

**ATTACHMENTS FOR: AGENDA NO. 5/20
WORKS AND COMMUNITY COMMITTEE MEETING**



Meeting Date: Tuesday 9 June 2020
Location: Online Audio Visual Meeting
Time: 6.00pm

ATTACHMENTS FOR WORKS AND COMMUNITY COMMITTEE MEETING

Item

- 6 INDOOR SPORTS FACILITIES REVIEW**
Attachment 1 City of Ryde Indoor Sports Facilities Review



INDOOR SPORTS FACILITIES REVIEW

FINAL DRAFT REPORT
May 2020

 City of Ryde


Lifestyle and opportunity @ your doorstep


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1. STUDY BACKGROUND

1.1. INTRODUCTION

The purpose of this study is to determine the need, opportunities and best approach for the City of Ryde Council (Council) to address the previously identified undersupply of indoor courts within the City, considering each venue’s viability, feasibility and required capital investment.

1.2. PROJECT OBJECTIVES

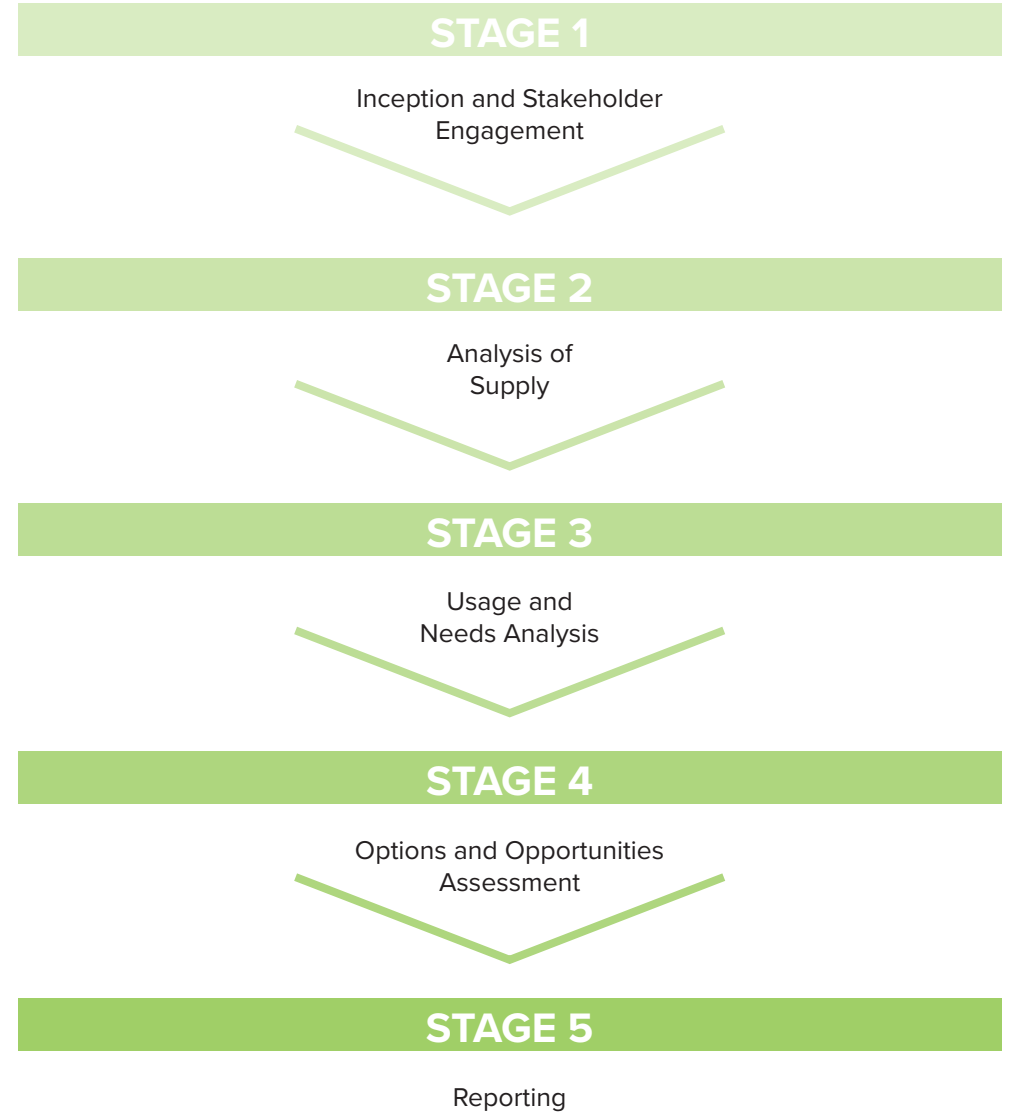
The scope of the study included the following objectives:

- « Assess the short term need for additional indoor sports halls and courts in the City; and
- « Identify the scale, preferred components and most appropriate locations for such facilities.

Photo Credit: www.ryde.nsw.gov.au/



1.3. METHODOLOGY



1.4. LITERATURE REVIEW

Table 1: Literature Review Summary

2028 Community Strategic Plan – City of Ryde

The Community Strategic Plan is the highest-level plan within the Integrated Planning and reporting framework. It guides Council's 10-year Resourcing Strategy, four-year Delivery Plan and one-year Operational Plan. These documents detail the City of Ryde's priorities and what will be delivered for the community. The vision for the Strategic Plan is 'The place to be for lifestyle and opportunity at your doorstep.'

One of the key focus areas within the Plan is to deliver an Active and Healthy City.

'The City of Ryde is an active and healthy community, with diverse recreational spaces and opportunities for people of all ages, abilities and backgrounds. People can easily gather in public spaces or at community events that bring residents together, helping everyone to feel part of the Ryde community.'

Key actions include enhanced recreational services and well targeted services.



Social Plan 2019 – 2024 – City of Ryde

The Social Plan 2019-2024 outlines a strategic roadmap to sustain and improve social wellbeing in the City of Ryde for our communities and places as they grow and change over the next five years. It provides a shared vision for a cohesive, inclusive and healthy community and network of connected places and people. The five strategic directions, together with the vision, provide a framework to guide the future activities, services and programs delivered by the community and Council. One of the key strategic directions is An Active and Healthy Community.



City of Ryde Sport and Recreation Strategy 2016-2026

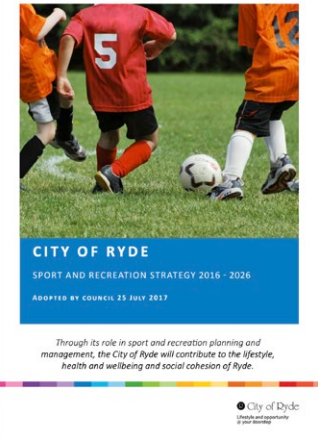
This study was adopted by Council in July 2017. The purpose of the Strategy was to provide a framework for the provision, management and co-ordinated development of recreation facilities and services across the City of Ryde. Its development acknowledged a changing city, contemplating/ investigating new investment partners with an interest in the long-term vision for sport and recreation.

Consultation was an important component in compiling the strategy, with local clubs, associations and state sporting associations providing information on participation and membership trends, facility use, trends and emerging issues, and essential needs. There are concerns about the impact of urban development on provision of sporting facilities (need to protect existing facilities and look for expansion where possible) and the fact that urban growth will exacerbate the demand for sport and recreation facilities.

Goals and actions that are relevant to this project:

Goal 3: We understand and respond to the needs of our Diverse Community:

- « Commitment to creating flexible and adaptable spaces for sport and recreation
 - Undertake a feasibility study to determine the need, viability, site location, facility mix, indicative capital cost, concept plans, financial projections, and management arrangements for the development of an indoor sport and recreation centre. Key elements to be investigated should include:
 - Indoor sports courts (with possible retractable seating)
 - Gymnastics training facility (with capability of staging competitions on indoor sports court)
 - Flexible programming spaces for recreation activities
 - Potential dedicated youth area linked to outdoor facilities
 - Health & fitness area
 - Food and beverage and socialising
 - Prominent location and ease of access by public transport, bicycle as well as car.



Integrated Open Space Plan 2012, City of Ryde

The Integrated Open Space Plan analyses the City's existing public open space and makes clear recommendations on how that open space can be conserved, enhanced and extended to meet the community's recreation and leisure needs, both now and into the future.

Some key findings relevant to this study include:

- « Indoor facilities receiving high levels of use especially among the Culturally and Linguistically Diverse (CALD) communities
- « The CALD Communities identify indoor spaces are as important as urban spaces



Basketball NSW Facilities Strategy (2016)

The Basketball NSW Facilities Strategy (2016) identifies a need for up to 6 courts (for basketball only) in Metro North region (comprising of the City of Ryde, Hornsby, Northern Beaches, Ku-ring-gai, Willoughby and Lane Cove local government areas).



