnastics training area and health and fitness area, and the Ashburton Aquatic and Recreation Centre which has two courts.

There is significant demand in the Boroondara area for additional courts. Council is looking at a collaborative development of the Swinburne Secondary College indoor stadium as a potential 3 to 4 court development.

3.3.2 City of Melbourne

There are currently eight facilities in the City of Melbourne that incorporate 13 indoor courts. Four of these facilities are owned by the City of Melbourne, with three of these managed by the YMCA. The University of Melbourne currently includes a two-court facility, while the Victorian State Government own and manage (through the State Sports Trust) the State Netball Hockey Centre (5 courts). There are two private independent schools (Melbourne Girls Grammar and Wesley College) that both contain 1 court.

The Master Plan for Ron Barassi Reserve, Docklands includes the provision for three indoor courts. The timing of this development is still to be determined. The Carlton Football Club is investigating the opportunity to develop between 4-6 indoor courts as part of the facilities at Princes Park, Carlton. The Club has developed concept plans and are currently investigating funding opportunities. The City of Melbourne is supportive of this development.

3.3.3 City of Monash

There are currently 20 indoor sports facilities within the City of Monash boundaries providing 40 indoor courts. There are a number of multi court facilities within the City of Monash including: Waverley Basketball Centre (6 courts), Monash University (5 courts), Oakleigh Recreation Centre (4 courts), Waverley Netball Centre (4 indoor courts and 8 court door courts), Mazenod College (3 courts). Wellington Secondary College (2 courts), Huntingtower School (2 courts) and Caulfield Grammar Wheelers Hill Campus (2 courts).

Council was successful in securing \$3M through the Better Stadiums Fund to assist with the redevelopment of the Oakleigh Recreation Centre to provide 5 fully compliant courts and a gymnastics facility for the Waverley Gymnastics Club. The development will only achieve a net increase of one court. Discussions with council indicates that the capacity of the new court will be absorbed by the locally based associations such as Waverley Basketball Association and Waverley District Netball Association.

3.3.4 City of Port Phillip

Within the City of Port Phillip there are eight facilities incorporating 18 indoor courts. These facilities include the State Government owned Melbourne Sports and Aquatic Centre which contain 10 indoor courts, 4 facilities located as part of education facilities, 2 facilities that are privately owned and one single court council facility.

3.3.5 City of Yarra

There are currently seven facilities within the City of Yarra providing access to 10 indoor courts. All of these facilities are part of school facilities with no Council owned facilities.

Places Victoria have been investigating the development of a 4 to 6 court indoor stadium at the former Gas Works Site in Fitzroy. The Collingwood Secondary College has secured \$8.6M in the 2017/2018 State budget for the redevelopment of the existing 2 court facility to create three new indoor courts on the school campus (net increase of 1 court).



3.3.6 Glen Eira City Council

Glen Eira City Council currently contains 12 facilities that provide a total of 18 indoor sports courts. There is one Council facility (GESAC) that includes 3 indoor courts as part of a large aquatic and recreation facility, as well as 10 facilities as part of public primary or secondary schools and 1 that is located as part of Monash University.

Construction commenced in August 2017 on an extension to the existing two-court stadium at Bentleigh Secondary College, home to McKinnon Basketball Association, to include two new competition grade courts.

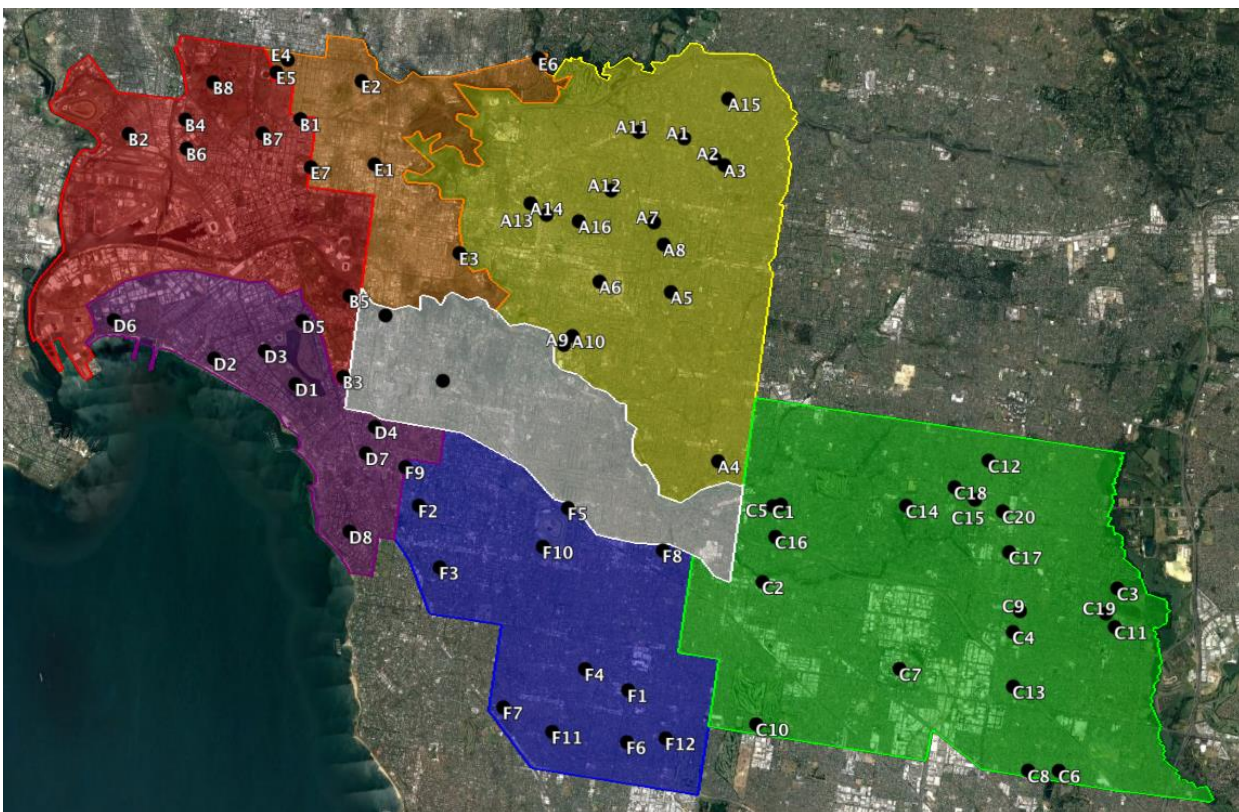


Figure 3 Surrounding Council Current Indoor Sports Courts Facilities - Appendix 3

3.3.7 Regional Review Summary

The review of Council areas that surround the Stonnington area clearly indicates a high demand across the region for additional indoor courts to meet the increasing demand of clubs and associations. The existing facilities within these Council areas are at capacity and cannot accommodate the current demand or predicted future demand as populations increase.

A number of the Councils are in the process of developing strategic plans or building new facilities to address the lack of indoor courts within the region.



4. Current Indoor Sport Participation

A critical issue for court sports is the provision of multi-court facilities that allow for the efficient running of competitions. Findings from state facility strategies in Queensland, NSW and Victoria found that in most cases, participation rates are higher in regions where indoor sporting codes have access to multi-court facilities for competition. The plans found that the level of court provision, the hours allocated during peak times, and the number of locations volunteers/ players travel, impacts on the level of participation.

Based on consultation with the locally based associations and clubs, regional associations and relevant state sporting bodies the following provides a summary of current Stonnington resident's indoor sporting participation levels.

4.1 Netball

Netball is the most popular women's sport in Australia. AusPlay provides national data on the number of people participating in sport and physical activity and how they participate². The AusPlay results from a national survey in 2016 found that for sport played in sport clubs, netball is the fourth most popular sport among adults and children combined. From this survey it was estimated that 640,000 people participate in netball in Australia each year.

In Victoria:

- 5.8% of adult females participate in netball each year
- 19.5% of girls (0-14 years of age) participate in netball each year outside of school hours

Community based netball competitions are normally coordinated through locally based Netball Associations that are either affiliated with Netball Victoria or more recently the local Netball Football League. There are some privately run netball competitions (not affiliated with Netball Victoria) that are based more on a "social" competition.

Throughout Victoria competitions usually occur on a Saturday (juniors in the morning, seniors in the afternoon) on centrally based outdoor netball courts with training occurring on the outdoor courts on weekdays after school hours. Some associations are based at facilities with between 4 to 12 courts that are either solely outdoors or a combination of indoor and outdoor courts. There are some competitions that have access to indoor courts for both competition and training. Netball Australia would like to see greater access to indoor courts for netball competition to reduce the impact of poor weather conditions and hard surfaces on netball participation. On courts that are lit weeknight evening competition can be undertaken.

Over the past 10 years the Football Netball competitions have increased in popularity with many Australian Rules Football Clubs introducing netball teams to help create a more "family friendly" culture within the club.

Netball Victoria has recently introduced "Rock Up Netball" in response to a demand for more casual/social competitions. Players "rock up" to a game and teams are formed from the people who turn up on the night.

Although traditionally identified as a sport for women, there is no reason why it can't be played with mixed teams and more boys and men are becoming increasingly involved. A person interested in Netball can enter the sport as a young child in the Net Set Go Development Program, and progress to local domestic competition and then onto representative/regional, state, national and international competitions. At a Victorian level these competitions operate through the Victorian Netball League.

4.1.1 Netball Victoria

Netball Victoria is a non-for-profit organisation responsible for the management and development of the sport of netball across Victoria.

² <https://www.clearinghouseforsport.gov.au/research/smi/ausplay/results>



The organisation’s core function is to identify and meet the needs of netball players, coaches, umpires, administrators, associations and clubs and in doing so enhance participation experiences and encourage the uptake of the sport.

A Netball Victoria member will be a member of one of the 200 Leagues and Associations that are affiliated with Netball Victoria. Netball Victoria has seen an 8% increase in membership from 2010 to 114,681 individual members in 2016.³

Netball Victoria membership information is matched to residential postcodes rather than local government authorities. The suburbs that correspond to these postcodes do not always align with local government boundaries.

There were 2,420 individual members registered with Netball Victoria in 2016 living in suburbs that are partially or fully contained within Stonnington.

There are 1,293 people registered with the Prahran Netball Association, which includes 748 Stonnington residents identified above.

The associations based in other municipalities that include more than 100 participants from suburbs that may be in Stonnington are:

Table 3 Indoor Sports Facilities and Courts - Competition Facilities

Netball Association	Suburb	Council	Participants from Stonnington Suburbs
Waverley District	Ashwood	Monash	1036
Boroondara	Balwyn	Boroondara	185
Waverley Night	Wheelers Hill	Monash	178
Caulfield & District	Murrumbeena	Glen Eira	157
Richmond	Richmond	Yarra	102

A Netball Victoria member may participate in more than one association. If this is taken into consideration the Netball Victoria registered participants in Stonnington suburbs increases to 2,790 players.

Junior membership (1647) and NetSetGo participation (238) are particularly strong in Stonnington.

Netball Victoria indicated there are also a number of privately run netball competitions that are not affiliated with NV operating in the City of Stonnington including Social Sport. This competition is conducted at the outdoor courts at Melbourne High on a Monday, Tuesday and Wednesday evening and the outdoor courts at the Prahran Aquatic Centre. There are approximately 44 teams (308 players) that compete in the privately operated competitions each week.

Net Set Go Participation

NetSetGO is Netball Australia’s junior entry netball program. It provides children from 5 to 10 years with a positive introduction to netball, incorporating skill activities, minor games, music, dance and modified matches. Delivered in a fun and safe environment, the weekly program is coordinated by accredited coaches to ensure all participants have an enjoyable experience, while developing fundamental life skills.

Currently there are 15,346 Net Set Go participants across the state (noting that not all Associations have implemented NetSetGo, many will be registered as Juniors). The Prahran Netball Association currently has 114 participants, which is considered a strong program when compared to other Local Government Authorities. Other NetSetGo centres within Stonnington are based at Malvern Central School, Lloyd St Primary School and Malvern Valley Primary School.

³ Netball Victoria 2016 Annual Report



4.1.2 Prahran Netball Association

Prahran Netball Association (PNA) is the only indoor sports association based in the City of Stonnington.

Current Situation

PNA is based at the two court facility at Orrong Romanis Recreation Centre. To accommodate additional participation two courts at Bialik College, Hawthorn East are used on Saturday morning for junior competitions. There are currently 88 junior teams (850 junior players) and 43 senior teams (300 senior players) playing in these competitions.

The junior competition runs on Saturdays from 8am - 3pm (U9-14), and Tuesdays from 4.20pm - 9.00pm (U15/17). Open Women's competitions are run on Tuesday, Wednesday and Thursday evenings from 7pm - 10pm.

PNA's NetSetGo program is held on Friday's from 4:30pm - 5:30pm and representative teams in the various junior age groups train on Sunday from 8am - 1pm.

Training arrangements for all other teams are organised by the individual clubs and teams. There is limited court availability for training at Orrong Romanis Recreation Centre, with only 8 hours of court time each week used for netball training.

The schedule of use for Orrong Romanis Recreation Centre can be found in **Appendix 2**.

Participation

In 2016 there were 1,293 Netball Victoria members registered with Prahran Netball Association made up of 861 junior players, 362 senior players, NetSetGo participants and 3 Off-Court members.

The teams participating in Prahran Netball Association competitions originate from schools, local clubs and individual groups.

Over the past twenty years junior participation has grown from one team in 1997 to 88 teams in 2017.

The Two Blues Club has 18 teams that are affiliated with the Prahran Football Club. Maccabi currently has 6 junior and 3 senior teams while all other teams are individual teams.

Competitions are at capacity or oversubscribed and there is no capacity to accommodate additional teams due to the lack of available court space.

The provision of additional indoor sports courts in Stonnington would enable a wider catchment of Stonnington residents to access a quality netball program. It is anticipated that significant participation growth will come from residents who are having to travel outside of Stonnington to participate in netball or from people who do not play due to the lack of a local association or facility to accommodate them.

Future Facility Requirements

The Association requires access to a four-court venue to support the operation of more grades across more courts concurrently. A facility with a minimum of four courts would enable the Association to consolidate all of their Saturday activities at the one location and to provide additional court space for their weekday activities. Access to more than four courts will be required to accommodate any additional teams playing on Saturday's in PNAs junior competitions.

PNA's preferred weekly schedule of court use includes exclusive access to a four court facility at the following times:

- Tuesday: 4pm - 10pm (competition)
- Wednesday: 7pm - 10pm (competition)
- Thursday: 7pm - 10pm (competition)



- Saturday: 8am - 5pm (competition)
- Sunday: 8am - 1pm (training)

The Association accepts that any future facility would have line markings for netball and basketball, and would like to consider the event opportunities that may be attracted to the facility if some spectator seating was provided.

The Association indicated that they were prepared to change their name to Stonnington Netball Association to better reflect the municipal wide catchment of the association. There is no concern about losing a portion of their players due to any change in their catchment with the relocation to Malvern East. They acknowledge they may lose some Two Blues players due to their direct link to the Prahran Football Club and its operations, but expect to pick up new players from within Stonnington that are not currently playing or are playing elsewhere.

4.1.3 Waverley Districts Netball Association

Of the netball associations based in other municipalities, Waverley Districts Netball Association (WDNA) competitions involve the most number of residents from Stonnington.

WDNA is based at Ashwood High School, in the City of Monash, where there are 12 outdoor courts. The association commenced as part of another netball association 43 years ago before the competition split into three different Associations: Waverley District, Waverley Nights and Waverley City. Waverley Nights and Waverley City play at Waverley Netball Centre in Jells Park.

A number of Club's entering teams in WDNA competitions are based in Stonnington. These clubs include:

- Malvern Netball Club
- Lloyd St Netball Club
- Sacre Coeur Netball Club
- Korowa Netball Club
- St Roch's Netball Club

Participation

The Association in 2017 has 2,700 registered players with players ranging from NetSetGo to open competitions.

