

SUPPLEMENTARY AGENDA

Notice is hereby given that an Ordinary Meeting of Council will be held at Mona Vale Memorial Hall on

Tuesday 25 July 2017

Beginning at 6.30pm for the purpose of considering and determining matters included in this agenda.



Mark Ferguson
Chief Executive Officer

Issued: 24/07/2017

OUR VALUES

Trust

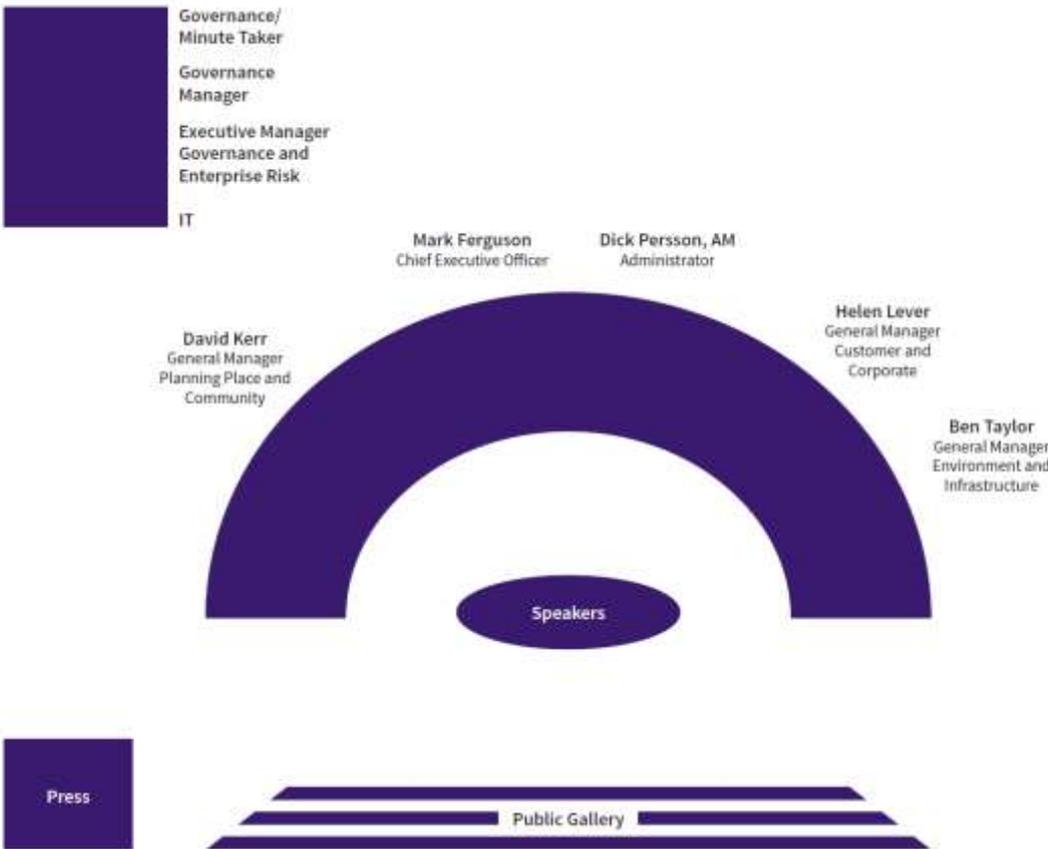
Teamwork

Respect

Integrity

Service

Leadership



**Agenda for an Ordinary Meeting of Council
to be held on Tuesday 25 July 2017
at Mona Vale Memorial Hall
Commencing at 6.30pm**

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8.1 ENVIRONMENT & INFRASTRUCTURE DIVISION REPORTS

ITEM 8.1	NORTHERN BEACHES SPORTSGROUNDS STRATEGY AND STRATEGIC IMPLEMENTATION PLAN 2017 TO 2031
REPORTING MANAGER	EXECUTIVE MANAGER PARKS AND RESERVES
TRIM FILE REF	2017/231273
ATTACHMENTS	1 ↓ Northern Beaches Sportsgrounds Strategy, July 2017 2 ↓ Sportsgrounds Strategic Directions Analysis, July 2017

EXECUTIVE SUMMARY

PURPOSE

To adopt the Northern Beaches Sportsgrounds Strategy and Strategic Implementation Plan 2017 to 2031.

SUMMARY

Major sporting organisations have been calling for many years for more sportsfields and new and improved facilities, particularly now with changing and ever increasing participation rates.

The creation of the Northern Beaches Council just over one year ago provided the opportunity for a single approach to the management and long term planning of these sportsfields and facilities.

In August 2016 Council announced a review and commenced work on this Northern Beaches Sportsground Strategy - a long term sports facility plan to guide the development of sportsfields and facilities for the next 15 years.

Council engaged experts in sports planning and golf course feasibility and conducted two phases of significant community engagement to seek community feedback on the way forward. This included engagement on a Discussion Paper in April/May 2017 and a Draft Sportsgrounds Strategy in June/July 2017. Over 5,000 submissions were received and this feedback has been fully considered in preparing this Northern Beaches Sportsgrounds Strategy and Strategic Implementation Plan 2017 to 2031 for Council's consideration.

The result is a Strategy that is undoubtedly a win for sport and all that live and play on the Northern Beaches. It sets out an unprecedented investment that will significantly increase the availability and quality of sportsfields and facilities, enabling more residents to be more active more often.

The key actions recommended in the Strategy in priority order are:

- A. Allocate sportsfields based on a needs and participation growth basis.
- B. Improve the capacity and resilience of existing sportsfields.
- C. Build new and upgrade existing sportsfields in new housing development areas.
- D. Partner with schools to provide additional sportsfields for the community.
- E. Install synthetic surfaces on some existing sportsfields to enable greater use.
- F. Convert suitable open space to sportsgrounds including some golf course land as needed.

The Strategy focuses clearly on implementing actions that increase capacity of existing fields and provide additional supply. These include re-allocating fields to the sports of greatest need, installing drainage, lighting and reconfiguring grounds. It includes building new fields and upgrading existing fields in Warriewood Valley and Ingleside, working with schools to provide use of school fields for community sports, and installing synthetic surfaces to enable fields to be used to the full potential.

A key focus of community feedback was the proposed conversion of half of Warringah Golf Course to sportsfields.

It is considered that Council does not need to decide today whether to convert golf course land to sportsfields, however that land should not be 'locked up' in long term leases as forecasts suggest it will be needed to address demand in the future.

The Strategy shows that what is required is careful planning.

Over the next five years while all other efforts are made to address the shortfall in supply Council will masterplan for the Warringah and Balgowlah Golf Course sites and engage with the community. If required what is envisaged is Centennial Park style sporting areas incorporating fields, playgrounds and passive open space for all to enjoy.

If all Strategy actions are implemented, including conversion of golf course land, the shortfall will be substantially reduced by 2031. The Strategy also recommends improvements at the majority of the Northern Beaches 62 sportsground sites and will also ensure more female-friendly and family orientated infrastructure and that the principles from Council's Disability Inclusion Action Plan are reflected in planning.

The Strategy proposes that Council seek to fund and deliver actions and recommendations in partnership with other tiers of government and local, state and national sporting bodies and other groups as opportunities arise. The Strategy is to be reviewed every 5 years.

Meeting the need for more sportsfields and improving facilities will enable greater sports participation for all and facilitate more community involvement and volunteering as well as more viable sporting groups.

This Sportsgrounds Strategy and Strategic Implementation Plan 2017 to 2031 to meet current and future sportsfield and facility needs, reflects the extensive community feedback, research and analyses undertaken for this project, and is recommended for adoption.

RECOMMENDATION OF GENERAL MANAGER ENVIRONMENT & INFRASTRUCTURE

That Council:

- A. Adopt the Northern Beaches Sportsgrounds Strategy and Strategic Implementation Plan 2017 to 2031 as outlined in this report.
 - B. Acknowledge the contributions of sporting groups, golf clubs and the Northern Beaches community for their involvement in developing this Strategy.
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REPORT

BACKGROUND

Major sporting organisations have been calling for many years for more sportsfields and new and improved facilities, particularly now with changing and ever increasing participation rates.

The creation of the Northern Beaches Council just over one year ago provided the opportunity for a single approach to the management and long term planning of these sportsfields and facilities.

In August 2016 Council announced a review and commenced work on the Northern Beaches Sportsground Strategy - a long term plan to guide development of sportsfields and facilities for the next 15 years.

At the same time Council put on hold plans of the former Warringah Council to go to tender for a new long term lease for the Warringah Golf Course and adjacent areas and declined to proceed with the renewal of the lease for the Balgowlah Golf Course until the sportsgrounds strategy had been completed.

To inform the Strategy, Council engaged experts in sports planning and golf course feasibility to conduct independent analyses of the extent of any current and future shortfall in sportsgrounds and a market assessment of golf courses on the northern beaches. This work confirmed a shortage and overuse of sportsfields and a high supply of golf courses.

Subsequently, Council prepared the Northern Beaches Sportsgrounds and Golf Courses Discussion Paper which explored a range of potential actions to address the shortfall:

- Action 1: Make better use of existing sportsgrounds to increase availability and resilience, including; irrigation, drainage, lighting, reconfiguration and re-allocation of fields.
- Action 2: Convert more existing sportsfields to synthetic to increase sustainable capacity.
- Action 3: Acquiring or securing additional private land as part of new housing developments.
- Action 4: Converting existing open space to sportsfields e.g. golf courses.
- Action 5: Acquiring additional land by purchasing Crown, private or other land.
- Action 6: Do nothing and accept the shortfall in supply.

Modelling of these actions to 2031 found that even with actions taken to improve the efficiency of existing fields, the commissioning of new fields in new release areas and the increased use of synthetic surfaces, there would be a significant shortfall unless some Council/government owned land was converted from golf to sportsfields.

Council then conducted a significant community engagement program to seek community feedback on the way forward.

The first phase of community engagement, in April and May 2017, sought feedback on the potential actions outlined in the Discussion Paper as well as the independent reports of the sports planning and golf course advisors.

The outcome of this engagement was reported to Council at its 30 May 2017 meeting. At this meeting Council also endorsed community engagement on the Draft Northern Beaches Sportsgrounds Strategy and 15 year Strategic Implementation Plan. This Draft Sportsgrounds Strategy developed was based on the community feedback on the Discussion paper as well as the recommendations from Council's sports planning experts Otium Consulting, detailed in its draft Sportsgrounds Strategic Directions Analysis (May 2017).

The second phase of community engagement, in June and July 2017 focused on the Draft Sportsground Strategy. This report outlines the findings of this engagement and presents a final Northern Beaches Sportsgrounds Strategy and Strategic Implementation Plan 2017 to 2031 for adoption.

COMMUNITY FEEDBACK

Phase 1: Feedback on the Sportsgrounds and Golf Courses Discussion Paper.

Analysis of the more than 5,000 submissions received on the Discussion Paper was captured in the Community Engagement Report developed for Council by Parkland Planners. A summary of the responses to each of the six proposed actions to address the current and future shortfall in sportsfields and Options A and Option B is outlined in Table 1. This includes an assessment of the community's preference of two main options:

- Option A - Implement actions 1 to 4. This means we are largely able to meet the shortfall and have enough sportsfields to meet our needs.
- Option B - Implement actions 1 to 3. This means we will have a shortfall of supply, fields will be overused and we may not have enough space for sport.

Table 1: Summary of the community engagement on the Northern Beaches Sportsgrounds and Golf Courses Discussion Paper

	Action	Phone survey (402 responses)	Online survey (4,152 responses)	Written submissions (634)
1	Make better use of existing sportsgrounds	92% at least somewhat supportive	96% at least somewhat supportive	Support by approx. 21% of respondents
2	Convert more sportsfields to synthetic	62% at least somewhat supportive	81% at least somewhat supportive	Support by approx. 35% of respondents
3	Acquire and embellish additional private land as part of new housing developments	91% at least somewhat supportive	97% at least somewhat supportive	Support by approx. 7% of respondents
4	Convert existing open space to sportsfields e.g. golf courses	64% at least somewhat supportive	73% at least somewhat supportive	Support by approx. 9% of respondents but opposed by approx. 35% of respondents
5	Acquire and embellish additional land	27% at least somewhat supportive	71% at least somewhat supportive	Support by approx. 3% of respondents
6	Do nothing and accept the shortfall	6% at least somewhat supportive	1% at least somewhat supportive	Support by < 1% of respondents
Option A	Actions 1, 2, 3, 4	58% prefer Option A	73% prefer Option A	-
Option B	Actions 1, 2, 3	36% prefer Option B	26% prefer Option B	-

Source: Parkland Planners (May 2017) *Northern Beaches Sportsgrounds and Golf Courses Discussion Paper Community Engagement Report.*

In addition, Council received a petition from the Warringah Golf Club to not convert Warringah Golf Course that was signed by 10,373 people.

The majority of submissions supported the need for more sportsfields on the Northern Beaches to meet an increasing demand for fields.

As can be seen above, the majority from phone and on-line surveys also are at least somewhat supportive of the conversion of golf course land as necessary. However many submissions argued strongly against any loss of golf course land, and particularly against the loss of all or part of Warringah Golf Course, suggesting there are many alternative options available such as schools or that there is no need because current fields are not fully utilised.

Overall it was accepted that the shortfall and over-use is real and that while other measures will reduce the shortfall, these will not be sufficient to close the gap forecast over the next 15 years. If the growing gap between the supply and demand for sportsfields is to be substantially reduced conversion of some land currently used for golf should not be ruled out.

Phase 2: Feedback on the Draft Sportsgrounds Strategy and 15 year Strategic Implementation Plan

In June and July 2017 Council sought community feedback on the Draft Sportsground Strategy, Strategic Implementation Plan and draft Sportsgrounds Strategic Directions Analysis Report (May 2017) which outlined strategies to address the shortfall in supply.

The Draft Strategy, was developed based on the first phase of community feedback, and outlined these proposed priority actions for community input:

- A. Allocate sportsfields based on a needs and participation growth basis.
- B. Improve the capacity and resilience of existing sportsfields.
- C. Build new sportsfields in new housing development areas (Warriewood and Ingleside).
- D. Partner with schools to provide additional sportsfields for the community.
- E. Install synthetic surfaces on some existing sportsfields to enable greater use.
- F. Convert suitable open space to sportsgrounds including some golf course land as needed.

Community feedback was also sought on the:

- Recommendation that all alternatives to increase supply and improve capacity are to be explored and implemented where feasible, prior to proceeding with any golf course conversion.
- Proposed process for potential conversion of Warringah and Balgowlah Golf Courses.

Community engagement on the Draft Strategy involved:

- An online feedback form available on Council's website.
- Two presentation briefing/question and answer sessions.
- Written submissions to Council.

The Draft Strategy, research reports and a project overview were all made available on Council's website and the community engagement opportunities were publicised on Council's website and social media and widely promoted through local media. E-mails were also sent to; key sport and golf stakeholders, people who registered an interest and to Northern Beaches What's On registered members.

Analysis of the feedback received has been captured in a Community Engagement Report developed by Parkland Planners for Council. A summary of the responses is outlined below:

- 780 responses were received during the public exhibition period.
- 742 responses to Your Say Northern Beaches.
- 14 submissions from sporting groups (3 golf, 11 other sports).
- 19 emails.
- 5 formal hard copy submissions and letters.

Analysis of the 780 responses indicated that about 45% of respondents were supportive of the recommendations of the Draft Strategy and the Strategic Implementation Plan, while 55% were not supportive. In general, responses showed support for re-allocating fields to the sports of greatest

need, installing drainage, lighting and reconfiguring grounds, building new fields in Warriewood Valley and Ingleside, working with schools to provide use of school fields for community sports, and installing synthetic surfaces to enable fields to be used to the full potential.

From the analysis it appeared that there would be more support of the Draft Strategy if it did not involve conversion of Warringah Golf Course. The highest number of respondents indicating they were not supportive of the Draft Strategy related to the conversion of golf courses. This included Golf Australia, Golf NSW and the Warringah Golf Club.

Eleven sporting groups representing over 46,000 members were supportive of the Draft Strategy in relation to the proposals for their sport in particular, and also in some cases for other sports. For example the Sporting Union advised that it ‘...supports that all alternatives to increase supply and improve capacity are to be explored and implemented where feasible, prior to proceeding with the conversion of Warringah Golf Course’.

Of the 742 responses received on the Your Say Northern Beaches website, the proponents indicated an involvement with 17 sports. The majority were golfers, hockey players or football players.

The following table outlines the responses to the main issues raised during community engagement on the Draft Sportsgrounds Strategy.

Table 2: Responses to the main issues raised during community engagement conducted in June/July 2017 on the Draft Sportsgrounds Strategy (May 2017).

Main issues	Responses
<p>1. Oppose converting golf course land to sportsfields. Reasons include:</p> <p>a) There are other options for additional sportsfields, particularly leasing or acquiring Crown land and acquiring other land.</p> <p>b) Population increase and ageing will increase popularity of golf.</p> <p>c) Golf courses cater for older people.</p> <p>d) Environmental considerations.</p> <p>e) Opposition to replacing golf courses with facilities for other sports.</p> <p>f) Golf courses are financially viable.</p>	<p>1. (a) The Draft Strategy recommended that all alternatives to increase sportsfield supply and improve capacity are to be explored and implemented where feasible, prior to proceeding with any golf course conversion. This includes considering conversion of Crown land and school land. Purchasing land would require significant investment.</p> <p>1. (b), (c). Council’s final draft Community Strategic Plan outlines population forecasts and recognises an ageing population. In 2017/18 Council will develop an Open Space Recreation plan to guide development of open spaces and facilities to meet the needs of the entire community including the diverse needs of older people from the younger active to the well-aged.</p> <p>1. (d), (e) The Draft Strategy recommended developing a masterplan by 2021 for the conversion of the northern half of Warringah Golf Course. The masterplan would consider matters including; accessibility, traffic and car parking, environmental and engineering considerations, neighboring resident considerations, planning and development constraints, financial viability. The Draft Strategy also recommended in the first 5 years undertaking a feasibility study regarding Balgowlah Golf Course. This study would also consider similar matters to the Warringah Golf Course masterplan.</p> <p>1. (f) The Northern Beaches Golf Market Assessment Report (November 2016) identified, among other things, that; whilst profits are currently being achieved, they are not at a level that allows for sustained re-investment in facility infrastructure. Further that a reduction in supply may further assist the market to achieve greater sustainability.</p>

Main issues	Responses
<p>2. Oppose converting part of Warringah Golf Course to sportsfields. Reasons include:</p> <ul style="list-style-type: none"> a) There are sufficient sportsfields adjoining the golf course b) There are other options, particularly purchasing additional land and using Crown land. c) Adjoining fields are not used during the day. d) Increase in traffic, parking and road safety issues in the local area. e) The course is a wildlife refuge, tree cover on the course. f) Flooding of the back nine holes occurs during and after heavy rain. g) The course is accessible by public transport. h) Units adjoin southern boundary. i) Club facilities (pro shop, buggy store, toilets) would need to be relocated. j) The proposed District Park Sports Club would not be viable for Warringah Golf Club. k) Warringah Golf Club; has an 80-year history, is financially viable, contributes \$80,000 to Council per year, covers all costs for maintaining and improving the course at no cost to ratepayers, membership and social playing costs are affordable, 9 hole course is not favoured by players, use of 9 holes by members will reduce social play. l) Warringah Golf Course; is the second busiest golf course in Sydney, attracts people from outside the northern beaches, is used every day, is used by an increasing population of older people who prefer a level course. 	<p>2. (a), (b) The Draft Strategy indicated a shortage of sportsfields and a high supply of golf courses on the Northern Beaches and that there would continue to be a significant shortfall in fields unless some Council/government owned land was converted from golf to sportsfields. The Draft Strategy recommended that all alternatives to increase sportsfield supply and improve capacity be explored and implemented prior to proceeding with a golf course conversion. It is also proposed that in the first 5 years Council plan for future potential conversion of suitable public land to sportsfields so that this could be implemented as required from 2022. This includes planning for conversion of the northern half of Warringah Golf Course and conversion of Balgowlah Golf Course.</p> <p>2. (c) The Draft Strategy indicates that the sportsfields are overused and booked more than 800 hours per week over sustainable capacity. Sportsfields are used year round by sports groups (in winter and summer seasons), schools and other community groups. Monday to Friday fields are predominantly booked from 4pm to 9.30pm. Some schools use Councils sportsfields before 4pm for physical education activities, play and for sport. Saturday and Sunday fields are predominantly booked from 8am to 6pm for competition. Sport continues during school holidays for sports camps, holiday activities and some competition. The Draft Strategy recognises that not all sportsfields are used to full capacity due to inadequate facilities, allocations and or scheduling. The Draft Strategy recommended as a priority action to make better use of existing sportsfields which includes improving facilities e.g. new lighting, synthetic surfaces, drainage, reconfiguration and reviewing and amending allocation and scheduling to maximise use.</p> <p>2. (d) to 2 (l) The Draft Strategy recommended developing a masterplan by 2021 for the conversion of the northern half of Warringah Golf Course. The masterplan would consider matters including; accessibility, traffic and car parking, environmental and engineering considerations, neighboring resident considerations, planning and development constraints, financial viability. The Draft Strategy also recommended in the first 5 years undertaking a feasibility study regarding Balgowlah Golf Course. This study would also consider similar matters to the Warringah Golf Course masterplan.</p>
<p>3. 11 sporting groups representing over 46,000 members were supportive of the Draft Strategy. Some raised the matter that all alternatives to increase supply and improve capacity are to be explored and implemented where feasible, prior to proceeding with the conversion of Warringah Golf Course.</p>	<p>3. Agreed. The Draft Strategy recommended that all alternatives to increase sportsfield supply and improve capacity are to be explored and implemented where feasible, prior to proceeding with any golf course conversion. This includes considering conversion of Crown land and school land. Purchasing land would require significant investment.</p>
<p>4. Supported synthetic hockey field(s) on the Northern Beaches. Some suggested synthetic hockey fields being provided earlier than specified in the Draft Strategy.</p>	<p>4. The Draft Strategy recommended in the first 5 years undertaking a feasibility study into developing dedicated wet-surface synthetic hockey fields. It is further recommended to develop these hockey fields in the second 5 years pending the outcome of this study.</p>
<p>5. Submissions from residents of Boondah Road in Warriewood are not supportive of the proposed action to acquire private land in Warriewood Valley for sportsgrounds. They would prefer that the Warriewood Golf Driving Range (Pittwater Golf Centre) be used for sportsgrounds in the Warriewood Area instead.</p>	<p>5. Community feedback on the Discussion Paper and Draft Strategy strongly supports the priority action to build new sportsfields in new housing development areas (Warriewood and Ingleside).</p> <p>The need for the creation of additional sportsfields on Boondah Road has been subject to many years of planning and community engagement by the former Pittwater Council, which resolved that the land Council is seeking to acquire in Boondah Road is required for sportsfields as part of the Warriewood Valley Land Release. Northern</p>

	Beaches Council reconfirmed this policy in adopting the Warriewood Valley Section 94 Contributions Plan on 31 January 2017 and the recommendations in the Draft Strategy are consistent with this Plan.
Main issues	Responses
<p>6. General themes arising from the community engagement on the Draft Strategy:</p> <p>a) Support for Action A, through better allocation of sportsgrounds according to actual player numbers, reconfiguring sportsgrounds, and changing single use to multi-use facilities.</p> <p>b) Support for Action B, by upgrading sportsgrounds by improving playing surfaces, drainage, lighting, cricket and softball facilities, clubhouses, parking and toilets.</p> <p>c) Support for Action C, with respondents feeling that developers should provide sportsfields in new land releases.</p> <p>d) Support for Action D, particularly allowing community access to fields and courts after school and on weekends.</p> <p>e) The highest number of ‘supportive’ responses related to development of synthetic hockey fields (Action E).</p>	<p>6. (a) Recommendations in the draft Sportsgrounds Strategic Directions Analysis Report included (among other things); reviewing allocation processes to maximise use, establishing a range of pricing strategies, establishing appropriate usage benchmarks for each field. And to undertake regular audits of actual/booked use and amend policies as required. No change to the Strategy.</p> <p>6. (b) the draft Sportsgrounds Strategic Directions Analysis Report detailed recommendations for upgrades to sport and ancillary facilities on over 40 of the 62 sportsground sites across the Northern Beaches over the next 15 years. These projects support over 17 sports that use these facilities including cricket and softball. Feedback regarding projects and timing of projects for some specific sportsground sites has been included in the final Sportsgrounds Strategic Directions Analysis Report and Sportsgrounds Strategy including for; Newport Oval, Forestville War Memorial Playing Fields, Manly Oval and LM Graham Reserve.</p> <p>6 (c). The Draft Strategy recommended a priority action to Build new sportsfields in new housing development areas. In response to community feedback this priority action has been amended to Build new and upgrade existing sportsfields in new housing development areas.</p> <p>6. (d) The Draft Strategy recommended to Partner with schools to provide additional sportsfields for the community. Council has begun negotiations with the Department of Education about partnership arrangements for access to its school facilities. A Memorandum of Understanding for Joint Use Projects is planned to be entered into by August 2017. Council will also pursue opportunities for access to non-government school facilities. No change to the Strategy.</p> <p>6. (e) see response 4.</p>
Main issues	Responses
<p>6. General themes arising from the community engagement on the Draft Strategy (continued):</p> <p>f) Additional sportsfields should be provided in the northern and western areas of the Northern Beaches in areas of population growth, rather than concentrating sportsfields in the developed areas in the south.</p> <p>g) Other suggested locations for new sportsfields are in the vicinity of Seaforth Oval, Wakehurst Parkway and Metropolitan Aboriginal Land Council land.</p>	<p>6. (f), (g) All 62 sportsground sites including in northern and western areas of the LGA and in the vicinity of Seaforth Oval and Wakehurst Parkway have been reviewed for opportunities for sportsfields. The outcomes of this review are outlined in the Sportsgrounds Strategic Directions Analysis Report. Further, the Draft Strategy recommended that Council pursue Crown land and school land opportunities, which will include these areas. Also for (f) the Draft Strategy recommended to Build new sportsfields in new housing development areas (Warriewood and Ingleside). No change to the Strategy.</p> <p>6. (g) Feedback regarding pursuing opportunities on other land such as Metropolitan Aboriginal Land Council land has been included in the final Sportsgrounds Strategy.</p>

FINAL SPORTSGROUNDS STRATEGY

Feedback received on the Draft Strategy has been considered for the final Sportsgrounds Strategy and 15 year Strategic Implementation Plan 2017 to 2013 (see attached).

The Strategy is undoubtedly a win for sport and all that live and play on the Northern Beaches. It sets out an unprecedented investment that will significantly increase the availability and quality of sporting fields and facilities, enabling more residents to be more active more often.