Ryde Olympic Park Strategic Plan and Masterplan

A Strategic Plan and Master Plan is currently being completed for Ryde Olympic Park. This includes a 6-stage process as detailed below:

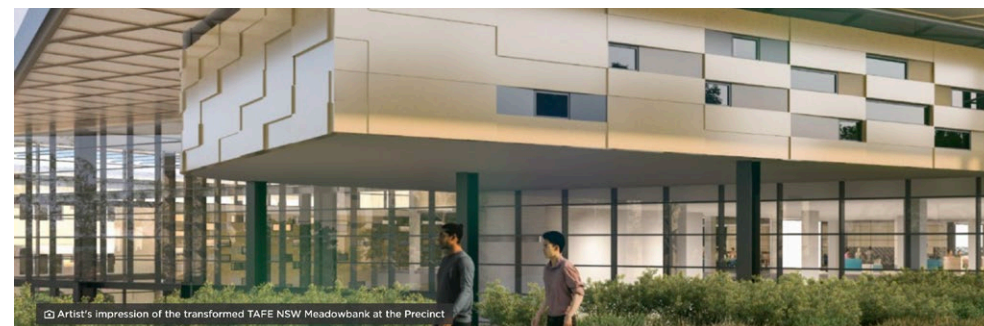
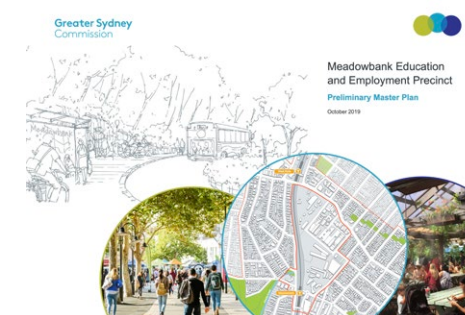
- « Stage 1 – Background Report
- « Stage 2 – Catchment Analysis
- « Stage 3 – Community Engagement
- « Stage 4 – Strategic Plan
- « Stage 5 – Master Plan Concept Development & Community Engagement Phase 2
- « Stage 6 – Final Strategic Plan and Master Plan.

Currently up to Stage 4 – the Strategic Plan has identified the following with relation to indoor sports.

- « Benchmarking shows the City of Ryde has a low provision of indoor sport and recreation facilities compared with a number of other locations across NSW
- « Limited supply of facilities and insufficient courts to meet current demand
- « No facility able to cater for major events in the City of Ryde (4 court facility)
- « Basketball participation in City of Ryde is low compared with average participation in the NSW. Lack of provision of facilities may be a contributing factor to the low participation.
- « The proposal for the master plan includes providing a 4-6 court indoor sports stadium preferably in the one reconfigured location

Meadowbank Education and Employment Precinct (2019)

The NSW Government is proposing to convert the old Meadowbank Public School site into a new open space recreation area and community park, and the old Marsden High School site into a community sporting facility with state-of-the-art netball courts. The Meadowbank Public School and Marsden High School will be relocated to the Meadowbank Education and Employment Precinct.



ELS Hall Park, Greenwood Park & Booth Reserve Master Plan Report, City of Ryde, 2019

The master plan aims to provide a diverse range of both structured and informal recreation opportunities, catering for increasing recreation demand.

ELS Hall Park is a destination park, attracting users from a wide area who come to play organised sport on the outdoor fields or in the indoor sports centre. These users tend to arrive by private vehicle and visit the park periodically, although form a large user group collectively. The park is also used by residents of surrounding suburbs, who typically drive to the park to utilise facilities such as the dog off-leash area or large playground regularly. Residents and workers from the immediate area make up the remaining portion of park users, typically using facilities such as shared paths, walking tracks, fitness equipment, playground and the dog off-leash area.



Ryde Community Sports Centre (RCSC) is a two court Indoor Sports Centre with community meeting room and small kiosk, constructed in 2010-2011. The centre is accessed via car-parking from Kent Road which is consistently at or over capacity.

Opportunities identified within the master plan that impact the RCSC:

- « Expand the Kent Road car park
- « Possible expansion of the RCSC

Consultation results for RCSC:

- « General support for the expansion of the facility however with no impact to the existing carpark areas
- « The YMCA (Sports Centre leaseholder) would like to see more sustainable modifications to the site including LED lighting and for the expansion to include a mixture of additional courts and community rooms and facilities
- « Strong support to increase the centre parking; frustration from respondents regarding the lack of parking at the facility
- « There are safety concerns with the car park and respondents wished the entry road to be widened to improve traffic flow
- « More lighting requested within the carpark to improve pedestrian safety

Key proposals for the RCSC:

- « Maintain existing building with minor improvements including lighting upgrades
- « Possible new extension to facility over existing on-grade car park. Any new building to include the following:
 - Maintain current car parking numbers
 - Consider elevated design
 - Maintain vehicle access to field #2
 - Provide minimum 2 multi-use sports courts
 - Access and arrival to RCSC to be upgraded



The implementation of these recommendations is suggested to be staged:

- Stage 2 (6-10 years): expansion of Kent Road car parking area
- Possible future (no timeline): expansion of RCSC with elevated structure over Kent Road car park

2. PROVISION

2.1. INDOOR COURTS

The following information outlines indoor facilities within the City of Ryde and other LGA's considered to be within the indoor sports facility primary catchment. It contains all indoor courts, including schools where there is evidence that these facilities are available by the community to hire. Whilst single courts have been incorporated as they can assist to meet the overall demand, single court facilities typically only provide limited opportunities for training or single use activity (eg. dance, martial arts).



2.2. COUNCIL FACILITIES

2.2.1. Ryde Aquatic and Leisure Centre

The Ryde Aquatic and Leisure Centre (RALC) is located at Victoria Road, Ryde. It is owned and managed by the City of Ryde. Incorporated within a broader aquatic facility, the RALC also comprises of a two-court sports hall with spectator seating (up to 200) change rooms, and a small kiosk. The sports hall caters for a range of indoor sporting activities including netball, basketball, futsal, badminton, hockey, volleyball, martial arts, fencing and children's exercise classes.

Figure 1: Ryde Aquatic and Leisure Centre



2.2.2. Ryde Community Sports Centre

The Ryde Community Sports Centre is located at ELS Hall Park, North Ryde. The centre is owned by the City of Ryde and is leased to the YMCA. It comprises of a two-court facility with change rooms and café. It caters for a range of indoor sports including netball, basketball, futsal, badminton and table tennis.

Figure 2: Ryde Community Sports Centre



2.2.3. Facility Condition / Expansion Plans

2.2.3.1. Ryde Aquatic and Leisure Centre

The RALC is approximately 20 years old being opened in May 2000. The facility has been well maintained and the court surface has been kept to a high standard. The facility could benefit from an upgrade to ensure it is better meeting the contemporary needs of the community, particularly relating to universal access amenities. A master plan for the precinct is currently being prepared which has outlined the need for expansion of the indoor courts to meet current demand.

2.2.3.2. Ryde Community Sports Centre

The Ryde Community Sports Centre was completed and opened to the public in July 2011. The facility is of a high standard and has been well maintained. A master plan for ELS Hall Park has been completed which includes a number of actions for the Ryde Community Sports Centre:

- « Maintain existing building with minor improvements including lighting upgrades
- « Possible new extension to facility over existing on-grade car park. Any new building to include the following:
 - Maintain current car parking numbers
 - Consider elevated design
 - Maintain vehicle access to field #2
 - Provide minimum 2 multi-use sports courts
- « Access and arrival to Ryde Community Sports Centre to be upgraded.

2.2.4. Usage Analysis

2.2.4.1. Ryde Aquatic and Leisure Centre

Information provided by the City of Ryde indicates that the two-indoor sport courts at the RALC are at capacity during peak hours (4-10pm on weekdays and daytime hours on the weekend days), with the only opportunity for bookings being before school and weekdays up to 4pm.

This results in a total utilisation of 61% of the available hours. Typically, it is not uncommon for indoor courts to be used at capacity during peak times. However, the City of Ryde courts also have strong utilisation in off peak times (from opening until 4pm on weekdays) with 35% usage when typically the use of indoor courts is generally limited to school use and occasional events.

Table 2 below summarises usage over a typical (recent) week. There are limited available court hours at peak times (4-10pm M-F) and early on weekend day mornings (up to 9am).

Table 2: Typical week court usage of Ryde Aquatic and Leisure Centre (RALC)

SPORT	PEAK	NON-PEAK	TOTAL
Basketball	22	11	33
Netball	7	0	7
Futsal	11	0	11
Badminton	18	9	27
Volleyball	4	6	10
Indoor Hockey	24	0	24
Multi-Sport	3	0	3
Maintenance	0	8.5	8.5
TOTAL HOURS AVAILABLE	104	100	204
HOURS ALLOCATED (% UTILISATION)	89 (86%)	34.5 (35%)	123.5 (61%)

From a visitation perspective, the total visitation for the Ryde Aquatic Leisure Centre indoor facility was 176,144 for the 2018/2019 financial year. In comparison, 64,378 visits is the median rate of CERM Performance Indicators for Recreation (refer to Section 4 below for further detail). This suggests, the two current RALC indoor courts are experiencing very high usage rates.

2.2.4.2. Ryde Community Sports Centre

From information provided, this two-court facility is operational for 115 hours. Table 3 summarises this usage by the type of booking.