The Association currently has 277 teams (38 senior and 239 junior teams). The teams are divided into 24 sections with 7 teams per section. There are currently 103 NetSetGo participants.

There are 6 males scattered in the 17 and under and 15 and under and this number is on the rise.

Over the past five years participation has increased by approximately 500 players, which represents a 23% increase.

- 2012 - 2,200 players
- 2016 - 2,500 players
- 2017 - 2,700 players

The competition at the Ashwood High School is currently nearing capacity on a Saturday. Every section has a bye in the current competition schedule. They are currently losing teams due to the outdoor nature of the competition particularly in the open age group. There are currently only 5 sections in the open competition.

The Association currently caters to players who are 8 - 60+ years. They also include 95 umpires and a number parent volunteers. There are also 2 paid administrators on Saturdays.



Facility Use

Competition is currently conducted on Saturdays from 8.00am to 5.00pm with training for rep teams on Sundays (10.00-11.30am and 3.00-5.00pm).

The Association currently hosts 2 tournaments during the year. Their tournament in May includes 77 teams from 7/8 different Associations, however they have had to turn away 8 Associations. They also host a club competition that includes 10 indigenous kids coming down from the Northern Territory.

On a Saturday the facility can host between 3,500-4,000 people over the course of the day. The facility does not have any formalised car parking which can result in some congestion on Saturdays.

Future Facilities

In July 2017 the Association announced that they had been successful in receiving \$890,000 from the Australian Government through the Community Development Grants Programme.

The funding will upgrade the existing twelve netball courts including the subsurface level, to meet the current Australian Netball compliant court standards and Netball Victoria's Regional Facility (8+ courts) requirements. New 100 lux lighting to all 12 courts will enable teams to train at night.

4.2 Basketball

Basketball Australia (BA) is the governing and controlling body for the sport of basketball in Australia. Basketball in Australia is federal in structure, with affiliated associations in all Australian States and mainland Territories.

Basketball Victoria is the governing state body in Victoria.

Within the State the structure is -

- Local: Affiliated Associations
- Members: Local Clubs, comprising varying number of teams.

From a competition and pathway perspective, there are -

- Development programs: Aussie Hoops development program
- Early competition: Hoop Time Schools competition
- Local competition: Junior & Senior domestic

State Elite competition pathways -

- Development program: NITP (National Intensive Training Program)
- Competition: MUVJBL (Junior State Championships level & Regional level)
- Senior Under U23: Big V Youth League - Divisions 1 & 2 and Championship levels
- Senior Open age: CBL (Country Basketball League)
- Big V (Divisions 1 & 2)
- Big V State Championships

National Elite competitions -

- Interstate Winter League: SEABL (South East Australian Basketball League)
- Women: WNBL (Women's National Basketball League)
- Men: NBL (National Basketball League)

International pathways - from the above, selected athlete's progress to the national men's and women's elite teams that compete initially in Regional Championships, then if they qualify, progress to World Championships and Olympic representation.



There are World Championships for U17, U19 and Open age teams (Boomers and Opals), the Boomers and Opals are the Olympic representative teams.

AusPlay results from a national survey in 2016 found that for sport played in sport clubs, basketball is the seventh most popular sport in Australia among adults and children combined⁴. From this survey it was estimated that 540,000 people participate in basketball in Australia each year.

Participation in basketball in Victoria accounts for more than half of the participation nationwide.

In Victoria

- 228,000 people or 4.6% of the adult population participate in basketball each year
- 138,000 children (12.2% of children) (0-14 years of age) participate in basketball each year outside of school hours

4.2.1 Basketball Victoria

There are currently 2,038 individual Stonnington residents registered with Basketball Victoria. Given the lack of a Stonnington based basketball association all of these participants are required to travel to associations located outside of Stonnington to participate in basketball competitions. There are some locally based clubs that have access to single court facilities in Stonnington for training.

Residents are currently members of 25 different associations however the majority of residents/clubs are affiliated with the following four associations located on or near to the boundaries of Stonnington:

- Nunawading Basketball Association (767 players 37.6%)
- Hawthorn Basketball Association (753 players 36.9%)
- Waverley Basketball Association (562 players, 27.6%)
- Port Phillip Basketball Association (86 players 4.2%).

The following is a breakdown of the members registered in the Stonnington suburbs.

Table 4 Basketball Victoria Members Registered in City of Stonnington

Postcodes/Suburbs	Number of Registered Members
3141 - South Yarra	130
3142 - Toorak	146
3143 - Armadale	97
3144 - Malvern, Kooyong	250
3145 - Malvern East	584
3146 - Glen Iris*	703
3181 - Windsor, Prahran	128
Total Player Numbers	2,038

There is a crossover of the Glen Iris suburb with the City of Boroondara. Based on the 2016 ABS data 36.22% of Glen Iris residents live in Stonnington.

The table below compares the current Stonnington basketball participation rate to the State basketball participation rates.

⁴ <https://www.clearinghouseforsport.gov.au/research/smi/ausplay/results>



Table 5 Stonnington Basketball Participation Levels Comparison Against State Participation

Category	Stonnington Participation Rate %	Victorian Participation Rate % 2016
Basketball	1.96%	3.5%

Source Basketball Victoria Registration Data Base 2016

A review of the results indicates a significantly lower participation rate of basketball in Stonnington when compared to State and National averages. Basketball participation in Stonnington is 1.5% less than the state participation rate of 3.5%. Basketball Victoria believes the lack of a locally based association and the lack of facilities has a direct correlation to the participation levels in the sport.

There are currently no basketball associations based in Stonnington. The local basketball clubs are required to travel to neighbouring associations including Waverley Basketball Association, Hawthorn Basketball Association and Port Phillip Basketball Association to compete in the sport of basketball. The following provides a summary of the current basketball participation. A summary of the individual Stonnington based basketball clubs is detailed in Appendix 5.

4.2.2 Waverley Basketball Association

There are approximately 3,877 current members of the Waverley Basketball Association. Discussion with the Association indicates that of the current players 895 (23%) are Stonnington residents.

The Basketball Clubs that involve a large number of Stonnington residents and/or use training venues in Stonnington include:

- Malvern Tigers Basketball Club - 81 teams
- Maccabi Basketball Club - 48 teams
- Timberwolves Basketball Club - 41 teams (part Monash)
- Caulfield Malvern Basketball Club - (part Glen Eira)

The new 2017/2018 summer season registrations have recently closed and show an increase of 38 junior teams across the Association some of which are from these clubs (exact figure not yet available).

The table below provides a summary of the membership numbers that currently play with the Waverley Basketball Association.

Table 6 Waverley Basketball Association Membership Numbers

	Number of Teams
Senior Domestic	
Men	212 teams (Mon - 84, Wed - 72, Thurs - 56)
Women	33 teams (Tuesday competition)
Mixed	17 teams (Sunday competition)
Total	262 teams (approximately 2,000 players)
Junior Domestic	
U/8 to U/18	373 teams
U/23	8 teams
Boys	248 teams
Girls	125 teams
Saturday	286 teams
Sunday	50 teams
Midweek	38 teams
Total Junior Domestic Players	3,350 players (This is based on 8.5-9 junior players per team)
Representative Juniors	



	Number of Teams
Boys	23 teams (10 players per team)
Girls	11 teams (10 players per team)
Total	300 - 340 players as most teams have 10 players (some with 9)
Representative Seniors	
Men	2 teams (30 players)
Women	2 teams (30 players)
Total Players	60

The Association is based at the six-court stadium located on Batesford Road, Chadstone. The Association also makes use of three external venues in the City of Boroondara to service the participation demand.

Given the significant participation in the Association by Stonnington based residents and clubs, access to a facility in Stonnington would be strongly supported.

4.2.3 Hawthorn Basketball Association

Hawthorn Basketball Association (HBA) had a membership of approximately 5,000 playing members during the 2017 winter season. There are a further 3,000 active members, which includes coaches, team managers, officials, and volunteers. Of the current membership, approximately 10% reside within the City of Stonnington.

The HBA currently makes use of 22 venues (approximately 30 courts) each week for at least 11 months of the year. This includes Boroondara Council facilities, public and private school facilities including one public school in the City of Whitehorse.

Given the large number of Stonnington residents that are part of the HBA the opportunity to have access to a Stonnington based facility would be strongly supported. The HBA would be looking to utilise the facility for all HBA activities in order to help maintain and grow the Association and sport of basketball in Inner Eastern Melbourne.

4.2.4 Volleyball Victoria

Volleyball Victoria has indicated that they have 236 registered members who reside in the postcodes within Stonnington. This constitutes a significant percentage of the total participants playing in competitive volleyball in metropolitan Melbourne.

Volleyball currently utilise Melbourne High School for a weekly social competition complementing the two nights per week at Melbourne Sports and Aquatics Centre. Access however to the school is not guaranteed year on year and therefore Volleyball would be very interested in having access to an affordable community based facility at least one night per week at this immediate stage.

Across the state, volleyball participation is growing in competitive and social ranks and in particular the focus is on increasing the profile through the Sporting Schools programs.

There are a number of clubs that surround Stonnington and it is felt that a new facility with capacity to provide for the needs of volleyball would be well accepted and utilised.



5. Strategic Direction and Facility Demand

This section summarises the range of key market research findings that is expected to impact on the long-term stadium requirements in Stonnington.

There are four major considerations when attempting to estimate future demand for indoor sports courts. These are:

- Understanding current participation levels and unmet demand across the City.
- The impact of any trends in indoor sport participation.
- Identifying potential regional facility developments
- Projecting the impact of changing demographics on participation.

To determine the future requirements for an indoor stadium the above factors have all been taken into consideration. The following details the process for determining the future court requirement for Stonnington and the surrounding areas.

5.1 Current and Future Participation

5.1.1 Summary of Current Indoor Court Participation

Based on the discussions with the local Sporting Clubs/Associations and the relevant State sporting bodies, the following summarises the key issues regarding participation in indoor sports that have been identified:

- Prahran Netball Association’s use of Orrong Romanis Recreation Centre is not sufficient to meet their competition needs and additional courts are having to be used in a neighbouring municipality to cater for existing participation.
- Any demand for increased participation in PNA competitions cannot be accommodated without the Association gaining access to more courts.
- A large number of netball players living in Stonnington are playing in venues and competitions outside Stonnington.
- There is no Basketball Association located in Stonnington and no indoor courts available for basketball competition.
- All basketball players living in Stonnington are playing in venues and competitions outside Stonnington.
- There is significant demand from nearby basketball associations to access courts in Stonnington to service the participants from this high catchment area.
- Other sports have little or no access to indoor courts within Stonnington

The table below summarises the current participation levels of the key indoor sports

Table 7 Summary of Current Key Indoor Sports Participation 2017

Sport	Participants
Netball	2,420
Basketball	2,038
Volleyball	236
TOTAL	4,694

The review indicates that there are approximately 4,694 people playing indoor sports that could be undertaken in an indoor stadium in Stonnington. Of those participants approximately 2,420 play netball (51%), approximately 2,038 play basketball (43%) and approximately 236 play volleyball (5%).



It should be noted that this does not include other sports that may make use of indoor courts if they were available in the local area such as badminton and futsal (indoor soccer).

5.1.2 Current Facility Provision

The review has clearly identified a significant lack of indoor courts within the Stonnington area. Orrong Romanis is the only multiple court (2 courts) facility available, with one of the two courts not being compliant for netball competition, but having the capacity to service the need of other sporting codes such as volleyball or futsal. Orrong Romanis is at capacity during weekday peak usage times and is nearing capacity on weekends. This facility cannot meet existing or future demands for access to indoor courts.

The single court at Melbourne High School is heavily used after school hours and on weekends for both competition and training activities and has limited capacity for additional use, with Sundays being the only available time (competes with junior football).

There are a number of single court facilities located within school facilities. These facilities are not compliant to current standards and are being used primarily for training activities.

The discussions with neighbouring Councils indicate a high demand for additional indoor courts across the region with the Cities of Melbourne, Monash, Boroondara, Glen Eira, Port Phillip and Yarra all requiring facilities and all considering strategies to address the unmet demand.

5.1.3 Predicted Participation and Court Requirements

Based on the predicted population growth (30%) over the next 20 years, it is likely that the indoor sports participation for netball and basketball alone could increase to between 6,000 and 7,000 if residents had access to quality, compliant multiple indoor sports courts.

This participation level is based on:

- An increasing population in the most active age group 5 to 49 years
- Providing opportunities for residents currently accessing programs outside of Stonnington to participate in their chosen indoor sport within their Council area
- Providing opportunities for those residents who do not participate in indoor sporting activities due to lack of available opportunities locally
- Access to multiple, quality courts that are fit for purpose and compliant
- Access to venues for training opportunities
- Access to quality indoor sporting programs that provide a development pathway from beginner development programs through to elite programs.

It is assumed that due to the young age profile of the Stonnington area (65.5% of the population in the active age range 5 - 49years), participation in indoor sporting activities will increase in line with the predicted population increases and demographic profile. Both basketball and netball have claimed increases in participation over the last five to eight years, which are in line with the population increases during the same period.

Recent Strategic Plans developed by Netball Victoria and Basketball Victoria has identified that based on available useable court hours one sports court can accommodate between 300 to 500 people per week. This is based on an average use per person of 2.8 hours per week (training and competition).

Based on the above population growth predictions the likely Stonnington participation in indoor sports could increase to between 6,000 - 7,000 over the next 20 years. This assumption is based on both basketball and netball having access to a multiple court venue in the Stonnington area.

The following table details the predicted participation increases over the next 20 years.



Table 8 Predicted Populations and Court Requirement

	Year		
	2016 Current	2026 10 Yrs.	2036 20 Yrs.
Population*	111,606	132,908	145,333
Percentage of Population Change		28%	9%
Population Aged 5 - 49 years	67,981	87,089	93,211
Predicted Indoor Sport Participation	4,694	6,000 - 6,500	6,500 - 7,000
Court Requirement	9 -10	12 - 13	13-14
Current Compliant Court Provision (2017)	1	1	1
Additional Court Needs	8 -9	11 -12	12 -13

*Source: Profile ID ERP population estimates

Based on these assumptions it is predicted that between 9 - 14 courts will be required to service the demand for indoor sports over this period. If the current compliant court provision is taken into consideration (1 court at Orrong Romanis) the additional court requirement is between 8 and 13 additional courts over the 20-year period.

It is acknowledged that one additional court is being provided as part of the Oakleigh Recreation Centre redevelopment, two additional courts as part of the Bentleigh Secondary College redevelopment and there is the potential for additional indoor facilities to be developed in the Cities of Yarra and Melbourne. Given the high demand across metropolitan Melbourne that has prompted these redevelopment projects it is believed that the local demand in each of these municipalities will take up these courts.

This review has confirmed the findings of the 2015 @Leisure Feasibility Study that identified the need for a 4 court facility to meet the short term needs and additional courts to meet the longer term needs.

5.2 Future of Orrong Romanis

If Council determine to develop the proposed new four-court facility the existing two court facility at Orrong Romanis will continue to play an essential role in the network of indoor facilities within Stonnington and across Melbourne.

The newer of the two courts at Orrong Romanis is the only indoor court in Stonnington that is fully compliant for netball competition (has the required 3.05m runoff). The older court meets the field of play dimensions for basketball and netball and has the required 2m run off for basketball but not the 3.05m run off clearances for netball.

Allsportz heavily uses the 2 courts and theatre facility at Orrong Romanis during weekday school hours. Allsportz is a privately operated organisation that provides a range of social sporting activities for children aged 18months to 10 years. The non-compliance run off issues do not impact the programs run by Allsportz.

The potential transfer of the netball competition to the proposed facility will free up the 2 courts at Orrong Romanis for a range of activities including:

- Locally based netball training
- Basketball training and competition
- Volleyball
- Indoor soccer (futsal)

Given the identified lack of courts it is envisaged that these courts will be fully utilised for the above activities Monday to Friday for training and non-netball competition, Saturdays for competition use and Sundays for training.