Key actions in priority order are:

- A. Allocate sportsfields based on a needs and participation growth basis.
- B. Improve the capacity and resilience of existing sportsfields.
- C. Build new and upgrade existing sportsfields in new housing development areas.
- D. Partner with schools to provide additional sportsfields for the community.
- E. Install synthetic surfaces on some existing sportsfields to enable greater use.
- F. Convert suitable open space to sportsgrounds including some golf course land as needed.

The Strategy focuses clearly on implementing actions that increase capacity of existing fields and provide additional supply.

The primary focus in the first 5 years to 2021 is to implement actions that increase capacity of existing fields and to provide additional supply which was strongly supported by the community. Actions such as:

- A. Re-allocating grounds to maximise use.
- B. Installing, drainage, lighting and reconfiguring grounds.
- C. Building new fields and or upgrading existing fields in Warriewood Valley and planning for Ingleside.
- D. Working with schools to seek to provide use of school fields for community sports.
- E. Installing synthetic surfaces at Lionel Watts including Fields 3, 4 and Cromer park Field 2, and investigating options for further synthetic fields including synthetic hockey fields.

A key focus of community feedback was the proposed conversion of half of Warringah Golf Course to sporting fields. It is considered that Council does not need to decide today whether to convert golf course land to sportsfields, however that land should not be 'locked up' in long term leases as forecasts suggest it will be needed to address demand in the future.

It is also proposed that during this first five year period Council would plan for future potential conversion of suitable public land to sportsfields so that this could be implemented as required from 2022. This includes:

- F. Developing a masterplan for the conversion of the northern half of Warringah Golf Course to a Centennial Park style sporting area incorporating fields, playgrounds and passive open space and undertaking a feasibility study regarding Balgowlah Golf Course.

The Strategy is based on and adopts in principle the recommendations detailed in the final Sportsgrounds Strategic Directions Analysis Report, July 2017 (see attached). Council reviewed all potential actions recommended in this report based on a range of factors including; community feedback, budget and timing.

Planning for conversion of public open space including golf course land

In response to community feedback Council has reviewed and will pursue potential suitable viable open space for sportsgrounds on Crown and other land, at schools and public golf course land. This review so far identified that:

- There are a number of school sites that could be used for community purposes. Council has begun negotiations with the NSW Department of Education about partnership arrangements for community and Council access to school facilities. Council is also pursuing opportunities for access to non-government school facilities.

- The most suitable public golf course land for sportsfields is Warringah Golf Course followed by Balgowlah Golf Course.

Council's assessment supports the conversion of Warringah Golf Course to a mixture of a nine-hole course, playing fields and parklands connected by a network of walking tracks and cycle ways. This new sport and recreation precinct could be developed in such a way as to preserve many of the established trees while at the same time as giving the public much greater access, picnic areas, playgrounds and passive open space. Council's assessment also supports conversion of Balgowlah Golf Course to a sporting area incorporating fields and passive open space integrated with the adjoining Balgowlah Oval.

The Strategy for potential conversion of golf course land includes:

- Progressing with the District Park tender planned by the former Warringah Council, with a modification as outlined below to provide greater flexibility for Council and the community:
 - A new minimum 20-year lease for the southern half of Warringah Golf Course, together with the Warringah Recreation Centre and North Manly Bowling Club (District Park)
 - A new separate but linked lease for the the northern nine (9) holes that will be leased on an initial term of up to five years, with extension clauses at the discretion of Council in the years 2022, 2027 and 2032.
 - This would maintain the current course configuration over the short to medium term to allow the Council and community to evaluate progress on closing the demand/supply gap for sportsfields.
- Developing a masterplan by 2021 for the conversion of the northern half of Warringah Golf Course to a Centennial Park style sporting area incorporating fields, playgrounds and passive open space, with conversion to sportsfields from 2022 as required.
- Undertaking a feasibility study for the conversion of Balgowlah Golf Course to a sporting area incorporating fields and passive open space, with an extension of the Balgowlah Golf Club lease to 2022 while the feasibility study is conducted.

This Strategy recommends a balanced solution that provides more sportsfields to address the shortage and also retains the southern section of Warringah Golf Course as a nine-hole course.

In response to community feedback all alternatives to increase supply and improve capacity are to be explored and implemented where feasible, prior to proceeding with such a conversion.

Should the conversion of golf course land to sportsfields be implemented in the future, Council would support effected clubs and members, for example by adjusting tee times to provide greater use of courses by members.

Impact of the Strategy on supply and demand to 2031

If all Strategy actions and recommendations are implemented, including conversion of golf course land, the shortfall will be substantially reduced from 41 hectares to 5.1 hectares by 2031.

The Strategy recommends that Council seek to fund and deliver these recommendations in partnership with other tiers of government and local, state and national sporting bodies and other groups as opportunities arise. The Strategy and outcomes of the implementation of recommendations is to be reviewed every 5 years. This Sportsgrounds Strategy and Strategic Implementation Plan 2017 to 2031 to meet current and future sportsfield and facility needs, reflects the extensive community feedback, research and analyses undertaken for this project, and is recommended for adoption.

CONSULTATION

Council has undertaken extensive community and external and internal stakeholder engagement during the preparation of the Strategy. Details are outlined in documents attached to this report.

TIMING

The Sportsgrounds Strategy and Strategic Implementation Plan 2017 to 2031 is a 15 year strategy to address current and future needs for sportsfields commencing in 2017.

The Strategy and outcomes of the implementation of recommendations is to be reviewed every 5 years.

FINANCIAL IMPACT

The Strategy is based on and adopts in principle the recommendations in the final Sportsgrounds Strategic Directions Analysis Report, July 2017. Implementation will be dependent on resourcing and planning approvals.

The Strategy proposes that Council seek to fund and deliver actions and recommendations in partnership with other tiers of government and local, state and national sporting bodies and other groups as opportunities arise. The Strategy is to be reviewed every 5 years.

SOCIAL IMPACT

If all Strategy actions and recommendations are implemented, including conversion of golf course land, the shortfall of sportsfields will be substantially reduced to 5.1Ha by 2031. The Strategy also recommends improvements to ensure more female-friendly and family orientated infrastructure and that the principles from Council's Disability Inclusion Action Plan are reflected in planning.

Reducing the shortfall of sportsfields and improving facilities will enable greater sports participation for all and facilitate more community involvement and volunteering as well as more viable sporting groups.

ENVIRONMENTAL IMPACT

The implementation of Strategy actions and recommendations will include the assessment and consideration of environmental impacts.

NORTHERN BEACHES SPORTSGROUNDS STRATEGY

JULY 2017



NORTHERN
BEACHES
COUNCIL

northernbeaches.nsw.gov.au

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Message from the Administrator

Over the past year Northern Beaches Council has tackled a task that the former Councils could not, developing a long term plan to address our significant undersupply of sporting fields.

Council has gathered the evidence, sought the advice of independent experts and conducted a broad community engagement program to seek the view of all Northern Beaches residents.

The result is a Strategy that is undoubtedly a win for sport and all those that live and play here.

Fields now are clearly over-used and there are not enough for all to play. It's mid-July half way through the winter season and many fields are turning to dust due to overuse despite the hard work of Council staff to keep them in good condition.

This Strategy sets out an unprecedented investment that will significantly increase the availability and quality of sporting fields and facilities, enabling more residents to be more active more often.

Under the Strategy Council will be re-allocating fields to the sports of greatest need, installing drainage, lighting and reconfiguring grounds.

Council will be building new fields in Warriewood Valley and Ingleside, working with schools to provide use of school fields for community sports, and installing synthetic surfaces to enable fields to be used to the full potential.

However this still leaves the Northern Beaches with a significant shortfall of 14 fields. Current analysis suggests the only way to address this is to convert some golf course land to sporting fields. With double the number of golf courses compared to the Sydney average and half the number of fields this is the logical way forward.

An assessment purely based on empirical data supports the conversion of the 18 holes of Warringah Golf Course to a mixture of playing fields and parklands connected by a network of shared paths. However, the loss of the full 18 holes would see the end of a long-standing club with an active and passionate membership.

There are many examples of successful nine-hole ventures and a new 20 year lease on a nine-hole course could enable a new purpose built club house within District Park, adjoining the course and reaping the benefits of greater member and public utilisation. A separate but linked lease to 2022 over the other 9 holes, with 3 x 5 yearly extension options for the Council would maintain the current course configuration over the short to medium term and provide the flexibility for future conversion to playing fields if needed.

However let me be clear, the decision on the conversion of golf course land to sporting fields is not required today.

What is required is careful planning.

This is why the Council has decided not to 'lock up' the northern half of Warringah Golf Course or Balgowlah Golf Course in long term leases. Council will masterplan these sites and engage with the community over the next 5 years while all other efforts are made to address the shortfall in supply.

This is a balanced solution that provides more sporting fields to address the identified shortage in supply and ensures at a minimum that Warringah Golf Course remains as a nine-hole course.

Major sports groups, the Sporting Union and the community support our proposal that all alternatives to increase supply and to improve capacity be implemented where feasible prior to proceeding with such a conversion.

I encourage the incoming Council and our community to embrace the actions and ideas put forward in this Northern Beaches Sportsgrounds Strategy.

Dick Persson AM



EXECUTIVE SUMMARY

Sport and recreation is a central part of the lives of Northern Beaches' residents. However the sportsfields relied on by the community are under increasing pressure, with growing participation rates, deteriorating field conditions and not enough space for all to play. The Sporting Union, major sports organisations and the community are calling for more fields and improved facilities, with the Sporting Union and major sports organisations also seeking a review of public open space including golf courses to provide more supply.

Northern Beaches Council is now able to plan for the whole of the Northern Beaches and since mid-2016 has been reviewing the options and engaging with the community to identify a forward plan.

This Strategy sets out the 15 year plan to provide a single approach to the management and long term planning of sporting facilities on the Northern Beaches.

Review confirms a shortage of sportsfields and a high supply of golf courses

The Northern Beaches currently has:

- 122 sports fields supplying a total playing area of 116.5 hectares to over 50,000 playing members across 17 sports, plus thousands of spectators, families and volunteers.
- 13 golf courses covering 453 hectares catering to over 10,000 members, 7 of which are on public land covering 180 hectares catering to over 4,000 members, as well as thousands of rounds of public golf by non-members.

There is a current and growing shortfall of sportsfields:

- Grass sportsfields have a 'sustainable capacity' of 35 hours per week and average usage is well above this, with 92 of 122 sportsfields over-used. This equates to bookings of more than 800 hours per week over sustainable capacity.
- There is a current shortfall of 24 hectares of playing area, equivalent to over 24 sportsfields, based on using all fields at sustainable capacity. This increases to 41 hectares by 2031.
- The Northern Beaches has around half or less sportsgrounds supply per capita when compared to some other similar sized Councils e.g. The Hills and Sutherland Shire Councils.

Participation rates are growing, many people are being turned away and forecasts indicate playing numbers will only continue to grow particularly in women's sport and over 35 competitions. Council also has a responsibility to enable people to play sport to help address the rise in obesity.

There is a high supply of golf courses and a slow but clear decline in golf participation:

- Double the courses on the Northern Beaches per capita compared to other areas in Sydney
 - One 18-hole golf course per 49,867 people across Sydney.
 - The equivalent of one per 23,151 people on the Northern Beaches.
- A 16% decline in membership numbers over the past 10 years at public courses.

Potential actions explored to address the shortfall in supply

In developing this Strategy, Council explored a range of potential actions to address the shortfall:

- Action 1: Make better use of existing sportsgrounds to increase availability and resilience, including; irrigation, drainage, lighting, reconfiguration and re-allocation of fields.
- Action 2: Convert more existing sportsfields to synthetic to increase sustainable capacity.
- Action 3: Acquiring or securing additional private land as part of new housing developments.
- Action 4: Converting existing open space to sportsfields e.g. golf courses.
- Action 5: Acquiring additional land by purchasing Crown, private or other land.
- Action 6: Do nothing and accept the shortfall in supply.

Modelling of these actions to 2031 found that even with actions taken to improve the efficiency of existing fields, the commissioning of new fields in new release areas and the increased use of artificial surfacing, there would be a significant shortfall unless some council/government owned land including golf course land was converted to sportsfields.

Community views on what actions Council should take

Council conducted two phases of community engagement in developing this Strategy:

- April/May 2017 on the Sportsgrounds and Golf Courses Discussion Paper and research reports.
- June/July 2017 on the Draft Sportsgrounds Strategy and 15 year Strategic Implementation Plan.

Feedback on the Sportsgrounds and Golf Courses Discussion Paper.

Analysis of the more than 5,000 submissions received on the Discussion Paper was captured in the Community Engagement Report developed for Council by Parkland Planners. A summary of the responses to each of the six proposed actions to address the current and future shortfall in sportsfields and Options A and Option B is outlined in Table 1. This includes an assessment of the community’s preference of two main options:

- Option A - Implement actions 1 to 4. This means we are largely able to meet the shortfall and have enough sportsfields to meet our needs.
- Option B - Implement actions 1 to 3. This means we will have a shortfall of supply, fields will be overused and we may not have enough space for sport.

Table 1: Summary of the community engagement on the Northern Beaches Sportsgrounds & Golf Courses Discussion Paper

	Action	Phone survey (402 responses)	Online survey (4,152 responses)	Written submissions (634)
1	Make better use of existing sportsgrounds	92% at least somewhat supportive	96% at least somewhat supportive	Support by approx. 21% of respondents
2	Convert more sportsfields to synthetic	62% at least somewhat supportive	81% at least somewhat supportive	Support by approx. 35% of respondents
3	Acquire and embellish additional private land as part of new housing developments	91% at least somewhat supportive	97% at least somewhat supportive	Support by approx. 7% of respondents
	Convert existing open space to sportsfields e.g. golf courses	64% at least somewhat supportive	73% at least somewhat supportive	Support by approx. 9% of respondents but opposed by approx. 35% of respondents
4	Convert existing open space to sportsfields e.g. golf courses	64% at least somewhat supportive	73% at least somewhat supportive	Support by approx. 9% of respondents but opposed by approx. 35% of respondents
5	Acquire and embellish additional land	27% at least somewhat supportive	71% at least somewhat supportive	Support by approx. 3% of respondents
6	Do nothing and accept the shortfall	6% at least somewhat supportive	1% at least somewhat supportive	Support by < 1% of respondents
Option A	Actions 1, 2, 3, 4	58% prefer Option A	73% prefer Option A	
Option B	Actions 1, 2, 3	36% prefer Option B	26% prefer Option B	

Source: Parkland Planners (May 2017) Northern Beaches Sportsgrounds and Golf Courses Discussion Paper Community Engagement Report.

In addition, Council received a petition from the Warringah Golf Club to not convert Warringah Golf Course that was signed by 10,373 people.

The majority of submissions supported the need for more sportsfields on the Northern Beaches to meet an increasing demand for fields.

As can be seen above, the majority from phone and on-line surveys also are at least somewhat supportive of the conversion of golf course land as necessary. However many submissions argue strongly against any loss of golf

course land, and particularly against the loss of all or part of Warringah Golf Course, suggesting there are many alternative options available such as schools or that there is no need because current fields are not fully utilised.

Overall it was accepted that the shortfall and over-use is real and that while other measures will reduce the shortfall, these will not be sufficient to close the gap forecast over the next 15 years. If the growing gap between the supply and demand for sportsfields is to be substantially reduced conversion of some land currently used for golf should not be ruled out.

Feedback on the Draft Sportsgrounds Strategy and 15 year Strategic Implementation Plan

The second phase of community engagement in June/ July 2017 sought community feedback on the Draft Sportsground Strategy and Strategic Implementation Plan and draft Sportsgrounds Strategic Directions Analysis Report (May 2017) which outlined strategies to address the shortfall in supply.

Analysis of the 780 responses on the Draft Strategy indicated that about 45% of respondents were supportive of the Strategic Implementation Plan and the recommendations of the Draft Strategy, while 55% were not supportive.

In general, responses showed support for re-allocating fields to the sports of greatest need, installing drainage, lighting and reconfiguring grounds, building new fields in Warriewood Valley and Ingleside, working with schools to provide use of school fields for community sports, and installing synthetic surfaces to enable fields to be used to the full potential.

From the analysis it appeared that there would be more support of the Draft Strategy if it did not involve conversion of Warringah Golf Course. The highest number of respondents indicating they were not supportive of the Draft Strategy related to the conversion of Warringah Golf Course and conversion of other golf courses. This included Golf Australia, Golf NSW and Warringah Golf Club.

Eleven sporting groups representing over 46,000 playing members supported the Draft Strategy including consideration of conversion of golf course land following implementation of all other alternatives to increase supply and improve capacity where feasible.

Strategic approach to addressing community feedback

This final Sportsgrounds Strategy and 15 year Strategic Implementation Plan to meet current and future sportsfield and facility needs reflects the extensive community feedback on the Discussion Paper and Draft Strategy and the research and analyses undertaken.

It sets out an unprecedented investment that will significantly increase the availability and quality of sportsfields and facilities, enabling more residents to be more active more often.

Key actions in priority order are:

- A. Allocate sportsfields based on a needs and participation growth basis.
- B. Improve the capacity and resilience of existing sportsfields.

- C. Build new and upgrade existing sportsfields in new housing development areas.
- D. Partner with schools to provide additional sportsfields for the community.
- E. Install synthetic surfaces on some existing sportsfields to enable greater use.
- F. Convert suitable open space to sportsgrounds including some golf course land as needed.

It is clear from community feedback and expert advice that Council's focus should be on actions A-E. The strategy focuses on these priorities.

The Strategic Implementation Plan (page 24) provides an overview of the Strategy to 2031.

The primary focus in the first 5 years to 2021 is to implement actions that increase capacity of existing fields and to provide additional supply which was strongly supported by the community. Actions such as:

- A. Re-allocating grounds to maximise use.
- B. Installing drainage, lighting and reconfiguring grounds.
- C. Building new fields and or upgrade existing fields in Warriewood Valley and planning for Ingleside.
- D. Working with schools to seek to provide use of school fields for community sports.
- E. Installing synthetic surfaces at Lionel Watts Fields 3 and 4 and Cromer Park Field 2, and investigating options for further synthetic fields including synthetic hockey fields.

A key focus of community feedback was the proposed conversion of half of Warringah Golf Course to sportsfields. While Council does not need to decide today whether to convert golf course land to sportsfields, land should not be 'locked up' in long term leases as forecasts suggest it will be needed to address demand in the future.

It is also proposed that during this first five year period Council would plan for future potential conversion of suitable public land to sportsfields so that this could be implemented as required from 2022. This includes:

- F. Developing a masterplan for the conversion of the northern half of Warringah Golf Course to a Centennial Park style sporting area incorporating fields, playgrounds and passive open space and undertaking a feasibility study regarding Balgowlah Golf Course.

The Strategy is based on and adopts in principle the recommendations in the Sportsgrounds Strategic Directions Analysis Report, July 2017

Planning for conversion of public open space including golf course land

Council has reviewed and will pursue potential suitable open space for sportsgrounds on Crown land, at schools and public golf course land. For details of the review see section 6. This review identified that:

- There are a number of school sites that could be used for community purposes. Council has begun negotiations with the NSW Department of Education about partnership arrangements for community and Council access to school facilities. Council is also pursuing opportunities for access to non-government school facilities.
- The most suitable public golf course land for sportsfields is Warringah Golf Course followed by Balgowlah Golf Course.

Much attention during the community engagement periods focused on Warringah Golf Course and Council's review confirms it is the most appropriate for conversion to sportsfields. Key factors are that the land is relatively flat land suitable for conversion, the lease is short term, and it is in a central location and close to the B-line public transport. Most of the others rule themselves out of consideration for a range of lease, topographical, environmental or transport related reasons. For example Wakehurst and Avalon are too hilly, Mona Vale is in an iconic location, Palm Beach is difficult to get to and initial assessment suggests Balgowlah may result in a lower sportsfield yield.

Council's assessment supports the conversion of Warringah Golf Course to a mixture of a nine-hole course, playing fields and parklands connected by a network of walking tracks and cycle ways and Balgowlah Golf Course to a sporting area incorporating fields and passive open space integrated with the adjoining Balgowlah Oval.

Forecasts suggest this land will be needed in the future. This is why the Council has decided not to 'lock up' the northern half of Warringah Golf Course or Balgowlah Golf Course in long term leases. Council will masterplan these sites and engage with the community over the next 5 years while all other efforts are made to address the shortfall in supply.

This Strategy recommends a balanced solution that provides more sportsfields to address the shortage and also retains the southern section of Warringah Golf Course as a nine-hole course.

In response to community feedback all alternatives to increase supply and improve capacity are to be explored and implemented where feasible, prior to proceeding with such a conversion. The Strategy for potential conversion of

golf course land includes:

- Progressing with the District Park tender planned by the former Warringah Council, with a modification as outlined below to provide greater flexibility for Council and the community:
 - A new minimum 20-year lease for the southern half of Warringah Golf Course, together with the Warringah Recreation Centre and North Manly Bowling Club (District Park)
 - A new separate but linked lease for the northern nine (9) holes that will be leased on an initial term of up to five years, with extension clauses at the discretion of Council in the years 2022, 2027 and 2032
 - This would maintain the current course configuration over the short to medium term to allow the Council and community to evaluate progress on closing the demand/supply gap for sportsfields.
- Developing a masterplan by 2021 for the conversion of the northern half of Warringah Golf Course to a Centennial Park style sporting area incorporating fields, playgrounds and passive open space, with conversion to sportsfields from 2022 as required.
- Undertaking a feasibility study for the conversion of Balgowlah Golf Course to a sporting area incorporating fields and passive open space, with an extension of the Balgowlah Golf Club lease to 2022 while the feasibility study is conducted.

Council would then consider implementation of the masterplan for conversion of golf course land to sportsfields from 2022. Should the conversion of golf course land to sportsfields be implemented in the future, Council would support effected clubs and members, for example by adjusting tee times to provide greater use of courses by members.

Implementation and impact of the Strategy on supply and demand to 2031

If all Strategy actions and recommendations are implemented, including conversion of golf course land, the shortfall will be substantially reduced from 41 hectares to 5.1 hectares by 2031.

Council will seek to fund and deliver these recommendations in partnership with other tiers of government and local, state and national sporting bodies and other groups as opportunities arise.

The Strategy and outcomes of the implementation of recommendations will be reviewed every 5 years.



8 Northern Beaches Sportsgrounds Strategy July 2017

1. INTRODUCTION

Sport and recreation is a central part of the lives of Northern Beaches' residents.

Major sporting organisations have been calling for many years for more sportsfields and new and improved facilities, particularly now with changing and ever increasing participation rates. These organisations, which represent more than 50,000 members and players, advocate that there is a serious overall shortage of sportsfields, resulting in thousands of would-be participants being turned away, most fields experiencing serious degradation from 'overuse' and many teams unable to train as needed. In discussing options these organisations also advocated for a review of whether some Council-owned golf course lands could be more equitably used for sport with unmet growing demand.

The creation of the Northern Beaches Council just over one year ago provided the opportunity for a single approach to the management and long term planning of these sportsfields and facilities. Council in August 2016 announced a review and commenced work on this Northern Beaches Sportsground Strategy - a long term sports facility plan to guide the development of sportsfields and facilities for the next 15 years.

2. DEVELOPMENT OF THE SPORTSGROUNDS STRATEGY

To inform this Strategy, Council engaged experts in the fields of sports planning and golf course feasibility to conduct independent analyses of the extent of any current and future shortfall in sportsgrounds and facilities and a market assessment of golf courses on the Northern Beaches.

This included an extensive review of relevant research, planning documents and budgets, population analysis, consultation with representatives of sporting associations, golf clubs, schools, state sporting organisations and modelling of current and future demand and supply. The findings of this work are detailed in the Sportsgrounds Needs Analysis Report (Otium Planning Group, December 2016) and the Golf Market Assessment Report (Golf Business Advisory Services, November 2016).

These reports were presented to the community with the Northern Beaches Sportsgrounds and Golf Courses Discussion Paper, a summary of which is outlined in section 4. The Discussion Paper identified a shortfall of sportsfields and outlined proposed strategic directions for addressing the shortfall, measures such as maximising the use of existing fields, converting fields to synthetic surfaces and the potential for converting golf courses to provide for additional sportsgrounds and feature parkland.

Council consulted the Northern Beaches community in April and May 2017 on these options. Findings of this phase of community engagement are detailed in a May 2017 Community Engagement report prepared by Parkland Planners. Council's independent expert sports planners

Otium Planning Group then developed recommendations for Council, based on community feedback, in the draft Sportsgrounds Strategic Directions Analysis report.

A Draft Sportsgrounds Strategy and a 15 year Strategic Implementation Plan was then developed based on community feedback on the Discussion paper and recommendations from the draft Sportsgrounds Strategic Directions Analysis report. The Draft Strategy identified priority actions to meet the current and future shortfall of sportsfields.

Council then conducted community engagement on the Draft Strategy in June and July 2017 and the findings are detailed in a July 2017 Community Engagement report prepared by Parkland Planners. Otium Planning Group then finalised its recommendations for Council, based on this community feedback, in the final Sportsgrounds Strategic Directions Analysis report.

This Sportsgrounds Strategy and Strategic Implementation Plan 2017 to 2031, to meet current and future sportsfield and facility needs, reflects the extensive community feedback, research and analyses undertaken for this project. The Strategy is based on and adopts in principle the recommendations of the final Sportsgrounds Strategic Directions Analysis report and will inform Council's capital works program, potential projects for external funding and long term management and planning for sportsgrounds and associated facilities.

3. CURRENT SITUATION AND FUTURE NEEDS

The Northern Beaches currently has:

- 122 sports fields supplying a total playing area of 116.5 hectares to over 50,000 playing members across 17 sports, plus thousands of spectators, families and volunteers.
- 13 golf courses covering 453 hectares catering to over 10,000 members, 7 of which are on public land covering 180 hectares catering to over 4,000 members, as well as thousands of rounds of public golf by non-members.

What is the current state of our sportsfields?

There is a current and growing shortfall of sports fields. Council’s external sports planners Otium Planning Group in their Sportsgrounds Needs Analysis (December 2016) identified that:

- Sportsfields have a ‘sustainable capacity’ of 35 hours per week. This benchmark is high to support as much use as possible and when exceeded playing surfaces deteriorate, leading to dead grass and muddy or dusty conditions.
- Average usage is well above sustainable capacity, with 92 of 122 sportsfields over-used. This equates to bookings of more than 800 hours per week over sustainable capacity.
- There is a current shortfall of 24 hectares of playing area, equivalent to over 24 sportsfields, based on using all fields at sustainable capacity. This increases to 41 hectares by 2031.
- Without an increase in playing areas, sports will not be able to cater for demand and will need to continue current practices such as capping membership.

The Northern Beaches has around half or less sportsgrounds supply per capita when compared to some other similar sized Councils e.g. The Hills Council and Sutherland Shire Council.