Table 3: Ryde Community Sports Centre - standard week of bookings in summer.

SPORT	TOTAL
Children	18
Y Basketball	17
Y Netball	15
Y Futsal	12
Casual Youth Basketball	10
Cultural Sport/Activity	9
Y Senior Activity/Sport	7
Casual Badminton	7
School PE	7
Casual Volleyball	3
Club Soccer	3
Y Children/Youth Basketball	3
Club Karate	2
Corporate Sport	2
TOTAL HOURS AVAILABLE	188
HOURS ALLOCATED (% UTILISATION)	115.0 (61%)

Visitation data was not available in order to undertake a comparison of the visitation of the Ryde Community Sports Centre against CERM Performance Indicators for Recreation.

¹ CERM is the University of South Australia's 'Centre for Environmental and Recreation Management' and is recognised nationally for the development of performance indicators for indoor sporting centres, and aquatic & leisure centres. CERM PI[®] data measures operational management efficiency (cost recovery, operational ratios, catchment usage rates, secondary spending etc). Participation and provision of information is on a voluntary subscription basis. Most facilities on the CERM database are local government owned. The data is categorised by the type of facility (ie outdoor only, indoor only, or indoor and outdoor) and further segmented by the size (m2) of the facility. It should be noted participation in, and provision of information for, the CERM database is on a purely voluntary subscription basis. To that end their database represents a "convenience sample" and is not representative of all Australian aquatic and recreation centres. For this reason, CERM data serves as a comparative guide only, based on similar facilities on their database but it does not represent a definitive standard.

2.2.5. Financial Performance

2.2.5.1. Ryde Aquatic and Leisure Centre

Financial information was provided by City of Ryde on the operation of the RALC. This information covers the previous full two operating years to 2018/19. The summary provided in the table below indicates that the operation overall is in surplus; noting that costs associated with energy and depreciation are applied to the full centre (including the aquatic operations).

Table 4: RALC Operating Performance Analysis (Council Costs Only, excluding the aquatic)

RYDE AQUATIC AND LEISURE CENTRE	2017/18 ACTUAL	2018/19 ACTUAL
INCOME		
Facility Hire	\$93,351	\$149,332
Programs Receipts	\$298,651	\$231,505
Total Income	\$392,002	\$380,837
EXPENDITURE		
Salaries & Wages	\$97,207	\$98,372
Contractor Services	\$17,674	\$14,285
Materials & Insurance	\$15,012	\$16,169
Total Expenditure	\$129,893	\$128,826
OPERATING SURPLUS (DEFICIT)	\$262,109	\$252,011

The figures above suggest a strong financial performance of the centre when compared with the national benchmarking data from CERM Performance Indicators for Recreation with a median cost recovery for indoor centres of 79%. However, as noted above some expenses are not included within the expenditure as these are applied to the full centre.

2.2.5.2. Ryde Community Sports Centre

Financial data for the Ryde Community Sports Centre was provided by the YMCA (third party operator of the Ryde Community Sports Centre). The table below summarises that the Ryde Community Sports Centre is generating a small operating surplus (excluding depreciation).

Table 5: RCSC Operating Performance Analysis

RYDE COMMUNITY SPORTS CENTRE	2017/18 ACTUAL	2018/19 ACTUAL
INCOME		
Facility Hire	\$233,829	\$279,080
Program Fees	\$637,751	\$663,973
Merchandise and Kiosk	\$114,801	\$111,522
Outdoor Sport Competition	\$24,581	\$101,958
Total Income	\$1,010,962	\$1,156,535
EXPENDITURE		
Salaries & Wages	\$381,385	\$433,076
Direct Costs (program & goods)	\$254,842	\$283,866
General Overheads	\$351,349	\$433,412
Total Expenditure	\$987,576	\$1,150,354
OPERATING SURPLUS (DEFICIT)	\$23,386	\$6,181

The cost recovery of 101% suggest the Ryde Community Sports Centre's financial performance is better than national benchmarking data from CERM Performance Indicators for Recreation with a median cost recovery for indoor centres of 79%.

2.3. PRIVATE FACILITIES

2.3.1. Description and Images

There are private indoor facilities that are providing a range of indoor services to individuals and groups and within the City of Ryde as summarised below:

2.3.1.1. Ryde Ex Services Memorial and Community Club

Located near Club Ryde at 724 Victoria Road. The facility is a single court currently used for basketball as the home of the Inner West Bulls Basketball Club.

Figure 3: Ryde Ex Services Memorial and Community Club (Photo Foursquare)



2.3.1.2. North Ryde RSL Youth Club

Located behind the North Ryde RSL Community Club on the Corner of Pittwater and Magdala Road at North Ryde. The facility contains an indoor multipurpose space that is available to hire and can be used for a range of indoor activities including badminton, volleyball, indoor soccer and martial arts.

Figure 4: North Ryde RSL Youth Club (Photo: Sydney North Volleyball)



2.4. EDUCATION FACILITIES

2.4.1. Macquarie University Sport and Aquatic Centre

The Macquarie University Sport and Aquatic Centre is located within the Macquarie University campus. It includes a multipurpose indoor court which is used for a range of sporting uses.

Figure 5: Macquarie University Sport and Aquatic Centre



2.4.2. Facility Condition / Expansion Plans

Macquarie University has plans to expand the current facility. The University has recognised that there is a shortage of courts available within the City of Ryde and are currently investigating increasing the size of the facility from a single court to a 4-court facility.

2.4.3. Usage Analysis

The facility is used by the university students and clubs as well as the broader community. University users and clubs are given priority over the community for bookings. This facility is well used and is considered by the University to be at capacity.

2.5. PLANNED MARSDEN HIGH SCHOOL FACILITY

The NSW Department of Education has committed to the development of a new indoor multi-sport arena that can cater for a variety of sports at the site of the existing Marsden High School and Ermington Public School. This proposed facility is a 4-court facility with a focus towards netball use. The proposal includes

accommodating 4 netball courts, a gymnastics training facility, incorporation of holding plates for gymnastics apparatus for events, possible retractable seating, and food and beverage options.

The Meadowbank Public School and Marsden High School will be relocated to the Meadowbank Education and Employment Precinct. The current design for the High School includes a single court which may also present an opportunity for community use.

2.6. NEIGHBOURING LGA FACILITIES

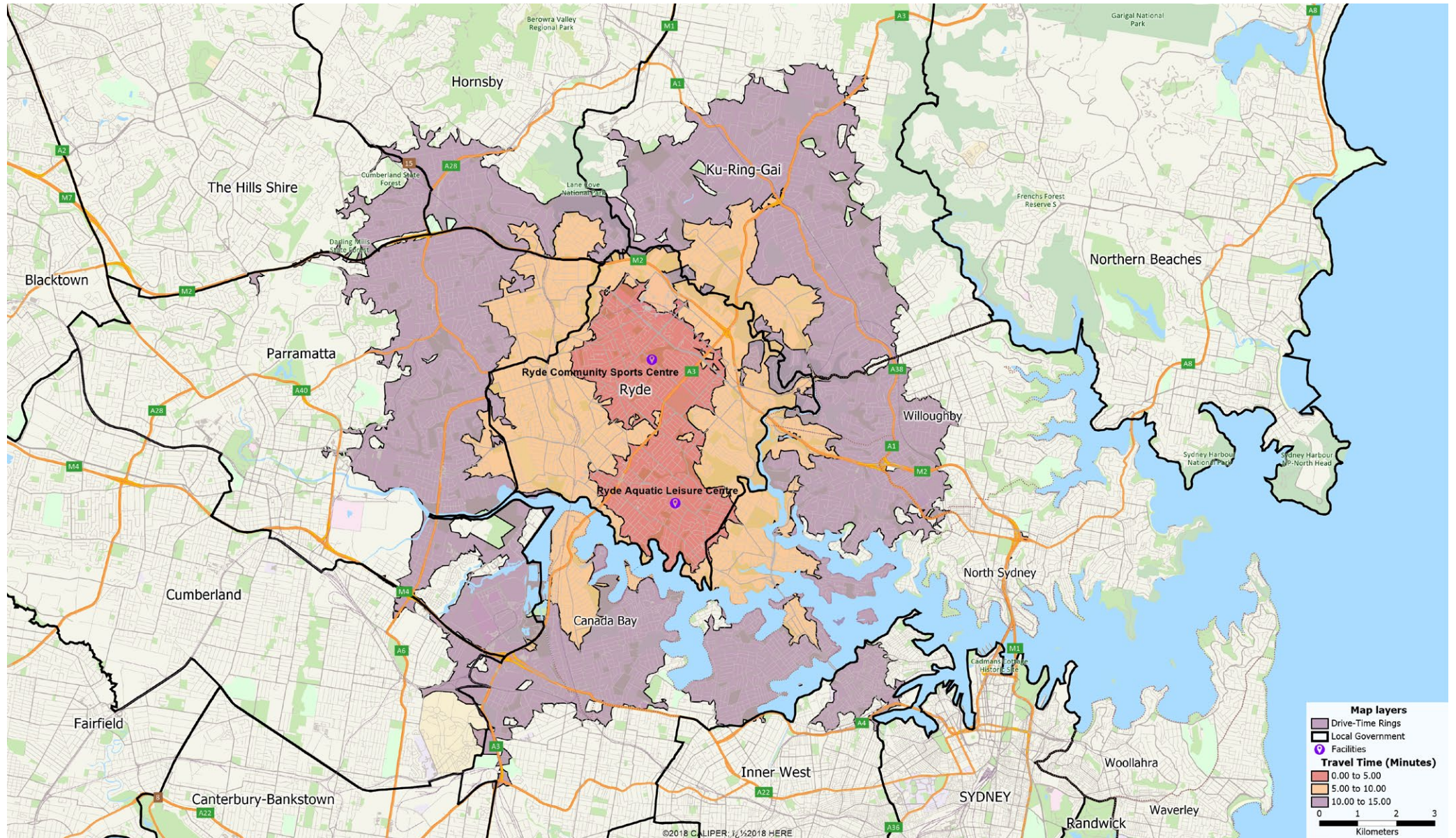
To determine the facilities in neighbouring local government areas a notional 15min driving time catchment from both the Ryde Aquatic and Leisure Centre and the Ryde Community Sports Centre was applied.