Whilst a new four-court facility will enable PNA to consolidate all of their Saturday activities at the one location, access to more than four courts will be required to accommodate any additional teams playing on Saturday's in their junior competitions. The option to retain the use of the two courts at Orrong Romanis Recreation Centre for Saturday competition may need to be considered.

Industry trends and discussions with stadium operators in the region indicate there is a high demand for access to courts for indoor soccer (futsal). Indoor facilities that currently allow indoor soccer have experienced significant damage to the roofs, walls, lighting and timing equipment as a result of the ball being kicked and rebounding off the hard surfaces. There may be an opportunity for the 2 courts at Orrong Romanis to be used for indoor soccer however it is recommended that solutions such as netting be installed to mitigate against the risk of damage to the asset.

5.3 Indoor Stadium Facility Components

Based on the above, the study has confirmed the demand for developing a new four court indoor stadium within Stonnington.

The table on the following page details the priority facility components that have been established to guide the facility layout plans for a facility used predominantly for netball and basketball.

The table details:

- Facility Components
- Target Markets
- Facility Objectives
- Functional Relationships
- Other Features to Consider
- Area Schedules



Table 9 Draft Component Schedule

ACTIVITY AREA	FACILITY COMPONENT	TARGET MARKETS	FACILITY OBJECTIVES	FUNCTIONAL RELATIONSHIPS	OTHER ISSUES FOR CONSIDERATION	AREA SCHEDULES	TOTAL AREA (m ²)
Indoor Sports Hall	4 Full size indoor sports courts suitable for competition netball	<ul style="list-style-type: none"> Education Competition Events Training 	<ul style="list-style-type: none"> Meet universal design principles as a minimum - 	<ul style="list-style-type: none"> Adjacent to spectator areas. Adjacent to amenities block Linkage to food and beverage area 	<ul style="list-style-type: none"> Potential future expansion zone 	<ul style="list-style-type: none"> 4 courts (for Basketball, Netball, Volleyball and Soccer) Crts 15.25m x 30.5m Runoff to netball dimensions 3.05 m unencumbered (4 m clearance between courts) Roof height 8.3m at highest point unencumbered. Provide adequate clearance for scorer's bench and seating between each court (approx. 1.5m) Provide adequate clearance for circulation space between courts (1.5m-1.8m). Provide adequate clearance for wheel chair access. Provide expansion zone. 	4 courts = 2,965m ² approx.
	Spectator Area	<ul style="list-style-type: none"> Education Competition Events Casual spectator 	<ul style="list-style-type: none"> Option - show court provide basic seating provision (500) Other courts - single row of seating along each court 	<ul style="list-style-type: none"> Along one side of court one 	<ul style="list-style-type: none"> Allow floor loading for temporary seating for show court 	<ul style="list-style-type: none"> Row of seating between courts for spectator viewing additional area requirement 	200m ²
	Control/operations room	<ul style="list-style-type: none"> Education Competition Events 	<ul style="list-style-type: none"> Provide single control point for competitions and tournaments 	<ul style="list-style-type: none"> Direct access and viewing over courts - preferred 	<ul style="list-style-type: none"> Access via crts to submit scoresheets Capacity for 3/4 people Sliding window Potential link to reception 	<ul style="list-style-type: none"> Room 10m² 	10m ²
	Break out space	<ul style="list-style-type: none"> Education Competition Events 	<ul style="list-style-type: none"> Provision of team break out areas for pre and post game briefings 	<ul style="list-style-type: none"> Away from crts to avoid disruption to games 		<ul style="list-style-type: none"> 6 x break out areas x 3m² each Potential for 2 larger areas (as part of 12) for wheel chair teams 	40m ²
	Other support facilities - Storage - Plant rooms	<ul style="list-style-type: none"> Service areas 	<ul style="list-style-type: none"> Service areas 	<ul style="list-style-type: none"> Storage off main sports hall 	<ul style="list-style-type: none"> Storage of sports equipment for multi lined sports courts Consider storage systems to maximise storage capacity 	<ul style="list-style-type: none"> Storage - 150m² Plant - 300m² 	450m ²
Subtotal Front of House							3,665m²



ACTIVITY AREA	FACILITY COMPONENT	TARGET MARKETS	FACILITY OBJECTIVES	FUNCTIONAL RELATIONSHIPS	OTHER ISSUES FOR CONSIDERATION	AREA SCHEDULES	TOTAL AREA (m ²)
Front of House Areas	Foyer / Reception / Merchandising Breakout space	<ul style="list-style-type: none"> All customers 	<ul style="list-style-type: none"> Provide welcoming entry area that allows users to relax and socialise before entering main activity areas. Social areas that encourage casual stay and increased secondary spending. 	<ul style="list-style-type: none"> Links to lounge and café Links to main activity areas 	<ul style="list-style-type: none"> Universal Design Way finding Principles Allowance for vending machine locations Location of display cases for memorabilia Provide capacity for multi media / live streaming of games. 	<ul style="list-style-type: none"> Foyer - 250m² Reception - 30m² Merchandising as part of reception 70m² 	350m ² <small>(size to be confirmed based on court and seating number)</small>
	Management Offices/administration	<ul style="list-style-type: none"> Centre staff 	<ul style="list-style-type: none"> Provide areas for staff and centre administration. 	<ul style="list-style-type: none"> Close to reception Vision into activity circulation spaces. 	<ul style="list-style-type: none"> Possible extension of areas if further centre activity areas added 	<ul style="list-style-type: none"> Offices 20m² Capacity for min 2 staff with 2 office spaces 	20m ²
	Café/ Lounge	<ul style="list-style-type: none"> All customers and staff 	<ul style="list-style-type: none"> Provide food area that attracts high secondary spend. Key socialisation area 	<ul style="list-style-type: none"> Links to foyer Ability to serve to indoor and facilities 	<ul style="list-style-type: none"> Linkage to other activity areas for sales Break out area 	<ul style="list-style-type: none"> Lounge - 70m² Informal collegial space Café serveries - 30m² 	100m ²
	First aid	<ul style="list-style-type: none"> All Centre users 	<ul style="list-style-type: none"> Provide access to first aid room linked to sports hall 	<ul style="list-style-type: none"> All Centre users 	<ul style="list-style-type: none"> Emergency service vehicle access Linked to drug testing and consulting rooms 	<ul style="list-style-type: none"> 10 m² 	10 m ²
	Other support facilities - Storage - Plant rooms	<ul style="list-style-type: none"> Service areas 	<ul style="list-style-type: none"> Service areas 	<ul style="list-style-type: none"> Storage for administration area 	<ul style="list-style-type: none"> Storage of sports equipment for multi lined sports courts 	<ul style="list-style-type: none"> Storage - 150m² (height of 4m) Plant - 200m² 	350m ²
Subtotal Front of House							830m²
Change rooms	Change Rooms	<ul style="list-style-type: none"> Facility Users 	<ul style="list-style-type: none"> Provide change room facilities 	<ul style="list-style-type: none"> Easy access to the show court Easy access from main entrance 	<ul style="list-style-type: none"> Space for ice machine and physio table(s) in each change room Capacity to develop mezzanine area above change rooms as part of a later stage. 	<ul style="list-style-type: none"> 2 dedicated change rooms. Uni-sex design. Each 100m² 3 toilets and showers per change area 1 accessible toilet and shower per change area. 	200m ²
	Amenities	<ul style="list-style-type: none"> All customers 	<ul style="list-style-type: none"> Provide modern amenities easily maintained 	<ul style="list-style-type: none"> Adjoining all main activity areas 	<ul style="list-style-type: none"> Fully accessible amenities Baby change provision 	<ul style="list-style-type: none"> Separate public toilets male/female/ accessible each 60 m² (in line with BCA requirements) Service areas - 20m² 	140m ²
	Referees control room and change room	<ul style="list-style-type: none"> Referees 	<ul style="list-style-type: none"> Provide modern amenities easily maintained 	<ul style="list-style-type: none"> Adjoining all main activity areas 	<ul style="list-style-type: none"> Fully accessible amenities 	<ul style="list-style-type: none"> Control/staff room Change room m² Toilet and shower (could be 	30m ²



ACTIVITY AREA	FACILITY COMPONENT	TARGET MARKETS	FACILITY OBJECTIVES	FUNCTIONAL RELATIONSHIPS	OTHER ISSUES FOR CONSIDERATION	AREA SCHEDULES	TOTAL AREA (m ²)
						shared) ▪ Uni-sex amenities/accessible	
Subtotal Amenities / Lounge							370m²
Other Areas	Cleaners Room / Store					▪ Allowance	10m ²
	General Circulation Allowance (20%)	▪ -All users	▪ Provide additional space to enable ease of circulation			▪ Allowance	702 m ²
Subtotal Other Areas							712m²
Total Building Area							5,577m²
<ul style="list-style-type: none"> ▪ Indoor stadium car parking 120 - 150 spaces for normal usage (allows for game cross over to be considered as part of whole precinct and included in Precinct Traffic Management Plan ▪ Drop off area 							TBCm ²



6. Management Review

This section looks at the potential management models that are currently operating in the leisure and sporting facility industry, and then summarises the options that may be feasible and suitable for the proposed Stonnington indoor stadium. The management models currently operating include:

- **Long Term Lease:** This model is used particularly when Council is seeking capital investment as part of the management process and therefore is prepared to enter into a long term (usually 10 years plus) lease that allows management to operate the facilities usually with minimal controls or operating requirements. At the end of the lease it can either be renewed or the facilities handed back to Council in a condition similar to when they were leased (excluding wear and tear etc.).
- **Contract Management (external):** This is where Councils contract or lease out management rights of the facilities to either a professional contract management company or an individual to operate all facilities. This is usually done through a contract for an agreed term and set of conditions that binds each party.
- **Private Public Partnership (PPP):** This model is used when Councils enter into a significant funding partnership and hand off ownership of the facility for an agreed term in return for the capital investment. There are limited examples of this type of management in the industry as usually private investment is limited as Councils own the land and are usually hesitant to hand over land ownership. This causes issues of guarantees for any loans and many commercial companies cannot meet loan requirements without an asset to put up as collateral for the investment
- **Internal Management:** This is the most traditional model where Councils directly employ management and staff to operate the facilities. This management model allows Council full control of operations, pricing, programming, asset management and staffing.
- **Company Limited by Guarantee:** This model is an emerging one and involves Council setting up a separate company to manage and operate the facilities on its behalf. This model allows the company to be in control of all facilities based on its statement of intent and key operating directions set up by Council. This option is used where Councils wish management to be more commercial and is prepared to hand off responsibility to the company but still ultimately controls and directs the company.

These all have a range of differences but they can be defined by some common linkages into two groups linked by:

- Level of control Council wants or is prepared to give away
- Level of risk Council is prepared to take or wants to give away

This is summarized in the management linkages graphic below.

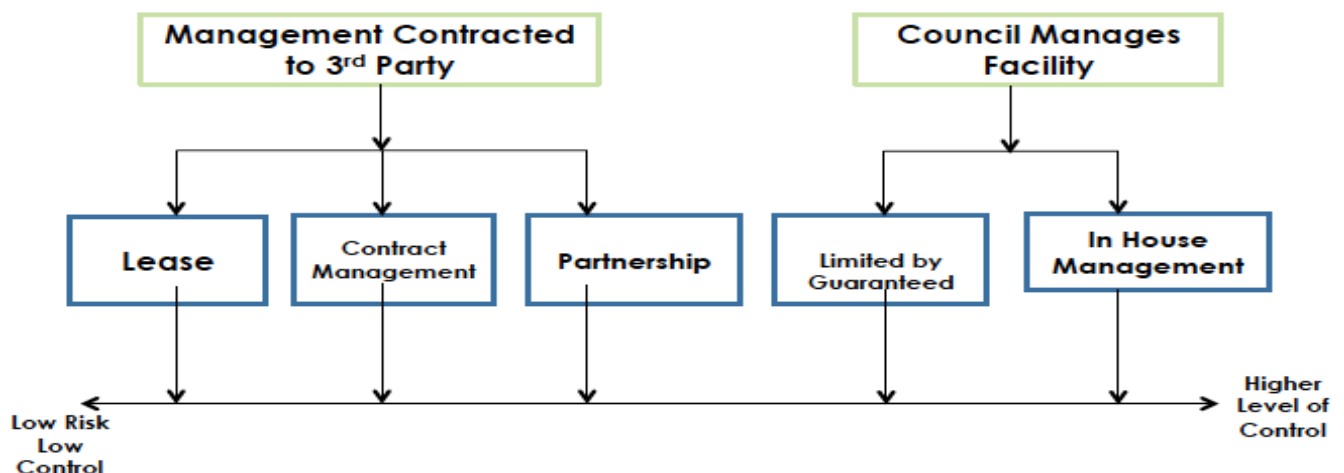


Figure 4 Management Structure and Level of Control



6.1 Potential Management Models

The following table provides a summary of the three most popular management models for sporting and recreation facilities in Australia.

- Internal Management
- External Management
- Companies limited by Guarantee i.e. Western Leisure Eagle Stadium Wyndham City Council and Peninsula Leisure, Frankston City Council

There are a few alternative lease examples but these are usually for long term and when the owner is happy to hand off the facility for a considerable time and is not interested in its use and operation. The Hobson Bay City Council currently operates this model at Altona, Laverton and Newport community facilities. There are limited examples of PPP models for sporting and recreation facilities.

A review of these models against the following facility operating issues, is provided on the following pages. This can be used as a starting point for considering which option may best suit the future integrated management of the proposed Stonnington Indoor Stadium.

- Fees and charges
- Operating hours
- Usage targets
- Revenue guarantees
- Staffing Allowances/Awards
- Management /Administration
- Business Results
- Risks of Business Failure



Table 10 Management Option Review

Business Issue	In- House Management - Internal Management	External Contract Management	Independent Business Unit - Company Limited by guarantee
Responsible To	100% responsible to Council	Contract Company is 100% responsible to shareholders and company and 0% responsible to Council for viability. The contract sets up responsibility to Council	100% responsible to company and its statement of intent, budget and key business indicators (set in association with Council).
Fees and Charges	<ul style="list-style-type: none"> All fees would be set by Council and are usually lower than market rates due to political process and wish to provide a community service Essential that as many fees and charges are based on market rates and increase annually as costs increase 	<ul style="list-style-type: none"> Some basic usage fees could be set by Council, which may be usually lower than market rates due to political process and wish to provide a community service. Contractor usually can set most of other charges at market rates or greater i.e. health/fitness/wellness etc. Essential that fees and charges are based on market rates and increase annually as costs increase 	<ul style="list-style-type: none"> In a business centre model the company would recommend fees and charges to Council after reviewing business model and agreed business result and set fees and charges based on market rate and cost of service. This model can provide concessional use to community users and sets some user fees higher to compensate.
Operating Hours	<ul style="list-style-type: none"> Operating hours set to ensure community access as a priority. May not be set around economic staffing model 	<ul style="list-style-type: none"> Will want to negotiate on reduce operating hours to reduce staff salaries Priority will be to minimise salaries and not community access unless contract specifies operating hours 	<ul style="list-style-type: none"> Would set operating hours around when reasonable numbers of users will attend. This model will monitor usage and change operating hours to reflect when customers use the facility
Usage Targets	<ul style="list-style-type: none"> Usage sometimes may not be a primary business indicator measurement as Council may prioritise health outcomes or participation levels etc. Need to set annual targets by each activity and monitor performance. Customer focused management monitors usage and revenue. 	Usage targets are a key to raising predicted revenue and usually linked to marketing plan and regular budget reviews	<ul style="list-style-type: none"> Usage forms a key business indicator to meet budget. Very customer focused to continually grow usage and beat targets Provides incentives to management to achieve above budget usage results
Revenue Guarantee	<ul style="list-style-type: none"> Will have annual revenue target set as part of budget. Usually no penalties if revenue target not met. 	<ul style="list-style-type: none"> Usually will not guarantee revenue will be met unless contract is a performance based with penalties. Will offer best endeavours to meet revenue targets Usually seek profit share if beat financial targets 	Must reach or exceed revenue targets to stay in business as company must trade profitably or receive an agreed annual operating subsidy and deliver the revenue budget to this target.
Staffing Allowances	<ul style="list-style-type: none"> Staffing numbers will rely a lot on awards and rosters and associated conditions. Usually using LGA awards then staffing likely to be higher as rostering out of normal business hours has impacts and costs Usually in this model unless local 	<ul style="list-style-type: none"> Usually in this model this is an area where contractors will be very tight and try and minimise staffing numbers to reduce operating costs. Usually have their own award and pay same staff rates across weekdays and weekends and can roster staff on at any 	<ul style="list-style-type: none"> Will match staffing needs to usage and industry safety requirements. Will regularly monitor staffing and make regular changes. Will try and have local agreement award and have flexible rostering conditions.