Table 2: Comparison of Sportsgrounds Supply

Local Government	Population	Hectares (ha) of sportsgrounds	Population/ha
Northern Beaches Council	266,247	116.5	2,285
Sutherland Shire Council	226,220	193.9	1,167
Hills Council	160,339	174	921

Source: Northern Beaches Council (April 2017) Northern Beaches Sportsgrounds and Golf Courses Discussion Paper

Increasing participation rates and the need to increase activity to help address obesity

Northern Beaches sport is experiencing high growth in sports participation and cannot meet demand, with increased participation especially by women, juniors and over 35 competitions. For example:

- Touch football membership has increased by over 32% in the last three years and has over 6,500 members. Touch cannot meet demand, caps the number of teams, and recently turned away 20 teams due to the shortage in sportsfields.
- Australian Football League (AFL) has increased by over 26% in the last three years and has over 1,300 members. AFL has stated its growth is limited due to access to sportsfields.
- Football (soccer) has increased by over 8.5% in the last three years and has over 17,600 members. Some groups cap the number of teams due to the lack of sportsfields.
- Six-a-side football (soccer) has grown by over 50% in the last three years and has over 3,700 members. In 2016 over 1,000 players were turned away due to the shortage of sportsfields.
- Cricket has increased by over 6% in the last three years and has over 2,200 current members, with growth limited by the shortage of sportsfields.
- Hockey is at capacity and there is no growth potential without more sportsfields.

Participation rates and community needs for sport and exercise are changing. The recent increase in media coverage of women’s sport and increase in the opportunities for women of all ages at all levels to participate in sport, from cricket, to AFL, football (soccer) and rugby is impacting on sports participation with forecasts indicating playing numbers will only continue to grow.

Council also has an important role in addressing the rise in childhood obesity by providing enough facilities and encouraging active sport participation. Tackling childhood obesity is one of the NSW Premier’s top 12 challenges with the NSW Department of Health reporting that one in five (23.6%) children (24% of boys and 23.1% of girls) being overweight or obese, NSW Schools Physical Activity and Nutrition Survey 2010.

What is the current situation with our Golf Courses?

Council's external golf planners Golf Business Advisory Services (GBAS) in their Northern Beaches Golf Market Assessment (November 2016) identified that:

- There are double the courses on the Northern Beaches per head of population compared to other areas in Sydney:
 - One 18-hole golf course per 49,867 people across Sydney.
 - The equivalent of one per 23,151 people on the Northern Beaches.
- Member demand levels are slowly declining with a 16% decline in membership numbers over the past 10 years at public courses.
- Demand is being fragmented across a number of Northern Beaches' golf courses.
- Whilst profits are currently being achieved, they are not at a level that allows for sustained re investment in facility infrastructure.
- A reduction in supply may further assist the market to achieve greater sustainability.



4. POTENTIAL ACTIONS EXPLORED TO ADDRESS THE SHORTFALL IN SUPPLY

In developing this Strategy Council explored a range of potential actions to address the need for more sportsgrounds and new and improved facilities.

Action 1: Make better use of existing sportsgrounds to increase availability and resilience.

Actions include:

- Improving capacity by installing and upgrading lighting, upgrading drainage, improving playing surface quality, reconfiguring sportsgrounds for multiuse and improving resource management.
- Re-allocating fields to sports with highest growth and need for space and full allocation of all available sportsfield hours and working with schools or other institutions.

Action 2: Convert more existing sportsfields to synthetic to increase sustainable capacity.

This action increases sustainable capacity of sportsfields from 35 to 54 hours a week as they can be used for longer hours and in wet weather without negatively impacting on surface quality.

Action 3: Acquiring or securing additional private land as part of new housing developments.

Action 4: Converting existing open space to sports fields e.g. golf courses.

Action 5: Acquiring additional land by purchasing Crown, private or other land.

Action 6: Do nothing and accept the shortfall in supply.

A comparison of these actions is outlined in the following table 3 and graph 1.

The need to implement all actions to address the shortfall in supply

The potential actions were modelled over time to assess the impact on the shortfall of supply. As can be seen from graph 1 below, the gap between supply and demand increases from 24ha to 41ha by 2031 with no action.

The modelling showed that even with actions taken to improve the efficiency of existing fields, the commissioning of new fields in new release areas and the increased use of artificial surfacing, there would be a significant shortfall unless some council owned land was converted from golf to sportsfields.

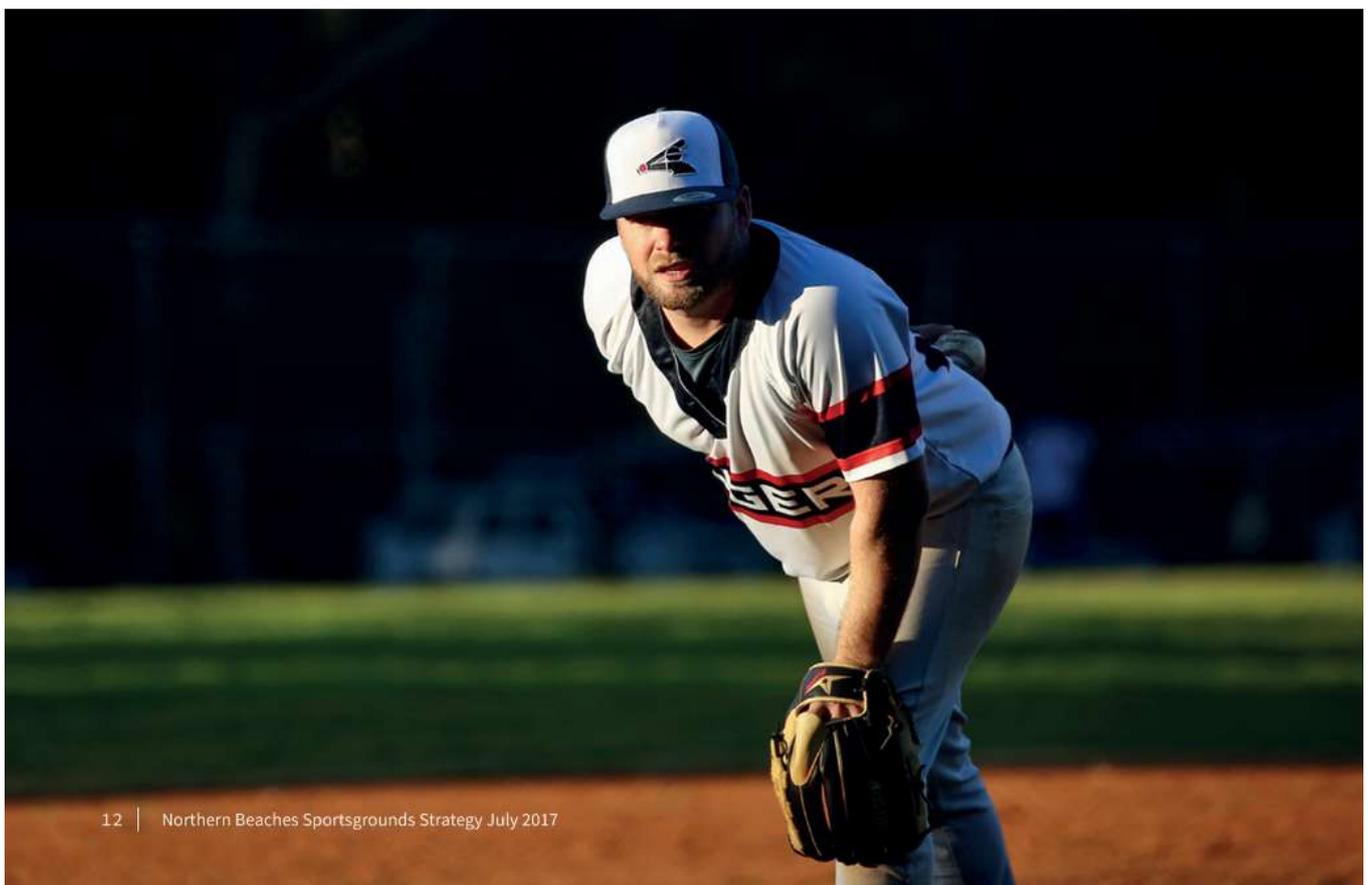
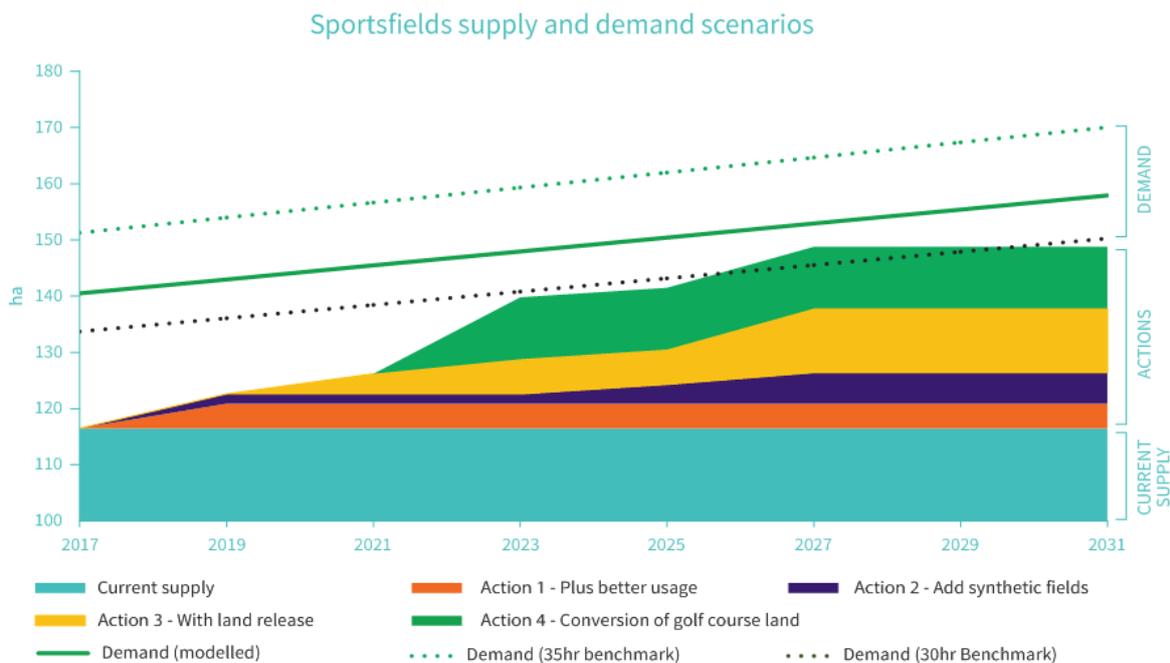


Table 3: Impact of the potential actions explored to address the shortfall in supply

Action	Impact on shortfall (playing area)	Funding per hectare (estimate)	Cost to rates per household over 15 years (estimate)
1. Make better use of existing sportsgrounds	4.4 hectares	\$270 thousand	\$49 (\$3.25 pa)
2. Convert more sportsfields to synthetic	5.5 hectares	\$2.7-\$3 million	\$239 (\$15.93 pa)w
3. Acquire and embellish additional private land as part of new housing developments	3.6 hectares (Warriewood)	\$4.75-\$5.25 million	\$0 (funded by new housing development)
	7.8 hectares (Ingleside)	\$6.5-\$7 million	\$0 (funded by new housing development)
4. Convert existing open space to sportsfields e.g. golf courses	11 hectares (example)	\$1.4-\$1.8 million	\$231 (\$15.40 pa)
5. Acquire and embellish additional land	11 hectares (example)	\$6.5-\$7 million	\$1,059 (\$70.60 pa)
6. Do nothing and accept the shortfall	Nil	Nil	Nil

Source: Northern Beaches Council (April 2017) Northern Beaches Sportsgrounds and Golf Courses Discussion Paper



Graph 1: Sportsfields supply & demand Scenarios 2017 - 2031, Northern Beaches Sportsgrounds & Golf Courses Discussion Paper, April 2017

5. COMMUNITY VIEWS ON WHAT ACTIONS COUNCIL SHOULD TAKE

Council conducted two phases of community engagement in developing this Strategy:

- April/May 2017 on the Sportsgrounds and Golf Courses Discussion Paper and the Sportsground Needs Analysis and Golf Market Assessment reports.
- June/July 2017 on the Draft Sportsground Strategy and 15 year Strategic Implementation Plan.

Community feedback on the Discussion Paper

The first phase of community engagement in April and May 2017 sought feedback on the potential actions outlined in the Discussion Paper and the Sportsground Needs Analysis and Golf Market Assessment reports.

The first phase of community engagement in April and May 2017 sought feedback on the potential actions outlined in the Discussion Paper and the Sportsground Needs Analysis and Golf Market Assessment reports.

Feedback was sought on the strategic directions and each of the six potential actions proposed for addressing the shortfall in sportsfields including the potential for converting some golf course land to sportsfields, parkland and passive open space:

1. Make better use of existing sportsgrounds.
2. Convert more sportsfields to synthetic.
3. Acquire and embellish additional private land as part of new housing developments.
4. Convert existing open space to sportsfields e.g. golf courses.
5. Acquire and embellish additional land.
6. Do nothing and accept the shortfall.

To gauge community preference, two options for the future were proposed:

- Option A - Implement actions 1 to 4. This means we are largely able to meet the shortfall and have enough sportsfields to meet our needs.
- Option B - Implement actions 1 to 3. This means we will have a shortfall of supply, fields will be overused and we may not have enough space for sport.

Council's extensive community engagement on the Discussion Paper involved:

- Telephone and online surveys conducted by an independent consultant.
- The opportunity to complete an online feedback form available on Council's website.

- Six community drop-in sessions.
- Briefings for sports and golf representatives.
- A Sports Forum for relevant sports associations, clubs and State Sports Organisations.
- Written submissions to Council.

The Discussion Paper, research reports and a project overview were all made available on Council's website and the community engagement opportunities were publicised on Council's website and social media and widely promoted through local media. E-mails were also sent to; key sport and golf stakeholders, 384 people who registered an interest and to 60,000 Northern Beaches What's On registered members.

Analysis of the feedback received was captured in the May 2017 Community Engagement Report developed by Parkland Planners for Council. A summary of the responses to each of the six proposed actions to address the current and future shortfall in sportsfields and Options A and Option B is outlined in Table 4.

The Community Engagement Report indicated that more than 5,000 submissions were received during the community engagement period across all methods and that addressing the shortfall in sportsfields was supported by the majority of respondents.

In addition, Council received a petition from the Warringah Golf Club to not convert Warringah Golf Course that was signed by 10,373 people.

In analysing and reporting on the community feedback Parkland Planners advised that the random telephone survey is most reflective of the demographic profile of the Northern Beaches, followed in descending order by the online survey, the written submissions and the Sports Forum.

Table 4: Summary of the community engagement on the Northern Beaches Sportsgrounds and Golf Courses Discussion Paper

	Action	Phone survey (402 responses)	Online survey (4,152 responses)	Written submissions (634)	Sports Forum (40 attendees)
1	Make better use of existing sportsgrounds	92% at least somewhat supportive Mean=4.09/5 Rank =1	96% at least somewhat supportive Mean=4.66/5 Rank =1	Support by approx. 21% of respondents Rank 2	Strong support
2	Convert more sportsfields to synthetic	62% at least somewhat supportive Mean=3.01/5 Rank 4	81% at least somewhat supportive Mean=3.71/5 Rank 3	Support by approx. 35% of respondents Rank 1	Strong support
3	Acquire and embellish additional private land as part of new housing developments	91% at least somewhat supportive Mean=4.13/5 Rank =1	97% at least somewhat supportive Mean=4.68/5 Rank =1	Support by approx. 7% of respondents Rank 4	Support
4	Convert existing open space to sportsfields e.g. golf courses	64% at least somewhat supportive Mean=3.08/5 Rank 3	73% at least somewhat supportive Mean=3.84/5 Rank 4	Support by approx. 9% of respondents but opposed by approx. 35% of respondents Rank 3	Support
5	Acquire and embellish additional land	27% at least somewhat supportive Mean=2.05/5 Rank 5	71% at least somewhat supportive Mean=3.72/5 Rank 5	Support by approx. 3% of respondents Rank 5	n/a
6	Do nothing and accept the shortfall	6% at least somewhat supportive Rank 6	1% at least somewhat supportive Rank 6	Support by < 1% of respondents Rank 6	n/a
Option A	Actions 1, 2, 3, 4	58% prefer Option A	73% prefer Option A	-	-
Option B	Actions 1, 2, 3	36% prefer Option B	26% prefer Option B	-	-

Source: Parkland Planners (May 2017) Northern Beaches Sportsgrounds & Golf Courses Discussion Paper Community Engagement Report

The majority of people and organisations supported the need for more sportsfields on the Northern Beaches to meet an increasing demand for fields. 79% of residents surveyed by phone were supportive or very supportive of Council addressing the issue of shortfall in sportsfield availability, 93% at least 'somewhat supportive'.

Ultimately residents saw this as an important issue and supported Council actively planning to address the current and future needs of the whole community, and not just one sporting group.

The Community Engagement Report (Parkland Planners) identified that support for potential actions was as follows:

- The equal number 1 ranked actions from the phone and online surveys were Action 1 make better use of existing sportsgrounds (including use of school sportsgrounds)

- and Action 3 to acquire and embellish additional private land as part of new housing developments.
- Action 2 to convert more sportsfields to synthetic (particularly for hockey, football (soccer) and multi-purpose sport) was ranked number 1 in written submissions and ranked 3 and 4 from the online and phone surveys respectively.
- Action 4 to convert existing open space to sportsfields was ranked number 3 for the phone survey and written submissions and ranked number 4 for online surveys.

- Action 5 Acquire and embellish additional land was generally more supported by members of golf clubs and sporting groups was ranked number 5 across all methods of engagement. Action 6 to do nothing and accept the shortfall ranked number 6 across all methods of engagement.

The Community Engagement Report (Parkland Planners) also showed that the community preference was for Option A, implementation of actions 1 to 4 including the conversion of all or part of a golf course to sportsfields:

- Both online and phone survey participants indicated their preference for Option A, which will result in meeting the majority of the shortfall in sportsfields, 73% online, 58% by phone.
- Reasons for online and phone survey participants preferring Option A included that they felt this was the best combination of actions to take to address the shortfall. Option A included converting golf courses, which many residents felt were dedicated to too few golfers using large parcels of land, while players of other sports are crammed onto existing sportsfields.
- Option B, which included implementing all of actions 1 to 3 resulting in the shortfall in sportsfields not being met received significantly less support (26% online, 36% by phone), with those preferring this option indicating it was mainly because they were 'against the conversion of golf courses'.

Community Feedback on the Draft Strategy and Strategic Implementation Plan

The second phase of community engagement in June and July 2017 sought community feedback on the Draft Sportsground Strategy, Strategic Implementation Plan and draft Sportsgrounds Strategic Directions Analysis Report (May 2017) which outlined strategies to address the shortfall in supply.

The Draft Strategy was developed based on the first phase of community feedback and outlined the following proposed priority actions for community input:

- Allocate sportsfields based on a needs and participation growth basis.
- Improve the capacity and resilience of existing sportsfields.
- Build new sportsfields in new housing development areas (Warriewood and Ingleside).
- Partner with schools to provide additional sportsfields for the community.
- Install synthetic surfaces on some existing sportsfields to enable greater use.

- Convert suitable open space to sportsgrounds including some golf course land as needed.

Community feedback was also sought on the:

- Recommendation that all alternatives to increase supply and improve capacity were to be explored and implemented where feasible, prior to proceeding with any golf course conversion.
- Proposed process for potential conversion of Warringah and Balgowlah golf courses.

Council's community engagement on the Draft Strategy involved:

- The opportunity to complete an online feedback form available on Council's website.
- Two presentation briefing/question and answer sessions.
- Written submissions to Council.

The Draft Strategy, research reports and a project overview were all made available on Council's website and the community engagement opportunities were publicised on Council's website and social media and widely promoted through local media. E-mails were also sent to; key sport and golf stakeholders, people who registered an interest and to Northern Beaches What's On registered members.

Analysis of the feedback received has been captured in another Community Engagement Report developed by Parkland Planners for Council. A summary of the responses is outlined below:

- 780 responses were received during the public exhibition period.
- 742 responses to Your Say Northern Beaches.
- 14 submissions from sporting groups (3 golf, 11 other sports).
- 19 emails.
- 5 formal hard copy submissions and letters.

Analysis of the 780 responses on the Draft Strategy indicated that about 45% of respondents were supportive of the recommendations of the Draft Strategy and the Strategic Implementation Plan, while 55% were not supportive.

From the analysis it appeared that there would be more support of the Draft Strategy if it did not involve conversion of Warringah Golf Course. The highest number of respondents indicating they were not supportive of the Draft Strategy related to the conversion of Warringah Golf Course and conversion of other golf courses. This included Golf Australia, Golf NSW and Warringah Golf Club.

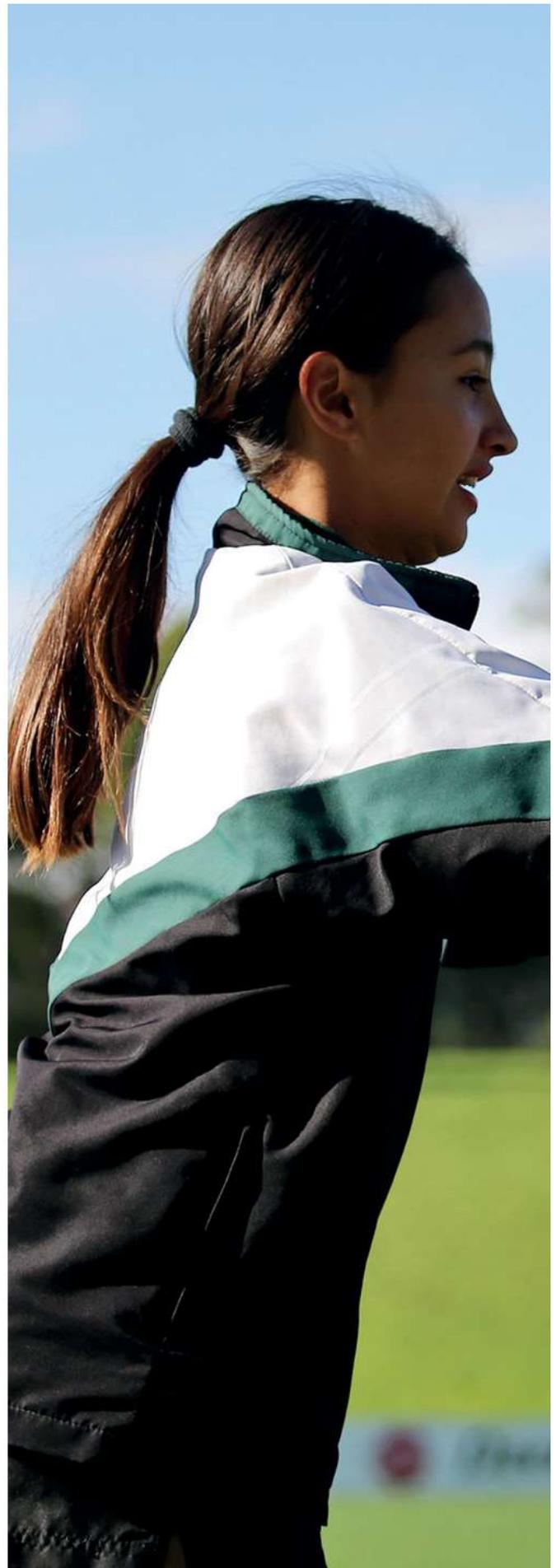
Eleven sporting groups representing over 46,000 members were supportive of the Draft Strategy in relation to the proposals for their sport in particular, and in some cases for other sports also. For example the Sporting Union advised that it ‘...supports that all alternatives to increase supply and improve capacity are to be explored and implemented where feasible, prior to proceeding with the conversion of Warringah Golf Course’.

In general, the responses from Your Say Northern Beaches, emails and letters showed:

- Support for Action A, through better allocation of sportsgrounds according to actual player numbers, reconfiguring sportsgrounds, and changing single use to multi-use facilities.
- Support for Action B, by upgrading sportsgrounds by improving playing surfaces, drainage, lighting, cricket and softball facilities, clubhouses, parking and toilets.
- Support for Action C, with respondents feeling that developers should provide sportsfields in new land releases.
- Support for Action D, particularly allowing community access to fields and courts after school and on weekends.
- The highest number of ‘supportive’ responses related to the development of synthetic hockeyfields (Action E).
- Additional sportsfields should be provided in the northern and western areas of the Northern Beaches in areas of population growth, rather than concentrating sportsfields in the developed areas in the south.
- Other suggested locations for new sportsfields are in the vicinity of Seaforth Oval, Wakehurst Parkway and Metropolitan Aboriginal Land Council land.
- Respondents would generally be more supportive of the Strategy if it did not involve conversion of Warringah Golf Course.
- The highest number of respondents indicating they were not supportive of the Strategy related to the conversion of Warringah Golf Course and conversion of other golf courses to sports grounds (Action F).
- Most people opposing conversion of golf courses to sportsgrounds preferred other options to increase supply, particularly acquiring additional land and/or using Crown land instead of golf course land.
- A frequent suggestion for converting open space to sportsgrounds was for the Pittwater Golf Centre driving range.



- Balgowlah Golf Course was the second most suggested golf course (after Warringah Golf Course) for conversion.
- Of the 742 submissions received on the Your Say Northern Beaches website, the proponents indicated an involvement with 17 sports. The majority were golfers, hockey players or football players.





6. SPORTSGROUNDS STRATEGY SUMMARY

This final Sportsgrounds Strategy and 15 year Strategic Implementation Plan to meet current and future sportsfield and facility needs reflects the extensive community feedback on the Discussion Paper and Draft Strategy, research and analyses undertaken for this project.

Key actions in priority order are:

- A. Allocate sportsfields based on a needs and participation growth basis.
- B. Improve the capacity and resilience of existing sportsfields.
- C. Build new and upgrade existing sportsfields in new housing development areas.
- D. Partner with schools to provide additional sportsfields for the community.
- E. Install synthetic surfaces on some existing sportsfields to enable greater use.
- F. Convert suitable open space to sportsgrounds including some golf course land as needed.

It is clear from community feedback and expert advice that Council's focus should be on actions that increase capacity of existing fields and provide additional supply (actions A-E). The Strategy focuses clearly on these priorities.

The 15 year Strategic Implementation Plan (page 24) provides an overview of the Strategy to 2031.

The primary focus in the first 5 years to 2021 is to implement actions that increase capacity of existing fields and provide additional supply where most supported by the community. Actions such as:

- A. Re-allocating grounds to maximise use.
- B. Installing drainage, lighting and reconfiguring grounds.
- C. Building new fields and upgrading existing fields in Warriewood Valley and planning for Ingleside.
- D. Working with schools to seek to provide use of school fields for community sports.
- E. Installing synthetic surfaces at Lionel Watts Fields 3 and 4 and Cromer Park Field 2, and investigating options for further synthetic fields including synthetic hockey fields.