The localities and associated local government areas are listed in the following table and shown on Map 1.

Table 6: Catchment extent - local governments and localities

LOCAL GOVERNMENT	LOCALITIES (OR PARTS OF)
Ryde	All suburbs/ localities, including Denistone, Denistone West, Denistone East, East Ryde, Eastwood, Gladesville, Tennyson Point, Macquarie Park, Marsfield, Meadowbank, Melrose Park, North Ryde, Chatswood West, Putney, Ryde, West Ryde.
Willoughby	Artarmon, Chatswood, Chatswood West, St Leonards
Ku-ring-gai	Killara, Lindfield, Gordon, Pymble, West Pymble, Roseville, St Ives, South Turramurra, Turramurra
Hornsby	West Pennant Hills, Beecroft, North Epping
The Hills	North Rocks
Parramatta	Beecroft, Dundas, Dundas Valley, Epping, Ermington, Rydalmere, Sydney Olympic Park, Telopea, Wentworth Point
Cumberland	Homebush West
Canada Bay	Concord, Concord West, Drummoyne, Five Dock, North Strathfield, Rhodes
Hunters Hill	Gladesville, Hunters Hill, Woolwich
Lane Cove	Greenwich, Lane Cove, Lane Cove North
Inner West	Lilyfield, Rozelle
Strathfield	Homebush, Homebush West

Map 1: Notional City of Ryde Indoor Facility Catchment



2.6.1. Description and Images

2.6.3.1. Lane Cove LGA

Gartlan Sports Centre, Saint Ignatius College Riverview

This is a two-court facility located within the Saint Ignatius College Riverview campus located on Tamborine Bay Cove Lane Cove. It is a multipurpose court suitable for a range of indoor sports.

Figure 6: Gartlan Sports Centre, Saint Ignatius College Riverview (photo: Education NSW)



2.6.3.2. City of Parramatta

YMCA Epping

YMCA Epping is a single court facility. It caters for a range of range of indoor activities including futsal, gymnastics and karate.

Figure 7: YMCA Epping (photo: YMCA NSW)



Genea (State) Netball Centre

The Genea (State) Netball Centre is home to the NSW Netball Association. Has a total of 5 netball courts, with seating on the show court for over 800 spectators. The facility is primarily a purpose-built netball facility being the training base for elite netball teams including the NSW Swifts and GIANTS Netball however can be utilised for other sports.

Figure 8: Genea (State) Netball Centre (Photo: Netball NSW)



Quay Centre – Sports Venue

The Quay Centre located on Olympic Boulevard within Sydney Olympic Park. It contains 5 multipurpose courts which can accommodate a range of sports including basketball, netball, indoor soccer and volleyball.

Figure 9: Quay Centre Sports Venue (Photo: Quay Centre)



Sydney Olympic Park Sports Halls

Sydney Olympic Park Sports Halls are located on Grand Parade, Sydney Olympic Park. It contains two Sports Halls (east hall and west hall). the east hall has a sprung timber floor and is used for volleyball, handball, indoor soccer and netball. The west hall has a synthetic Pulastic floor and accommodates badminton, table tennis and volleyball.

Figure 10: Sydney Olympic Park Sports Halls



2.6.3.3. Ku-Ring-Gai

St Ives High School

St Ives High School is located at Yarrabung Rd, St Ives. The school currently has a single court utilised by the North Shore Basketball League. The school has a proposal to develop a new indoor facility (4 courts). The Development Approval has been received for the project and it is likely due for completion in late 2020.

Figure 11: St Ives High School proposal from single court to 4 courts (Photo: North Shore Basketball League)



2.6.3.4. City of Canada Bay

Five Dock Leisure Centre

The Five Dock Leisure Centre is located on the corner of Queens Road and William Street in Five Dock NSW. The indoor facility is a two-court facility which is part of a broader leisure centre. The indoor courts are suitable for a range of sports including futsal, netball, badminton, basketball and table tennis.

Figure 12: Five Dock Leisure Centre (Photo: Canada Bay Council)



Concord Oval Indoor Centre

Located at 5 Loftus St, Concord this is a proposed 4 court indoor facility. It is currently in the planning stage and has an estimated completion data of 2022.

Rhodes Recreation Centre

Located at Rhodes West Station Precinct at the corner of Marquet and Gauthorpe St, Rhodes this is a proposed 2 court indoor facility. It is currently in the planning phase with an estimated date for completion in 2023.

2.6.3.5. Hunters Hill

St Joseph's College

St Joseph's College is located on Mark Street, Hunters Hill. This proposal includes the development of a 3-court facility with spectator seating. The proposal was approved by Department of Planning in September 2019. Construction has not yet commenced.

2.6.3.6. Willoughby

Gore Hill Park

Gore Hill Park is located at 209 Pacific Highway (Corner Reserve Road) in St Leonards. Planning has identified the opportunity to develop a 6-court multipurpose indoor facility which would cater for a range of sports. The timing of this project is unknown.

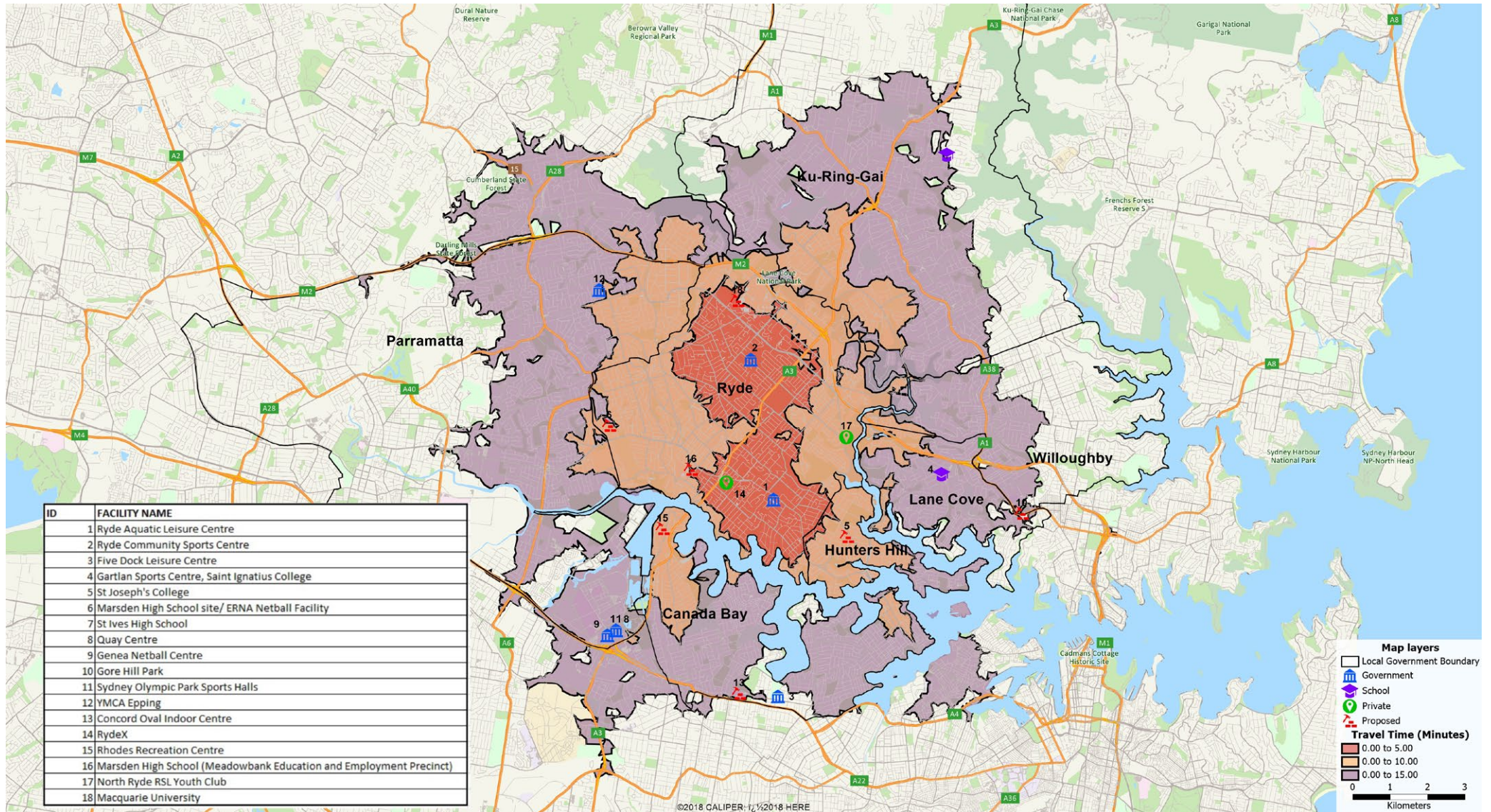
2.7. COMBINED CATCHMENT SUPPLY INVENTORY

Inventory and mapping in the table below summarises the current and future indoor court facilities within the City of Ryde primary community catchment.