Business Issue	In- House Management - Internal Management	External Contract Management	Independent Business Unit - Company Limited by guarantee
	<p>agreement on specific leisure industry award rates will be higher.</p> <ul style="list-style-type: none"> Higher staff numbers tend to increase over the years due to programming demands 	<p>time without penalties</p> <ul style="list-style-type: none"> When budgets are tight they will reduce staff as a first initiative 	
Staff Awards and Wages	<ul style="list-style-type: none"> LGA awards tend to see highest salaries and conditions offered to staff under this management arrangement Usually sees high retention of staff Usually retain older and more experienced staff due to better salaries and conditions. 	<ul style="list-style-type: none"> Most companies will have own award and associated conditions and will pay considerably less per hour for most supervisory salaries so significant savings in operating budgets can be achieved. Usually sees low retention of staff May see much younger staff as are prepared to work for low hourly rates as not have a lot of industry experience 	<ul style="list-style-type: none"> Will base salaries on key job descriptions and use an industry standard to match duties to pay. Provides fair and reasonable salaries that reward and provide incentives to beat budget targets and staffing rosters. Reward performance with part at risk salaries linked to KPIs.
Services Cost Allowances (Note tends to be a similar fixed cost for each management option)	Usually based on Council contract rates and unless a key requirement services a treated as a cost of business	Usually based on contracted rates and unless a key requirement services treated as a cost of business.	Ongoing monitoring to reduce cost of services and to ensure most efficient models are in place
Maintenance Allowances	<ul style="list-style-type: none"> Will be dependent upon Council policy and practices for asset maintenance. Sometimes when budgets are done annually maintenance can be cut. 	<ul style="list-style-type: none"> Unless prescriptive contract maintenance will be minimised as not there facility and can make savings in this area. When budgets are tight this is the area they will not invest funds into. Hardest area to monitor in the business and many contracts fail as management does not invest in maintaining the asset. 	Would operate under an approved asset management plan
Management/Administration	Usually obliged to take internal council administration and financial services which may be at a high cost	<ul style="list-style-type: none"> Will usually use a head office low cost sharing model for management and administration services. Usually will charge an external office overhead cost for these services and this is hard to monitor against actual costs 	Would set up best practice cost effective services to meet business needs which could include contracting Council Services
Business Results Guarantees	Usually no guarantee provided on annual business results or performance apart from normal Council checks and balances and audit requirements.	<ul style="list-style-type: none"> Most contracts are not guaranteed against performance and the company will not enter into at risk levels of financial performance. Councils need to specify guarantees to hold company to performance. 	Would guarantee performance as part of its statement of intent.
Risk if Business Fails	Treated like any part of business as part of annual operational budget	<ul style="list-style-type: none"> Come back to Council for bail out/renegotiate. History of three major companies going into receivership in last 10 years so need ongoing monitoring of company financial health. 	Usually falls back on Council unless specified in agreement.



The information in the table provides a general comparison overview of the main three management approaches but many of these factors will be determined by the management contract specification and how prescriptive it is in relation to business performance and guaranteed results as well as market conditions and competitiveness of the bid.

In the past 10 to 15 years we have seen the demise of RANS Management and LeisureCo who both went into receivership. Currently there are two major contracting companies in the LGA facility field and these are the YMCA and Belgravia Leisure. Align Leisure is a new company that has recently entered the market and has had some success at the Shires of Cardinia and Nillumbik. The Richmond Football Club owns the Align Leisure Group. The Third model is the Company Limited by Guarantee. Under this model Council establishes an independent business unit that is controlled by a skills-based board appointed by Council. This model has emerged as a result of some Councils wanting to have a greater level of control over the asset management of the facility while at the same time wanting the facility to operate in a more commercial environment.

6.2 Assessment of Management Options

There is no one “right” model for the management of sporting and recreation facilities such as the proposed indoor stadium in Stonnington. All of the models described have operated successfully at a number of sporting and recreation facilities across the country.

The decision about the most appropriate management model for an indoor stadium in Stonnington should focus the identified outcomes for the proposed indoor stadium and then determine the most appropriate model to achieve the outcomes. Some of the key principles that need to be considered when determining the facilities outcome are:

- **Financial** -should the facility meet all operating costs, return and operating surplus or require a level of subsidy from Council?
- **Community Support/Health**- Should it allow for better access and support, discounted entry fees to high priority users?
- **Commercial** Will it need to maximise more commercial activities so surpluses fund losses or are they not important.
- **Usage** - is it a centre for people of all ages, interests, abilities and cultural groupings or is it for who can pay the most.
- **Programming** - is there capacity to initiate a range of programs/services or is the facility at capacity
- **Facility Maintenance/Asset Renewal** - Should operational surplus contribute to asset maintenance/replacement and reinvest back into the facility. Can Council reserve funding for programmed renewal/improvements
- **Environmental** - Are ESD Initiatives/Priorities important?

While the Company Limited by Guarantee Model appears to be working successfully in Frankston and Wyndham significant time is required to establish this model. Therefore the two models for consideration are the internal management of the facility or the contract of the management to a third part.

Table 12 Comparison between internal and external management options

Management Model	Pros	Cons
Internal Management	<ul style="list-style-type: none"> • High control of day-to-day - Council would have control of the day-to-day management and service of venue • Builds on existing service - Builds on existing aquatic facility service model. Existing systems and processes established for the aquatic centre could be used for the indoor sports facility. 	<ul style="list-style-type: none"> • High cost - Council responsible for in-house staff wages and benefits. Staff costs are often paid at a premium and subsidised by Council for the indoor sports facility operations. • Less flexible - More difficult to scale up and down workforce if providing staff in-house. • Establishment cost - Model requires Council to establish management and operations staffing and contracts for maintenance and cleaning, etc. This is resource and time intensive and may require specialized help to recruit and set up. • Limited experience - Limited experience in managing and operating indoor sports



Management Model	Pros	Cons
		facilities. <ul style="list-style-type: none"> Not core service - Operating an indoor sports facility is not currently within Council's core service model for sport and recreation department.
External Management	<ul style="list-style-type: none"> Experienced - A reputable contractor is highly experienced and skilled in managing and operating indoor sports facilities. The contractor would provide the systems and processes required for the management of the venue. Staff are trained in latest service standards and equipment and have relevant qualifications Cost saving - Contractor would be responsible for in-house staff wages and benefits and offer an award rate cheaper than that which Council would provide Flexible staffing - Contractor can scale up and down workforce for events or peak and non peak periods quickly Established service contracts - Managed through a contract with existing service contracts e.g. maintenance and cleaning Ready day 1 - Can be ready to manage and operate venue in a short timeframe Core service - A contractor's business model is the core service of operating an indoor sports facility Responsive to change - Contractors can be more responsive to customers and community or in taking up new trends or business opportunities. 	<ul style="list-style-type: none"> Limited control of day-to-day - Council will have limited control of day-to-day management and operations of the venue. A contract with key performance indicators is used to measure and manage performance. Council has no responsibility to instructing staff and is reliant on the relationship with the area manager responsible of the contract Duplicated roles - Roles may be duplicated across contractor and Council with Council managing and operating aquatic facilities in-house.

Based on the above the consultant team would recommend that the management of the facility be by an external management contractor. This recommendation is based on:

- A reputable and highly experienced contractor that's core service is to operate an indoor sports facility and has the staffing, skills and service contractors to deliver a high quality of service
- A more cost effective solution for Council
- A more flexible work force with the ability to scale up and down.
- Stonnington may wish to consider packaging some of Council's other sport and recreation facilities and outsourcing management and operation of other aquatic and recreation centres as part of a future management contract.



Business Case

6.3 Global Impacts

Otium Planning has developed a financial model for the proposed 4 court indoor stadium at the Percy Treyvaud site. The financial models have been developed using Otium Planning Group’s computerised financial software. The 10-year projections are developed using the following global impact assumptions.

6.3.1 Business Growth

Industry trends indicate it takes up to 3 years to establish new facilities usage and business.

The financial models therefore assume average business and usage in year three. These figures are impacted by reduced business and usage in year 1 at 5% less and Year 2 at 2% less (than year 3). From year 4 onwards it is assumed the business growth will slowly increase before remaining steady at 105% from year 8. The financial models therefore sees the following business growth impacts.

Table 11 Business Growth

Year									
1	2	3	4	5	6	7	8	9	10
95%	98%	100%	101%	102%	103%	104%	105%	105%	105%

Given the extensive usage of a large number of external courts by both the basketball and netball associations and the identified demand for new courts it is assumed that the optimum usage will be achieved by the three year mark.

6.3.2 Price Growth/Increases

Court hire and other fees price growth are set at 1% annually from year 2 onwards.

6.3.3 Consumer Price Index (CPI)

The financial model is annually impacted by a CPI increase. This has been set at 2.3% from year 2 to year 10. An additional 1% is provided every year to account for salary increases that may occur as a result of local enterprise bargain agreements and or salary increases. An additional 2.5% is provided every year to account for increase to a range of different expenses.

6.4 Business Assumptions

The following business and management assumptions impact on the financial model.

6.4.1 Court Allocations/Season length

A generic court allocation schedule has been developed based on the following factors. Appendix 7 details the current and proposed court allocations:

- Current usage of the Orrong Romanis Courts
- Requested proposals by potential users both netball and basketball
- Benchmarking of other 4 court stadiums

The proposed schedule attempts to provide access to both netball and basketball across the week for both competition and training. It should be noted however that given the demand all requested use cannot be accommodated in four courts alone. For example the requested schedule of use for the PNA is only partially addressed in the generic schedule of use.



If the facility is approved a process/selection criteria would need to be established to allocate the court hours and negotiate usage agreements. This would then allow a final usage schedule to be confirmed.

The allocations for community sport such as basketball and netball are based on usage of the courts for 40 weeks per annum. This includes two, twenty-week seasons per year including the finals series. The Associations would normally operate a winter and summer season.

In summary the proposed generic court usage includes:

- School use = 40hrs per week
- Netball competition = 48hrs per week
- Netball training = 16hrs per week
- Mixed netball = 8hrs per week
- Domestic basketball = 54hrs per week
- Domestic basketball training = 16hrs per week
- Representative basketball competition = 16hrs per week
- Representative basketball training = 36hrs per week
- Other community use = 10hrs per week

6.4.2 Operating Hours

The facility is estimated to be open 94 hours per week and while the sporting seasons operate for 40 weeks the Centre would operate all days except Christmas Day and Good Friday. It is usual to close the facility over the Christmas period for a week to undertake necessary maintenance works including floor resurfacing.

During the school holiday periods and long weekends many centres are used for either sports camps, holiday programs and tournaments.

6.4.3 Entry Charges

Entry charges are based on similar charges to indoor sporting facilities and include GST. They have also been benchmarked against other Victorian Indoor Sporting Centres (2017). The fees are based on tenants of the indoor sports courts paying an hourly rate for the use of the courts under an agreed usage or service agreement. **A copy of the benchmarking is detailed in Appendix Six**

The sporting association charge both a registration fee and a “sheet fee” to players. The registration fee includes the State bodies registration/affiliation fee as well as a contribution to insurance. The “sheet fee” is charged to a team at each game they play.

The model assumes that the sporting associations would collect the sheet fees and registrations fees from their members and retain the income. The operator would then issue a monthly court hire invoice for court usage.

The model does not include the provision of a door entrance fee, which some sporting associations charge to both participants/players and spectators. It is assumed the user group would collect and retain this fee if applicable.

The operator would run the kiosk and collect the revenue from the sales and any other programs directly administered by the operator such as school use, children’s programs etc.

The following table highlights the entry fees used for the base case financial year one.



Table 12 Indoor Centre - Proposed Year 1 Court Hire Fees

Area	Usage Type	Year One Fee GST Exclusive
Indoor Sports Courts	Court Rate	\$45.00/hr per court
	Schools	\$25.00/hr
	Community Programs	\$35.00/hr
	Daily rate events (club championships, 3 on 3 tournaments)	\$2,500 per day (Total Complex)

6.4.4 Recurrent Operating Expenditure

The majority of recurrent operating expenditure including utilities, administration, marketing, and maintenance, floor resurfacing and cleaning are based on the industry benchmarks for similar facilities.

6.4.5 Major Maintenance/Refurbishment

Industry trends indicate that indoor sports facilities usually require an annual programmed maintenance allowance to ensure they are presented at a high standard. The high use facilities and floor resurfacing requirements will require ongoing capital funding.

An asset management allowance has been included in the financial model in years 5 and 10 of \$200,000.

6.4.6 Management/Staffing

A base management and staffing structure has been developed for the Centre based on industry benchmarks.

A summary of key staffing positions and allocations by Equivalent Full Time (EFT) positions against average salary is listed in **Volume Two**.

Table 13 Proposed Staffing EFT

Staff Area	Equivalent Full Time
Centre Manager	1.0
Stadium Program Leader	0.5
Duty Supervisors	1.5
Kiosk Supervisor	1.0
Kiosk Staff	1.0
TOTAL	5.7 EFT

Salaries are impacted by CPI (2.3%) annually and every 3 years by an extra 1% to take into account wage increases.

6.4.7 Sports Association Administration Area

The component schedule for the facility includes the provision of office space and a shared meeting room for some of the key sporting groups. A number of the sporting associations are now employing paid administrators who would make use of this space. The model assumes a small rental income for the use of this space by each of the key user groups.

6.4.8 Insurance

The model includes an allowance for public liability and building insurance.

6.4.9 Food and Beverage/Merchandising

The model assumes significant secondary spend income based on a percentage per spend per visitor. The model assumes the Stadium Operator will be responsible for the kiosk and merchandise (sporting uniforms,



drink bottles etc) including the rights to the uniforms and associated sporting merchandise and this should be retained as an in house operation.

The staffing structure includes staffing allowance for the kiosk, which based on 51 hours per week (peak hours) . The kiosk would normally operate during Friday night and weekend Saturday competitions. It assumed that that kiosk would not operate during training periods.

The assumptions for secondary spend include:

Kiosk/café

\$1.50 per spend with a 50% penetration

Merchandise

\$5.00 spend with a 15% penetration

6.4.10 Sponsorship

No allowance for sponsorship has been included in this model. There may be the opportunity to attract sponsorship as the project develops further. The Nillumbik Shire Council were able to secure \$1M sponsorship from the Bendigo Bank in Diamond creek towards the development of the Community Bank Stadium in exchange for facility naming rights.

6.4.11 Building Depreciation and Cost of Capital

The financial models have been developed and include operational budgets and total project costs including depreciation and cost of capital. Industry trends indicate that leisure centres usually require a capital improvement investment about every 3 to 5 years to ensure they are presented at a high standard.

Depreciation has been based on the capital cost of \$25M less the noncapital expenses for the proposed development i.e. fees, escalation etc. For the purpose of the model the structural components have been depreciated at 2% over 50 years.