It is also proposed that during this first five year period Council would plan for future potential conversion of suitable public land to sportsfields so that this could be implemented as required from 2022. This includes:

- F. Developing a masterplan for the conversion of the northern half of Warringah Golf Course to a Centennial Park style sporting area incorporating fields, playgrounds and passive open space and undertaking a feasibility study regarding Balgowlah Golf Course.

Strategies and actions to improve capacity and supply

The Strategy is based on and adopts in principle the recommendations detailed in the final Sportsgrounds Strategic Directions Analysis Report (July 2017). Council reviewed all potential actions recommended in this report based on a range of factors including; community feedback, budget and timing.

The report also provides a framework for addressing the identified shortfall in sportsfields, and current and future facility needs as well as key recommendations prioritised over the next 15 years to 2031. This report categorises these recommendations as follows:

- 'Planning and/or management' actions required to investigate and/ or facilitate further opportunities to increase capacity or quality of facilities
- Actions that 'Increase Capacity' and reduce the need for additional land through a range of improvements and upgrades
- 'Service level' actions which address ground/ facility quality issues to ensure sustainability and optimum use, and are in accordance with the hierarchy ranking of the ground.

A full list of recommendations is available in the Sportsgrounds Strategic Directions Analysis Report.

Review of potential open space including golf course, Crown and school land

Council has reviewed potential suitable open space for sportsgrounds on Crown land, at schools and public golf course land - based on a number of factors including; potential useable land area, topography, accessibility, traffic considerations, environmental considerations, neighbouring resident considerations, planning and development constraints and capital and operational cost considerations.

Crown and other Land

Council has undertaken preliminary investigation of Crown land on the Northern Beaches and opportunities for sports use. Some sixty sites with a land area greater than one hectare (one sportsfield) were identified. Three sites identified for the Draft Strategy have been ruled out following an assessment based on topography, natural environmental impact, community impact and accessibility.

Council will continue to pursue its investigation into suitable Crown and other land and begin negotiations with the State Government and other land owners about partnership arrangements for community and Council access as opportunities arise.

School Land

Council has undertaken preliminary investigation of Northern Beaches' schools and the following opportunities have been identified:

- 13 full size fields, 9 in government schools and 4 in non-government schools.
- 13 three quarter size fields, 10 in government schools and 3 in non-government schools.
- 18 mini fields, 9 in government schools and 9 in non-government schools.
- 14 cricket facilities, 12 in government schools and 2 in non-government schools.

There may be limited access or no net gain to some of these school facilities as several facilities are already being used by sporting groups.

Council has begun negotiations with the NSW Department of Education about partnership arrangements for community and Council access to its school facilities. A Memorandum of Understanding for Joint Use Projects is planned to be entered into by August 2017. Council will also pursue opportunities for access to non-government school facilities.

Public Golf Course Land

Council has undertaken a preliminary investigation of public golf course land that could potentially be used for sportsfields. An overview of the assessment of public golf course land is outlined in the table below.

Table 5: Assessment of public golf course land.

Site	Topography	Natural Environmental Impact	Community Impact	Tenure	Accessibility of Location	Total
Avalon	1	3	3	5	3	15
Balgowlah	3	4	3	5	3	18
Long Reef	2	2	1	3	3	11
Mona Vale	4	3	2	4	5	18
Palm Beach	5	4	2	5	1	17
Wakehurst	1	2	3	1	2	9
Warringah	5	3	3	5	4	20

Scoring definitions are presented in the following tables.

Table 6: Scoring definitions for the assessment of public golf course land.

Score	Topography variance of the site	Natural Environmental impact
1	Not suitable (20 metres plus)	Very High
2	Site would need substantial physical alteration (15-19 metres)	High
3	Gentle slope with retaining structures required (10-14 metres)	Moderate
4	Largely flat with some major earthworks required (5-9 metres)	Minor
5	Flat site with minimal earthworks required (less than 5 metres)	Minimal

Table 7: Scoring definitions for the assessment of public golf course land.

Score	Community Impact	Tenure	Accessibility of Location
1	Very high - very significant impact on visual amenity, congestion and usability of surrounding area	12 years plus	Isolated location, very limited access to public transport
2	High - significant impact on visual amenity, congestion and usability of surrounding area	9-12 years	Minor centre, limited access to public transport
3	Moderate - impacts on visual amenity, congestion and usability of surrounding area	6-9 years	Urban centre, moderate access to public transport
4	Minor - minor impact on visual amenity, congestion and usability of surrounding area	3-6 years	Key urban centre, good access to public transport
5	Minimal - minimal impact on visual amenity, congestion and usability of surrounding area	0-3 years	Major population centre, good access to public transport

Council's review confirms that Warringah Golf Course is the most appropriate for conversion to sportsfields. Key factors are that the land is relatively flat land suitable for conversion, the lease is short term, and it is in a central location and close to the B-line public transport. Most of the others rule themselves out of consideration for a range of lease, topographical, environmental or transport related reasons. For example Wakehurst and Avalon are too hilly, Mona Vale is in an iconic location, Palm Beach is difficult to get to and initial assessment suggests Balgowlah may result in a lower sports field yield.

Council's assessment supports the conversion of Warringah Golf Course to a mixture of a nine-hole course, playing fields and parklands connected by a network of walking tracks and cycle ways. This new sport and recreation precinct could be developed in such a way as to preserve many of the established trees while at the same time as giving the public much greater access, picnic areas, playgrounds and open space. An initial concept for the conversion of the northern part of Warringah Golf Course is outlined at Appendix 1. Council's assessment also supports conversion of Balgowlah Golf Course to a sporting area incorporating fields and passive open space integrated with the adjoining Balgowlah Oval.

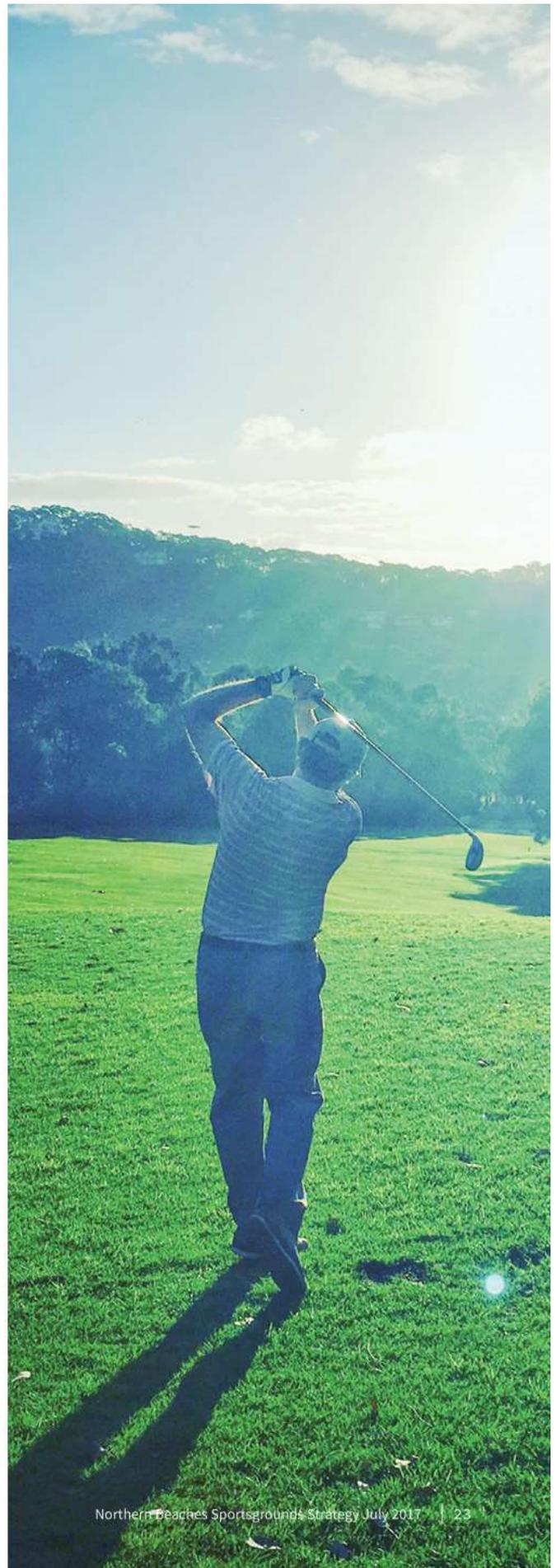
The Strategy recommends a balanced solution that provides more sportsfields to address the shortage and also retains the southern section of Warringah Golf Course as a nine-hole course.

In response to community feedback all alternatives to increase supply and improve capacity are to be explored and implemented where feasible, prior to proceeding with golf course conversion. The Strategy recommends:

- Progressing with the District Park tender planned by the former Warringah Council, with a modification as outlined below to provide greater flexibility for Council and the community:
 - A new minimum 20-year lease for the southern half of Warringah Golf Course, together with the Warringah Recreation Centre and North Manly Bowling Club (District Park)
 - A new separate but linked lease for the northern nine (9) holes that will be leased on an initial term of up to five years, with extension clauses at the discretion of Council in the years 2022, 2027 and 2032

- This would maintain the current course configuration over the short to medium term to allow the Council and community to evaluate progress on closing the demand/supply gap for sportsfields.
- Developing a masterplan by 2021 for the conversion of the northern half of Warringah Golf Course to a Centennial Park style sporting area incorporating fields, playgrounds and passive open space, with conversion to sportsfields from 2022 as needed.
- Undertaking a feasibility study for the conversion of Balgowlah Golf Course to a sporting area incorporating fields and passive open space, with an extension of the Balgowlah Golf Club lease to 2022 while the feasibility study is conducted.

Council would then consider implementation of the masterplan for conversion of golf course land to sportsfields from 2022. Should the conversion of golf course land to sportsfields be implemented in the future, Council would support effected clubs and members, for example by adjusting tee times to provide greater use of courses by members.



7. THE STRATEGIC IMPLEMENTATION PLAN (2017 TO 2031)

The table below provides an overview of the 15 year Strategy to address the current and future needs for sportsfields. The full list of recommendations is detailed in the Sportsgrounds Strategic Directions Analysis Report, July 17. The Strategy is based on and adopts in principle the recommendations in this report. Implementation will be dependent on resourcing and planning approvals.

Priorities	Short-term strategies (2017 to 2021)
A: Allocate sportsfields based on needs and growth.	Review and update the sportsground allocation processes, consider demand management measures, review agreements and undertake regular monitoring of actual use and impacts.
B: Improve capacity and resilience of existing sportsfields.	Improvements including irrigation, drainage, lighting, reconfiguring fields, upgrade amenities and car parking to improve capacity of fields. Example locations: Allambie Heights, Balgowlah Oval, Careel Bay, John Fisher Park.
C: Build new and upgrade existing sportsfields in new housing development areas (Warriewood and Ingleside)	Continue with action to acquire land through the s94 plan and build new and or upgrade existing sportsfields - Warriewood Valley Land Release
D: Partner with schools to provide additional sportsfields for the community.	Investigate opportunities for joint use/development, or greater use, of school grounds for community and school use. In the first instance, focus on schools with larger fields. Enter into a Memorandum of Understanding for Joint Use Projects with the NSW Department of Education
E: Install synthetic surfaces on some existing sportsfields to enable greater use.	Proceed with installation of synthetic surfaces at Lionel Watts Fields 3 and 4 and Cromer Park Field 2. Undertake a feasibility study into the potential funding, location, management and viability of developing dedicated wet surface synthetic hockey fields.
F: Convert suitable open space to sportsgrounds including golf course land as needed.	Develop a masterplan for the conversion of the northern half of Warringah Golf Course to a Centennial Park style sporting area incorporating fields, playgrounds and passive open space and link with the proposal for a sports and community facility in District Park. Undertake a feasibility study for the conversion of Balgowlah Golf Course to a sporting area incorporating fields and passive open space. Continue to review other potential opportunities for the conversion of suitable open space to sportsfields. Upgrade the area currently used for markets at North Narrabeen to enable multi-use including markets and sport.



<i>Medium-term strategies (2022 to 2026)</i>	<i>Longer-term strategies (2027 to 2031)</i>
Ongoing review and action as appropriate	Ongoing review and action as appropriate
Improvements including irrigation, drainage, lighting, reconfiguring fields, upgrade amenities and car parking to improve capacity of fields. Example location at Terrey Hills. Based on investigations install 3 lit hard surface netball courts including at Avalon Beach Reserve.	Improvements including irrigation, drainage, lighting, reconfiguring fields, upgrade amenities and car parking to improve capacity of fields. Example locations: Belrose Oval, Boondah Reserve
Develop stage 1 fields in Ingleside in accordance with proposed timing for provision and development of land (South)	Develop stage 2 fields in Ingleside in accordance with proposed timing for provision and development of land (North)
Upgrade identified school facilities to cater for training and competition as agreed with schools and NSW Department of Education.	Upgrade identified school facilities to cater for training and competition as agreed with schools and NSW Department of Education.
Review feasibility of potential sites for synthetic surfaces and install where feasible and budget allows. Develop new synthetic hockey facilities subject to the outcome of feasibility studies	Review feasibility of potential sites for synthetic surfaces and install where feasible and budget allows
Based on the masterplan convert the northern half of Warringah Golf Course to a Centennial Park style sporting area incorporating fields, playgrounds and passive open space to provide 5 Ha of additional sportsfields.	Based on the outcomes of a feasibility study convert Balgowlah Golf Course to a sporting area incorporating fields and passive open space to provide 3 Ha of additional sportsfields.



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8. IMPACT OF THE STRATEGY ON SUPPLY OF SPORTSFIELDS TO 2031

In order to model the impact of the Strategy on the supply of sportsfields to 2031, an analysis has been conducted of each of the actions proposed. If nothing is done there will be a shortfall of 41 Ha by 2031. If all Strategy actions and recommendations are implemented, including conversion of golf course land, the shortfall will be substantially reduced to 5.1Ha by 2031 (see table 8).

Table 8: Impact of the Strategy on supply of sportsfields over 15 years to 2031.

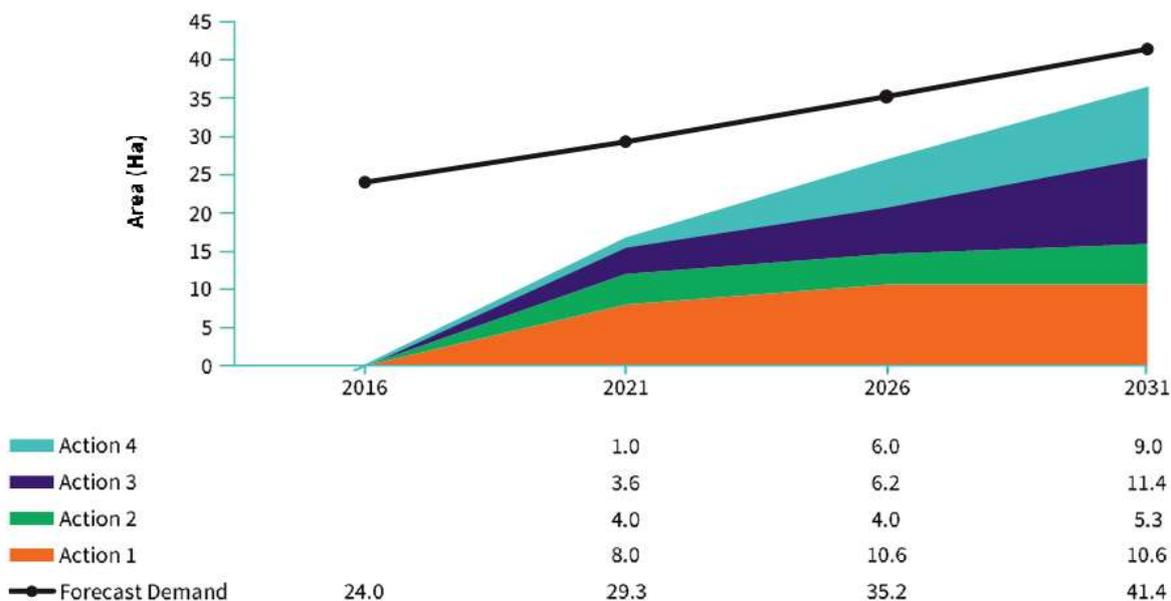
Shortfall and Supply of Sportsfields	2016	2021	2026	2031
Cumulative shortfall in sportsfields if do nothing (Ha)	24.0	29.3	35.2	41.4
Impact on shortfall by implementing all actions and recommendations(Ha)	n/a	16.6	10.2	9.5
Cumulative additional supply (Ha)	n/a	16.6	26.8	36.3
Shortfall in sportsfields (Ha)	(24.0)	(12.7)	(8.4)	(5.1)

The impact of each action is outlined in table 9. Following consideration of community feedback the Strategy provides for 8 hectares through conversion of golf course land as opposed to the 11 hectares recommended through the Sportsgrounds Strategic Directions Analysis Report.

Table 9: Impact of the Strategy on supply of sportsfields over 15 years to 2031, by Action.

Priorities	2017- 2021 Short term (Ha)	2022-2026 Medium term (Ha)	2027-2031 Longer term (Ha)	Strategy Impact Over 15 yrs. (Ha)	Sportsgrounds Strategic Directions Analysis Report (Ha)
A, B, D: Make better use of existing grounds including: allocate fields based on needs & growth, improve capacity & resilience of existing fields, schools access.	8.0	2.6	0.0	10.6	10.6
C. Build new & upgrade existing fields in new housing development areas (Warriewood & Ingleside).	3.6	2.6	5.2	11.4	11.4
E. Additional synthetic surfaces on some existing fields to enable greater use.	4.0	0.0	1.3	5.3	5.4
F. Convert suitable open space to grounds including some golf course land as needed.	1.0	5.0	3.0	9.0	12.0
Impact on shortfall (Ha)	16.6	10.2	9.5	36.3	39.4

Graph 2 below demonstrates the substantial impact on the supply of sportsfields by implementing all the actions and recommendations of the Strategy over 15 years to 2031.



Graph 2: Impact of the Strategy on supply of sportsfields in three 5 year periods to 2031.

Council will seek to fund and deliver these recommendations in partnership with other tiers of government and local, state and national sporting bodies and other groups as opportunities arise.

The Strategy and the outcomes of the implementation of recommendations will be reviewed every 5 years.



APPENDIX 1: POTENTIAL LAYOUT FOR GOLF COURSE CONVERSION





Play

- Create a diverse active recreation hub with playspace for all ages.
- Create a shared path network with a range of fitness stations for all ages.
- Create a widened buffer of wetland planting to Brookvale Creek.

Sport

- 5 sports fields proposed.



Sports Community Club Facility

- Investigate and develop a combined sports, recreation and community facility to support golf, sport, play and recreation centre.
- New bridge crossing over creek and path connecting the Sports Community Club Facility and golf course to sport and recreation areas and Nolan Reserve.



REFERENCES

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- Northern Beaches Council, (April 2017) Northern Beaches Sportsgrounds and Golf Courses Discussion Paper.
- Northern Beaches Council (June 2017) Draft Sportsgrounds Strategy.
- Otium Planning Group (December 2016) Sportsgrounds Needs Analysis Report.
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- Otium Planning Group (July 2017) Sportsgrounds Strategic Directions Analysis, Final.
- Parkland Planners (May 2017) Northern Beaches Sportsgrounds and Golf Courses Discussion Paper Community Engagement Report.
- Parkland Planners (July 2017) Draft Sportsgrounds Strategy Community Engagement Report.



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Northern Beaches Council

SPORTSGROUNDS STRATEGIC DIRECTIONS ANALYSIS

JULY 2017



National Expertise. Local Understanding

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1. Introduction

In response to demands expressed by sporting organisations about a severe shortage of sportsgrounds and the need for new and improved facilities on the Northern Beaches, the Council engaged Otium Planning Group in October 2016 to undertake an independent analysis of current and projected needs to 2031. At the same time it commissioned consultants, Golf Business Advisory Services (GBAS) to conduct a golf market assessment in order to assist Council in reviewing the equitable use of its public golf course land.

The Sportsgrounds Needs Analysis report and Golf Market Assessment report were made available on Council's website for community input. The Sportsgrounds Needs Analysis outlined the findings of the research, current and projected sportsground needs, and a range of measures to address assessed shortfalls. Subsequently, in April 2017, Council prepared a Northern Beaches Sportsgrounds and Golf Courses Discussion Paper which summarised the scope and key findings of both the Sportsground Needs Analysis and Golf Market Assessment and put forward a number of actions to address sportsground needs. Council invited public feedback on the Discussion Paper in April 2017 via submissions, telephone and on-line surveys, community drop-in sessions and a Sports Forum.

Community submissions on the NBC Discussion Paper closed on 7th May 2017. Subsequently Otium Planning Group prepared a Draft Sportsgrounds Strategic Directions Analysis - the intent of which was to assist Northern Beaches Council in preparing its Sportsground Strategy by providing a framework for addressing current and future needs, key recommendations, and priorities between now and 2031. The Draft NBC Sportsground Strategy together with the Draft Sportsgrounds Strategic Directions Analysis was placed on public exhibition which ended on 2nd July 2017. Council arranged for external analysis of this feedback which will, together with the final Strategic Directions Analysis, inform the finalisation, by Northern Beaches Council, of its Sportsground Strategy.



2. Study Purpose and Approach

2.1 Study Scope and Objectives

The overall aim of Council's Sportsground Strategy is to:

Determine the adequacy of supply of sportsground facilities in the Northern Beaches LGA and identify and prioritise current and projected needs and actions over the next 15 years.

This Sportsgrounds Strategic Directions Analysis informs the preparation, by Northern Beaches Council, of its Sportsground Strategy.

The following sports are covered in the scope of the study:

- Archery
- Athletics
- Australian Football
- Baseball
- Cricket
- Gridiron
- Hockey
- Netball
- Oztag
- Rugby League
- Rugby Union
- Soccer (Football)
- Softball
- Touch Football
- Ultimate Frisbee

Specific objectives of the Sportsgrounds Strategic Directions Analysis, many of which were addressed in the Sportsgrounds Needs Analysis, included:

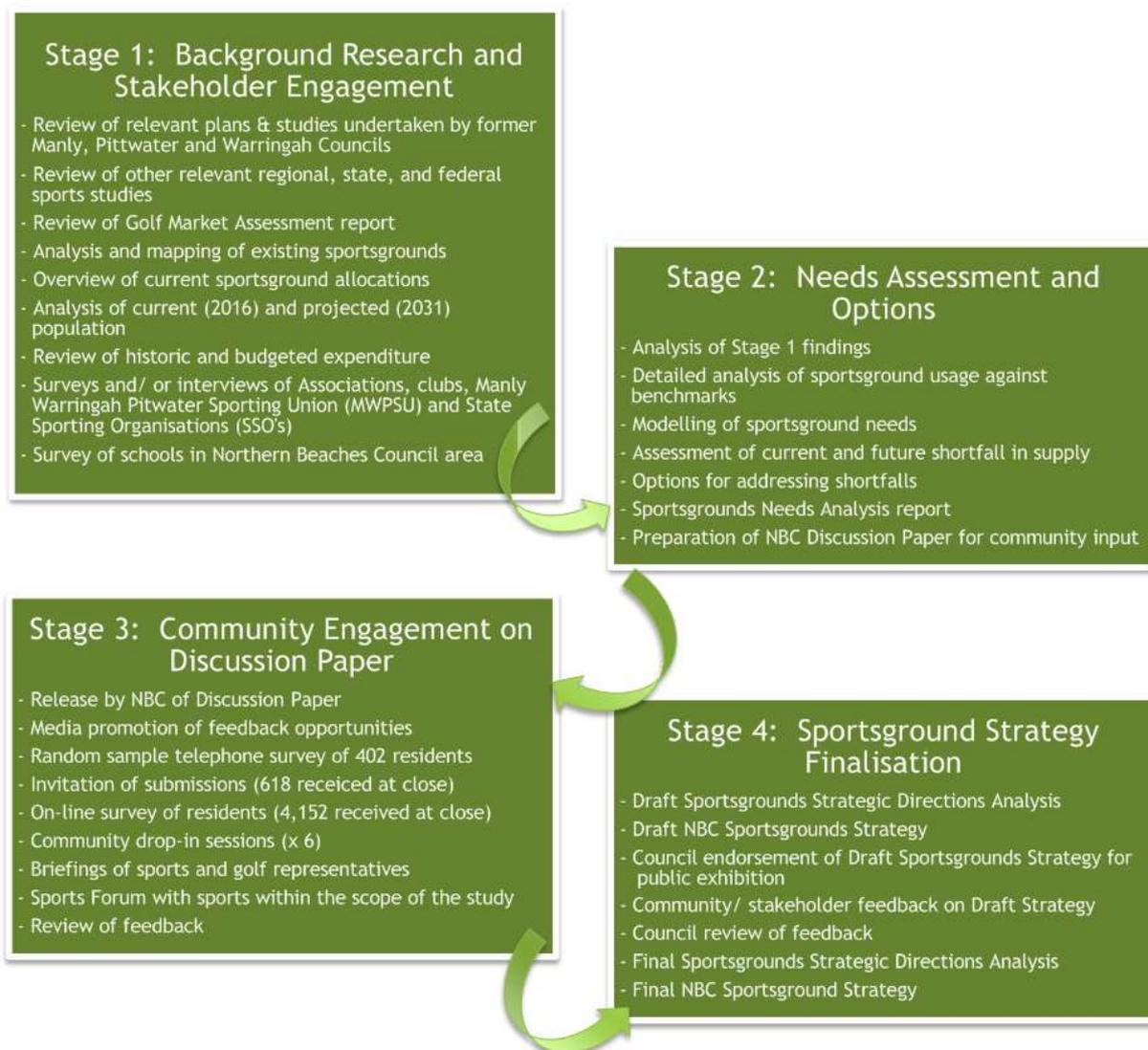
- Identify the extent of any current and future (2031) shortfall in sportsgrounds and facilities
- Clearly articulate the rationale for determining current and future sportsground needs
- Identify potential locations for future sportsgrounds
- Identify opportunities to improve the functionality and usage of existing sportsgrounds
- Investigate opportunities for partnerships in meeting current and future sportsground needs
- Identify policy changes that would improve the capacity to address demands
- Prepare a Sportsgrounds Needs Analysis report to facilitate the preparation, by Council, of a Discussion Paper both of which would be made available for stakeholder and community comment
- After closure of stakeholder and community input on Council's Discussion Paper, prepare a Draft Sportsgrounds Strategic Directions Analysis which:
 - Summarises current and future sportsground needs in Northern Beaches Council
 - Outlines the study objectives and approach
 - Identifies and prioritises improvements to existing sportsgrounds and ancillary facilities, including specific locations
 - Identifies the quantum of additional land required to meet projected sportsground needs to 2031 and realistic opportunities to secure that land
 - Recommends management or policy changes necessary to improve access to, or functionality of, sportsgrounds
 - Provides a framework for Council preparation of a Draft Sportsgrounds Strategy which would be open for public exhibition
- After closure of the public exhibition of Council's Draft Sportsground Strategy, prepare a final Sportsground Strategic Directions Analysis
- Inform NBC's final Sportsground Strategy

2.2 Study Approach

A 4-Stage approach was undertaken to prepare Council's Sportsground Strategy as illustrated at Figure 1. It should be noted that the study process was a collaborative one between Otium Planning Group and officers of Northern Beaches Council. Some tasks were undertaken by Council and others by the consultants. Otium Planning Group research, along with other inputs, has informed the preparation, by Northern Beaches Council, of its Sportsground Strategy.