Table 7: Inventory of indoor court facilities in and around Ryde

FACILITY NAME	LOCAL GOVERNMENT AREA	CURRENT INDOOR COURTS	FUTURE POTENTIAL INDOOR COURTS
Ryde Aquatic Leisure Centre	Ryde	2	2
Ryde Community Sports Centre	Ryde	2	2
Macquarie University Sport and Aquatic Centre	Ryde	1	4 (proposed)
Ryde Ex Services Club	Ryde	1	1
North Ryde RSL Youth Club	Ryde	1	1
Gartlan Sports Centre – Saint Ignatius College	Lane Cove	2	2
YMCA Epping	City of Parramatta	1	1
Genea (State) Netball Centre	City of Parramatta	5	5
Quay Centre	City of Parramatta	5	5
Sydney Olympic Park Sports Halls	City of Parramatta	6	6
St Ives High School	Ku-Ring-Gai	1	4 (proposed)
Five Dock Leisure Centre	City of Canada Bay	2	2
Concord Oval Indoor Centre	City of Canada Bay		4 (proposed)
Rhodes Recreation Centre	City of Canada Bay		2 (proposed)
St Joseph's College	Hunters Hill		3 (proposed)
Marsden High School Site (ERNA Netball Facility)	Ryde		4 (proposed)
Marsden High School (Meadowbank Education Precinct)	Ryde		1 (proposed)
Gore Hill Park	Willoughby		6 (proposed)
Total		29 Courts	55 Courts

Map 2: Inventory of indoor court facilities in and around Ryde



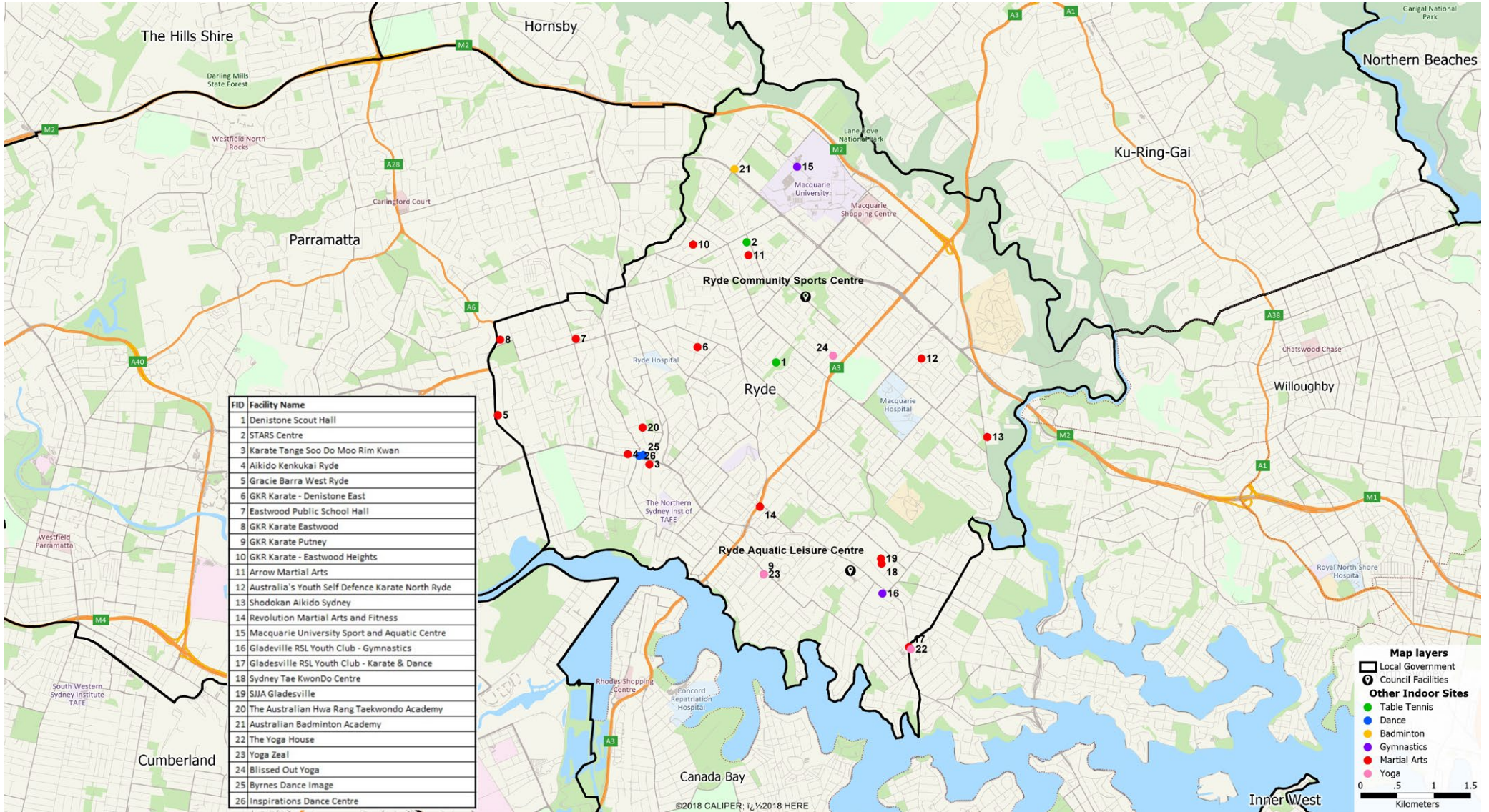
2.8. INDOOR MULTI-PURPOSE SPACES

In addition to the indoor courts within Ryde there are also a number of indoor spaces which are providing for a range of indoor activities as detailed in the table below. A number of these activities typically just require an indoor open space to operate, which can be undertaken at schools, community centres and private facilities. These spaces are assisting to respond to the overall demand for indoor facilities.

Table 8: Inventory of multi-purpose indoor spaces in Ryde

FACILITY NAME	ADDRESS	ACTIVITY
Denistone Scout Hall	257 Quarry Rd, Ryde	Table Tennis
STARS Centre	54 Agincourt Rd Marsfield	Table Tennis
Karate Tange Soo Do Moo Rim Kwan	Ryde Uniting Church, 7 Maxim Street, West Ryde	Martial Arts
Aikido Kenkukai Ryde	World JuJitsu Federation Australia, 1043a Victoria Rd, West Ryde	Martial Arts
Family Fitness and Self-Defence Academy Jujitsu Aikido	1043A Victoria Rd, West Ryde	Martial Arts
World Ju-Jitsu Federation Australia	1043A Victoria Road West Ryde	Martial Arts
Gracie Barra West Ryde	Shop 6, 2 Marsden rd., West Ryde	Martial Arts
GKR Karate - Denistone East	Denistone East Public School, Brabyn Street, Denistone East	Martial Arts
Taekwondo World Eastwood Martial Arts School	Eastwood Public School Hall, Rowe Street, Eastwood	Martial Arts
Japanese Academy of Martial Arts	Eastwood Public School, Rowe St, Eastwood	Martial Arts
GKR Karate Eastwood	1st Brush Park Scout Hall, 73 Lawson Street, Eastwood	Martial Arts
GKR Karate Putney	Putney Public School, 193 Morrison Road, Putney	Martial Arts
GKR Karate - Eastwood Heights	Eastwood Heights Public School, Lincoln Street, Eastwood	Martial Arts
Arrow Martial Arts	72 Agincourt Road, Marsfield	Martial Arts
Australia's Youth Self Defence Karate North Ryde	42 Truscott St., North Ryde	Martial Arts
Shodokan Aikido Sydney	Pittwater Road, North Ryde	Martial Arts
Revolution Martial Arts and Fitness	128 Blaxland Road Ryde	Martial Arts
Macquarie University Sport and Aquatic Centre	10 Gymnasium Road, North Ryde	Gymnastics
Gladesville RSL Youth Club - Gymnastics	Warehouse 1, Building A 436-484 Victoria Road (Cnr of Tennyson Rd)	Gymnastics
Gladesville RSL Youth Club - Karate & Dance	Our Lady Queen of Peace Catholic Church, 341-351 Victoria Road Gladesville (Corner of Westminster Road)	Martial Arts and Dance
Sydney Tae KwonDo Centre	Unit 11/33 College Street Gladesville	Martial Arts
SJJA Gladesville	39A College St Gladesville	Martial Arts
The Australian Hwa Rang Taekwondo Academy	3-5 Anthony Road West Ryde	Martial Arts
Australian Badminton Academy	Epping Boys High School 213 Vimiera Rd Marsfield	Badminton
The Yoga House	Level 1, 245 Victoria Road Gladesville	Yoga
Yoga Zeal	193 Morrison Road, Putney	Yoga
Blissed Out Yoga	2 Mavis Street, North Ryde	Yoga / Pilates
Byrnes Dance Image	1 Graf Ave West Ryde	Dance
Inspirations Dance Centre	1017 Victoria Road West Ryde	Dance

Map 3: Multi-purpose indoor spaces within Ryde






3. POPULATION PROFILE

The following presents a population profile for the City of Ryde. This analysis has been conducted to identify characteristics that may impact on the current and future use of indoor sport facilities. The demographic data assists in identifying demand as the population increases.