A building depreciation allowance of \$500,000 per annum has been included in the financial model. This figure has been included below the operational line.

Cost of Capital is based on advice received from Councils Finance area the cost of capital has been calculated at 4% interest on \$5M of the capital cost. The cost of capital includes both interest and principle costs for a term of 20 years.

6.5 Financial Models

The consultant team has used Otium Planning Group’s Computerised Facility Financial Model to develop a draft business model for the Stonnington Indoor Sports Facility. Detailed excel financial spread sheets have been developed to assist with presenting the 10 year projections.

6.5.1 Facility 10 Year Base Case Financial Models

The 10-year business projections are detailed in the following table.

Table 14 Base Case 10 Year Operational Business Projections

CATEGORY	YEARS										AVERAGE PER ANNUM (000)
	1 (\$000)	2 (\$000)	3 (\$000)	4 (\$000)	5 (\$000)	6 (\$000)	7 (\$000)	8 (\$000)	9 (\$000)	10 (\$000)	
Revenue	\$761	\$807	\$847	\$880	\$914	\$949	\$986	\$1,024	\$1,053	\$1,084	\$931
Expenditure	\$715	\$735	\$755	\$776	\$797	\$819	\$842	\$865	\$889	\$914	\$811
Operational Profit/Loss	\$46	\$73	\$92	\$104	\$117	\$130	\$144	\$159	\$164	\$170	\$120
Depreciation/	\$1,116	\$1,116	\$1,116	\$1,116	\$1,316	\$1,116	\$1,116	\$1,116	\$1,116	\$1,316	\$1,156



CATEGORY	YEARS										AVERAGE
Capital Costs											
Centre Performance	(\$1,070)	(\$1,044)	(\$1,024)	(\$1,012)	(\$1,200)	(\$986)	(\$972)	(\$958)	(\$952)	(\$1,147)	(\$1,037)
Visitations	226	233	238	240	243	245	247	250	250	250	242

Note Does not include development costs such as depreciation, capital cost repayments, land tax, Council rates.

The 10-year base case business projections indicate:

- Revenue is expected to increase annually ranging from \$761,000 in year 1 to \$1,084,000 by year 10.
- Expenditure is expected to increase annually ranging from \$715,000 in year 1 to \$914,000 in year 10.
- The Centre is expected to operate at a small annual operating surplus for the first year. After this it is expected to climb between Years 2 to 10. The average operating surplus is estimated to be approximately \$120,000 per annum.
- Once depreciation and financial repayment allowances have been included the Centre is predicted to operate at a deficit with the average annual centre performance at (\$1,037,000).
- Centre attendances are expected to gradually increase from 226,000 in year 1 to 250,000 by year 8 before remaining steady until year 10.

6.5.2 Business Case Scenario Comparisons

The following tables provide a 10-year impact comparison for the following different business scenarios:

- Optimistic Case - 10% more use than the base case
- Conservative Case - 10% less use than the base case

Optimistic Case Option

The following table details the 10-year optimistic case option.

Table 15 Optimistic Case - 10% More Use

CATEGORY	YEARS										AVERAGE PER ANNUM (000)
	1 (\$000)	2 (\$000)	3 (\$000)	4 (\$000)	5 (\$000)	6 (\$000)	7 (\$000)	8 (\$000)	9 (\$000)	10 (\$000)	
Revenue	\$836	\$887	\$931	\$967	\$1,004	\$1,043	\$1,083	\$1,125	\$1,158	\$1,191	\$1,023
Expenditure	\$715	\$735	\$755	\$776	\$797	\$819	\$842	\$865	\$889	\$914	\$811
Operational Profit/Loss	\$121	\$152	\$176	\$191	\$207	\$224	\$242	\$260	\$268	\$277	\$211
Depreciation/ Capital Costs	\$1,116	\$1,116	\$1,116	\$1,116	\$1,316	\$1,116	\$1,116	\$1,116	\$1,116	\$1,316	\$1,156
Centre Performance	(\$995)	(\$964)	(\$941)	(\$925)	(\$1,109)	(\$892)	(\$875)	(\$857)	(\$848)	(\$1,040)	(\$945)
Visitations	249	256	262	264	267	269	272	275	275	275	266

Note Does not include development costs such as depreciation, capital cost repayments, land tax, Council rates.

The 10-year optimistic case business projections indicate:

- Revenue is expected to increase annually ranging from \$836,000 in year 1 to \$1,191,000 by year 10.
- Expenditure is expected to increase annually ranging from \$715,000 in year 1 to \$914,000 in year 10.
- The Centre is expected to operate at an annual operating surplus from the first year. The average operating surplus is estimated to be approximately \$211,000 per annum.
- Once depreciation and financial repayment allowances have been included the Centre is predicted to operate at a deficit with the average annual centre performance at (\$945,000).
- Centre attendances are expected to gradually increase from 249,000 in year 1 to 275,000 by year 8 before remaining steady until year 10.



Conservative Case Option

The following table details the 10-year conservative case option.

Table 16 Conservative Case - 10% Less Use

CATEGORY	YEARS										AVERAGE PER ANNUM (000)
	1 (\$000)	2 (\$000)	3 (\$000)	4 (\$000)	5 (\$000)	6 (\$000)	7 (\$000)	8 (\$000)	9 (\$000)	10 (\$000)	
Revenue	\$686	\$728	\$764	\$793	\$824	\$856	\$889	\$923	\$949	\$977	\$839
Expenditure	\$715	\$735	\$755	\$776	\$797	\$819	\$842	\$865	\$889	\$914	\$811
Operational Profit/Loss	(\$29)	(\$7)	\$9	\$17	\$27	\$36	\$47	\$57	\$60	\$63	\$28
Depreciation/ Capital Costs	\$1,116	\$1,116	\$1,116	\$1,116	\$1,316	\$1,116	\$1,116	\$1,116	\$1,116	\$1,316	\$1,156
Centre Performance	(\$1,145)	(\$1,124)	(\$1,108)	(\$1,099)	(\$1,290)	(\$1,080)	(\$1,070)	(\$1,059)	(\$1,056)	(\$1,254)	(\$1,129)
Visitations	203	210	214	216	218	220	223	225	225	225	218

Note Does not include development costs such as depreciation, capital cost repayments, land tax, Council rates.

The 10-year conservative case business projections indicate:

- Revenue is expected to increase annually ranging from \$686,000 in year 1 to \$977,000 by year 10.
- Expenditure is expected to increase annually ranging from \$715,000 in year 1 to \$914,000 in year 10.
- The Centre is expected to operate at an annual operating deficit for years 1 and 2. The Centre is then expected to operate at a small surplus. The average operating surplus is estimated to be approximately \$28,000 per annum.
- Once depreciation and financial repayment allowances have been included the Centre is predicted to operate at a deficit with the average annual centre performance at (\$1,129,000).
- Centre attendances are expected to gradually increase from 203,000 in year 1 to 225,000 by year 8 before remaining steady until year 10.

Facility Business Scenario Comparison

The following table provides a comparison of the average operational performance over the 10-year period of each model based on:

- 10% more use
- Base Case - Average predicted use
- 10% less use

Table 17 Facility Business Scenario Comparison

FACILITY STAGES	FACILITY BUSINESS SCENARIO		
	Optimistic Case 10% More Use Average Net Profit/(Loss) Over 10 years (\$000)	Base Case (Average Use) Average Net Profit/(Loss) Over 10 years (\$000)	Conservative Case 10% Less Use Average Net Profit/(Loss) Over 10 years (\$000)
Revenue	\$1,023	\$931	\$839
Expenditure	\$811	\$811	\$811
Operational Profit/Loss	\$211	\$120	\$28
Depreciation/Capital Costs	\$1,156	\$1,156	\$1,156
Centre Performance	(\$945)	(\$1,037)	(\$1,129)
Visitations	266	242	218

A review of the business scenario comparison indicates:



- Across all three options the facility is expected to return an operating surplus.
- The usage of the Centre across the three options ranges from a low of 218,000 visits per annum through to a high of 266,000 visits per annum. This excludes spectators who will also make use of the facilities including the café.
- Once depreciation, asset management and cost of capital are included in the models all three options require a level of Council financial subsidy.
- The performance across all three options represents a strong operating position for the facility. The results are consistent with other 4 court indoor stadium.
- Given the high demand both in Stonnington and the wider region for access to indoor courts Council should be confident in the success of the facility and the operating performance of the Centre from both a social and financial perspective.



6.6 Recommended Future Direction

The project findings clearly indicate the need in the short, medium and long term to develop additional indoor courts in the Stonnington area.

The lack of available indoor courts, current high occupancy level of the existing facilities, participation growth, predicted population growth rate coupled with the anticipated demand particularly for basketball and netball activities, supports the future provision of additional indoor sports courts.

The consultant team recommends that over the next twenty years there will be demand for between 8 to 13 indoor courts in Stonnington. The proposed four indoor courts will meet the short term needs of Netball and address some of the unmet demand for basketball competition however access to the two courts at Orrong Romanis will continue to be required to meet the needs of these sports.

Given the high demand for access to courts it is unlikely that the needs of the two high participation sports (netball and basketball) along with potential alternate sports such as futsal and volleyball will be fully accommodated.

To assist with meeting the demand for access to indoor courts there may be opportunities for Council to work in partnerships with either public or private school to increase community access to school based facilities for training activities.

Based on the consultation and key findings the tables below detail recommended strategy actions for the future provision of indoor sports courts in Stonnington.

The recommended actions are presented under the following headings:

- Action
- Responsibility
- Timeline/Staging

The timeline/staging column within the tables indicates a priority for each recommended action/output and includes the following key.

- Short 0 to 3 years
- Medium 4 to 6 years
- Long 7 plus years

Direction One: Four Court Facility Design and Capital Cost Estimate

Ref.	Action	Responsibility	Timeframe/Staging
1	Undertake site assessment, concept design, quantity surveyors report and business plans for the development of a four court indoor stadium	Leisure Services	Short term
2	Develop the proposed funding strategy including the identification of external funding opportunities	Leisure Services	Short term
3	Once the funding strategy and site are confirmed undertake the next steps in the design process including: <ul style="list-style-type: none"> • Schematic design • Detailed design • Design documentation 		
4	Consider contacting the management of the proposed indoor stadium to a third party with the	Leisure Services	Short term



Ref.	Action	Responsibility	Timeframe/Staging
	required skills to effectively manage the facility.		
5	Commence detailed discussions with potential key users to confirm usage schedules and negotiate usage agreements.		

Direction Two: Identify opportunities to access school indoor sports courts for use by the local sporting clubs and associations.

Ref.	Action	Responsibility	Timeframe/Staging
6	Identify opportunities for community sporting clubs to access school facilities for training and development programs	Leisure Services	Short/Medium Term
7	Work with DET and schools building or redeveloping sporting infrastructure to ensure the facilities are built to the required facility standards and include planning permit conditions that support and encourage community sporting club access.	Leisure Services	Medium Term

Direction Three: Continue to monitor indoor sports participation

Ref.	Action	Responsibility	Timeframe/Staging
8	Continue to monitor indoor sports participation and usage and population growth over the next 10 to 20 years. This should include ongoing consultation with local clubs/associations and state sporting bodies	Leisure Services	Medium/Long Term

Direction Four: Future indoor stadium planning

Ref.	Action	Responsibility	Timeframe/Staging
9	In the longer term plan for the development of an additional indoor sports facility to address the identified gap in facility provision.	Leisure Services	Short term



7. Warranties and Disclaimers

The information contained in this report is provided in good faith. While Otium Planning Group has applied their own experience to the task, they have relied upon information supplied to them by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence' and as such these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

There will be differences between projected and actual results, because events and circumstances frequently do not occur as expected and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite or guarantee the achievability of the projections as it is not possible to substantiate assumptions which are based on future events.

Accordingly, neither Otium Planning Group, nor any member or employee of Otium Planning Group, undertakes responsibility arising in any way whatsoever to any persons other than client in respect of this report, for any errors or omissions herein, arising through negligence or otherwise however caused.



Appendix 1: Demographic Profile and Population Trends

The following section of the report reviews the demographic profile of the City of Stonnington area based on information obtained from .id, an online based company who complete demographic analysis of ABS Census data.

The population trends indicate that between 2011 and 2016 the population of the City of Stonnington Council area increased from 111,606 people to 93,145 people. This equates to an approximate growth of 11.5% of the population (10,687 residents).

Age Group Population Profile

The age profile of residents in 2016 compared to the Greater Melbourne area and the 2011 Census data was estimated as follows:

Table 18 Population Age Profile of City of Stonnington

	2016			2011			Change 2011 to 2016
	Number	%	Greater Melbourne %	Number	%	Greater Melbourne %	
0 to 4	4,356	4.2	6.4	4,353	4.7	6.5	+3
5 to 9	4,304	4.1	6.2	4,093	4.4	6.0	+211
10 to 14	4,200	4.0	5.7	3,736	4.0	5.9	+464
15 to 19	4,680	4.5	6.0	4,207	4.5	6.3	+473
20 to 24	9,561	9.2	7.4	8,562	9.2	7.5	+999
25 to 29	13,323	12.8	8.1	11,468	12.3	7.9	+1,855
30 to 34	11,347	10.9	8.2	8,912	9.6	7.5	+2,435
35 to 39	7,690	7.4	7.3	6,964	7.5	7.5	+726
40 to 44	6,463	6.2	7.0	6,532	7.0	7.5	-69
45 to 49	6,413	6.2	6.9	5,678	6.1	6.9	+735
50 to 54	5,711	5.5	6.2	5,392	5.8	6.4	+319
55 to 59	5,236	5.0	5.7	5,004	5.4	5.6	+232
60 to 64	4,749	4.6	4.9	4,773	5.1	5.1	-24
65 to 69	4,607	4.4	4.4	3,700	4.0	3.9	+907
70 to 74	3,564	3.4	3.3	3,136	3.4	3.0	+428
75 to 79	2,963	2.9	2.5	2,374	2.5	2.4	+589
80 to 84	2,167	2.1	1.9	2,106	2.3	2.0	+61
85 and over	2,472	2.4	2.0	2,155	2.3	1.8	+317
Total population	103,806	100.0	100.0	93,145	100.0	100.0	+10,661

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 (Usual residence). Compiled and presented in profile.id by .id, the population experts.

Analysis of the persons five year age groups of the City of Stonnington in 2016 compared to Greater Melbourne shows that there was a lower proportion of persons in the younger age groups (under 15) and a higher proportion of persons in the older age groups (65+). Overall, 12.4% of the persons population was aged between 0 and 15, and 15.2% were aged 65 years and over, compared with 18.3% and 14.0% respectively for Greater Melbourne.

The major differences between the person's age structure of the City of Stonnington and Greater Melbourne were:

- A *larger* percentage of persons aged 25 to 29 (12.8% compared to 8.1%)
- A *larger* percentage of persons aged 30 to 34 (10.9% compared to 8.2%)
- A *smaller* percentage of persons aged 0 to 4 (4.2% compared to 6.4%)
- A *smaller* percentage of persons aged 5 to 9 (4.1% compared to 6.2%)

The largest changes in person's age structure in this area between 2011 and 2016 were in the age groups:



- 30 to 34 (+2,435 persons)
- 25 to 29 (+1,855 persons)
- 20 to 24 (+999 persons)
- 65 to 69 (+907 persons)

Gender Population Profile

The following table details the gender comparison of the City of Stonnington residents in 2016 compared to 2011 and Greater Melbourne.

Table 19 City of Stonnington Resident Population Gender Comparison

	2016			2011			Change 2011 to 2016
	Number	%	Greater Melbourne %	Number	%	Greater Melbourne %	
Population	103,806	100.0	100.0	93,145	100.0	100.0	+10,661
Males	49,371	47.5	49.0	44,784	48.1	49.2	+4,587
Females	54,462	52.5	51.0	48,361	51.9	50.8	+6,101

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 (Usual residence). Compiled and presented in profile.id by .id, the population experts.