Figure 1: Sportsground Strategic Directions Analysis Methodology





3. Key Findings of Needs Analysis

Detailed findings are contained in the Sportsground Needs Analysis report and the Discussion Paper. Key findings are summarised below.

3.1 Sport Participation in Northern Beaches

From information provided by local, regional and/or state sporting organisations, there are around 50,000 active playing members of sports within the scope of this study on the Northern Beaches. Some of these may be participants in more than one sport, or may play in fixtures outside of the Northern Beaches LGA. By far the highest participation numbers are in football (soccer). Active playing members in each sport are summarised in descending order in Table 1 below:

Table 1: Active playing members in sports with study scope

SPORT	ACTIVE MEMBERS
Football (Soccer)	17,648
Touch Football	6,526
Netball	5,633
Rugby Union	3,824
Six-A-Side Soccer	3,775
Rugby League	2,500
Cricket	2,249
Softball	2,213
Australian Football	1,346
Baseball	1,318
Hockey	1,265
Athletics	1,189
Oztag	700
Ultimate Frisbee	160
Touch Rugby League	150
Archery	78
Gridiron	75

The sports experiencing highest growth are Australian football, football (soccer), six-a-side soccer, junior cricket and touch football. Some sports on the Northern Beaches have had fairly static membership in recent years (i.e. rugby league, archery, baseball, netball, softball and hockey) however the absence of suitable facilities has inhibited membership growth in softball and hockey.

3.2 Background Research

As indicated in the Sportsground Needs Analysis Report (Feb 2017), a 2007 Inquiry into Sportsground Management in NSW recognised that there is a 'chronic shortage' of sporting venues in many local government areas and existing facilities are subjected to increasing user pressures. Previous research for the former Pittwater Council identified a shortage of playing fields to meet the needs of the existing community, but noted that there is limited potential to increase the number of playing fields. A report for the former Warringah Council found that despite the good supply of sportsgrounds, there are constant requests from sporting associations for additional fields (particularly for soccer, hockey, softball and cricket).

3.3 Current Provision

Council's inventory of booked sportsgrounds is distributed across 62 sites supplying a total playing area of 116.5Ha (actual field space) within a total land area of 203.3Ha. The current supply of sportsgrounds is constrained by a number of factors that impact on their functionality for sport, namely:

- A number of grounds are small, with no expansion capacity, and are suitable only for junior sport.



- While lighting is installed on many grounds, the level and/ or coverage of lighting is limited in some cases
- Some grounds are subject to flooding and/ or poor drainage and take longer periods to recover after rain events
- A number of grounds are situated on ex-landfill sites and are subject to subsidence and/ or have poor surfaces
- Some grounds are situated on sandy soil profiles with low nutrient and poor water holding capacity

Over the five financial years from 2010/ 11 to 2015/ 16 approximately \$17.7m of Council expenditure has been undertaken on improvements such as lighting, irrigation/ drainage, synthetic surfaces, field redevelopments, playing surface upgrades, car parking and amenities.

3.4 Benchmarking of Capacity

It is generally accepted that sportsground utilisation and facility condition have a direct and inseparable relationship. A number of turf management experts suggest that usage of more than 25 hours a week will contribute to a deterioration of playing surfaces. It is very common for playing fields in metropolitan Sydney to exceed 25 hours' usage per week and is recognised that not all use is equal. For example higher impact sports (greater numbers, game play and footwear), user types (adults v children) may result in higher or lower surface deterioration. Moreover it may be reasonable to accept some deterioration in surface condition over a season, so long as it can recover. Maintenance regimes play an important role in this context.

For these reasons, and to combat any possible overstatement of utilisation based on booking data, more conservative capacity benchmarks of 30 hours per week and 35 hours per week were adopted against which the current usage of grounds in Northern Beaches Council was measured.

As a whole, Council playing fields (based on booking data) are over booked in the winter season compared to the adopted benchmarks (78.7% are above in the 30-hour scenario and 75.4% are above the 35-hour scenario). Under the more conservative 35-hour scenario, 92 of the 122 fields are booked beyond the capacity benchmarks utilised for this research and 49 of these are booked more than 10 hours above the benchmark. Total booking hours are much lower in the summer season (3,584) than in winter (5,059).

3.5 Modelling of Future Sportsground Area Demands

Otium Planning Group utilised two models for estimating the current and future demand for sportsgrounds in the Northern Beaches - a 'participation based demand model' and an 'allocation based demand model'. Descriptions and workings of these models are outlined at Section 7 of the Sportsground Needs Analysis report available on Council's website.

In summary, the modelling identified a current (2016) **shortfall in actual playing area of approximately 24Ha**. In addition to the playing area, an allowance for ancillary space needs to be made (estimated at 70%) which results in a total land area required of approximately 40.9Ha.

By 2031 the population of Northern Beaches Council is projected to increase by an estimated 32,375 persons to a total of 294,907.¹ Modelling of demand to 2031 sees the shortfall in playing space increase to **41.4Ha** and the total land area required reaching approximately 70.3Ha.

3.6 Issues and Needs Expressed by Sports

The most common issues and concerns expressed by sports within the scope of the study were:

- Insufficient playing areas to meet competition and training needs
- Sports are turning away participants or modifying rules, playing times or access to fields to accommodate demand (these sports include football (soccer), touch football, cricket, Australian football, and six-a-side football (soccer))

¹ <http://forecast.id.com.au/northern-beaches>



- Unlit or inadequately lit playing areas restricting their availability or suitability for evening use
- Demand for additional or upgraded facilities requiring specialist surfaces
- Small grounds or single field only grounds are unsuitable for senior use and/ or unable to be expanded
- Fields not at size or standard that complies with sport requirements
- Poor playing surfaces from over use, subsidence, or poor drainage
- Cricket pitches intruding on playing fields during winter causing uneven surface levels
- Substantial growth in women's participation
- Inadequate provision of, or poor standard of, amenities/ change rooms (especially in those sports with high numbers of female participants or experiencing growth in female participation)
- Ground allocation process is not maximising usage
- Lack of storage areas (with some having to store equipment off site)
- Lack of car parking

In summary, the main issues and demands expressed by individual sports were as follows:

Table 2: Main issues and needs expressed by sports

SPORT	KEY ISSUES AND NEEDS EXPRESSED BY INDIVIDUAL SPORTS
Australian Football	Substantial growth in last 3 years with major increase in female participation. Insufficient grounds to meet demands and inadequate lighting. Demand for new ovals, reconfigure/ expand grounds (e.g. Balgowlah Oval), install lighting to some grounds especially for training (e.g. Frank Gray Oval, Mike Pawley Oval), upgrade lights (e.g. North Narrabeen Reserve, Balgowlah Oval), conversion of high use grounds to synthetic surface (e.g. Lionel Watts Reserve), and better amenities especially for female players.
Archery	Seeking security of tenure for playing venue.
Athletics	Competitions are held at Sydney Academy of Sport, Narrabeen which is heavily booked. Groups consider the track and throws area is in need of upgrading or an alternative synthetics athletics track provided elsewhere. Club grounds used for training have insufficient storage.
Baseball	Some grounds are small and/ or suffer damage from winter season use. Demand for upgraded lighting (e.g. North Narrabeen & Aquatic Reserve) and new or upgraded amenities facilities (e.g. North Narrabeen & Aquatic Reserve), batting cages and fences.
Cricket	Demand for additional grounds as existing supply is insufficient to cater for current number of teams and future growth. Only 48 grounds available for 68 junior games on weekends. Game times have been modified and undersized fields accessed to accommodate teams. Poor surface quality on some grounds. Inadequate number of turf practice nets and enclosed synthetic practice nets. Some nets poorly positioned or in poor condition. High growth in women's participation. Demand for improved amenities. Cricket NSW seeking to establish a Centre of Excellence (1 of 11 proposed for metropolitan Sydney).
Gridiron	No demands expressed.
Hockey	Poor grass cover or undersized fields (e.g. turf cricket pitch at Frank Gray Oval means field has to be narrower). Demand for a dedicated synthetic hockey surface on the northern beaches. This is a high priority for the state body which advised that, of the estimated 3,000 players in the wider North Sydney Beaches Hockey Association, less than one third play locally (on grass or multi-sport fields) while the balance travel in excess of 45 minutes across Sydney to train and compete on suitable synthetic surface facilities.
Netball	Abbott Road headquarters is the only competition venue in Northern Beaches. No expansion capacity at this venue. Street parking is very limited and the adjacent school is understood to have recently withdrawn access to the school grounds for parking. Three (3) of the 48 courts provided are unusable at present due to inadequate size or drainage issues. Training courts at other locations are mostly grass with no, or inadequate, lighting. Some courts were lost due to new busway at North Narrabeen. Demand for conversion of grass courts to hard surface and new/ upgraded lighting (e.g. Lionel Watts Reserve, Boondah Reserve, Forestville War Memorial Playing Fields).



SPORT	KEY ISSUES AND NEEDS EXPRESSED BY INDIVIDUAL SPORTS
Oztag	Main issues are related to costs and past difficulties with field lighting system resulting games being delayed or cancelled.
Rugby League	Grounds are overused and grass surfaces unable to cope with levels of use. Fields have been modified to accommodate juniors. While current playing fields accommodate current needs it is important to retain existing allocation to rugby league. Demand for suitable amenities blocks (Nolan & Beacon Hill Reserve) and upgraded amenities (Denzil Joyce field).
Rugby Union	Undulating playing fields, poor surface quality, inadequate lighting, and amenities blocks undersized and in poor condition (Denzil Joyce and Reub Hudson fields). Changerooms/ amenities/ public toilets in poor condition and need for upgraded lighting (North Narrabeen Reserve). Demand for additional field for Newport Rugby.
Six-a-Side Football (Soccer)	Major growth in participation but unable to get sufficient ground allocation to meet demands. Players are being turned away. Currently use North Narrabeen Reserve and Brookvale Oval. Play in summer, mostly mid-week afternoons and evenings, but would like to play year round. 60% of members play six-a-side exclusively and no other form of soccer. Prefer natural grass rather than synthetic. Demand for additional fields, better lit grounds, and improved maintenance and irrigation of grounds.
Football (Soccer)	Second largest Association in NSW. Have modified competitions and restricted access to playing fields for training in order to meet demands. Demand for additional fields including synthetic fields (geographically dispersed) to take pressure off grass fields (e.g. Lionel Watts Reserve and Seaforth Oval). Synthetic surface at Cromer Park resulted in major increase in usage. Demand for improved playing surfaces, drainage/ irrigation of some grounds. Cricket pitches intrude on playing fields in some areas which creates a potential safety issue. Demand for installation of new lighting or upgraded lighting (e.g. Passmore Reserve, Nolan Reserve, Lionel Watts Reserve, Kitchener Reserve, LM Graham Reserve, and Tania Park). High women's participation. Some grounds have no amenities, and others have no female/ unisex change rooms.
Softball	Largest Association in NSW but cannot host state championships for over 15's as there are no full size fields in Northern Beaches. Grounds at softball's Abbott Road headquarters have overlapping diamonds which are 40% undersized, and also has inadequate lighting (only 2 poles for 2 diamonds). Softball has modified length of games to meet competition needs. Demand for additional full size playing fields. Inadequate amenities (especially for female sport), uneven playing surface, diamonds not enclosed at Abbott Road.
Touch Football	Unable to get sufficient ground allocation to meet demands for evening competitions. Turning away 20 teams at North Narrabeen Reserve and 30 teams at Nolan Reserve. Lost access to spillover fields at North Narrabeen Reserve to parking. Demand for access to additional fields. Would like to install lighting at Passmore Reserve. Nolan Reserve is subjected to flooding and residual water after rain events - need to improve drainage. Insufficient amenities at Nolan Reserve for number of players. Poorly located cricket pitches on some reserves which creates a potential safety issue.
Touch Rugby League	No demands expressed
Ultimate Frisbee	No demands expressed other than need for permanent line marking.

3.7 Golf Market Assessment

A market assessment of public and private golf course provision in the Northern Beaches was undertaken for Council by GBAS. Detailed findings are contained in the Golf Market Assessment report available on Council's website. A snapshot of the findings of this study is as follows:

- The Northern Beaches has a total of 13 golf courses, 8 of which allow public access on multiple days of the week. The remainder are accessible to members and their guests only.
- Seven (7) of the 13 clubs within the Northern Beaches Council area are situated on public land.
- Over the last decade there has been an overall decline in golf club membership of 13.2% across the wider Sydney metropolitan area. This equates to an average annual decline of 1.6%.
- Of the clubs in the Northern Beaches there has been an overall decline in membership over the last decade of 10%, representing an annual average decline of 1.2%.
- The 8 facilities that have a public element to them have experienced a 16% decline over the last decade representing an average annual decline of 1.9%.



- In lieu of insufficient member demand, this 'space' is being filled by public green fee demand. In recent times demand in this area has generally been flat, with no growth evident in rounds played or average green fee achieved.
- The market assessment concluded that:
 - The Northern Beaches has a high number of golf courses in total as well as a high number when assessed on a per head of population basis compared to other Sydney Local Government Areas and Sydney Planning Districts.
 - Whilst population has been growing, net club market member demand levels are slowly declining and demand is being fragmented across a number of golf courses on the Northern Beaches.
 - Whilst profits are currently being achieved at the clubs within the area of focus, they are not at a level that allows for sustained re-investment in facility infrastructure. For this to be achieved, most facilities firstly require more demand, then price growth, to materially grow profitability.
 - On the assumption that there is a sufficient mix of product to satisfy the level of golf demand that exists, and that this demand would and could be accommodated within a reduced supply pool, a reduction in supply may further assist the market to achieve greater sustainability.

It should be noted that the findings of the Golf Market Assessment were challenged by golfing organisations and many community members during feedback on the NBC Discussion Paper and Draft Sportsgrounds Strategy.



4. Options to Address Current and Projected Needs

Northern Beaches Council's Discussion Paper (April 2017) put forward a number of actions and indicative costings to address the current and projected shortfall in sportsfields. These comprised:

Action 1: Make better use of existing sportsgrounds to increase availability and resilience. Actions include:

- Improving capacity by installing and upgrading lighting, upgrading drainage, improving playing surface quality, reconfiguring sportsgrounds for multiuse, improving resource management
- Re-allocate fields to sports with highest growth and need for space and full allocation of all available sportsfield hours and working with schools or other institutions.

Action 2: Convert more existing sportsfields to synthetic to increase sustainable capacity.

- This action increases sustainable capacity of fields from 35 to 54 hours a week as they can be used for longer hours and in wet weather without negatively impacting on surface quality.

Create more sportsfields by:

Action 3: Acquiring or securing additional private land as part of new housing developments.

Action 4: Converting existing open space to sportsfields e.g. golf courses.

Action 5: Acquiring additional land by purchasing Crown, private or other land.

Alternatively, Council could choose:

Action 6: Do nothing and accept the shortfall in supply.

Section 3 of the Discussion Paper noted Council's current capital works budget for sportsfields is approximately \$2 million per annum and elaborated on the rationale, implications and funding needs of each of the options.

Section 6 of the Discussion Paper outlined the indicative cost of the action options and proposed order of priority for investment to address the projected shortfall in sportsfields (refer Table 3).²

Table 3: Impact on shortfall, funding and cost implications of Actions

ACTION	IMPACT ON SHORTFALL (PLAYING AREA)	FUNDING PER HECTARE (ESTIMATE)	COST TO RATES PER HOUSEHOLD OVER 15 YEARS (ESTIMATE)
1. Make better use of existing sportsgrounds	4.4 hectares	\$270 thousand	\$49 (\$3.25 pa)
2. Convert more sportsfields to synthetic	5.5 hectares	\$2.7 - \$3 million	\$239 (\$15.93 pa)
3. Acquire and embellish additional private land as part of new housing developments	3.6 hectares (Warriewood)	\$4.75 - \$5.25 million	\$0 (funded by new housing development)
	7.8 hectares (Ingleside)	\$6.5 - \$7 million	\$0 (funded by new housing development)
4. Convert existing open space to sportsfields e.g. golf courses	11 hectares (example)	\$1.4 - \$1.8 million	\$231 (\$15.40 pa)
5. Acquire and embellish additional land	11 hectares (example)	\$6.5 - \$7 million	\$1,059 (\$70.60 pa)
6. Do nothing and accept the shortfall	Nil	Nil	Nil

² Further analysis of the shortfall and potential measures to address has been undertaken at Section 7



5. Feedback on Discussion Paper

In early April, Northern Beaches Council undertook a comprehensive community engagement exercise to seek community and stakeholder feedback on the Discussion Paper. This comprised:

- Media promotion of feedback opportunities
- Telephone survey of 402 residents (Micromex Research)
- Invitation of submissions (618 received at close)
- On-line survey of residents (4,152 received at close)
- Community drop-in sessions (x6)
- Briefings of sports and golf representatives
- Sports Forum with sports within the scope of the study

In addition, a petition urging the retention of Warringah Golf Course as an 18 hole facility signed by 10,353 people was received after the the closing date for submissions of 7th May 2017. This is a very high level of community involvement and indicates a great deal of interest in the outcome of the project. Micromex Research, together with Northern Beaches Council, developed the telephone and on-line questionnaires. Some key points to emerge are outlined below, with a further summary at Appendix 1. Detailed analysis of community feedback from telephone surveys, on-line surveys, and written submissions were contained in separate reports and made available on the Northern Beaches Council website.

The protocols of the telephone survey of 402 residents undertaken by Micromex Research delivers a high level of confidence that responses would reflect the wider views of NBC residents.

Community feedback across the board indicates that residents are in favour of Council addressing the shortfall in sportsfields. Residents are most supportive of Action 1 (Make better use of existing sportsgrounds to increase availability and resilience) and Action 3 (Acquiring or securing additional private land as part of new housing developments).

Acquiring and embellishing additional land (Action 5) was by far the least favoured action among telephone survey respondents, with 73% not very supportive or not supportive at all. The Warringah Golf Club submission however was supportive of Council identifying suitable crown land and did not consider that the cost of its conversion to sportsgrounds was an undue imposition on current and future ratepayers.

Golfers and older adults in both the telephone survey and on-line survey were generally less supportive of converting a golf course to sportsfields and the general thread of written submissions was that golf course land should not be used before other actions/ options are explored and implemented, and then decide if golf course land is needed.

Telephone and on-line survey respondents were asked to indicate their preference for one of two options they would prefer Council to implement. The wording of these options was as follows:

Option A - Implementing Actions 1 - 4

Includes make better use of existing sportsfields, new synthetic fields, new fields in land release areas, and converting all or part of a golf course to sporting fields. This means we are largely able to meet the shortfall and have enough sportsfields for our needs.

OR...

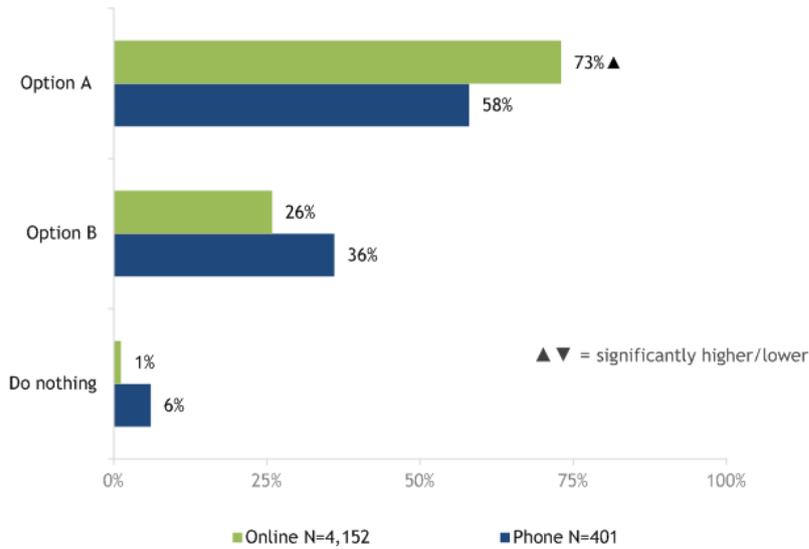
Option B - Implementing Actions 1 - 3 only

Makes better use of our existing sportsfields and new synthetics, but does not include converting any golf course land to sportsfields. This means we will have a shortfall of supply, fields will be overused and we may not have enough space for everyone to play sport.



The preference of the majority of telephone and on-line survey respondents for Council to implement was Option A. A graphic comparison of telephone vs on-line survey vs telephone respondents' preference option for Council to implement is illustrated at Figure 2.

Figure 2: Preferred implementation option (telephone vs online survey respondents)





6. Strategy Development

This section outlines the overall approach to preparing the recommendations of the Strategic Directions Analysis. This includes the consideration of an array of research and analysis information, development of a priority framework and the process of developing specific recommendations.

6.1 Inputs for Strategy Development

A comprehensive range of research and analysis inputs have been considered. This includes:

- *Sportsgrounds Needs Analysis Report*, Otium Planning Group (2016)
- *Golf Market Assessment Report*, Golf Business Advisory Services (2016)
- *Northern Beaches Sportsgrounds and Golf Courses Discussion Paper*, Northern Beaches Council (2017)
- Consultation from the Discussion Paper Exhibition
 - Community/ organisation feedback on the Discussion Paper
 - Sports Forum outcomes
 - Input from Council officers

Analysis of community submissions, telephone surveys, and on-line surveys in response to the Discussion Paper was undertaken by separate consultants commissioned by Council. Community and sports organisations' overall attitudes toward the proposed actions contained in the NBC Discussion Paper were taken into account in framing recommendations. Detailed analysis and/ or testing of the accuracy of the numerous assertions or suggestions contained in the various community feedback modes was not undertaken by Otium Planning Group in developing this report.

6.2 Priority Framework

The Sportsgrounds Needs Analysis Report and the Northern Beaches Sportsgrounds and Golf Courses Discussion Paper, identified a range of possible options to address the capacity and quality of sportsgrounds within the LGA. In order to formulate specific recommendations related to these options, a priority framework was developed in consultation with Council officers. The major components of this framework are outlined below:

1. General Guiding Factors
 - Timing factors which included
 - Council budgeting processes and current forward works programs
 - Approval and construction timeframes for land to be secured through development
 - Planning timeframes required to investigate, justify and negotiate outcomes
 - 5 year timeframe cohorts linked to population projections and short, medium and long term supply targets
 - Measures and options identified in the Needs Analysis and Discussion Paper
 - Overall attitudes toward the proposed actions contained in the NBC Discussion Paper
 - Based on external summaries of telephone surveys, on-line surveys and community submissions.
 - Key themes from Sports Forum
2. Proposed Facility Hierarchy (refer Appendix 2)
 - A facility hierarchy was developed to categorise Council's sportsgrounds in order to assess the appropriateness of specific recommendations
 - The hierarchy categories comprise:



- Local Facilities (A & B) - which are typically single field sportsgrounds
 - District Facilities - which are typically multi-field sportsgrounds servicing a number of sports
 - Regional Facilities (A & B) - which are either multi-field sportsgrounds servicing a regional catchment or high profile/ elite facilities
 - A description of the proposed draft hierarchy is attached at Appendix 2 and the application of the hierarchy to existing and future sportsgrounds is shown at Appendix 3.
3. Priority Criteria
- In assigning time frames to recommendations for existing grounds, discussions with Council officers took into account:
 - The extent to which additional usage capacity is generated
 - Unsatisfactory quality of grounds/ facilities
 - Budget capacity

6.3 Process for Developing Recommendations

In compiling the Strategic Directions recommendations, the impact on the shortfall of sportfields identified in the Sportsground Needs Analysis and NBC Discussion Paper was estimated (refer Section 8.5 for further detail). This enabled an ongoing assessment of forecast supply against demand as recommendations were developed to determine the net impact on the shortfall. The process used to formulate Strategy recommendations incorporated the range of research and analysis outlined at Section 6.1 and applied the priority framework outlined at Section 6.2.

The approach and structure taken to this task was based on the actions outlined in Council's Discussion Paper and informed by findings of the community consultation process.

ACTION 1 (MAKE BETTER USE OF EXISTING SPORTSGROUNDS) AND ACTION 3 (ACQUIRE ADDITIONAL LAND AS PART OF NEW LAND RELEASES)

- These actions were the most strongly supported in surveys and written submissions and accordingly are a key focus of the Strategy development. This involved an extensive site by site assessment of all NBC sportsgrounds and several recommendations for improvement are included in the recommendations of this Strategic Directions Analysis. The Strategy incorporates the provision of sportsfield land from new developments as part of Council's S94 Plan, however the timing of these developments is subject to other factors.

ACTION 4 (CONVERT EXISTING GOVERNMENT OWNED OPEN SPACE TO SPORTSFIELDS, E.G ALL OR PART OF A GOLF COURSE)

- While not supported by golfers (and older adults), it is evident that Actions 1, 2 and 3 alone will not be sufficient to address the projected shortfall in sportsgrounds. The Strategic Directions Analysis proposes that in the first 5-year cohort of recommendations, planning be undertaken to investigate the most appropriate golf course location to convert to sportsgrounds, and that redevelopment occur in the second 5-year cohort.

ACTION 2 (CONVERT EXISTING SPORTSFIELDS TO A SYNTHETIC SURFACE)

- Opinion was somewhat divided in relation to this Action. The proposed conversion of playing fields to synthetic surfaces contained in Council's existing capital works program has been factored into recommendations together with their estimated contribution to addressing the projected sportsground shortfall. Consideration of an additional surface in the third 5-year cohort of recommendations has been proposed.

ACTION 5 (ACQUIRE AND EMBELLISH ADDITIONAL LAND FOR SPORTSFIELDS)

- This action was poorly supported in the stratified sample of telephone survey respondents (72% opposed). Although more strongly supported in the 'opt-in' on line survey it was nevertheless ranked the second lowest of all options by on-line survey respondents. Accordingly, given this feedback and the high cost of implementing Action 5 as calculated by Council, no consideration was given in the Strategy to purchasing land for sportsfields.