3.1. POPULATION PROFILE

The City of Ryde (in 2016) had a population of 119,950, or 2.56% of the metropolitan population of 4,681,800. The City's population is projected to increase to 51,700 by 2036² representing an increase of 43% compared to 37.2% for metropolitan Sydney.

Table 9: Population change 2016 and 2036

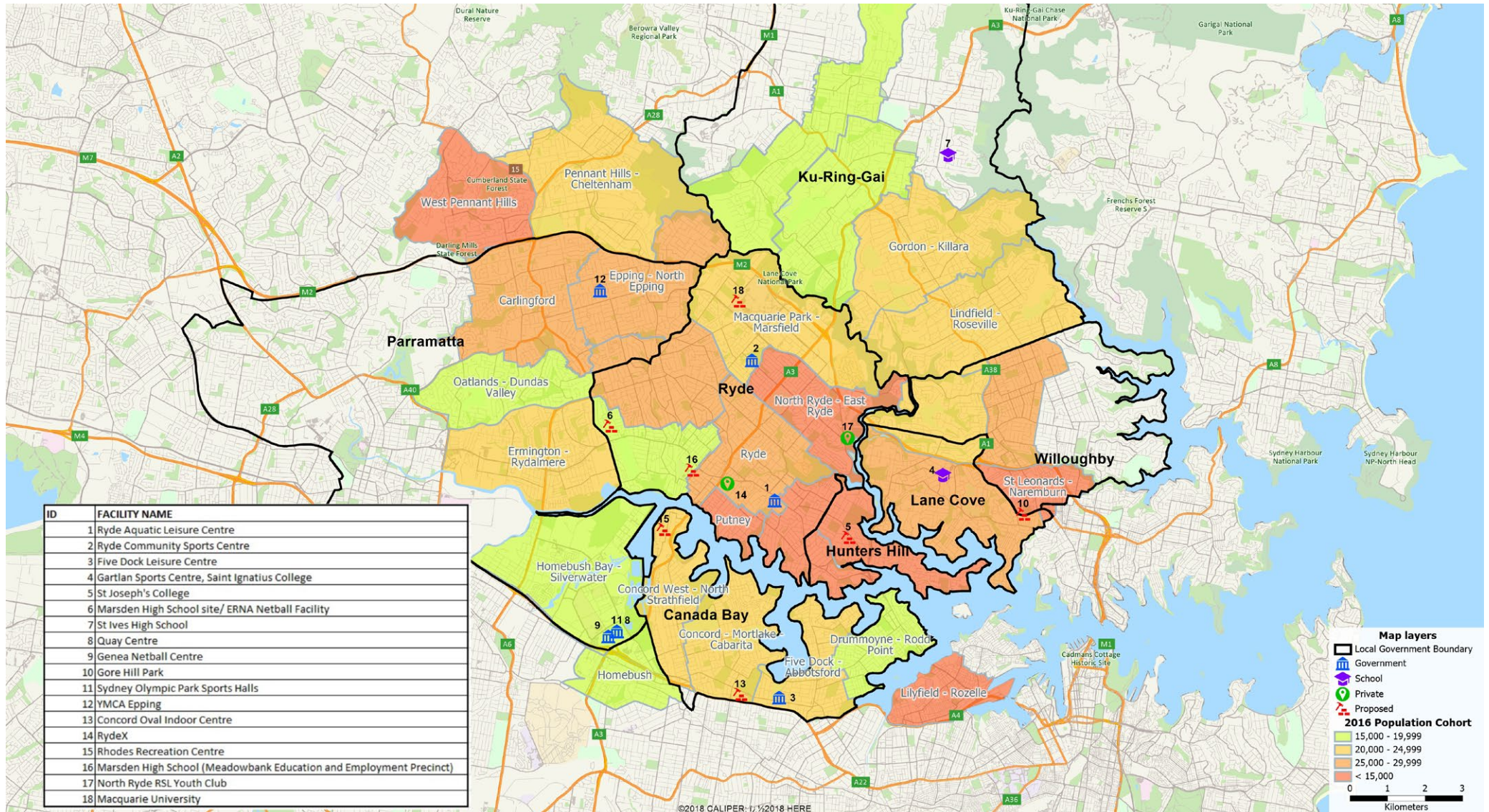
	 TOTAL POPULATION	 POPULATION CHANGE	 AVERAGE ANNUAL POPULATION GROWTH RATE
2016	119,950		
2021	135,250	15,300	2.4%
2026	148,750	13,500	1.9%
2031	160,750	12,000	1.6%
2036	171,650	10,900	1.3%

The following maps demonstrate the existing population densities, the estimated 2036 population density and the overall change in population within the City of Ryde and surrounds. As demonstrated in Map 4 the largest area of growth within the City of Ryde is expected towards the north of the City. This is also one of the areas with the highest current population within the City of Ryde.

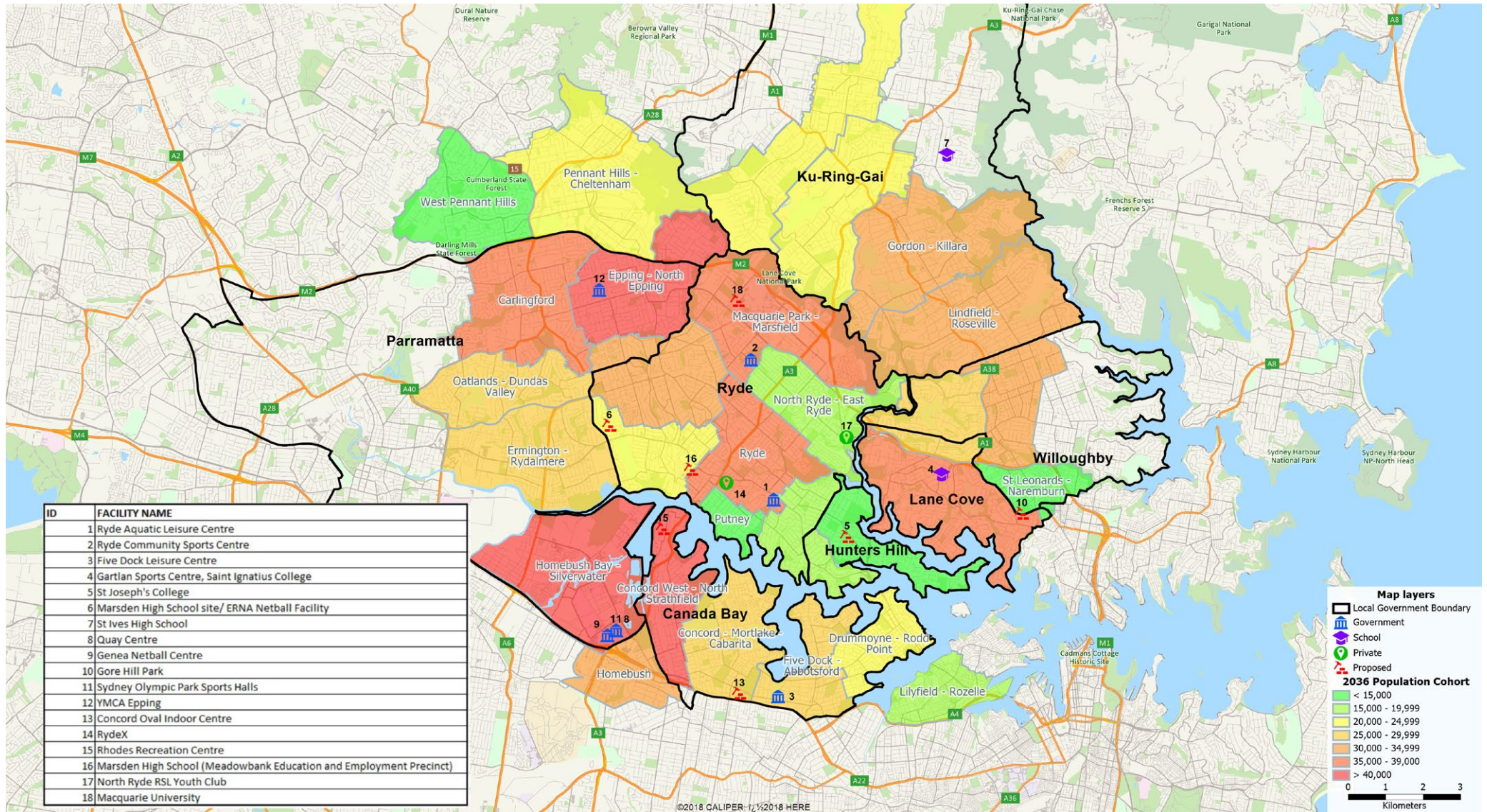
² Source: NSW Government, Planning, Industry & Environment: 2016 New South Wales State and Local Government Area Population Projections.