There are more females than males in the City of Stonnington (52.5% compared to 47.5%) which is higher but still in line with the ratio in Greater Melbourne (51.0% versus 49.0%). There has been a slight increase in the ration of females within the Stonnington population between 2011 and 2016.

Country of Birth

The percentage of the population that is born overseas and the diversity of their country of origin can give an indication of how diverse the population is within a community.

An analysis of the cultural diversity data for the Stonnington area shows that there is a lower level of diversity when compared to Greater Melbourne with 31.4% being born overseas and 22.1% having been born in a non-English speaking country, compared to 33.8% and 27.0% in Greater Melbourne. People that spoke a language other than English as home accounted for 23.2% of the City of Stonnington population compared to 32.3% in Greater Melbourne.

The table below details the country of birth of residents in 2016 and 2011 as well as being compared against the population in Greater Melbourne.

Table 20 Most Common Countries of Birth

	2016			2011			Change 2011 to 2016
	Number	%	Greater Melbourne %	Number	%	Greater Melbourne %	
Australia	63,153	60.8	59.8	59,473	63.8	63.3	+3,680
China	4,503	4.3	3.5	2,377	2.6	2.3	+2,126
United Kingdom	4,370	4.2	3.6	3,883	4.2	4.1	+487
India	2,599	2.5	3.6	2,438	2.6	2.7	+161
New Zealand	2,563	2.5	1.8	2,294	2.5	1.7	+269
Greece	1,627	1.6	1.0	1,718	1.8	1.2	-91
Malaysia	1,252	1.2	1.1	1,104	1.2	1.0	+148
United States of America	865	0.8	0.4	790	0.8	0.4	+75
South Africa	836	0.8	0.5	684	0.7	0.5	+152
Italy	678	0.7	1.4	625	0.7	1.7	+53

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 (Usual residence). Compiled and presented in profile.id by .id, the population experts.

The table below summarises the diversity within the Stonnington population and identifies whether residents are from English or non-English speaking backgrounds.



Table 21 Summary of Diversity

	2016			2011			Change 2011 to 2016
	Number	%	Greater Melbourne %	Number	%	Greater Melbourne %	
Total overseas born	32,600	31.4	33.8	27,331	29.3	31.4	+5,269
Non-English speaking backgrounds	22,983	22.1	27.0	18,898	20.3	24.2	+4,085
Main English speaking countries	9,617	9.3	6.8	8,433	9.1	7.2	+1,184
Australia	63,153	60.8	59.8	59,473	63.8	63.3	+3,680
Not stated	8,097	7.8	6.4	6,342	6.8	5.3	+1,755
Total Population	103,850	100.0	100.0	93,146	100.0	100.0	+10,704

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 (Usual residence). Compiled and presented in profile.id by .id, the population experts.

The percentage of the population born overseas is slightly less than that in Greater Melbourne (31.4% compared to 33.8%). The percentage of the population that come from non-English speaking backgrounds is also lower than in Greater Melbourne with 22.1% compared to 27.0%.

Residents Income Levels

The table below presents the personal weekly income levels of Stonnington residents.

Table 22 Weekly Income Gross Income Levels for the City of Stonnington area

	2016		
	Number	%	Greater Melbourne %
Negative Income/ Nil income	8,425	9.3	11.2
\$1 - \$149	2,975	3.3	4.5
\$150 - \$299	4,120	4.5	7.0
\$300 - \$399	4,443	4.9	7.7
\$400 - \$499	4,438	4.9	7.4
\$500 - \$649	4,469	4.9	7.0
\$650 - \$799	4,695	5.2	7.3
\$800 - \$999	6,244	6.9	8.3
\$1,000 - \$1,249	7,940	8.7	8.6
\$1,250 - \$1,499	6,437	7.1	6.0
\$1,500 - \$1,749	6,148	6.8	5.0
\$1,750 - \$1,999	4,350	4.8	3.4
\$2,000 - \$2,999	7,998	8.8	5.1
\$3,000 or more	9,641	10.6	3.4
Not stated	8,637	9.5	8.2
Total persons aged 15+	90,960	100.0	100.0

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 (Usual residence). Compiled and presented in profile.id by .id, the population experts.

Analysis of individual income levels in the City of Stonnington in 2016 compared to Greater Melbourne shows that there was a higher proportion of people earning a high income (those earning \$1,750 per week or more) and a lower proportion of low income people (those earning less than \$500 per week). Overall, 24.2% of the population earned a high income, and 26.8% earned a low income, compared with 11.9% and 37.8% respectively for Greater Melbourne.

The major differences between the City of Stonnington's individual incomes and Greater Melbourne's individual incomes were:

- A *larger* percentage of persons who earned \$3,000 or more (10.6% compared to 3.4%)
- A *larger* percentage of persons who earned \$2,000 - \$2,999 (8.8% compared to 5.1%)



- A *smaller* percentage of persons who earned \$300 - \$399 (4.9% compared to 7.7%)
- A *smaller* percentage of persons who earned \$400 - \$499 (4.9% compared to 7.4%)

Vehicle Ownership

The number of vehicles per household is detailed in the table below.

Table 23 Vehicle Ownership

	2016		
	Number	%	Greater Melbourne %
No motor vehicles	7,470	15.8	8.5
1 motor vehicle	19,576	41.3	33.2
2 motor vehicles	12,104	25.5	34.8
3 or more motor vehicles	3,917	8.3	15.9
Not stated	4,355	9.2	7.6
Total households	47,422	100.0	100.0

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 (Usual residence). Compiled and presented in profile.id by .id, the population experts.

A household's ownership of vehicles can be used as an indicator of an individual's ability to independently access leisure facilities without the reliance on public transport or utilising other modes of transport.

A review of vehicle ownership in the City of Stonnington indicates that nearly eight out of every 10 households (75.1%) own one or more vehicles indicating a relatively high ability to independently access leisure activities. However, this is substantially lower than Greater Melbourne at 83.9%. There was also a significantly higher number of households who identified that they have access to no motor vehicles (15.8% compared to 8.5% in Greater Melbourne) indicating there may be a reliance on public transport and non-motorised forms of transport such as walking, bikes or skateboards.

Future Population Predictions

It is expected that the population within the City of Stonnington area will increase 29% from 111,606 in 2016 to 145,333 in 2036. The largest annual average rate of change is predicted to occur between 2016 and 2021 before slowing down.

Table 24 Projected Population Growth 2016 - 2036

	Forecast Year				
	2016	2021	2026	2031	2036
Population	112,522	124,420	132,908	139,969	145,333
Change in population (5 yrs)		11,898	8,487	7,061	5,364
Average annual change		2.03%	1.33%	1.04%	0.75%

Source: Population and household forecasts, 2011 to 2036, prepared by .id, the population experts, November 2016.

The figures for the projected populations are slightly higher than the data collected during the census as it takes into account the population that may have been missed by the census and the population that were overseas at the time of the census.

The following table highlights the likely change in the population age profile between 2016 and 2036.

Table 25 City of Stonnington Future Population Age Profile

	2016		2021		2026		2031		2036		Change b/w 2011 and 2036
	Number	%	Number	%	Number	%	Number	%	Number	%	
0-4	5,363	4.8	6,147	4.9	6,543	4.9	6,763	4.8	6,941	4.8	+1,578
5-9	4,533	4.0	5,062	4.1	5,558	4.2	5,833	4.2	5,996	4.1	+1,463
10-14	4,440	3.9	4,698	3.8	5,034	3.8	5,385	3.8	5,572	3.8	+1,131
15-19	5,837	5.2	6,367	5.1	6,610	5.0	6,926	4.9	7,186	4.9	+1,349
20-24	10,556	9.4	11,475	9.2	11,748	8.8	12,044	8.6	12,284	8.5	+1,728
25-29	14,148	12.6	14,858	11.9	15,107	11.4	15,473	11.1	15,599	10.7	+1,451



	2016		2021		2026		2031		2036		Change b/w
30-34	12,280	10.9	13,623	10.9	13,914	10.5	14,216	10.2	14,414	9.9	+2,134
35-39	8,433	7.5	10,601	8.5	11,559	8.7	11,826	8.4	12,070	8.3	+3,637
40-44	7,185	6.4	8,083	6.5	9,674	7.3	10,319	7.4	10,534	7.2	+3,349
45-49	6,758	6.0	7,086	5.7	7,885	5.9	9,065	6.5	9,556	6.6	+2,798
50-54	6,024	5.4	6,732	5.4	7,003	5.3	7,647	5.5	8,541	5.9	+2,517
55-59	5,427	4.8	5,791	4.7	6,356	4.8	6,596	4.7	7,105	4.9	+1,678
60-64	4,865	4.3	5,033	4.0	5,318	4.0	5,775	4.1	5,975	4.1	+1,110
65-69	4,564	4.1	4,540	3.6	4,687	3.5	4,953	3.5	5,345	3.7	+781
70-74	3,838	3.4	4,396	3.5	4,441	3.3	4,638	3.3	4,907	3.4	+1,069
75-79	3,058	2.7	3,595	2.9	4,097	3.1	4,232	3.0	4,455	3.1	+1,397
80-84	2,332	2.1	2,878	2.3	3,335	2.5	3,771	2.7	3,944	2.7	+1,611
85+	2,882	2.6	3,453	2.8	4,040	3.0	4,508	3.2	4,909	3.4	+2,027

In 2016, the dominant age group for residents in the City of Stonnington was between 25 - 29 years, which accounted for 12.6% of the total population. While this age group is predicted to remain the largest of the population in 2036, it is expected to fall to account for only 10.7% of the total population. The age bracket that is predicted to experience the largest increase in population number is the 35 - 39 years of age group which is expected to increase by 3,637 residents from 7.5% to 8.3% of the population.

The percentage of the population that is in their most active years (5 - 49 years of age) is predicted to fall from 65.9% in 2016 to 64.0% in 2036.



Appendix 2: Occupancy Tables August 2017

Orrong Romanis

Time Slot	Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday	
	1	2	1	2	1	2	1	2	1	2	1	2	1	2
Off Peak Time														
7.00am-7.30am														
7.30am-8.00am														
8.00am-8.30am														
8.30am-9.00am														
9.00am-9.30am														
9.30am-10.00am														
10.00a10.30am														
10.30am11.00am														
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12.30pm-1.00pm														
1.00pm-1.30pm														
1.30pm-2.00pm														
2.00pm-2.30pm														
2.30pm-3.00pm														
3.00pm-3.30pm														
3.30pm-4.00pm														
Peak Time														
4.00pm-4.30pm														
4.30pm-5.00pm														
5.00pm-5.30pm														
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6.00pm-6.30pm														
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7.30pm-8.00pm														
8.00pm-8.30pm														
8.30pm-9.00pm														
9.00pm-9.30pm														
9.30pm-10.00pm														
10.00pm-10.30pm														
10.30pm11.00pm														

 Allsports	 King David School	 Netball Team Training	 Maccabi
 Shodokan	 Prahran Netball Association	 Malvern Tigers Basketball Club	 Caulfield Malvern Basketball Club
 Little Kickers	 Basketball Team Training	 Sports Star Academy	 Futsal Plus
 Stonnington Community Soccer	 Aussie Indoor Sports		



Melbourne High School

TIME SLOT	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
	1	1	1	1	1		1
Off Peak Time							
7.00am-7.30am							
7.30am-8.00am							
8.00am-8.30am							
8.30am-9.00am							
9.00am-9.30am							
9.30am-10.00am							
10.00am-10.30am							
10.30am-11.00am							
11.00am-11.30am							
11.30am-12.00pm							
12.00pm-12.30pm							
12.30pm-1.00pm							
1.00pm-1.30pm							
1.30pm-2.00pm							
2.00pm-2.30pm							
2.30pm-3.00pm							
3.00pm-3.30pm							
3.30pm-4.00pm							
Peak Time							
4.00pm-4.30pm							
4.30pm-5.00pm							
5.00pm-5.30pm							
5.30pm-6.00pm							
6.00pm-6.30pm							
6.30pm-7.00pm							
7.00pm-7.30pm							
7.30pm-8.00pm							
8.00pm-8.30pm							
8.30pm-9.00pm							
9.00pm-9.30pm							
9.30pm-10.00pm							
10.00pm-10.30pm							
10.30pm-11.00pm							

Key

	School Use		Community Use
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Appendix 3: Indoor Sporting Facilities in Surrounding Councils

Table 26 Indoor Stadium Facilities within Surrounding Municipalities

Facility Name	Number of Courts	Map Ref
City of Boroondara		
Balwyn High School	2	A1
Balwyn Leisure Centre	1	A2
Boroondara Sports Centre	5	A3
Ashburton Aquatic and Rec Centre	2	A4
Camberwell High School	1	A5
Swinbourne Community Centre	1	A6
Camberwell Grammar	1	A7
Canterbury Girls School	1	A8
Bialik School	2	A9
Auburn High School	2	A10
Kew High School	2	A11
Genazzano FCJ College	1	A12
Methodist Ladies College	2	A13
Xavier College	2	A14
Boroondara Park Primary School	1	A15
Carey Grammar	2	A16
City of Melbourne		
Carlton Baths Community Centre	1	B1
Kensington Community Recreation Centre	1	B2
Wesley College - St Kilda Campus	1	B3
North Melbourne Community Centre	1	B4
Melbourne Girls Grammar	1	B5
North Melbourne Recreation Centre	1	B6
University of Melbourne	2	B7
State Netball & Hockey Centre	5	B8
City of Monash		
Waverley Basketball Complex	6	C1
Oakleigh Recreation Centre	4	C2
Waverley Netball Centre	4 (8 outdoor)	C3
Brandon Park Community Centre	1	C4
Jordanville Community Centre	1	C5
Southern Community Centre	1	C6
Clayton Health and Fitness Centre - Monash University	5	C7
Wellington Secondary College	2	C8
Brentwood Secondary College	1	C9
Oakleigh South Primary School	1	C10
Jells Park Primary School	1	C11
Glendale Primary School	1	C12
Mazenod College	3	C13
Huntingtower School	2	C14
Wesley College - Glen Waverly	1	C15
Salesian College - Bosco Campus	1	C16
St Leonards Catholic Primary School	1	C17
Syndal Baptist Church	1	C18
Caulfield Grammar - Wheelers Hill Campus	2	C19
Glen Waverley Community Sports Stadium (Glen Waverley Secondary College)	1	C20
City of Port Phillip		
Albert Park Indoor Sports Centre	2	D1
Albert Park College	1	D2

Facility Name	Number of Courts	Map Ref
Melbourne Sports and Aquatic Centre	10	D3
St Michael's Grammar	1	D4
Mac Robertson Girls High School	1	D5
Fishermans Bend Community Centre	1	D6
St Kilda Police & Citizens Youth Club	1	D7
Elwood College	1	D8
City of Yarra		
Collingwood College	2 full size 1 three quarter size	E1
Fitzroy High School	1	E2
Melbourne Girls Secondary College	2	E3
Princes Hill Primary School	1	E4
Princes Hill Secondary College	1	E5
Alphington Grammar School	2	E6
Academy of Mary Immaculate	1	E7
Glen Eira City Council		
Glen Eira Sports and Aquatic Centre (GESAC)	3	F1
Caulfield Grammar School - Caulfield Campus	2	F2
Wesley College - Elsternwick Campus	1	F3
McKinnon Secondary College	1	F4
Monash University - Caulfield Campus	2	F5
Bentleigh Secondary College	2	F6
Bentleigh West Primary School	1	F7
Murrumbeena Primary School	1	F8
Yeshivah College	1	F9
Glen Eira College	2	F10
Our Lady of the Sacred Heart College	1	F11
St James College	1	F12

Appendix 4: Training Only Venues in Stonnington

Table 27 Indoor Training Facilities

Facility Name	Number of Courts	Ownership
Penpraze Park Recreation Centre (Malvern Primary School) <i>Malvern East</i>	1	DET
De La Salle College - Tiverton Campus <i>Malvern</i>	1	Independent
St Kevin's College - Heyington Campus <i>Toorak</i>	2	Independent
King David School - Rebecca Magid Centre <i>Armadale</i>	1	Independent
Korowa Anglican Girls School <i>Glen Iris</i>	1	Independent
Lauriston Girls School <i>Armadale</i>	1	Independent
Loreto Mandeville Hall <i>Toorak</i>	1	Independent
Sacré Coeur <i>Glen Iris</i>	1	Independent
Phoenix Park Community Hall <i>Malvern East</i>	1	City of Stonnington
Total	9 facilities = 10 Courts	

Appendix 5: Local Clubs Consultation

Malvern Tigers Basketball Club

The Malvern Tigers Basketball Club started in 1990 with a team of primary school children playing in the Malvern Junior Basketball Association. The club now caters to more than 600 kids per season (70+ teams). While the club is predominantly children, there are also teams for women, men, mixed and veterans playing each week.