7. Feedback on Draft Sportsgrounds Strategy

Public exhibition of the Draft NBC Sportsground Strategy and Draft Sportsgrounds Strategic Directions Analysis closed on 2nd July 2017. Feedback was analysed by Parkland Planners. A separate report summarising public submissions has been prepared by Parkland Planners and is available on Council's website. A high level snapshot of key points shows:

- A total of 780 submissions were received, the vast majority of which (742) were via Council's Your Say Northern Beaches web page.
- Of the 742 submissions received on the Your Say Northern Beaches website, the proponents indicated an involvement with 17 sports, translating to 1,170 members of these sports (ie some were involved in more than one sport). The majority were golfers (324 members, 28% of respondents), hockey players (219 members, 19% of respondents), or football players (155 members, 13% of respondents)
- About 55% of individual submissions were not supportive of the recommendations of the Draft Strategy while 45% were supportive.
- The highest frequency of respondents indicating they were "Not at All Supportive" of the strategy related to the proposed conversion of Warringah Golf Course to sportsgrounds and a park, and conversion of other golf courses to sports grounds.
- The highest number of "supportive" responses related to the development of synthetic hockey fields.
- On the whole, respondents were supportive of the Draft Strategy if it did not involve the conversion of Warringah Golf Course to sportsgrounds/park.
- Most people opposing conversion of golf courses to sports grounds preferred other options, particularly acquiring additional land and/or using Crown land instead of golf course land.
- 14 sporting groups lodged submissions:
 - State, national and local golf organisations expressed their strong opposition to recommendations to convert golf course land to sports grounds, and/ or the process for determining recommendations and seeking/ considering public input, and/ or other elements of the Draft Strategy.
 - Other sporting organisations were generally supportive of the direction of the Draft Sportsground Strategy with individual sports noting their specific needs. It should be noted that the MWPSU advised that it "...supports that all alternatives to increase supply and improve capacity are to be explored and implemented where feasible, prior to proceeding with the conversion of Warringah Golf Course."

In order to meet the time frame for completion of this study, Otium Planning Group has not undertaken a detailed analysis of public feedback. It is for Northern Beaches Council to determine its response to public submissions in finalising the Sportsgrounds Strategy.



8. Recommendations and Supply Modelling

The following sections detail all recommendations developed through preparation of the strategy and the cumulative impact on the supply and demand position. Draft Strategy recommendations have been categorised as follows:

1. 'Planning and/or management' actions required to investigate and/ or facilitate further opportunities to increase capacity or quality of facilities
2. Actions that 'Increase Capacity' and reduce the need for additional land through a range of improvements and upgrades eg securing new land, increasing available playing space, lighting presently unlit fields (This includes works in approved budgets)
3. 'Service level' actions which address ground/ facility quality issues to ensure sustainability and optimum use, and are in accordance with the hierarchy ranking of the ground. These actions may improve capacity eg drainage that reduces down time, or upgraded lighting that may enable greater use.

Recommendations have been assigned the following time frames:

- Short Term 2017 - 2021
- Medium Term 2022 - 2026
- Long Term 2027 - 2031

This report does not suggest that Council should be responsible for the implementation and funding of all recommendations in this Strategy. External funding such as state/ federal government grants, available mechanisms for developer contributions, and/ or partnerships with education and/ or sporting bodies should be sought where possible. Further, priorities may change over time subject to changes in demand or funding opportunities.

8.1 Guiding Principles

In order to guide the implementation of recommendations, the following guiding principles are suggested:

1. Priority Principles - prioritise initiatives that represent best value, that is, initiatives which:
 - o Provide a strong cost benefit ratio
 - o Involve low or no capital costs whilst increasing access/ use (e.g. planning and management changes)
 - o Increase sportsground capacity, and enhance viability of existing facilities through improved surfaces, lighting, drainage and design
 - o Maximise carrying capacity at existing sportsgrounds which optimises investment
 - o Match uses/ activities with the characteristics of sportsgrounds and other users



- 2. Funding Principles
 - o Seek external funding contributions where possible (government, sport or private sector)
 - o Focus funding priorities on improving sportsground facilities for conducting sport, as opposed to contributing towards club based social facilities
 - o Plan collaboratively for turf and synthetic ground replacements and whole of life costs
 - o Should users wish to have higher quality of facility than Council can afford, or is considered a low priority, they may contribute to the capital cost of the upgrade works
- 3. Equity Principles
 - o Ensure infrastructure is more female-friendly and family orientated, consisting of factors and attributes such as:
 - Buildings and surrounding areas that offer supporting amenities and resources
 - Unisex change facilities that cater for the needs of both males and females
 - Inviting community spaces
 - Safety (Crime Prevention Through Environmental Design - CPTED)
 - Easily accessible facilities
 - Adequate lighting in and around the facility
 - Ensure the following principles from Council’s Disability Inclusion Action Plan are reflected in planning:
 - Everyone can participate
 - Access and inclusion is everyone’s business
 - Social Justice Principles inform decision making - Access, Equity, Rights and Participation
 - o Provide for diverse populations and lifestyles: age, ability, cultural backgrounds and demand for new sport formats and schedules
 - o Prioritise access to sportsgrounds for community based sport



8.2 Short Term Recommendations (2017 - 2021)

8.2.1 Planning and Management Recommendations (General)

ITEM	RECOMMENDATION
1. Allocation Process	<p>Review sportsground allocation processes to:</p> <ul style="list-style-type: none"> • Ensure maximum use is effectively balanced against equity of access principles • Establish a range of pricing strategies (e.g. link cost of use to field booking hours, facility type etc) • Establish appropriate summer and winter usage benchmarks for each field <p>Undertake regular monitoring/ audits of actual and booked use and associated impacts. Analyse and amend policies and reallocate areas where necessary to maximise use.</p>
2. Demand Management	<p>Liaise with the Northern Beaches sports sector to assess the opportunity to manage demand which could mitigate pressure on existing facilities by:</p> <ul style="list-style-type: none"> • Encouraging greater use of small sided fields • Utilising technology such as roll out cricket pitches • Adopting uniform practices for season overlaps • Ceasing blanket/ historic bookings of fields • Introducing an on-line booking system • Investigating alternative fee structures including charging for grounds based on hours booked • Encouraging use of remote training locations where possible • More evenly distributing training and competition times, draws and schedules • Sharing clubhouses among multiple sports
3. Golf Course Analysis	<p>Undertake a detailed analysis of public golf courses to assess the most suitable location(s) for conversion to sportsfields. This analysis should incorporate consideration of:</p> <ul style="list-style-type: none"> • Potential useable land area • Topography • Accessibility • Traffic and car parking considerations • Environmental and engineering considerations • Neighbouring resident considerations • Planning and development constraints • Capital and operational cost considerations
4. Pittwater Golf Centre	<p>Investigate the conversion of the existing driving range to sportsfields and identify a suitable site for its relocation (eg existing golf course)</p>



ITEM	RECOMMENDATION
<p>5. Multi-Use Synthetic Surfaces</p>	<p>Apply the following criteria to assess potential sites for conversion to, or provision of, additional synthetic surfaces beyond 2021.</p> <p><u>Primary Selection Criteria</u></p> <ol style="list-style-type: none"> 1. Size of site <ul style="list-style-type: none"> • Is the site large enough to accommodate required facilities, parking and future expansion? 2. Accessibility <ul style="list-style-type: none"> • Is the site easily accessible by car and public transport? 3. Topography <ul style="list-style-type: none"> • Is the site relatively flat, not flood prone, have stable soil conditions, and not have a previous landfill history? 4. Catchment Population <ul style="list-style-type: none"> • Is the site well located to service the intended catchment population? 5. Land Ownership <ul style="list-style-type: none"> • Is the site owned or controlled by Council or does the site need to be purchased <p><u>Secondary Selection Criteria</u></p> <ol style="list-style-type: none"> 6. Planning/ Zoning <ul style="list-style-type: none"> • Is the site capable of complying with planning requirements? 7. Site Services <ul style="list-style-type: none"> • Are services on site or nearby? <ul style="list-style-type: none"> ○ Electrical ○ Water ○ Sewer ○ Storm water 8. Impact on Current Users <ul style="list-style-type: none"> • Will the development impact on or displace current site users? 9. Neighbourhood Impacts <ul style="list-style-type: none"> • Is the site likely to exacerbate neighbourhood impacts i.e. noise, traffic, lighting and amenity. 10. Expansion Capacity <ul style="list-style-type: none"> • Does the site have capacity for future expansion of synthetic fields?
<p>6. Policy Review</p>	<p>Review pre-season management of sportsgrounds including the current Jan-March restriction on no 'high impact' activities at some locations to enable pre-season and other sports use. Implement a pre-season management plan for all sportsgrounds based on the review.</p>
<p>7. Synthetic Hockey Surface Feasibility Study</p>	<p>Liaise with Hockey NSW and local hockey associations to undertake a feasibility study into the potential funding, location, scale, management and viability of developing dedicated wet-surface synthetic hockey fields.</p>



ITEM	RECOMMENDATION
8. Use of School Sites	Investigate opportunities for joint use/ development, or greater use, of school grounds for community and school use. <ul style="list-style-type: none"> In the first instance, focus on schools with larger playing fields. Enter into a MoU with the department of Education regarding suitable joint use projects Seek partnerships with both public and non-government schools
9. New Technology	Consider and evaluate new technology options including: <ul style="list-style-type: none"> Emerging roll out synthetic cricket pitch technology Booking software to maximise efficiency Remote access control to buildings on sportsfields
10. Cricket Fields Reconfiguration	Liaise with NBC cricket associations to identify opportunities for reconfiguration of grounds to accommodate additional junior cricket facilities (based on Cricket NSW guidelines) without adversely impacting on shared use with other codes.
11. Sydney Academy of Sport	Advocate for upgrading of track and field area as part of master planning to address quality/ safety concerns of athletics groups. Seek potential use of playing fields for training.
12. Dog Park Strategy	As part of the forthcoming Dog Park Strategy, review the appropriateness of providing dog parks (including off leash) at sports field locations.
13. Detailed Review of Strategy #1	By the end of 2021 complete a detailed review of Strategy progress and reassess the appropriateness and priority of unimplemented recommendations to 2026 and 2031.

8.2.2 Planning and Management Recommendations (Specific Reserves)

RESERVE NAME/ LOCATION	FIELD/ FACILITY DESCRIPTION	RECOMMENDATION
1. Aquatic Reserve	Field 1	Keeping in mind the constraints of the site as a former landfill, investigate the potential to improve drainage and surface quality.
2. Ararat Reserve	All	Revisit the Sunday booking agreement with Eurofest in order to potentially extend usage and amend as agreed. Investigate the potential to improve drainage and surface quality.
3. Balgowlah Oval	All	Investigate either: (1) Potential for reconfiguration/ reshaping of field and realignment of golf hole(s) to expand area/ capacity, or (2) Incorporation of expanded playing fields into potential conversion of Balgowlah Golf Course to playing fields (refer recommendation 8.2.1 (3)). Assess the functionality of the amenities block and need for more storage.
4. Bantry Reserve	All	Review current Council agreement in order to allow for full allocation/ use of the reserve, and amend as agreed. Assess the functionality of the amenities block and need for more storage.
5. Beverley Job Park	Netball area	Investigate converting the former netball area to lit, multi-use hardcourts.



RESERVE NAME/ LOCATION	FIELD/ FACILITY DESCRIPTION	RECOMMENDATION
6. Brookvale Park	All	Undertake a review and develop a short, medium, long term facility upgrade and management plan. Seek funding and management partners.
7. Cromer Park	Field 1 Field 2	At the expiration of the current lease, review lease terms with MWFA in order to facilitate options for improved access. Prepare and implement a Management Plan to maximise the use of the new synthetic surface.
8. Forestville Park	All	Review the agreement with Forestville Rugby League to maximise the use of fields 1 and 2 and amend as agreed.
9. Forestville War Memorial Playing Fields	All	Review the existing MOU to ensure the facility is used to its maximum potential.
10. John Fisher Park Sports Complex	Softball, Netball, Reub Hudson/ Denzil Joyce, Fields 3-5	Prepare a Master Plan which incorporates: <ul style="list-style-type: none"> Investigation of best use of all sportsgrounds and facilities particularly in regard to softball and conversion of existing space for other uses (if softball is able to be relocated) Investigation of options to address car parking demands, particularly for netball (including potential conversion of existing courts, or decentralisation of netball competitions, or rescheduling of competitions times) Investigation of field and lighting levels, reconfigurations and reallocations Assessment of the functionality of amenities and storage and upgrade where necessary Review field layouts to maximise functionality and usage Rectification of playing surfaces
11. John Fisher Park (Fields 3, 4 & 5)	Fields 3-5, Abbott Rd	Reduce level of use on these fields as soon as practicable. Other development subject to outcome of John Fisher Park Sports Complex master plan (refer recommendation 10 above)
12. Killarney Heights Oval	All	Assess and functionality of the amenities block and storage.
13. Kitchener Park	All	Provide input into State Government plans for commuter parking to ensure adequate parking for user groups at this location.
14. LM Graham Reserve	All	Plan for future expansion and upgrading of northern amenities building to cater for sport and recreation needs, removal of the southern amenities building, and returning of this area to public open space.
15. Manly Oval	All	Assess the functionality of amenities, scoreboard, pavilion, other buildings and entry. Identify any necessary improvements needed to drainage and irrigation and determine the most appropriate solution.
16. Nolan Reserve	All	Investigate lighting upgrade and options to improve drainage in order to reduce field down time.



RESERVE NAME/ LOCATION	FIELD/ FACILITY DESCRIPTION	RECOMMENDATION
17. North Narrabeen Reserve	All fields	<p>Prepare a Master Plan which considers:</p> <ul style="list-style-type: none"> • Review of field layouts to maximise opportunities for shared use • Review of lighting layout and levels in accordance with most appropriate layout and ensure compliance with standards of competition • Investigation of installing 90 degree parking along Walsh St & formalising the current overflow parking area • Investigation of installing a playing field on the existing market area • Upgrading of drainage/ irrigation • Adequacy of amenities
18. Passmore Reserve	All	Investigate the need for drainage improvements
19. Terrey Hills Oval	Whole area	<p>Review existing agreement with rugby union to investigate opportunities for shared use of amenities and storage, or alternatively, review other options to service multiple user groups.</p> <p>Investigate reconfiguration and upgrading of cricket nets and hard courts to enhance utilisation of available space.</p>
20. Waldon Road Reserve	All	Review agreement with Wakehurst Rugby Union to maximise multi-use of the Reserve and amend as agreed.
21. Warriewood Valley Sportsground	All	Investigate the need for, and feasibility of, drainage improvements

8.2.3 Recommendations to Increase Capacity

RESERVE NAME/ LOCATION	FIELD/ FACILITY DESCRIPTION	RECOMMENDATION
1. Careel Bay	Mini Fields	Convert to full size field (incorporating minis) in order to expand the capacity of the area. Include cricket pitch if no impact on playing area. Install drainage.
2. Cricket Fields Reconfiguration	All	Subject to the outcome of the investigation at 8.2.1 (10) undertake reconfiguration of identified grounds where feasible to accommodate additional cricket facilities.
3. Cromer Park	Field 2	Proceed with planned installation of synthetic surface
4. Forestville Park	Field 1	Following the outcome of negotiations with Forestville Rugby League at 8.2.2 (9) pursue greater use of Field 1 and upgrade lighting to 100 lux. Monitor future intensity of use to determine if drainage improvements are necessary.
	Field 2	Undertake ground improvements to improve utilisation of Field 2 including field expansion, lighting to 100 lux, drainage and irrigation.



RESERVE NAME/ LOCATION	FIELD/ FACILITY DESCRIPTION	RECOMMENDATION
5. Forestville War Memorial Playing Fields	All	Modify the design and/ or management of the cricket practice nets to facilitate greater use of synthetic field. If unsuccessful, investigate the relocation of cricket practice nets. Upgrade drainage on natural turf fields.
6. John Fisher Park	Frank Gray Oval	Install competition level lighting (100 lux) and monitor impact on surface quality for hockey.
7. John Fisher Park	Mike Pawley Oval	Install competition level lighting (100 lux) and monitor impact on surface quality for hockey.
8. Lionel Watts Reserve	Fields 3 and 4	Proceed with installation of synthetic surface.
9. Narrabeen Sports High	Synthetic field	Review the allocation and booking process and current fee structure to ensure full utilisation during peak periods.
10. North Narrabeen Reserve	Field 7	Subject to outcome of the Master Plan at 8.2.2 (18) proceed with the development of a playing field at this location.
11. Passmore Reserve	Fields 1 and 2	Install competition standard lighting to 100 lux.
12. School sites	n/a	Upgrade identified school facilities to cater for training and competition (Phase 1), including those agreed with the Department of Education (refer recommendation 8.2.1 (8)).
13. Tristram Reserve	Fields 1 and 2	Install training level lighting to 100 lux and upgrade drainage as required.
14. Warriewood Valley Land Release	Future Expansion Site (Acquisition)	Continue with action to acquire land through s94 plan and implement development of sportsfields.

8.2.4 Service Level Recommendations

RESERVE NAME/ LOCATION	FIELD/ FACILITY DESCRIPTION	RECOMMENDATION
1. Allambie Heights Oval	All	Undertake irrigation and drainage improvements in order to improve field resilience. Assess the functionality of amenities/ storage and upgrade if considered necessary.
2. Aquatic Reserve	All	Pending the outcome of investigation at 8.2.2 (1) undertake improvements to drainage if feasible.



RESERVE NAME/ LOCATION	FIELD/ FACILITY DESCRIPTION	RECOMMENDATION
3. Beacon Hill Reserve	Field 2	Install irrigation to improve field resilience.
	Field 1	Upgrade lighting to 100 lux
	Amenities	Assess the functionality of the amenities block and upgrade if considered necessary.
4. Boondah Reserve	New Land	Develop up to 5 hard surface lit netball courts once land has been acquired as part of 594 Plan.
	Field 2	Upgrade lighting to 100 lux
5. Condover Street Reserve	All	Utilise as a non-sport specific training space. Investigate low cost improvement to car park and low cost relocatable amenities.
6. County Road Reserve	All	Investigate options for long term tenure with RMS.
7. Cromer Park	Amenities (Field 2-5)	Proceed with upgrade of amenities subject to review of capacity after installation of synthetic surface.
8. Dee Why Park	All	Investigation the potential for additional mini fields
9. Forestville War Memorial Playing Fields	Netball area	Proceed with conversion of grass courts to 5 hardcourts and install lighting.
10. James Morgan Reserve	All	Assess the functionality of the amenities block and upgrade if considered necessary.
11. John Fisher Park	Fields 3-5, Softball, Netball, Reub Hudson/Denzil Joyce	Implement recommendations of the master plan undertaken at 8.2.2 (11).
12. Killarney Heights Oval	All	Install pathways linking amenities and fields, and upgrade amenities if required.
13. LM Graham Reserve	All	Pending the outcome of planning investigations at 8.2.2 (15), remove the southern amenities building and convert the area to public open space, and expand & upgrade the northern amenities building.
14. Nolan Reserve (District Park)	All fields	Proceed with amenities upgrade.
15. North Narrabeen Reserve	Fields 3 & 5	Upgrade lighting to 100 lux subject to outcome of Master Plan at 8.2.2 (18).



RESERVE NAME/ LOCATION	FIELD/ FACILITY DESCRIPTION	RECOMMENDATION
16. Seaforth Oval	All	Reconfigure grounds to amend cricket layout and re-orientate football fields.
	All	Upgrade surface quality
17. St Matthews Farm Reserve	n/a	Implement existing master plan improvements including field rectification and reconfiguration (including provision of new field), and upgrading of lighting to 100 lux.
18. Waldon Road Reserve	All	Following amendment of agreement with Wakehurst Rugby Union pursue greater use of playing field and possible upgrading of irrigation.
19. Warriewood Valley Sportsground	All	Pending the outcome of investigation at 8.2.2 (22) undertake drainage improvements.



8.3 Medium Term Recommendations (2022 - 2026)

8.3.1 Planning and Management Recommendations

RESERVE NAME/ LOCATION	FIELD/ FACILITY DESCRIPTION	RECOMMENDATION
1. Dee Why Park	All	Investigate the potential for reconfiguration and potential additional mini fields, and need for lighting upgrade. Assess the functionality of the amenities block and need for upgrading.
2. Forestville War Memorial Playing Fields	All	Investigate the need for upgrading of lighting/ drainage.
3. Miller Reserve (District Park)	All Fields	Review utilisation and consider installing drainage system to improve field recovery times. Include in assessment of sites for potential synthetic surfaces (refer recommendation 5 at 8.2.1)
4. Narrabeen Sports High School	n/a	Assess the functionality of the amenities block and upgrade if considered necessary.
5. Tania Park	All	Investigate repositioning of light towers to enable greater utilisation of field area.
6. Detailed Review of Strategy #2	n/a	Liaise with DoE, Cricket NSW and Baseball NSW to evaluate the schools' proposal for a potential indoor training facility for these sports. Investigate the feasibility of installing to 100 lux. By the end of 2026 complete a second detailed review of Strategy progress and reassess the appropriateness and priority of unimplemented recommendations.

8.3.2 Recommendations to Increase Capacity

RESERVE NAME/LOCATION	FIELD/FACILITY DESCRIPTION	RECOMMENDATION
1. Dedicated Synthetic Hockey Surface	n/a	Pending the outcome of feasibility investigation at refer recommendation 8.2.1 (7) develop new synthetic hockey surfaces in partnership with hockey organisations and external funding agencies.
2. IngleSide Land Release - south	n/a	Develop stage 1 fields in accordance for proposed timing for development and provision of land



RESERVE NAME/LOCATION	FIELD/FACILITY DESCRIPTION	RECOMMENDATION
3. Cricket Fields Reconfiguration	All	Subject to the outcome of the investigation at 8.2.1 (10) continue to undertake reconfiguration of identified grounds where feasible to accommodate additional cricket facilities.
4. Golf Course Conversion	n/a	Develop new sportsgrounds on a golf course site(s) subject to outcome of investigation at recommendation 8.2.1 (3) and 8.2.2 (4). Incorporate shared use for summer/ winter sports and informal recreation opportunities as primary planning principles.
5. North Narrabeen Golf Driving Range	All	In master planning the redevelopment of a golf course for sports fields include consideration of relocating softball from Abbott Rd Softball Grounds to enable compliant full size diamonds, cricket fields, and access to playing fields for touch.
6. School sites	n/a	Subject to outcome of investigation at 8.2.1 (4) develop new sportsgrounds on the golf driving range. Incorporate shared use for summer/ winter sports and informal recreation opportunities as primary planning principles. Continue to upgrade identified school facilities to cater for training and competition (Phase 2), including those agreed with the Department of Education (refer recommendation 8.2.1 (8)).

8.3.3 Service Level Recommendations

RESERVE NAME/LOCATION	FIELD/FACILITY DESCRIPTION	RECOMMENDATION
1. Aquatic Reserve	All	Pending the outcome of investigations at 8.2.2 (1) upgrade drainage if feasible.
2. Ararat Reserve	All	Pending the outcome of investigations at 8.2.2 (2) upgrade drainage and surface quality if warranted.
3. Bantry Reserve	All	Pending the outcome of investigations at 8.2.2 (4) upgrade amenities if warranted.
4. Beacon Hill Reserve	All	Pending the outcome of investigations at 8.2.4 (3) upgrade drainage if feasible.
5. Beverley Job Park	Lower fields	Pending the outcome of investigations at 8.2.2 (5) convert the former netball area to outdoor multi-use hard courts and upgrade lighting if warranted.
6. Boondah Reserve	All	Reconfigure fields to maximise use and upgrade lighting to 100 lux.
7. Brookvale Park	All	Pending the outcome of the investigation at 8.2.2 (6) progressively undertake upgrading works identified to improve capacity and any other works.
8. County Road Reserve	All	Consider installation of low cost relocatable amenities
9. Dee Why Park	All	Pending the outcome of the investigation at 8.3.1 (2) proceed with field/ lighting/ amenities upgrade if warranted.



RESERVE NAME/LOCATION	FIELD/FACILITY DESCRIPTION	RECOMMENDATION
10. Forestville War Memorial Playing Fields	All	Pending the outcome of investigation at 8.3.1 (3) proceed with lighting/ drainage upgrade.
11. John Fisher Park	Mike Pawley Oval	Assess the functionality of the amenities block and upgrade if considered necessary.
12. John Fisher Park	Fields 3-5, Softball, Netball, Reub Hudson/Denzil Joyce	Continue to implement recommendations of the master plan undertaken at 8.2.2 (10).
13. Keirle Park	All	Consider establishment of cricket nets in south west corner.
14. Manly Oval	All	Based on the outcome of investigations at 8.2.2 (15), proceed with improvements identified.
15. Newport Oval	All	Investigate adequacy of drainage and lighting and upgrade if necessary.
16. Nolan Reserve	All	Pending the outcome of investigation at 8.2.2 (16) proceed with lighting and drainage upgrade.
17. North Narrabeen Reserve	All	Subject to outcome of the Master Plan at 8.2.2 (17) proceed with recommended improvements (eg lighting, upgraded amenities building between rugby union and baseball fields)
18. Passmore Reserve (District Park)	All	Pending the outcome of investigation at 8.2.2 (18) upgrade drainage if warranted.
19. Tania Park	All	Install drainage to improve field resilience and functionality.
20. Terrey Hills Oval	All	Pending the outcome of investigation at 8.2.2 (19) implement upgrades to amenities, cricket nets and hard courts.
21. Wyatt Reserve	All	Assess the functionality of the amenities block and storage areas - upgrade if considered necessary.



8.4 Long Term Recommendations (2027 - 2031)

8.4.1 Planning and Management Recommendations

RESERVE NAME/ LOCATION	FIELD/ FACILITY DESCRIPTION	RECOMMENDATION
1. Detailed Review of Strategy	n/a	By the end of 2031 review the Strategy in its entirety.

8.4.2 Recommendations to Increase Capacity

RESERVE NAME/LOCATION	FIELD/FACILITY DESCRIPTION	RECOMMENDATION
1. Cricket Fields Reconfiguration	All	Subject to the outcome of the investigation at 8.2.1 (10) continue to undertake reconfiguration of identified grounds where feasible to accommodate additional cricket facilities.
2. Inglestone Land Release - north	n/a	Develop stage 2 fields in accordance for proposed timing for development and provision of land
3. Multi-Use Synthetic Surfaces	n/a	Subject to the outcome of the investigation in 8.2.1 (5) install synthetic surface(s).
4. School sites	n/a	Continue to upgrade identified school facilities to cater for training and competition (Phase 3), including those agreed with the Department of Education (refer recommendation 8.2.1 (8)).
5. Tania Park	All	Pending the outcome of investigation at 8.3.1 (6) install lighting if determined to be feasible and still required to meet demands.

8.4.3 Service Level Recommendations

RESERVE NAME/LOCATION	FIELD/FACILITY DESCRIPTION	RECOMMENDATION
1. Belrose Oval	All	Consider additional lighting to achieve 100 lux across the entire field and assess functionality of amenities.
2. Boondah Reserve	Field 2	Assess the functionality of the amenities block and upgrade if considered necessary.
	All	Upgrade drainage and irrigation in order to improve resilience of fields.