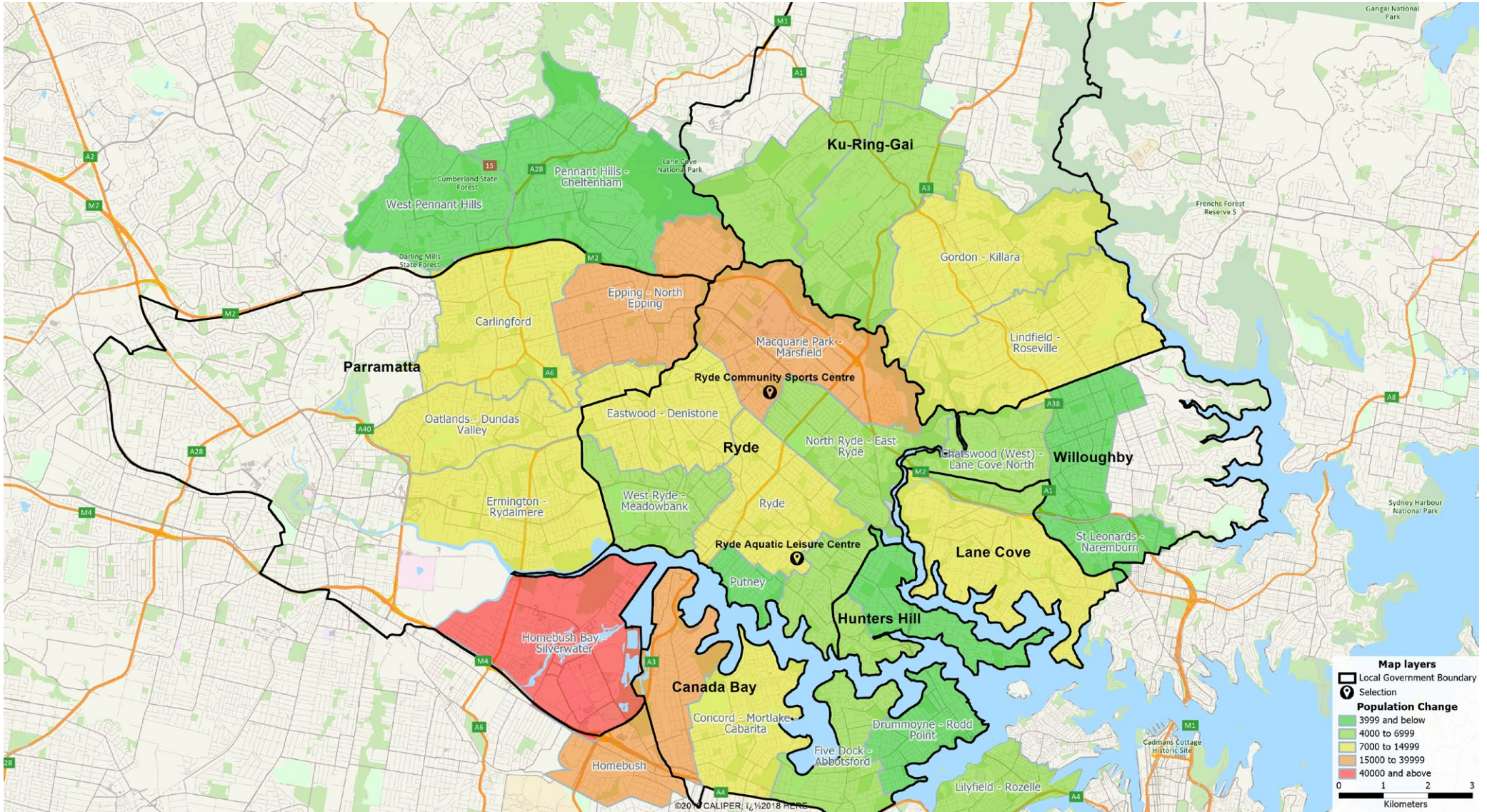
Map 4: Current Population of City of Ryde (2016)



Map 5: Estimated Population of City of Ryde (2036)



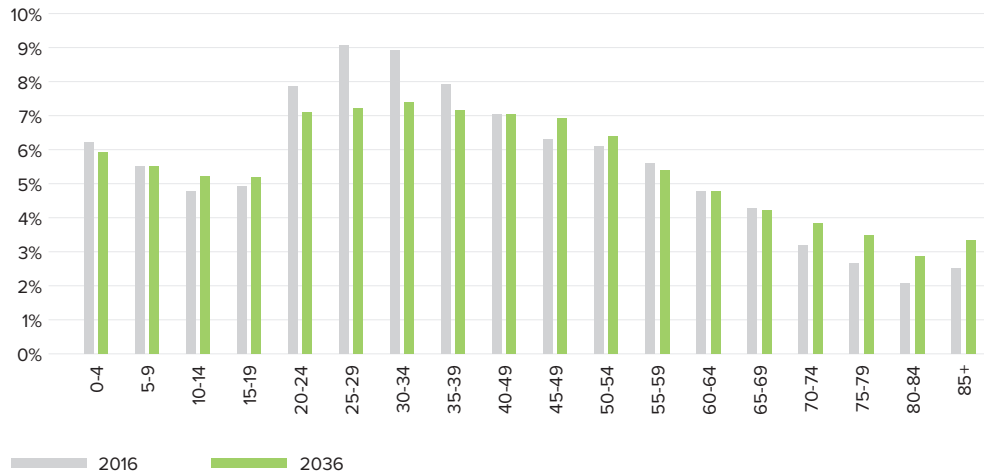
Map 6: Total Change of Population for City of Ryde (2016 – 2036)



3.1.1. Median Age

The City of Ryde has a median age of 36 which is the same as Greater Sydney, but lower than NSW (38) and Australia (38). When looking at the characteristics of the projected 2036 population it is likely that this median age will increase. As the below figure suggests, it is estimated that there will be a significantly reduced proportion in the 20-39 year age cohorts; an increase in 45-54 year olds and older adults 70+ years; and a small increase in 5-19 year olds.

Figure 13: Age distribution comparisons in Ryde – 2016 and 2036



The above age breakdown suggest that with an increase in the proportion of people within the older adult age cohorts (65+), there will likely be higher demand for low impact forms of physical activity, including activities provided in indoor sports centres. Community sport and recreation programs and services may need to adapt and change over time to meet this growing market segment. In addition, the lower percentage of adults aged 20-39 may mean less demand for traditional, more active sports and activities within an indoor court facility environment.



3.1.2. Age Groups

A comparative analysis of the age profile of the Ryde LGA compared to Metropolitan Sydney³ was undertaken.

Table 10: Population Projections by Age (as a percentage of total) for Ryde LGA to 2036

Age Groups	2016 ESTIMATED POPULATION				2036 PROJECTE POPULATION			
	Ryde		Sydney metro		Ryde		Sydney metro	
	Number	%	Number	%	Number	%	Number	%
0-4	7,550	6.3%	325,250	6.9%	10,250	6.0%	410,800	6.4%
5-9	6,750	5.6%	294,050	6.3%	9,700	5.7%	395,750	6.2%
10-14	5,700	4.8%	270,600	5.8%	9,100	5.3%	387,050	6.0%
15-19	5,950	5.0%	270,400	5.8%	9,000	5.2%	385,900	6.0%
20-24	9,400	7.8%	317,600	6.8%	12,150	7.1%	415,950	6.5%
25-29	10,850	9.0%	378,050	8.1%	12,600	7.3%	443,550	6.9%
30-34	10,700	8.9%	393,750	8.4%	12,700	7.4%	450,350	7.0%
35-39	9,450	7.9%	356,300	7.6%	12,500	7.3%	444,050	6.9%
40-44	8,500	7.1%	337,000	7.2%	12,150	7.1%	438,500	6.8%
45-49	7,650	6.4%	313,500	6.7%	11,950	7.0%	435,750	6.8%
50-54	7,350	6.1%	294,000	6.3%	11,100	6.5%	410,750	6.4%
55-59	6,800	5.7%	269,850	5.8%	9,450	5.5%	355,350	5.5%
60-64	5,750	4.8%	229,800	4.9%	8,250	4.8%	318,850	5.0%
65-69	5,100	4.3%	201,450	4.3%	7,250	4.2%	281,600	4.4%
70-74	3,800	3.2%	151,350	3.2%	6,700	3.9%	253,000	3.9%
75-79	3,150	2.6%	110,450	2.4%	6,050	3.5%	221,850	3.5%
80-84	2,500	2.1%	79,300	1.7%	4,900	2.9%	172,700	2.7%
85+	3,050	2.5%	89,300	1.9%	5,900	3.4%	200,050	3.1%
Total	120,000	100.0%	4,682,000	100.0%	171,650	100.0%	6,421,800	100.0%