The majority of games are played at the Waverley Basketball Stadium with some Saturday games being played at the Wattle Park Primary School and Ashburton Primary School. Training is undertaken at Penpraze Park Recreation Centre (Malvern Primary School), Orrong Romanis Recreation Centre, Waverley Basketball Stadium, Oakleigh Recreation Centre, Phoenix Park Community Centre, Sacre Coeur School, Monash University (Caulfield Campus), and Glen Eira College.

Caulfield Malvern Basketball Club (Piranhas)

The club began in 1999 and predominantly draws their membership from Caulfield, Malvern and Glen Iris. The club also proactively supports youths from African communities who would like to play basketball. The club has approximately 450 players and fields teams in the Waverley Basketball Association as well as at a VJBL.

The club plays games at the Waverley Basketball Stadium, Wattle Park Primary School, Ashburton Primary School and Kingswood College. Training venues include Waverley Basketball Stadium, Caulfield Grammar School (Malvern and Caulfield Campuses), Glen Eira College, Orrong Romanis, Phoenix Park, and Lloyd Street Primary School.

Ashy Basketball Club

Ashy Basketball Club began in 2009 with 4 teams (approx. 40 members). The club currently plays as part of the Waverley Basketball Association. They currently have no home base or clubrooms and currently have not considered having a club room at any facility. They currently use courts at Ashburton Primary School, Oakleigh Recreation Centre and the Ashburton Pool and Recreation Centre for training. For competition they play at the facilities utilised by the Association including Waverley Basketball Stadium, Ashburton Primary School, Wattle Park Primary School, and Kingwood College.

The club currently has 400 players (37 teams) which includes 1 senior team (7 members) and the rest as junior teams. The club membership has approximately 60% males and 40% females. They have experienced a growth of around 2 teams per season and generally decrease by 6 teams for the winter season to other sports ie football. There is a small waiting list of approximately 15 kids across all the age groups however they are working to reduce this.

The majority of members live in Ashwood, Ashburton, Glen Iris and Burwood, with a number of families also residing in the Chadstone area.

The club has a requirement for more court hours for both training and to a degree competition. The club has requested more competition court time from the Association, however the Association has been unable to provide this. They are currently restricted with the number of hours they can access courts at Ashburton Primary School and would be very interested in utilising a court at the proposed new site for training. If Waverley Basketball Association were to use the new facility for competitions, the Ashy Basketball Club would be happy to use the facility for their games.

Timberwolves Basketball Club

The club was formed in the mid 70's and began playing with the Waverley Basketball Association in 1989. They currently compete at the facilities used by the Waverley Basketball Association (including the Waverley Stadium, Malvern East and Kingwood facilities) and training at the Waverley stadium on Monday nights from 4pm - 6.30pm using all 6 courts. The club currently has a large number of families based in both the Stonnington and Monash council areas. The club draws players from 25 different suburbs, predominantly Ashwood, Burwood, Malvern, Malvern East, Hughesdale, Oakleigh, Chadstone, Glen Iris, Camberwell, Mt Waverley, Mulgrave, Caulfield, Vermont, Brighton and Carnegie.

The club currently has 300+ members (approximately 150 families) with the majority of their players in junior teams and a few teams in senior competitions. Boys in U16 and U18 currently are required to play on Sunday nights due to lack of court access which has an impact on player numbers due to the conflict with football. Girl's competition is run on Tuesday nights which also causes conflict with other activities. The club would prefer to play more of their games on Saturdays.

Table 28 Timberwolves Junior Membership Numbers

	Families	Players	Teams
2014 Summer Season	128	171	19
2014 Winter Season	136	182	21
2015 Winter Season	140	187	25
2015 Summer Season	151	194	32
2016 Winter Season	167	233	35
2016 Summer Season	214	315	41
2017 Winter Season	227	350	44
2017 Summer Projections	255	390	51

In addition to the above numbers, from 2014 onwards there have also been 5-6 senior teams with 48 players each season.

The club is very interested in a new facility and would be supportive both by competing at the facility if it was included in the competition facilities for the Waverley Basketball Association and as a training venue. The club currently has a shortage of 3 courts for 2hrs per week for training and would be keen to use a new facility located in Stonnington. The club currently uses the Waverley stadium social space for meetings and if a new facility were developed would consider using social spaces or meeting rooms for any club meetings. They would also be interested in storage space for their basketballs should they utilise the new stadium for training.

Glen Iris District Basketball Club

The Glen Iris District Basketball Club is a junior club playing in the Waverley District Association and caters for boys and girls aged 8 to 18. The club was formed in 2009 due to the overwhelming popularity of basketball in the Glen Iris area. The club is community based with a focus on participation and teamwork for children.

The majority of games are played at the Waverley Basketball Stadium. Training is run between 4.00pm - 6.00pm on Thursday at the Waverley Basketball Stadium and the Ashburton YMCA.

Frogs Basketball

Frogs Basketball was established in August 2011 as an alternative family orientated club for the local areas of Chadstone, Mt Waverley, Oakleigh, Clayton and Glen Waverley districts. The clubs junior teams train on Monday and Tuesday evenings at the Oakleigh Recreation Centre.

Solway Basketball Club

Solway was formed in 1994 by a group of parents from the Solway Primary School. The club now has over 500 players forming nearly 70 teams across 6 age groups (U8 - U23).

Maccabi Victoria Basketball

The Maccabi Victoria Basketball Club is one of the largest junior basketball clubs in the southern hemisphere. The club has more than 90 teams playing across 7 competition grades across junior and senior competitions.

Junior boys teams compete at the Waverley Basketball Stadium, while the girls compete at Hawthorn on Saturdays and McKinnon on Sundays. Senior players compete in the Big V, CYMS and MMBL competitions. Casual games for veterans are run on Monday and Sunday nights. The Club also run skills clinics, development squads and holiday programs.

The Club currently use Bialik College, Orrong Romanis Recreation Centre, and Wesley College for training. Competition venues include: Ashburton Pool & Recreation Centre, Auburn High School, Balwyn Leisure Centre, Bialik College, Boroondara Sports Complex, Camberwell Girls Grammar School, Camberwell High School, Genazzano FCJ College, Kew High School, Melbourne Girls' College, Melbourne High School, Methodist Ladies' College, Swinbourne Community Activity Centre, The Veneto Club, Whitehorse Primary School, Xavier College, Bentleigh Secondary College, Brighton Secondary College, McKinnon Secondary College, Cheltenham Secondary College, Parkdale Secondary College Ashburton Primary School, Wattle Park Primary School, and Waverley Basketball Stadium.

Richmond Basketball Club

The Richmond basketball Clubs main training venue is the single indoor court at Melbourne High School.

Richmond Basketball Club is based in the City of Yarra and currently has 26 junior basketball teams (300 players) ranging from Under 9's to under 18's. All teams play in the Hawthorn Basketball Association (HBA) competition on Saturdays under the name Richmond Riots. The club currently only field's junior teams as there is no capacity for senior team training.

The club was established with one team in 2010 and have grown to 26 teams in the six year period. There are approximately 70 players on a waiting list who cannot be accommodated due to the lack of training facilities. The club hire Melbourne High School for 9 hours per week on a Monday and Tuesday evening for training. Given the lack of courts four teams train on one court at a time. The cost of hiring the court is \$600 per week which equates to approximately \$66.6 per hour. The club has no home base that includes storage for equipment and uniform.

The club want to provide greater access to the basketball programs to children from lower socioeconomic backgrounds including the Richmond Housing Commission areas, however the high cost of court rental makes this difficult.

The club are trying to negotiate access to the single court as part of the proposed Richmond High School as a second court to the Melbourne High School facility, however there are a number of competing demands for this court.

Ideally the club would like access to courts in the Richmond area however the proposed Gas Works site would provide increased access to indoor courts and may also free up some of the existing Richmond courts.



Appendix 6: Indoor Stadium Fees and Charges Benchmarking 2017

Facility Name	No. of Crts	Other facilities	Court Hire Fees & Charges	Association License Fee/Arrangement	Spectator/ Door Fee	Sheet fees			Kiosk/ Merchandise arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maint. Arrang.
						Junior	Senior	Rep						
Broadmeadows Basketball Stadium	4	<ul style="list-style-type: none"> Show court seating: 800 Kiosk Meeting room 	<p>On + Off Peak \$65 p/h</p> <p>Do not do Casual Shooting as over the road from Broadmeadows Leisure Centre, which caters to this market.</p>	<ul style="list-style-type: none"> License Agreement between Cr and Basketball Association Fee based on valuation of site License fee discounted based on criteria identified within policy i.e. provides a service to the community New agreement being established will allow association to sub let facilities ie to schools based on agreed conditions. Current license fee \$40k to \$45 per annum. Association operate kiosk and retain revenue. Period of license 5yrs Association responsible for cleaning, minor maintenance and outgoing i.e. utilities Council responsible for capital works 	Domestic \$2.50 Rep. \$3	\$50	\$45	\$55	Operated by Basketball Association with all profits going to Basketball Association	Owned by Hume City Council, Managed by Broadmeadows Basketball Association under licence agreement	<ul style="list-style-type: none"> Hume City Broncos: Big V State Championship Men Big V State Championship Women Big V Youth League 1 Men Big V Youth Championship Women <p>Players can come and train for free</p>	No	No	License agreement responsible for minor maintenance \$10k Major maintenance \$10K plus Council
Boroondara Sports Complex	3 (1 addition at court being constructed)	<ul style="list-style-type: none"> Show court seating 500 Kiosk Multi purpose room Gym Outdoor 50m pool 	<p>Peak \$54.60 - \$65.85/hr Off peak \$41.60 - \$54.60/hr (Depends on type of usage) Casual \$7.00 p/p</p>	<ul style="list-style-type: none"> Facility managed by the YMCA. License agreement between YMCA and the basketball association. Court hire rates range from \$41.60 through to \$65.85. Majority of hour hired out at \$50.50/hr Association pays an annual rental fee of approximately \$191,000. YMCA/Council responsible for all outgoings, maintenance, utilities and cleaning. YMCA operates kiosk. 	Domestic \$0 Rep. \$3	\$50	\$70	\$55	Operated by YMCA	Management contracted to YMCA Council owned.	<ul style="list-style-type: none"> Hawthorn Basketball Association Big V State Championship Men Big V Div 1 Women Big V Youth Championship Men Big V Youth Championship Women 	\$400,000 by HBA	\$0	\$0
Craigieburn Leisure Centre	5	<ul style="list-style-type: none"> 2 courts with show court seating: 300 Separate kiosk to leisure centre Meeting room, Squash courts, Health Club, Pool Crèche 	<p>Peak \$65.40/hr Off Peak \$43.80/hr Junior \$32.70/hr Casual \$2.50 p/p</p>	<ul style="list-style-type: none"> Association hire facility under Occasional Hire arrangement Fee approx. \$95K pa Council responsible for outgoings and asset management. One of the two kiosks is operated by netball and basketball that share revenue. 	Domestic \$0 Rep \$3	\$55	\$55	\$70	Kiosks: 1 Community run kiosk in stadium (Basketball and Netball receive profits) 1 Council run kiosk in Aquatic Area (servicing mainly the swimming pool area)	Hume City Council owned and managed Pay court hire fee not under a licence due to multi use	<ul style="list-style-type: none"> Craigieburn Eagles: Big V Div 2 Men Big V Div 1 Women Big V Youth League 2 Men Big V Youth League 1 Women 	No	No	Council responsible for all



Facility Name	No. of Crts	Other facilities	Court Hire Fees & Charges	Association License Fee/Arrangement	Spectator/ Door Fee	Sheet fees			Kiosk/ Merchandise arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maint. Arrang.
						Junior	Senior	Rep						
Dandenong Basketball Stadium	15	<ul style="list-style-type: none"> Show court seating: 2000 Kiosk 250 seat function space 3 Beach Volleyball courts 	Peak + Off peak <ul style="list-style-type: none"> Basketball \$39.00/hr Volleyball \$39.00/hr Beach Volleyball \$42.60/hr Basketball casual use - \$5.30 p/p 	<ul style="list-style-type: none"> License agreement between Elite, umbrella management group and Council. License fee \$157K (2014/2015) per annum increasing by CPI. Term of license 5 yrs commenced May 2012. Elite sublet the facility to Dandenong Basketball and Volleyball. Management body responsible for all outgoings, maintenance, cleaning and kiosk. Council responsible for capital works. 	\$2.70	\$41 (U10-20) \$21 (U8-9))	\$52	VC \$50 VJBL \$45	Managed internally with all profits being split between the tenants	Council owned Managed by Elite Stadium and Events (sub group of Dandenong Basketball) under agreement with City of Greater Dandenong Council	<ul style="list-style-type: none"> Dandenong Rangers: <ul style="list-style-type: none"> — SEABL Men — SEABL Women — Big V Youth Championship Men — Big V Youth Championship Women 			
Darebin Community Sports Stadium	4	<ul style="list-style-type: none"> Show court seating: 1500 Mezzanine hall, Multipurpose room 3 outdoor netball and 2 tennis courts 	Basketball/ Netball: Peak \$51/hr Off peak \$39.50/hr Casual: \$4.00 p/p	<ul style="list-style-type: none"> Facility managed by the YMCA. Peak Contract Agreement negotiated annually between YMCA and the basketball associations. Peak Contract rate of \$44.50 by the agreed number of courts hours per year. Invoiced monthly for court usage. If usage changes fee can alter if prior notice given. 	Domestic Adult \$2.30 Child \$2.00 Family \$6.30	\$50 (\$3 entry fee)	Men \$55 Mixed \$55	No	Run internally by the YMCA with all profits retained by the YMCA	Facility located on DEECD Land Joint Use Agreement Council responsible for management which is contracted to YMCA, Asset maintenance the responsibility of the YMCA	NA	No	No	NO