RESERVE NAME/LOCATION	FIELD/FACILITY DESCRIPTION	RECOMMENDATION
3. Brookvale Park	All	Continue to progressively upgrade works identified at 8.2.2 (6).
4. Collaroy Plateau Park	All	Upgrade drainage to improve field resilience
5. Forestville Park	All	Continue to implement improvements identified at 8.2.2 (8).
6. John Fisher Park	Fields 3-5, Softball, Netball, Reub Hudson/Denzil Joyce	Continue to implement any outstanding recommendations of the master plan undertaken at 8.2.2 (10).
7. Manly Oval	All	Continue to proceed with improvements identified at 8.2.2 (15).
8. North Narrabeen Reserve	All	Continue to implement recommended improvements identified at 8.2.2 (17).
9. Waldon Road Reserve	All	Assess the functionality of amenities and upgrade as required.
10. Wyatt Reserve	All	Install irrigation and drainage to improve field resilience.



8.5 Supply and Demand Model

This section models the impact on the supply and demand position over the three 5-year cohorts. This is based on the assumption that all capacity increasing recommendations identified in the section above are implemented.

Through the *Sportsgrounds Needs Analysis*, a shortfall in the current supply of sportsground playing surface was identified as 24Ha. This was forecast to grow (without any action to address supply) to 41.4Ha by 2031. As noted in Section 6.2, three 5-year cohorts were developed to provide a structure for undertaking recommendations and actions. By applying these cohorts to the identified gaps (in the 'do nothing scenario') and linking them to population growth, the following supply targets were identified.

Table 4: Supply Shortfall (Ha)

	2016	2021	2026	2031
Initial Shortfall	24.0	-	-	-
Additional Shortfall from Population Growth	-	5.3	5.9	6.2
Cumulative Shortfall (if no action taken)	24.0	29.3	35.2	41.4

As noted previously, a key part of developing and assessing recommendations for the strategy was to identify those recommendations that could assist in closing the forecast supply gap. Where recommendations were identified as having the potential to increase the capacity and/ or supply of sportsgrounds a method to quantify the resulting impact needed to be developed. To this end, a range of assumptions were established and applied to relevant recommendations as follows:

- **Action 1 Make better use of existing sportsgrounds to increase availability and resilience**
 - Lighting installation or upgrades
 - An allowance was made for the additional hours of use for unlit or partly lit areas
 - Reconfiguration
 - Allowance made for additional playing area created or potential hours of use
 - Reallocation of fields
 - An allowance was made for 'under-allocated' areas to be used to their maximum capacity
 - For school sites, an allowance was made based on the estimated number hours of additional use per potential field
- **Action 2 Convert more existing sportsfields to synthetic to increase sustainable capacity**
 - New multi-use synthetic surfaces
 - For known sites, an allowance was made for the additional hours and intensity of use compared to current allocations
 - For sites yet to be determined, a generic allowance was made for the difference between a natural turf field capacity and a synthetic surface
- **Action 3 Acquiring or securing additional private land as part of new housing developments**
 - For land acquired from known developments, an estimate of 'yield' in playing space developed was allowed (based on Council's Discussion Paper)
- **Action 4 Converting existing open space to sportsfields (eg all or part of a golf course)**
 - For potential golf course development, a generic 'yield' estimate of playing space of 11Ha was allowed (based on Council's Discussion Paper)
 - For other sites, an allowance was made based on the number hours of additional use per potential field



Based on the recommendations to increase capacity outlined at Sections 8.2.3, 8.3.2 and 8.4.2 and the assumptions outlined above, a supply and demand model was developed. The results of this model are illustrated Table 5.

Table 5: Supply and Demand Model Summary (Ha)

	2016	2021	2026	2031
Cumulative Supply Gap (do nothing)	24.0	29.3	35.2	41.4
Additional Supply per Period (from recommendations)	0.0	16.7	16.2	6.5
Cumulative Additional Supply	0.0	16.7	32.9	39.4
Cumulative Net Result (Shortfall)	(24.0)	(12.7)	(2.3)	(2.0)

This shows that with full implementation of all capacity-increasing recommendations, it is possible to address most of the assessed shortfall in the overall supply of sportsgrounds. However, it should be noted that this assumes all actions are implemented and that the entire supply system is being used at capacity.

To assist with further analysis, the modelling has been broken down to describe the impact on supply by 'Action' type over the three time periods within the time frame of Strategy recommendations. This is outlined at Table 6.

Table 6: Supply Increase by 'Action' Type - 2016 - 2021 (Ha)

	2021	2026	2031	Total
Action 1 Make better use of existing sportsgrounds to increase availability and resilience	8.0	2.6	0.0	10.6
Action 2 Convert more existing sportsfields to synthetic to increase sustainable capacity	4.0	0.0	1.3	5.4
Action 3 Acquiring or securing additional private land as part of new housing developments	3.6	2.6	5.2	11.4
Action 4 Converting existing open space to sportsfields eg all or part of a golf course	1.0	11.0	0.0	12.0
Total	16.7*	16.2	6.5	39.4

*Difference is due to rounding

This shows that there is a significant contribution to addressing the projected shortfall by all actions.

In the first 5-year period, Action 1 contributes almost half of the projected increase. This includes increasing the capacity of existing sportsgrounds and improving and utilising school facilities³. Additional capacity is also provided through Action 2 (4Ha) and Action 3 (3.6Ha) during this period.

In the second 5-year period, the majority of the projected increase comes from Action 4 based on the assumption that up to 11Ha can be gained through the conversion of golf course space (to be determined). This is supplemented by an assumed increase relating to access and use of school facilities (Action 1, 2.6Ha) and land acquired through development (Action 3, 2.6Ha).

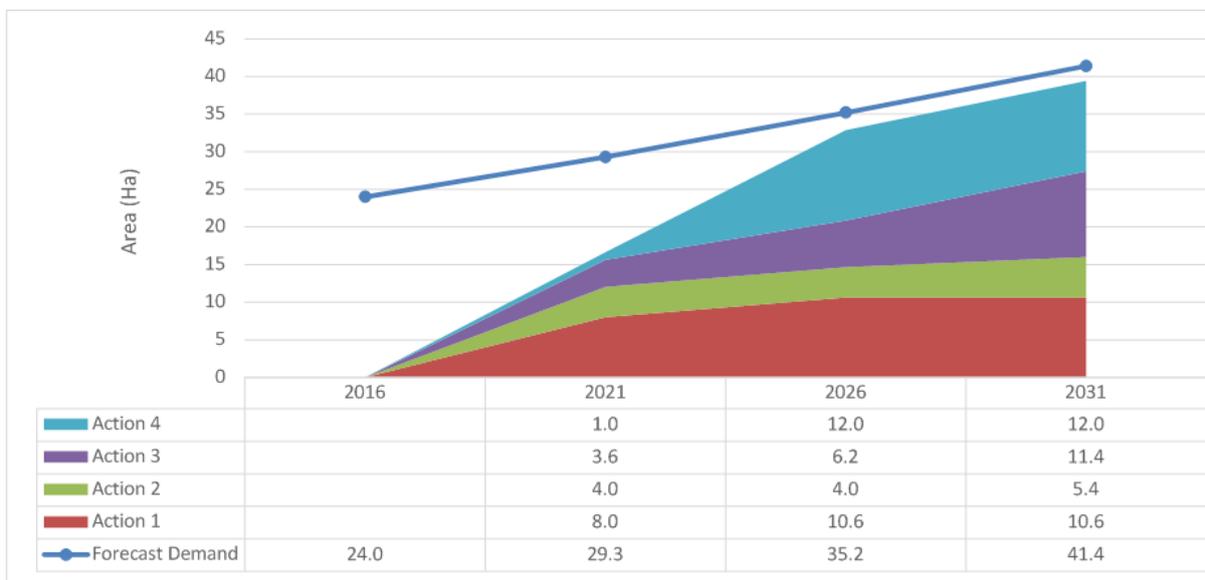
The third 5-year period, by and large, keeps pace with projected demand from population growth through the acquisition of additional land from development (Action 3, 5.2Ha) and the installation of an additional synthetic sportsfield (Action 2, 1.3Ha).

Figure 3 below further demonstrates the potential impact on supply by each action and the cumulative impact of all actions compared to the forecast demand gap over the three time periods.

³ Subject to discussion/negotiation with schools



Figure 3: Demand and Supply Model (Cumulative)



This graphically demonstrates the impact of each action over the three time periods and illustrates the extent to which the forecast gap can be closed with all actions employed as per the recommendations. Ongoing monitoring of the demand, supply and use of sportsgrounds will be necessary to manage the continued review and implementation of the recommendations.

The recommendations of this Strategic Directions Analysis suggest a major review of recommendations in 2021 and 2026.



9. Appendix 1: Summary of Feedback on Discussion Paper

In early April, Northern Beaches Council undertook a comprehensive community engagement exercise to seek community and stakeholder feedback on the Discussion Paper. This comprised:

- Media promotion of feedback opportunities
- Telephone survey of 402 residents (Micromex Research)
- Invitation of submissions (618 received at close)
- On-line survey of residents (4,152 received at close)
- Community drop-in sessions (x6)
- Briefings of sports and golf representatives
- Sports Forum with sports within the scope of the study

This is a very high level of community involvement and indicates a great deal of interest in the outcome of the project.

9.1 Survey Responses

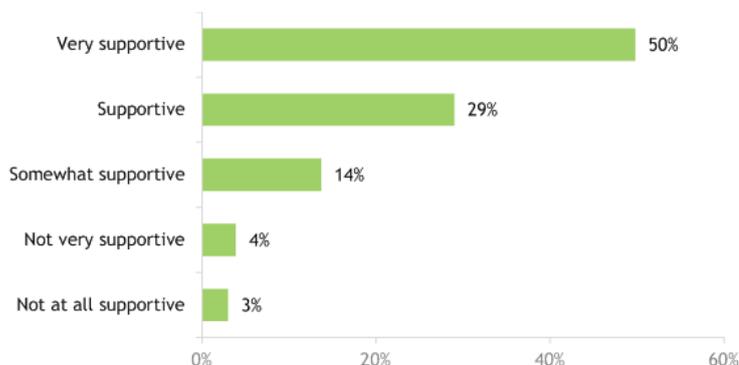
9.1.1 Telephone Survey

Micromex Research conducted 402 interviews during the period 26th April to 1st May 2017. The survey sample was weighted by age, gender and Council area to reflect the 2011 ABS community profile of Northern Beaches Council. The summary of survey findings notes that "...the sample size of 402 provides a maximum sampling error of plus or minus 4.9% at 95% confidence. This means that if the survey was replicated with a new universe of N=402 residents, that 19 times out of 20 we would expect to see the same results, i.e. +/- 4.9% at 95%."⁴ Micromex Research, together with Northern Beaches Council, developed the questionnaire. A full copy of the survey analysis is available on Council's website.

Residents were asked to indicate their level of support for Council addressing the shortfall in sportsfields, their level of support for the Actions contained in the Discussion Paper, and their preferred option. The following summary of responses is derived directly from the May 2017 Micromex Research report on the results of the survey.

Residents were in favour of Council addressing the shortfall in sportsfields, with 50% being very supportive and 29% supportive (refer Figure 4). Those aged 65 and over, and golf club members were, from a relative perspective, significantly less supportive.

Figure 4: Level of support toward addressing the shortfall in sportsfields (Telephone Survey)

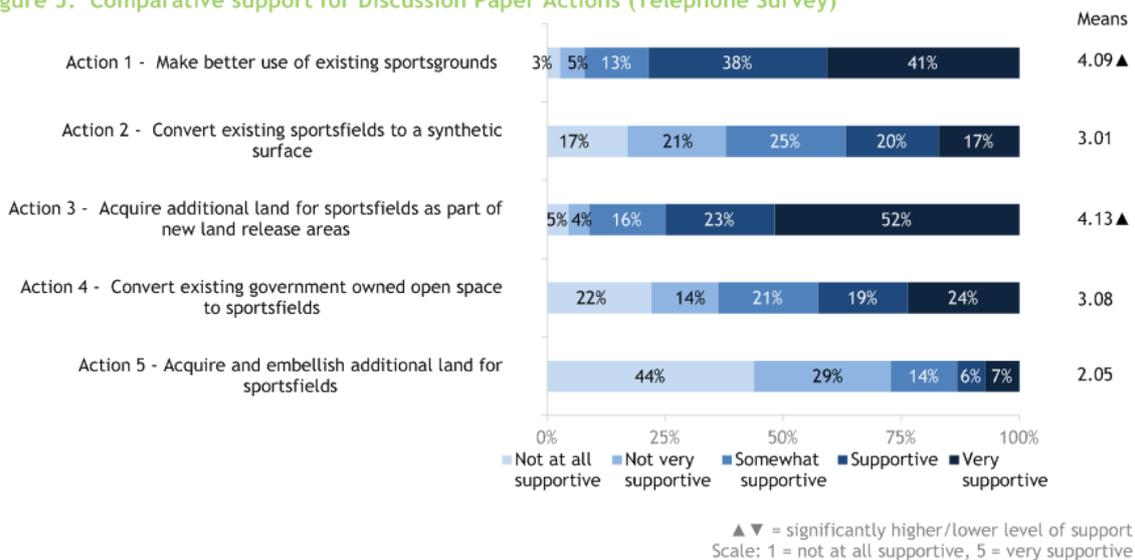


⁴ The telephone survey protocol means there is a high level of confidence that telephone survey respondents' responses would reflect the wider views of NBC residents



Acquiring additional land as part of new land releases (Action 3) and making better use of existing grounds (Action 1) were the Actions with the highest levels of support (refer Figure 5).

Figure 5: Comparative support for Discussion Paper Actions (Telephone Survey)



Residents were less supportive of Action 2 (Converting existing fields to a synthetic surface) with 37% being supportive or very supportive and 38% not very supportive or not supportive at all. Support for Action 4 (Convert existing government owned open space to sportsfields, i.e. all or part of a golf course) was ostensibly balanced. Non-ratepayers were significantly more supportive, as were those aged 18-49, however, residents aged 50 and over expressed significantly less support, as did golf club members. Acquiring and embellishing additional land (Action 5) was the least appealing of the actions to residents, with 73% not very supportive or not supportive at all.

Telephone survey respondents were asked to indicate their preference for one of two options they would prefer Council to implement. The wording of these options was as follows:

Option A - Implementing Actions 1 - 4

Includes make better use of existing sportsfields, new synthetic fields, new fields in land release areas, and converting all or part of a golf course to sporting fields. This means we are largely able to meet the shortfall and have enough sportsfields for our needs.

OR

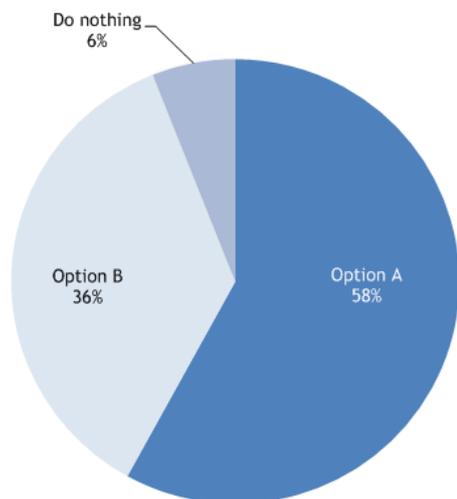
Option B - Implementing Actions 1 - 3 only

Makes better use of our existing sportsfields and new synthetics, but does not include converting any golf course land to sportsfields. This means we will have a shortfall of supply, fields will be overused and we may not have enough space for everyone to play sport.

The preference of the majority of residents for Council to implement was Option A (refer Figure 6).



Figure 6: Preferred implementation option for Council (telephone survey)



The main reasons expressed in support of Option A were as follows:

- Best combination of solutions 25%
- Converting golf courses is efficient 23%
- Important to have sportsfields for everyone 19%
- Other 12%

36% of residents preferred Option B. The main reasons expressed in support of Option B were as follows:

- | | |
|---------------------------------------------------------|-----|
| • Don't want to lose any golf courses | 29% |
| • Utilise what is available | 6% |
| • Older members of the community enjoy the golf courses | 5% |
| • Best option | 4% |
| • Golf courses are an important green space | 4% |
| • Other | 19% |

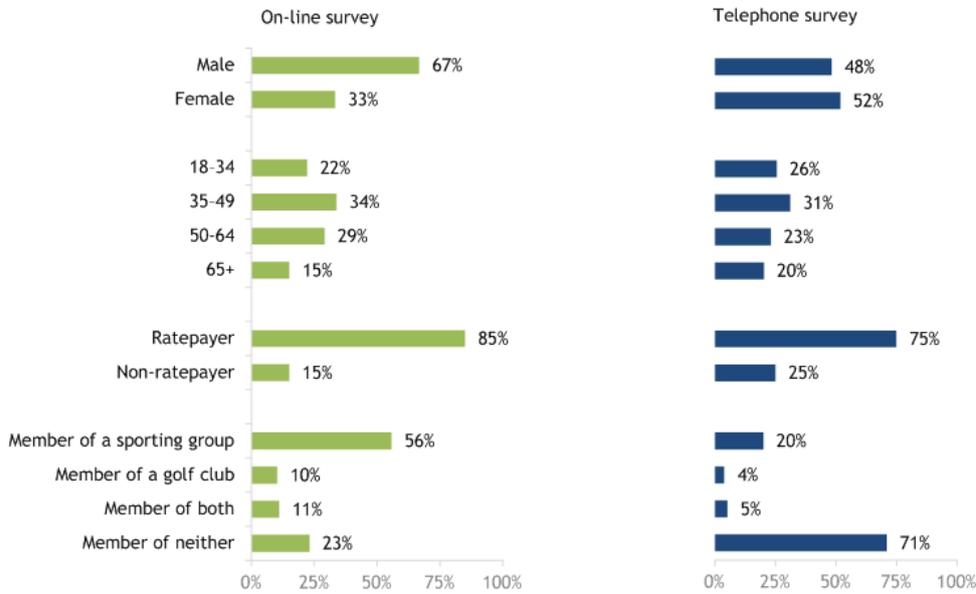
9.1.2 On-Line Survey

Northern Beaches Council made available a link to an on-line survey on its website during the period 12th April to 7th May 2017 to enable residents to provide feedback on the Discussion Paper. 4,152 surveys were completed. The on-line survey was analysed by Micromex Research. A full copy of their analysis report is available on Council's website.

Compared to the telephone survey, opt-in on-line survey respondents were more likely to be male, and a member of a sporting or golf club (refer Figure 7).

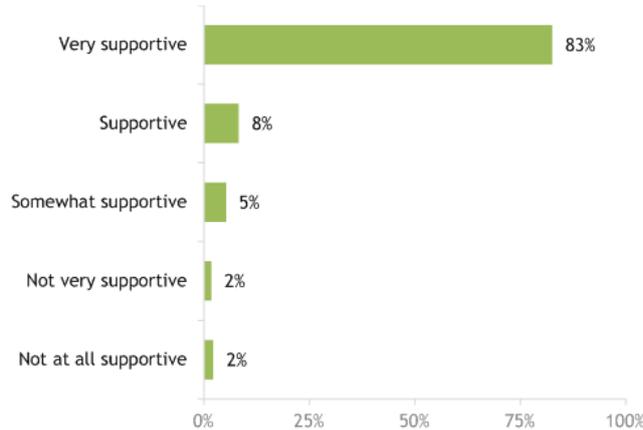


Figure 7: Comparison of opt-in on-line survey vs telephone survey composition



On-line survey respondents had significantly stronger levels of support for addressing the sportsgrounds shortfall compared to the telephone survey, with 83% being very supportive and 8% supportive (refer Figure 8).

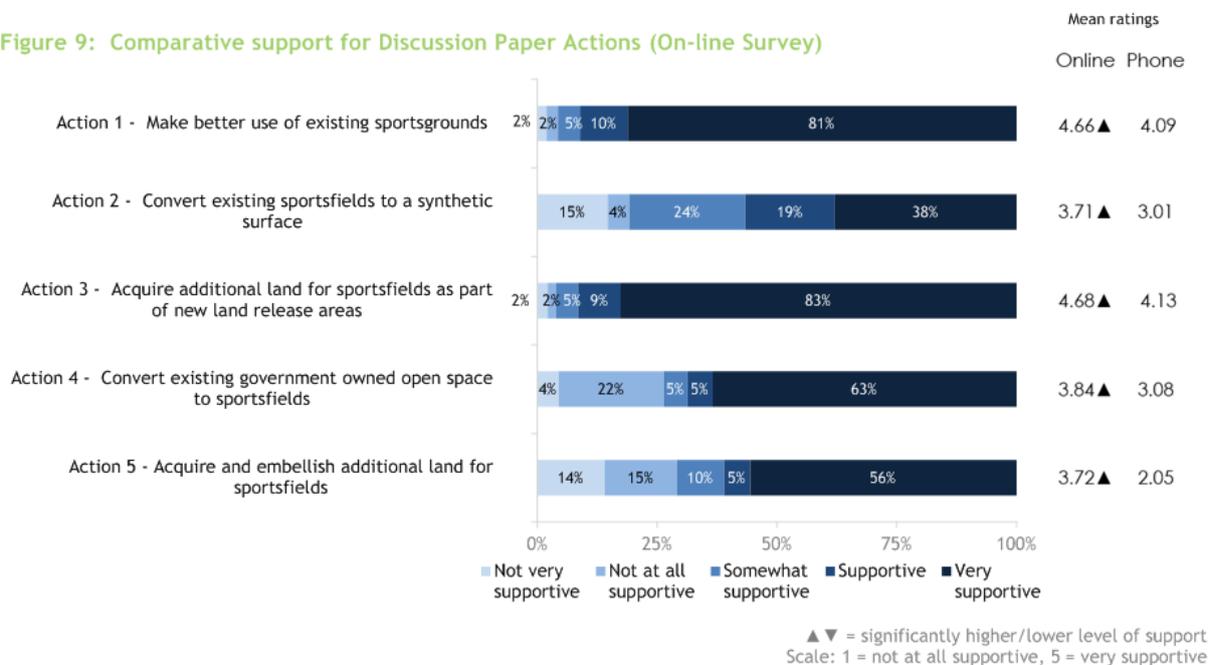
Figure 8: Level of support toward addressing the shortfall in sportsfields (On-line Survey)



All 5 Discussion Paper actions had significantly stronger levels of support among on-line participants compared to the telephone survey, however, as with the telephone survey, on-line survey respondents had a stronger preference for Action 3 (Acquiring additional land as part of new land releases) and Action 1 (Making better use of existing grounds) (refer Figure 9).



Figure 9: Comparative support for Discussion Paper Actions (On-line Survey)



As per the telephone survey, the on-line survey asked respondents to indicate their preference for one of two options they would prefer Council to implement. The wording of these options was as follows:

Option A - Implementing Actions 1 - 4

Includes make better use of existing sportsfields, new synthetic fields, new fields in land release areas, and converting all or part of a golf course to sporting fields. This means we are largely able to meet the shortfall and have enough sportsfields for our needs.

OR

Option B - Implementing Actions 1 - 3 only

Makes better use of our existing fields and new synthetics, but does not include converting any golf course land to sportsfields. This means we will have a shortfall of supply, fields will be overused and we may not have enough space for everyone to play sport.

There was a much stronger preference for Option A (73%) among opt-in on-line survey respondents compared to the telephone survey (58%). The main reasons expressed in support of Option A were as follows:

• Best option	18%
• Convert golf courses to maximise grounds per sport	17%
• Fairer use of community resources	8%
• Also need to acquire new land	6%
• Addresses the shortage	5%
• Need more sporting facilities	3%
• Synthetic is better for all purpose	3%
• Increase sports participation	3%
• Helping build a better future	2%
• This is a start, but won't fix the problem, will need to find more solutions	2%
• Caters for the growing population	2%
• Other	6%

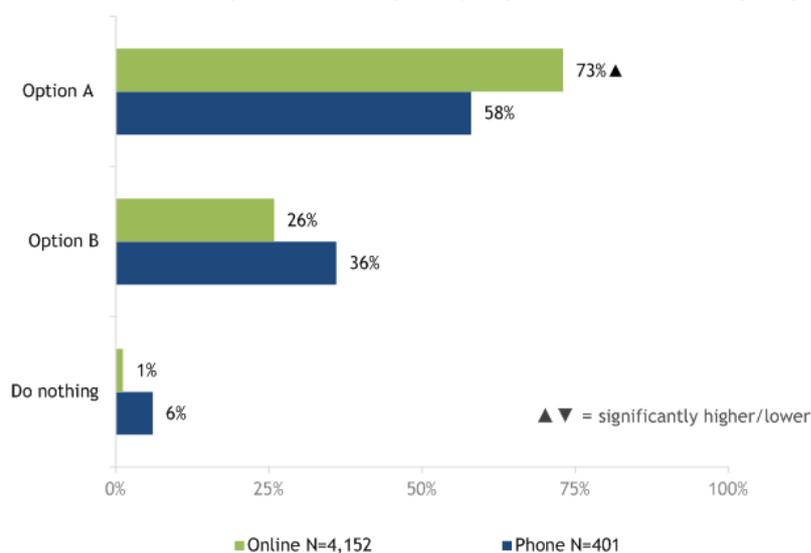


Only 26% of on-line survey residents preferred Option B, compared to 36% of telephone respondents. The main reasons expressed in support of Option B were as follows:

• Against the conversion of existing golf courses	12%
• Need to better utilise, upgrade and maintain the existing facilities/ fields	3%
• Best option	3%
• The removal of golf courses will impact our environment and health	2%
• Golf is the most appropriate sport for the aging population	2%
• Against the removal of Warringah Golf Course	1%
• More information and options are required	1%
• Consider using other open public land	1%
• Other	4%

A graphic comparison of on-line survey vs telephone respondents' preference option for Council to implement is illustrated at Figure 10.

Figure 10: Preferred implementation option (telephone vs online survey respondents)



9.2 Written Submissions

9.2.1 Individuals and Organisations

Over 600 written, email or NBC 'your say' website submissions were received - the latter accounting for about 90% of all submissions. Most respondents identified that were involved in either hockey, soccer, golf or touch. Northern Beaches Council engaged Parkland Planners to review and summarise these submissions. The following is a precis of their summary analysis. Their report is available on Council's website.

Some submissions queried the data on player numbers for golf vs field sports and/ or expressed the view that the argument for more sportsgrounds is a perceived bias against golf. Those expressing support for more sportsgrounds noted that sporting facilities/ fields:

- Are part of the active culture and proud sporting tradition of the Northern Beaches.
- Promote physical and mental health to address the concern about obesity, and
- Are being overused due to increasing population and there is a need for additional sportsgrounds, especially for children's sport



The opposing view was expressed that existing sportsfields are not used all the time so more grounds are not required.