Facility Name	No. of Crts	Other facilities	Court Hire Fees & Charges	Association License Fee/Arrangement	Spectator/ Door Fee	Sheet fees			Kiosk/ Merchandise arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Manag.	Maint. Arrang.							
						Junior	Senior	Rep													
Diamond Creek - Community Bank Stadium	3	<ul style="list-style-type: none"> Show court seating: 900 Multi-purpose room Café Performing arts space Gymnastics space 	<p>Peak \$50.60 p/h Off Peak \$38.50/hr Casual \$4.00 p/p</p>	<ul style="list-style-type: none"> The Shire of Nillumbik developed Indoor Pricing Policy 2011 as a result in inconsistent fees and charges being levied for the use of Councils indoor courts. The policy provided for a five year "phase in" period commencing in 2011/2012 and concluding 2015/2016. The policy provides for a peak and off peak rate for each code of sport i.e. basketball/netball, badminton, volleyball and table tennis The annual license fee is calculated on the hours of use by the hourly rate. The proposed 2015/2106 fees are: <i>Basketball/ Netball</i> Peak \$45/hr Off Peak \$33.75/hr <i>Badminton</i> Peak \$11.25/hr Off Peak \$8.45/hr <i>Volleyball</i> Peak \$22.50/hr Off Peak \$16.88hr <i>Table Tennis</i> Peak \$5.65hr Off Peak \$4.20/hr Council is responsible for all outgoings, recurrent and capital maintenance. 											<p>Sporting association set and charge sheet fee with all associations being different</p>	<p>Profits from Kiosk are split between Council and YMCA according to their contract</p>	<p>Owned by Nillumbik Shire Council, managed by YMCA</p>	<ul style="list-style-type: none"> Diamond Valley Eagles <ul style="list-style-type: none"> Big V State Championship Men Big V State Championship Women Big V Youth Championship Men Big V Youth Championship Women 	No	No	No
Diamond Valley Sports and Fitness Centre	5 + one ¼ sized court	<ul style="list-style-type: none"> Show court seating: 250 Squash x 3 Multi-purpose rooms x 6 Health club, Childcare Kiosk 	<p>Competition: Peak: \$50.60/hr Casual: \$3.70</p>	<p>As above</p> <p>Diamond Valley Basketball Association paid approx. \$323,000 in court hire in 15/16.</p> <p>Office space is leased at facility for association at \$542/month (CPI or 3% rise each year)</p>	Centre does not change door fee however Associations occasionally do.	\$50	\$65	\$60	<p>Basketball Association stock merchandise at the stadium and all profits go back to them</p> <p>Kiosk operated by external contractor.</p>	<p>Nillumbik Shire Council owned. Clublinks managed.</p> <p>Council and Management group responsible for asset management.</p>	<ul style="list-style-type: none"> Diamond Valley Eagles: <ul style="list-style-type: none"> Big V State Championship Men Big V State Championship Women Big V Youth Championship Men Big V Youth Championship Women Players pay minimal registration fee which the players are encouraged to cover with sponsorship, then don't pay game fees or court hire 	No	No	No							



Facility Name	No. of Crts	Other facilities	Court Hire Fees & Charges	Association License Fee/Arrangement	Spectator/ Door Fee	Sheet fees			Kiosk/ Merchandise arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Mana g.	Maint. Arrang.
						Junior	Senior	Rep						
Frankston Basketball Stadium	6	<ul style="list-style-type: none"> Show court seating: 700 Kiosk (subleased) Meeting room Merchandise outlet 	Peak and Off Peak \$38.50/hr Casual: \$4 p/p	<ul style="list-style-type: none"> Lease arrangement between Cr and the Basketball Association. 21 yr. leases commenced in 2005. Currently \$22k pa increasing by CPI each year. Association responsible for outgoings and maintenance indoor. Council responsible for outdoor maintenance. Lease being reviewed as part of stadium expansion (2 additional courts) to commence in 2017/2018. 		\$38 - \$55 depending on age	\$55	\$50	Merchandise/ Canteen operated by Frankston Basketball Association with takings retain by FBA. Kiosk	Owned by Frankston City Council, managed under lease by Frankston Basketball Association.	<ul style="list-style-type: none"> Frankston Blues: <ul style="list-style-type: none"> SEABL Men SEABL Women 	Contributed some capital for initial development	No	Association. Responsible for all maintenance
Kilsyth Sports Centre	6	<ul style="list-style-type: none"> Show court seating: 1000 Kiosk Meeting Room The Locker Room merchandise store 8 outdoor netball courts 	Peak + Off peak <ul style="list-style-type: none"> Show Court 1 \$50/hr Court 2 \$35/hr Court 3 & 4 \$30 Courts 5 & 6 \$40 Casual \$2.00 p/p <ul style="list-style-type: none"> Doesn't charge schools or charities Currently fully booked during peak times 	<ul style="list-style-type: none"> Facility leased separately to basketball association and table tennis association. 30 year lease due to expire 2022. Peppercorn rental of \$1 pa. Associations responsible for all recurrent maintenance for own areas and outgoings. All associations contribute to maintenance reserve fund that is used for common area maintenance. <ul style="list-style-type: none"> Basketball \$10K Badminton \$10K Council \$15k Committee determines how funds are to be spent. Unused fund rolled over to next year. Council responsible for infrastructure maintenance. Association have contributed significant funding to recent court extensions ie \$1.5M to 2 court extension and \$900k to kiosk/foyer refurbishment. Eastern Sports Development (ESD) with separate board are the umbrella organisation responsible for overall management. General manager of Kilysth and Mountain District Basketball reports to the board. ESD own and operate Club Kilysth and Club Ringwood (both with gaming machines). Profits help fund stadium developments and provide community grants. 	Domestic \$2.50 SEABL Games Adult \$8 Child \$2 Concession \$5 Family \$18	\$33.00 U12+	Senior Domestic \$43 Senior Domestic Championship \$55 Ladies Daytime 50	80min game - \$65 70min game - \$65 50&60min games - \$5	Managed and run by Kilsyth Basketball with profits going back into the running of the Centre	Kilsyth Basketball manages 2 facilities including Kilsyth Sports Centre. The facility is located on council land however the Association provided capital funds towards the development of the facility.	<ul style="list-style-type: none"> Swinburne Kilsyth Cobras: <ul style="list-style-type: none"> SEABL Men SEABL Women Big V Youth Championship Men Big V Youth Championship Women 	Yes	Yes	Association responsible for maint



Facility Name	No. of Crts	Other facilities	Court Hire Fees & Charges	Association License Fee/Arrangement	Spectator/ Door Fee	Sheet fees			Kiosk/ Merchandise arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Manag.	Maint. Arrang.
						Junior	Senior	Rep						
The Rings (Previously called Maroondah Indoor Sports Centre)	4	<ul style="list-style-type: none"> Show court seating: 265 Crèche Kiosk, Function room 	Off Peak \$34.90/hr Peak \$45.30/hr Casual \$4.00 p/p	<ul style="list-style-type: none"> Council own and operate the facility. Council operator collects score sheet fees and door entry from all games on behalf of the basketball association and then transfers the entire amount to the association at the end of each month. The basketball association are then charged \$43.47(GST Inc) per court per hour for their agreed hours of use. The association are also charged a monthly administration fee for Council time spent of administering the competition and banking revenue. If the association wants additional hours this is charged at normal rates unless it is a public holiday where additional charges are required. Council responsible for all outgoings and maintenance. 	Domestic \$2.50 \$3.00	\$36	\$64	\$65 VC \$55 others	Managed by the Council and takings go back to the Council	Managed by Maroondah City Council's Leisure Group. Council responsible for asset management and maintenance.	<ul style="list-style-type: none"> Ringwood Hawkes: <ul style="list-style-type: none"> — Big V State Championship Men — Big V State Championship Women — Big V Youth Championship Men — Big V Youth League Championship Women Players pay for court hire 	No	No	No



Facility Name	No. of Crts	Other facilities	Court Hire Fees & Charges	Association License Fee/Arrangement	Spectator/ Door Fee	Sheet fees			Kiosk/ Merchandise arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Manag.	Maint. Arrang.
						Junior	Senior	Rep						
Keilor Indoor Stadium	3 3 new courts being constructed	<ul style="list-style-type: none"> Show court seating: 900 Kiosk Meeting room 	Hire Rate: \$34-\$38 Casual \$3.80 p/p	<ul style="list-style-type: none"> Council currently redeveloping facility with 3-court extension. New license agreement recently negotiated between Cr and basketball association. Annual License Fee: \$330,910 inc GST (CPI will apply each year) License Term: 10 years This includes a \$20,000 fee for sole use and profit of canteen sales. Fee determined after benchmarking exercise that determined peak times would be \$34 per hour/per court and off peak at \$28. The flat fee only applies to KBA given their capital contribution towards the upgrade project. (2015) Council is responsible for all operating costs of the facility including cleaning, maintenance and utility bills as well as provide Council staff at the centre whom oversee the operation of the centre during business hours. Licensed areas include: <ul style="list-style-type: none"> - 6 indoor courts - Office area - Canteen area - A crèche - Male and female amenities/change rooms 	Domestic \$2.50 Rep \$3	\$50	\$75 (no door fee charged)	\$80	Canteen managed by Stadium Management Group	Council owned and managed	<ul style="list-style-type: none"> Keilor Thunder Basketball: <ul style="list-style-type: none"> — Big V Division 1 Men — Big V Division 1 Women — Big V Youth League Championships Men — Big V Youth League 2 Women 	\$6.4m extension \$1.2m Council guarantee for the loan 10 yr license agreement based on per crt per hr increased by published CPI	No	Council responsible for maintenance Second tenant netball coming



Facility Name	No. of Crts	Other facilities	Court Hire Fees & Charges	Association License Fee/Arrangement	Spectator/ Door Fee	Sheet fees			Kiosk/ Merchandise arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Mana g.	Maint. Arrang.
						Junior	Senior	Rep						
Nunawading Basketball Centre	5	<ul style="list-style-type: none"> Show court seating: 650 Kiosk 2 x conference/ function rooms Bar Commercial kitchen 	Peak + Off peak \$19 - \$29.70 (Community groups and charity at the lower end, Rep BB charged \$29.70) Casual \$3.00	<ul style="list-style-type: none"> Lease Agreement between Cr and Basketball Association Lease is in over holding Current lease fee \$12,000 pa Association operate kiosk and retain revenue. Association responsible for cleaning, maintenance and outgoing i.e. utilities, insurances Council responsible for capital works Council is in the process of reviewing and updating its leases and licenses policy. The Lease for Nunawading stadium will be updated based on the outcomes of the review. 	Domestic \$2.50 Rep \$2.50	\$34	\$43	VC - \$59 Metro - \$52	Managed by the NABA with profits returned to the NABA	Council owned, managed under lease by the Nunawading Amateur Basketball Association on Council land	<ul style="list-style-type: none"> Nunawading Spectres: <ul style="list-style-type: none"> SEABL Men SEABL Women Big V Youth Championship Men Big V Youth Championship Women 	No	No	No
State Basketball Centre	6	<ul style="list-style-type: none"> Show court seating: 2900 Admin offices Kiosk Meeting rooms Function room Admin base for Basketball Victoria 	<ul style="list-style-type: none"> Rep teams \$15/hr Club teams \$25/hr Community \$35 or \$40 (off peak/peak) Casual use \$2.50 	•	Domestic \$2.50 Rep \$2.50	\$35 (plus \$2.50 door fee)	\$60 (no door fee)	\$50 (\$3.00 door fee)	Managed by Knox Basketball Inc	Owned by Knox City Council, managed by Knox Basketball Inc under a 10 year license agreement with option to extend	•	\$600,000	\$75K Yrs 1,2 & 3	\$100K Yr 4
Boronia Basketball Stadium	6	<ul style="list-style-type: none"> Show court seating: 1200 Kiosk Meeting Rooms Administration area 	Peak and Off Peak \$38.50/hr Casual: \$2 p/p	•	Domestic \$2.50 Rep \$2.50	\$35	\$60 Monday-Thursday	\$50	Managed by Knox Basketball Inc	Owned by Knox City Council, managed by Knox Basketball Inc under lease agreement	•			



Facility Name	No. of Crts	Other facilities	Court Hire Fees & Charges	Association License Fee/Arrangement	Spectator/ Door Fee	Sheet fees			Kiosk/ Merchandise arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Manag.	Maint. Arrang.
						Junior	Senior	Rep						
Wyndham Eagle Stadium	12	<ul style="list-style-type: none"> Show court seating for 900 Administration Café Meeting rooms Referee room Gym Group fitness rooms x 2 Crèche Sports Association Offices 	<ul style="list-style-type: none"> Rep teams \$15/hr Club teams \$25/hr Community \$35 or \$40 (off peak/peak) Casual use \$2.50 	<ul style="list-style-type: none"> Facility managed by Western Leisure. Sporting Associations have a license with western Leisure based on \$45/hr 	Domestic \$2.50 Rep \$2.50	\$35 (plus \$2.50 door fee)	\$60 (no door fee) Midweek or social comp \$50 (no door fee)	\$50 (\$3.00 door fee)	Managed Western Leisure	Managed b	<ul style="list-style-type: none"> Werrabee Devils Basketball <ul style="list-style-type: none"> – Big V Men – Big V Women Division 2 	No	No	No

Appendix 7: Proposed Schedule of Use

TIME-SLOT	MONDAY				TUESDAY				WEDNESDAY				THURSDAY				FRIDAY				SATURDAY				SUNDAY			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Off-Peak Time																												
6.00am-7.00am																												
7.00am-8.00am																												
8.00am-9.00am																												
9.00am-10.00am																												
10.00am-11.00am	Blue	Blue	Blue	Blue	Green				Blue	Blue	Blue	Blue	Green				Blue	Blue	Blue	Blue	Light Blue	Light Blue	Light Green	Light Green	Purple	Purple	Purple	Purple
11.00am-12.00pm	Blue	Blue	Blue	Blue	Green				Blue	Blue	Blue	Blue	Green				Blue	Blue	Blue	Blue	Light Blue	Light Blue	Light Green	Light Green	Purple	Purple	Purple	Purple
12.00pm-1.00pm	Blue	Blue	Blue	Blue					Blue	Blue	Blue	Blue					Blue	Blue	Blue	Blue	Light Blue	Light Blue	Light Green	Light Green	Purple	Purple	Purple	Purple
1.00pm-2.00pm																	Green	Green	Green		Light Blue	Light Blue	Light Green	Light Green	Purple	Purple	Purple	Purple
2.00pm-3.00pm																	Green	Green	Green		Light Blue	Light Blue	Light Green	Light Green	Purple	Purple	Purple	Purple
3.00pm-4.00pm									Blue	Blue	Blue	Blue									Light Blue	Light Blue	Light Green	Light Green	Purple	Purple	Purple	Purple
4.00pm-5.00pm	Purple	Purple	Purple	Purple	Red	Red	Red	Red	Purple	Purple	Purple	Purple	Red	Red	Red	Red					Light Blue	Light Blue	Light Green	Light Green	Purple	Purple	Purple	Purple
Peak Time																												
5.00pm-6.00pm	Purple	Purple	Purple	Purple	Red	Red	Red	Red	Purple	Purple	Purple	Purple	Red	Red	Red	Red							Light Green	Light Green				
6.00pm-7.00pm	Light Green	Light Green	Light Green	Light Green	Light Blue	Light Blue	Light Blue	Light Blue	Light Green	Light Green	Light Green	Light Green	Light Blue	Light Blue	Light Blue	Light Blue	Yellow	Yellow	Yellow	Yellow			Light Green	Light Green	Red	Red	Red	Red
7.00pm-8.00pm	Light Green	Light Green	Light Green	Light Green	Light Blue	Light Blue	Light Blue	Light Blue	Light Green	Light Green	Light Green	Light Green	Light Blue	Light Blue	Light Blue	Light Blue	Yellow	Yellow	Yellow	Yellow								
8.00pm-9.00pm	Light Green	Light Green	Light Green	Light Green	Light Blue	Light Blue	Light Blue	Light Blue	Light Green	Light Green	Light Green	Light Green	Light Blue	Light Blue	Light Blue	Light Blue	Yellow	Yellow	Yellow	Yellow								
9.00pm-10.00pm	Light Green	Light Green	Light Green	Light Green	Light Blue	Light Blue	Light Blue	Light Blue	Light Green	Light Green	Light Green	Light Green	Light Blue	Light Blue	Light Blue	Light Blue	Yellow	Yellow	Yellow	Yellow								
10.00pm-11.00pm																												
11.00pm-12midnight																												

Key:

Light Green	Basketball Competition	Purple	Basketball Training	Yellow	Representative Basketball	Red	Mixed Social Competition
Light Blue	Netball Competition	Red	Netball Training	Green	Community Use	Blue	School Use