The key views expressed in relation to facility issues and needs of specific sports were as follows:

AFL:	Growing sport, and will require multiple grounds across the northern beaches.
Archery:	More archery facilities across the northern beaches is desired.
Athletics:	Only one synthetic track which is at NSW Academy of Sport. Few other facilities for athletics which are in poor condition for competition. More and improved athletics tracks are needed.
Baseball:	Few fields for baseball on the northern beaches. Baseball is an Olympic sport. Development of baseball on the northern beaches requires more and improved baseball fields. There was also a concern about loss of existing baseball diamonds at Aquatic Reserve.
Cricket:	Junior cricket numbers are increasing. Players have to play shortened game formats to enable everyone to play. Junior cricket requires an additional 5 large grounds and 3 smaller grounds for current needs, as well as training facilities (practice nets, indoor facilities).
Hockey	Currently share grass fields with AFL at Curl Curl. Synthetic hockey fields needed for juniors to learn skills required to transition to seniors, and minimise travel to play on synthetic fields (closest at North Turramurra, Ryde, Pennant Hills, Cintra Park Concord, Sydney Olympic Park).
Netball:	Parking is an issue at North Curl Curl.
Rugby Union:	Would welcome synthetic fields.
Football (Soccer):	High and increasing player numbers, so more grounds (particularly for training) are needed to address the shortfall. Poor quality of grounds. Lighting and better drainage are requested.
Softball:	Lack of and sub-standard facilities for softball at Curl Curl.
Touch	Turning away players because insufficient fields are allocated

Actions 1-4 were supported by people who generally see the need for more sportsgrounds with a strong push for more synthetic fields, especially by hockey players. A number of submissions expressed the view that golf courses (particularly Warringah) should not be used for sportsfields. Others, who play both golf and field sports, saw the need for using golf course land for sporting fields.

However, the general thread of written submissions was that golf course land should not be used before other actions/ options are explored and implemented, and then decide if golf course land is needed.

An overview of written submission views and suggestions in relation to the Actions contained in the NBC Discussion Paper is as follows:

ACTION 1: MAKE BETTER USE OF EXISTING SPORTSGROUNDS

The main comments were as follows (the number of mentions for each heading are shown in brackets):

1. Increase times during which fields can be used (27)
 - Install/improve lighting
 - Install/improve lighting to enable training and games in the evening (especially Frank Grey, Abbott Road, Tristram Reserve, Balgowlah Oval, Passmore Reserve, David Thomas Reserve, Miller Reserve, Nolan Reserve)
 - Use existing fields more throughout the week
 - Split weekend matches between Saturdays and Sundays ie. play more on Sundays
 - Use existing fields more often, particularly on weekdays
 - Play cricket matches throughout the day on Saturdays, starting at 7:30am and finishing at 7:30pm
 - Review wet weather policy
 - Allow play after light rain
 - Use fields in school holidays
2. Improve field quality (17)
 - Improve drainage to reduce the impact of rain on fields



- Install rainwater tanks on all fields to water fields
 - Complete the drainage system at Bantry Oval
 - Better maintenance of existing fields
 - Improve aeration and fertilising
3. Better field allocations (15)
 - Reduce game time for over 35's soccer players because they are not as fit as younger players schedule additional matches
 - Increase use of underused fields eg Sydney Academy of Sport, Brookvale Oval
 - Restrict out-of-area bookings
 - Change allocation of fields between sports to better reflect player numbers
 - Club allocation of fields is not always desirable. Use an online field booking system for transparency
 - Sporting groups relinquish "home grounds", particularly for younger age groups, so all grounds are multi-use
 - Dual/ multi-use of currently single-use fields e.g. Sydney Academy of Sport
 - Hold more games at fewer grounds for more efficient refereeing
 4. Provide multi-use facilities (10)
 - Designate dual/multi-use grounds instead of single use grounds
 - Install multi-use goalposts for rugby union, rugby league and soccer
 - Upgrade synthetic cricket pitches with multiple crease markings to support junior participation
 5. Reconfigure grounds (8)
 - Smaller playing fields for football (soccer)
 - Cover cricket wickets better in winter
 - Move cricket wickets
 - Change field markings to fit in more junior fields such as at Terrey Hills Oval
 - Increase the usable playing surface at Frenchs Forest Showground/ Lionel Watts Reserve
 - Expand the area of sportsfields by removing carparking so people can park in local streets
 - Use unused space at sportsgrounds for netball courts
 6. Restrict field use (5)
 - Cap the number of players
 - Have juniors train and play matches only after school/ mid-week evenings leaving weekends free for others
 - Play fewer junior games per season
 - Don't play "make up" games for wet weather
 - Increase the size of teams so more players can use the field at one time
 7. Improve player and spectator amenities (4)
 - Clubhouses/ toilets/ shelter
 - Provide amenities and change rooms for women and girls
 8. Provide better training facilities (2)
 - Batting cages for baseball
 - Cricket nets

A few submissions expressed opposition to improving existing sportsgrounds arguing that damage to playing surfaces would not be fixed by improvements to grounds or opposing lighting.

ACTION 2: CONVERT EXISTING SPORTSFIELDS TO A SYNTHETIC SURFACE

Some 137 submissions expressed the need for synthetic hockey fields while other submissions expressed support for synthetic surfaces (60). Submissions in response to this action recognised that synthetic fields:

- Provide a level and consistent playing surface
- Are the preferred surface for hockey



- Increase the capacity of sportsground space ie. greater use can be made of space compared to grass fields
- Reduce maintenance costs
- Are undergoing improvements in technology
- Have environmental impacts (such as rubber crumbs being spread) but such impacts are being better addressed

Numerous existing venues were suggested as possible sites for additional synthetic fields. In addition, consideration should also be given to previously developed sites such as depots and roof tops (e.g. car parks, North Narrabeen Reserve Park and Ride, new carpark at Warringah Mall).

A small number of submissions were opposed to synthetic surfaces because they are too hot to use in summer, are expensive, have environmental concerns (synthetic rubber materials), or are not considered desirable in some specific locations.

ACTION 3: ACQUIRE ADDITIONAL LAND AS PART OF NEW LAND RELEASES

There was support for requiring developers to provide fields in new developments such as Ingleside, but developer contributions should be spent on the development and not elsewhere. Some felt a higher percentage of land in new developments for sporting fields and other open space should be required. Some commented that the opportunity to develop more sportsfields in Warriewood Valley was missed and that a centralised sporting facility for Warriewood and Ingleside is needed.

ACTION 4: CONVERT EXISTING GOVERNMENT OWNED OPEN SPACE TO SPORTSFIELDS E.G ALL OR PART OF A GOLF COURSE

There were several suggestions about the conversion of open space to sportsfields including:

- Golf courses
- Use public and private school facilities on weekends to ease the burden on Council sportsfields. Council could provide synthetic surface, maintenance etc. in return. Use of several schools grounds was suggested.
- Change the market space at North Narrabeen back to playing fields
- Use land at Long Reef (Griffith Park) west of the tennis courts
- Use land adjacent to existing fields at Seaforth Oval and Bantry Bay Oval
- Abbott Road - use the old bowling space and near the old Scout hall
- Convert Pittwater Golf Centre golf driving range (zoned for open space, level, could fit 4 playing fields, has carparking/ amenities, located on Pittwater Road, on bus route, was once used for playing fields, one or more public golf courses could become a new driving range)
- Use car parks, Council depot, or roads for netball/ basketball courts e.g. Parkway Hotel carpark
- Move netball from Curl Curl to Warriewood
- Convert bowling greens to netball courts

There were mixed views about the conversion of golf course land to sportsfields. Those in support of this action made the following points:

- Use all or part of an 18 hole golf course or convert a full 9 hole course
 - Warringah Golf Course
 - Mona Vale (fields closer to Pittwater residents, however the lease has recently been renewed)
 - Palm Beach (lease income is only 1/3 that of Warringah Golf Course, fields closer to Pittwater residents, flat land, parking available)
 - Balgowlah (create a new sporting precinct of fields and supporting infrastructure using material from the Northern Beaches Tunnel)
- There are more field sport players than golf players
- Golf takes up a lot of public land
- The ratio of golf courses to population is higher on the northern beaches than elsewhere
- There are sufficient full and half sized golf courses
- Golf is declining in popularity



- Golf courses are struggling financially
- Golf courses exclude the rest of the community from using them
- Warringah Golf Course has environmental impacts including fairways too close to creeks and lagoon and don't comply with EPA requirements; dominant vegetation is grass and tall trees with little ground cover and mid-storey resulting in unbalanced biodiversity

Those opposed to this action expressed the following points:

- Preserve the golf courses for an aging population and a future increase in golfers
- Sports grounds are not used during the week so why do golf courses need to be used for sportsfields
- 'Robbing Peter to pay Paul' ie. converting golf courses to sports fields is wrong
- Reduction of an 18 hole to a 9 hole golf course is not financially viable and/ or competitions cannot be held at 9 hole golf courses

There were 121 submissions specifically opposing the conversion of Warringah Golf Course to sportsfields. In approximate numerical order of mention the following points were made:

1. High levels of use
 - It is one of the busiest courses in Sydney
 - High number of rounds played and used all day from dawn to dusk
 - Caters for social players and social golf is increasing in popularity
 - Other local clubs could not absorb Warringah members so Warringah members would either have to give up golf or take up bowls
2. Flat topography
 - Seniors like to play on a flat course
3. Affordable
 - Low membership cost is affordable
4. Accessible to all
 - Public course therefore it is accessible to all
 - Accessible by public transport
5. Impacts of sportsground use on residents, sportsground users and others
 - Traffic and parking issues for residents and sportsground users
 - Impacts of noise and sportsground lighting on residents
6. Sportsgrounds at Warringah Golf Course won't meet needs in northern end of LGA
 - Fields are needed at the northern end of the peninsula, so don't use Warringah Golf Course
 - It is surrounded by playing fields which are often empty during the week
 - Only 3-4 playing fields could be created
 - Manly Creek would have to re-routed between any playing fields which would be unsafe for children
7. Environmental considerations
 - Removal of several hundred trees would have impacts on drainage, wildlife, air quality, views and visual amenity
 - Peaceful and quiet
 - Green buffer incorporates two creeks and riparian areas
8. History
 - 80 year history as a golf course
9. Capital Cost
 - High cost of converting WGC to sports fields



10. Flood liable
 - The southern end is flood liable
 - Low areas would require filling, levelling and drainage
 - The irrigation system would require replacement
11. Financially viable
 - Financially viable
 - WGC pays more than its share of lease payments to Council
 - Maintenance of the golf course is by the golf club at no cost to Council/ratepayers
12. Good facilities and services
 - Quality coaching
 - Quality facilities and clubhouse
13. Caters for children
 - Children can learn to play golf at WGC
 - Children can play golf at WGC without restrictions imposed by other golf clubs
14. Utilities
 - High voltage underground power cables cross the golf course

ACTION 5: ACQUIRE AND EMBELLISH ADDITIONAL LAND FOR SPORTSFIELDS

Some submissions supported the acquisition of additional land because:

- The population is growing, and the shortfall in sporting fields is not meeting needs
- Transport infrastructure such as bus interchanges are taking open space for roads and carparking

Several sites or general areas were suggested as possible candidates for acquisition. A few submissions outlined alternatives to the acquisition of land eg use of Crown land, partnership with Sydney Academy of Sport. A few submissions opposed the acquisition of land for new sportsgrounds because of concerns about clearing of bushland or cost.

9.2.2 State Sporting Organisations

Some State Sporting Organisations provided feedback on the Discussion Paper in the form of written submissions or via the NBC 'your say' website. The main issues raised were as follows

AFL:	AFL NSW/ ACT indicated they are experiencing facility issues on the Northern Beaches that are, or will, hamper their growth. Current undersupply of grounds and some sub-standard grounds are closed for training or on game days. Specific suggestions for lighting of grounds at John Fisher Park and Balgowlah Oval (Action 1) and installation of synthetic surfaces (Action 2) at Lionel Watts Reserve. Indicated their enthusiastic support for Action 4 (Conversion of existing open space to sports fields) and would contribute to a tier 2 AFL ground as part of any new sports precinct.
Cricket:	Cricket NSW offered some high level responses to the Discussion Paper actions. In relation to Action 1 they suggested upgrading existing (and installing new) lighting to a minimum of 200 lux to allow junior cricket to be played under lights; upgrade drainage to reduce the impact and likelihood of rain effected matches; upgrade existing synthetic pitches with multiple crease markings; and establish partnerships with schools or other institutions to better utilise land or sportsfields. They recognise and support the significant benefits of synthetic sportsfields (Action 2). Cricket NSW endorses the consideration of Action 4 as a reduction in the number of golf courses could enhance the sustainability of existing courses through greater utilisation and deliver efficiency of finite resources.
Hockey	Local hockey facilities are confined to natural grass pitches located at Frank Gray Reserve in Curl Curl and the substantial growth in other sports in recent years means that other facilities are not available. The fields at Frank Gray Reserve can only be used for junior and social competitions, are currently at capacity, have an uneven surface, and are subject to flooding and frequent closure during extended rainfall. The absence of competition standard synthetic surface hockey fields on the Northern Beaches means that local players are often forced to travel in excess of 45 minutes by car for training and games on a weekly basis to



play at synthetic fields across Sydney. This results in local players playing “second fiddle” to other clubs’ facilities and allocated late or inappropriate training times, or players giving up as the sport is deemed “too difficult” to participate in (particularly among adult females).

Hockey indicated that there is a need for a facility with 3 floodlit, synthetic ‘wet surface’ fields on the Northern Beaches. There is a potential for non-Council funding sources to develop the facility. Hockey would want to manage the facility and would require security of tenure. Synthetic hockey fields could be shared with other sports such as touch football, Oz tag or gridiron. The retention of the grass fields at Frank Gray Reserve is regarded by hockey as important in order to cater for social hockey.

9.2.3 Manly Warringah Pittwater Sporting Union (MWPSU)

The Manly Warringah Pittwater Sporting Union acknowledged the extensive work done by many in producing the reports contained in the Discussion Paper. They are in support of all 5 actions and encourage Council to pursue these with haste.

In particular, they mentioned the need for more sportsgrounds in Terrey Hills, Ingleside & Warriwood and suggested a number of locations for conversion of playing fields to synthetic including Careel Bay fields, North Narrabeen Reserve, Cromer 2, and Lionel Watts Reserve. They also identified opportunities for sports grounds including land that is currently used for markets and parking at North Narrabeen Reserve; land currently used for golf driving range at North Narrabeen Reserve; and Stirgess Reserve at Curl Curl which was a sportsground until 2008 and could serve as both active sportsground and passive reserve through the allocation process.

9.2.4 Submissions Prior to Release of Discussion Paper

Prior to the release by Council of the Northern Beaches Sportsgrounds and Golf Courses Discussion Paper, some 104 submissions were received by Council which related to the report to Council on 27 September 2017 and general media coverage. These submissions raised very similar issues to those received later on the Discussion Paper (refer section 9.2.1). The general flavour of the earlier submissions was that, while supportive of the need to address the shortfall in sportsgrounds, they were generally opposed to the closure of golf courses as a means of doing so.

9.3 Warringah Golf Club

9.3.1 Warringah Golf Club - Formal Submission

Warringah Golf Club (WGC) submitted a detailed submission which has been summarised by Parkland Planners. A copy of their analysis of this, and other, community submissions is available on Council’s website. WGC acknowledged and supported the identified need for the current undersupply and condition of local sports fields to be addressed.

WGC indicated its support for Actions 1 to 3⁵ in the Discussion Paper which, in their view, are in the public interest, but opposed Action 45 above for the following reasons:

- Taking away 9 holes from Warringah Golf Course to create playing fields and associated infrastructure is not the solution to the shortage of playing fields in the northern beaches.
- Golf is Australia’s second highest participation sport.
- WGC is a highly used and in-demand golf course, being available and used 7 days a week and 52 weeks a year by all age groups and both sexes. More than 70% of players are over 50 years of age.
- North Manly and Manly Vale is already a high density and congested sportsfield precinct bordered by busy roads and Warringah Mall. Increased traffic generated by additional sporting fields will result in further traffic chaos in the area.
- In their view the need for sports fields is in the northern, not the southern, section of Northern Beaches LGA and locating sportsfields on Warringah Golf Course will not address the inadequacy and need for sports fields in the high growth areas of the LGA.
- WGC has a competitive pricing structure.

⁵ Action 1 (Make better use of existing sportsgrounds), Action 2 (Convert existing sportsfields to a synthetic surface) and Action 3 (Acquire additional land as part of new land releases).



Regarding Action 5 in the Discussion Paper (Acquire and embellish additional land for sportsfields) WGC questioned that community, private or other land is not affordable to acquire for sportsfields. They asserted that Crown land is available in the north and north-western areas of Northern Beaches LGA; that Council should indicate which Crown lands are available; and determine the estimated cost of converting that land to sportsgrounds. Their submission indicated that \$70.60 per annum per household is not an undue imposition on current and future ratepayers to contribute to intergenerational provision of sporting facilities.

WGC did not support Action 6 (Do nothing) because it acknowledges the need for additional sporting fields.

WGC pointed out that, in their view, there were a number of shortcomings in the Discussion Paper, Sportsgrounds Needs Analysis, and/ or the Golf Market Assessment. For example in WGC's view:

- There were selective quotations and use of data which biased against golf
- The Discussion Paper did not accurately express the views of sporting bodies about the future use of golf courses for sport
- The benefits of golf and comparative rates of participation with other sports were not highlighted
- 85% of WGC members are aged 50 years and over and the growth in this cohort was not taken into account in determining the future needs of golfers on the Northern Beaches. They asserted that compromising 9 holes of Warringah Golf Course or closure of a viable golf club solves one problem without considering the consequences on a valued segment of the northern beaches community.
- The Golf Market Assessment refers to private and public golf course data, however, the private golf market is out of reach to the majority of the northern beaches community.
- The Discussion Paper should have quoted the number of public rounds and formal social golf groups, not just membership numbers
- Discussion paper should have mentioned the \$6 million contribution that WGC was willing to make toward community facilities in District Park.
- The conclusion of the Golf Market Assessment that reduced supply will assist sustainability of existing golf courses is not, in the opinion of WGC, soundly based and each of the four public 18 hole golf courses at Wakehurst, Long Reef, Mona Vale and Warringah have limited capacity to take on additional members.
- Council should have included a traffic study in the information provided, or alerted the community to the potential impacts that converting golf course land to sports fields will have on the surrounding precinct and on the wider northern beaches road system.

9.3.2 Warringah Golf Club - Petition

Warringah Golf Club submitted a covering letter and a petition to Council on Wednesday 17th May 2017, ten days after the closing date for submissions of 7 May 2017. The covering letter claimed that 10,373 people signed the petition as follows:

"We the undersigned are concerned citizens urging our leaders to keep Warringah Golf Course an 18 hole course for the community."

There were 1,368 claimed online signatories, and, without the resources to manually count several thousand signatures, it is assumed that the remainder (9,005 people) signed the hard copy petition.

9.4 Sports Forum

A Sports Forum with sports within the scope of the Sportsgrounds Strategy was held on 30th April 2017 to discuss opportunities for improving existing grounds and management practices. Two workshop topics considered the following topics:

- Upgrading existing sportsgrounds to improve usage capacity
- Changing management practices of Council or sports to improve capacity of grounds

Workshop participants were asked to consider the following specific questions:



IMPROVING EXISTING SPORTSGROUNDS

1. What sportsgrounds should be upgraded to improve their usage capacity?
2. What type of upgrading is needed to improve the usage capacity of that ground?
3. What should be the criteria for assessing priorities for upgrading grounds?
4. What criteria should determine the location of future additional synthetic surfaces?
5. How can sports contribute to Council's capital program?

23 reserves were suggested to be upgraded via improvements such as new/ upgraded lighting, irrigation, drainage, new/ upgraded amenities, or reconfiguration. The reserves most frequently mentioned were Lionel Watts, North Narrabeen, Passmore, Frank Gray, Mike Pawley, Forestville, Nolan, and Seaforth.

The main suggestions for assessing priorities for upgrading included addressing over-used fields first, geographic distribution, population distribution, maximising participant benefit (especially multi-sports), and maximising impact on shortfall. Suggested criteria for the location of synthetic surfaces included impact on residents, capacity for multi-use, proximity to transport, access to parking and support amenities, addressing poor quality/ high use fields, and distribution throughout the LGA.

In relation to sports contributing to Council's capital works program, some attendees commented that sports already make a contribution. Other suggestions included supporting external grant applications, partnerships with Council, security of tenure in return for contribution, in-kind support, and setting a contribution percentage.

MANAGEMENT PRACTICES

1. What management practices can Council change or adopt to enable better usage of sportsgrounds? (eg seasonal allocations, wet weather, pre-season processes, agreement with schools)
2. How can sports change their competition or training practices to enable better usage of sportsgrounds?

There were several suggestions about new or improved management practices that Council could adopt. These included among other things, change or adopt included master planning of reserves, introduction of on-line booking systems, better use of technology for control of lighting and gate entry, lighting standards at different grounds (ie for competition or training), reduce 'blanket' bookings over whole areas, more transparent and equitable allocation process, dual or portable goal posts, engaging turf expert advice on fields, facilitating use of school sporting facilities, more flexible wet weather procedures or allow more decision-making on closures by sports, and consistent approach to pre-season access.

Workshop attendees offered a number of suggestions as to how sports could change their competition or training practices to improve sportsground usage. These included use of school grounds or remote locations where possible for training, shared use of fields and clubhouses, reduced field sizes, better integration of competition draws between sports, rotate training location to preserve fields, more use of well-lit fields for competition, and more training and competition on Mondays and Fridays. Space for training was raised as a key concern especially at season change over times.

Inputs from the Sports Forum discussion on these questions were considered in developing the Strategy and recommendations.

10. Appendix 2: Proposed Sportsground Hierarchy

Facilities	Regional Sportsground A	Regional Sportsground B	District	Local Sportsground A	Local Sportsground B
Example	Brookvale Oval, Brookvale	Cromer Park, Cromer	Lionel Watts Reserve, Frenchs Forest	Millers Reserve, Manly Vale	Condover Street, Nth. Balgowlah
Description	Typically, single or dual field catering for high level competition of selected sports with spectator facilities	Typically, multi-field facility catering for training and competition for one or more sports	Typically, multi-field facility catering for training and competition for one or more sports	Typically, single field with no expansion opportunity, but capable of accommodating club training and competition	Typically, small and/or constrained area with limited capability for training, pre-season or spill over space
User Community	Use at regional, state & national level	Use at state and regional level, high level of participation and competition	Use at sub-regional and district level, high level of participation and competition	Use at district, local and junior level	Use at local and junior level
Types of Use	Training and competition. Night competition by agreement. Dedicated sporting or event use, with appropriate community access as applicable	Training and competition. Night competition by agreement. Dedicated sporting event use, with appropriate community access as applicable	Training and daylight competition. Night competition by agreement. Shared use with general community when not in use by sport	Training and daylight competition. Night competition by agreement. Shared use with general community	Daylight spill over competition and training. Shared use with general community
Amenities	Change rooms, toilets, kiosks, officials room, meeting room, function rooms, scoreboard, fencing, ticket box	Change rooms, toilets, officials room, meeting room, kiosk, storage areas for training and club equipment	Change rooms, toilets, kiosk, storage areas for training and club equipment	Toilets, storage areas for essential equipment	Nil
Other Facilities	Undercover or formalised seating e.g. Grandstand Pavilion, Barbeques, Picnic table, bench seats, State park signage, scoreboard	Some undercover or formalised seating Picnic table, bench seats, Regional park signage, scoreboard	Covered seating optional with spectator mounds Picnic table, barbeque, bench seats, standard routed timber sign	Informal spectator seating areas or sideline viewing Bench seats, minimum signage (name and conditions)	Bench seats, minimum signage (name and conditions)
Transport & Access	Formal parking, arterial road support with public transport option	Formal parking, sub arterial or collector road support	Designated car park, Collector road support	Usually on street and off street parking. Collector and local road support	Parking on street only, Local road support
Grounds Maintenance	High level with partnership agreement or operator maintained	High level with club partnership agreement	Moderate level with seasonal club partnership agreement	Low level Council maintenance with seasonal club partnership agreement	Low level Council maintenance, with possible club supplement
Sports lighting	To relevant Australian Standard (Television/Video)	To relevant Australian Standard for semi-professional competition	To relevant Australian Standard for competition	Generally to relevant Australian Standard for training	Nil

11. Appendix 3: Proposed Hierarchy Rating of Reserves

1. Existing Reserves

Name of Reserve	Proposed Hierarchy	Name of Reserve	Proposed Hierarchy
Allambie Heights Oval	Local A	John Fisher Park Netball Courts (Grass)	District
Aquatic Reserve	District	John Fisher Park Old Reub Hudson Oval	District
Ararat Reserve	Local A	John Fisher Park Reub Hudson Oval /Denzil Joyce	District
Balgowlah Oval	Local A	John Fisher Park Weldon Oval	District
Bantry Reserve	Local A	Keirle Park	Local A
Beacon Hill Reserve	District	Killarney Heights Oval	Local A
Belrose Oval	Local A	Kitchener Park	District
Beverley Job Park	Local A	Lake Park Oval Reserve	Local A
Boondah Reserve - Playing fields	District	Lionel Watts Reserve	District
Boondah Reserve - Grass Courts	Local A	LM Graham Reserve	Local A
Brookvale Oval	Regional	Macfarlane Reserve	Local B
Collaroy Plateau Park	Local A	Manly Oval	Regional
Condover Street Reserve	Local B	Manly West Park	Local B
County Road Reserve	Local B	Miller Reserve	District
Cromer Park	Regional B	Narrabeen Sports High (Turf)	Local A
David Thomas Reserve	District	Narrabeen Sports High (Synthetic)	District
Dee Why Park	Local A	Newport Oval	Local A
Forestville Playing Fields	District	Nolan Reserve	District
Forestville Park	Local A	North Narrabeen	District
Foremorial Courts	Local A	Passmore Reserve	Local A
Griffith Park	Local A	Porter Reserve	Local A
Harbord Park	Local A	Richard Healy Playing Field	Local B
Hews Reserve	Local A	Seaforth Oval	Local A
Careel Bay	District	St Matthews Farm Reserve	Local A
Hitchcock Park	Local A	Tania Park	Local A
James Morgan Reserve	Local A	Terrey Hills Oval	Local A
John Fisher Park Abbott Rd 3,4,5	District	Tristram Reserve	Local A
John Fisher Park (Abbott Rd Softball Ground)	District	Truman Reserve	Local B
John Fisher Park (Adams Street Reserve)	District	Waldon Road Reserve	Local A
John Fisher Park (Denzil Joyce Oval)	District	Warriewood Valley Sportsground	District
John Fisher Park (Frank Gray)	District	Progress Park	Local B
John Fisher Park (Mike Pawley Oval)	District	Wyatt Reserve	Local A
John Fisher Park (Netball Courts - Hardcourts)	District		



2. Future Land Reserves

Name of Reserve	Proposed Hierarchy
Ingleside Land release south	Local A
Ingleside Land release north	District