Key differences in age profile between City of Ryde and metropolitan Sydney residents as a whole are:

- « The City has a lower proportion of young people aged 5 to 19 years (15.3%) compared to metropolitan Sydney as a whole (17.8%).
- « The age group most prominent in netball and basketball player registrations is the 10 to 19 years age cohorts. The Ryde proportion in these age cohorts (9.7%) is lower than metropolitan Sydney as a whole (11.6%). However, the proportions in these age groups in both Ryde and metropolitan Sydney are projected to increase by 2036 (to 10.5% and 12% respectively).
- « The age group most prominent in gymnastics is 5 to 14 years age cohorts. The Ryde population in these age cohorts (10.4%) is lower than metropolitan Sydney as a whole (12.1%). However, the proportion in these age groups in both Ryde and metropolitan Sydney is projected to increase by 2036 (to 11% and 12.2% respectively).
- « The age group most prominent in futsal is 19 to 34 years. The Ryde population in these age cohorts (25.8%) is higher than metropolitan Sydney as a whole (23.3%). However, the proportion in these age groups in both Ryde and metropolitan Sydney is projected to decrease by 2036 (to 21.8% and 20.4% respectively).

MOST PROMINENT AGE GROUPS



NETBALL AND BASKETBALL
10-19 years old



GYMNASTICS
5-14 years old



FUTSAL
19-34 years old

³ Source: NSW Government, Planning & Environment: 2016 New South Wales State and Local Government Area Population Projections

3.1.3. Aboriginal and Torres Strait Islander People

The Aboriginal and Torres Strait Islander population is 0.4% in the City of Ryde. This is lower than Greater Sydney (1.5%), NSW at (2.9%) and Australia (2.8%).

3.1.4. Born Overseas

The City of Ryde has a high proportion of the population who are born overseas (47%). This is higher than Greater Sydney (37%), NSW (28%) and Australia (26%). Particular areas of the City with the highest percentage of the population born overseas include Macquarie Park (61.5%), Eastwood (57.3%), Marsfield (55.3%), Ryde (Top Ryde) (54.3%), Meadowbank – Melrose Park (54.1%) and West Ryde (52.3%). The top five countries of birth for the City of Ryde are China (12.5%), South Korea (3.9%), India (3.5%), Hong Kong (2.4%) and the United Kingdom (2.4%).

The following table shows the age breakdown for the population born overseas. It shows that a large proportion (34.7%) of residents born overseas are aged between 25-44.

Table 11: Population Born Overseas, by Age Group

AGE GROUP (FIVE YEAR)	PERCENTAGE
0-4	1.2%
5-9	1.7%
10-14	1.6%
15-19	2.8%
20-24	8.2%
25-29	11.5%
30-34	12.8%
40-44	10.4%
45-49	7.7%
50-54	6.7%
55-59	7.1%
60-64	6.4%
65-69	6.0%
70-74	5.2%
75-79	3.4%
80-84	2.2%
85 and over	2.0%

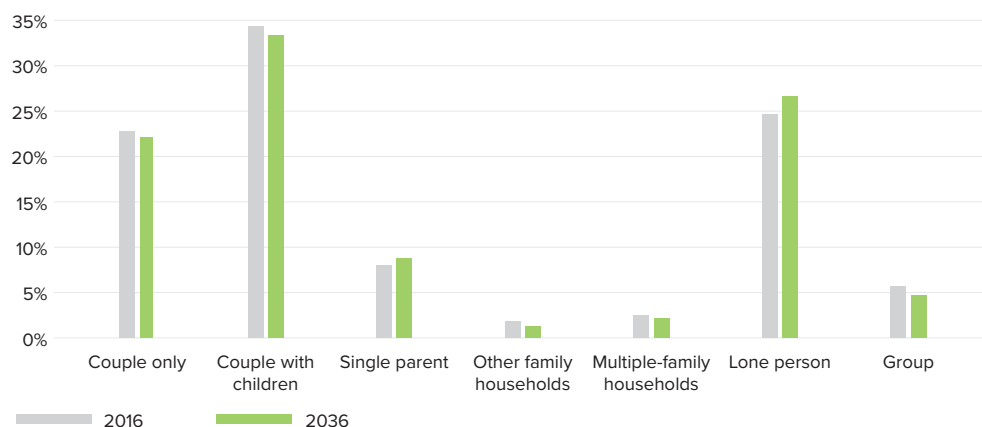
3.1.5. Household Income

An analysis of household income levels in the City of Ryde in 2016 shows that there is a slightly higher proportion of low-income households (those with an income of less than \$650 per week) in the Ryde LGA (15.5%) compared to Greater Sydney (15.1%). There is also a slightly higher proportion of high-income households (those earning more than \$2500 per week or more) (29.2%) of the households compared with Greater Sydney (28.3%).

3.1.6. Household Type

Analysis of household types in the City of Ryde in 2016 shows that 69.6% of all households are family households, with the largest proportion of this being couples with children; of non-family households the largest proportion (24.8%) of households are lone person. The 2036 estimates indicate a decreasing proportion of couple of children (33.7%) and an increasing proportion of lone person households (26.6%).

Figure 14: Household types – 2016 and 2036 – Ryde LGA



3.1.7. SEIFA Index of Relative Disadvantage

The Relative Socio-economic Disadvantage (SEIFA) index measures the relative level of socioeconomic disadvantage based on a range of characteristics including income, educational attainment and high unemployment. A higher SEIFA score means a lower level of disadvantage.

The SEIFA for the City of Ryde is 1058 which is less disadvantaged than Greater Sydney (1018) and NSW (1001).

3.2. IMPLICATIONS FOR SPORT AND RECREATION PLANNING

Potential implications of the City of Ryde's population profile and projected growth in terms of sport and recreation could include:

- « The projected population growth through to 2036 will result in increased demand for indoor sports facilities;
- « The projected older adult growth (65+ years) will likely result in higher demand for low impact forms of physical activity;
- « Typically the highest demand age cohort for indoor sports facility use is 10-19 years – this age cohort is estimated to experience high growth to 2036.
- « Demand for indoor sport facilities is typically higher for several culturally diverse communities, particularly those from African, Asian and Middle Eastern countries – the high proportion of the population who are born overseas (47% within the City of Ryde compared to many other metropolitan Sydney localities (37% for Greater Sydney), suggests there may be a higher demand for indoor sports such as futsal, volleyball, badminton and table tennis;
- « Whilst the City of Ryde has a slightly higher proportion of low-income households compared to Greater Sydney, it has an overall lower level of disadvantage (SEIFA index) suggesting community affordability of fees and charges may not be overly price sensitive; and
- « There is likely to be ongoing demand for access to sporting facilities due to the high proportion of families with children within the catchment.



4. TRENDS

The following provides an overview of the key trends that impact on the provision, use and management of indoor sport facilities.



FUNDING

- « With ongoing Government economic constraints and limited capital and operational budgets, many new sports facilities may have to be joint venture arrangements between private and public sectors and sports clubs.
- « Government grants can present an opportunity to seek contribution towards new or upgraded facilities. Indoor sporting facilities can provide a high return on investment due to the overall participation that indoor facilities can facilitate.

Figure 15: Upgrade to Northern Beaches Indoor Sports Centre was via a combination of Council, sporting groups and associations, donations, grants and borrowings (photo by Northern Beaches Council)



LOCATION

- « Facilities that can service large catchment areas and are close to public transport are more likely to maximise their use and viability.
- « A great deal of infrastructure expenditure is now being directed to the development of larger public and private complexes providing aquatic, health, fitness and indoor sports facilities because of the higher utilisation which can be achieved. There is less emphasis on the development of traditional single purpose facilities.
- « There is an increasing trend towards larger indoor sport facilities (accommodating 4 or more courts) as they move from single purpose to multipurpose.

Figure 16: Increasing building footprints - Photo of the 8 court Coomera Indoor Centre being constructed



4.1. SCALE IMPACT ON USE AND VIABILITY

4.1.1. Industry Benchmarking

CERM⁴ Performance Indicators for Recreation Centres (2016) demonstrate how the size of the facility impacts on the performance of the centre. This is shown in the below table.

Table 12: CERM Financial Performance Indicators for Indoor Sports Centres

	CERM DATA <2000m ² / <2 COURTS	CERM DATA >3000m ² / >3 COURTS
Expense Recovery	79%	86%
Gross Receipts	\$563,324	\$699,644
Gross Expenditure	\$649,993	\$798,077
Visits	64,378	249,645
Visits per m ²	53	43
Secondary Spend Per Visit	\$0.22	\$0.26
Labour Costs	\$395,523	\$403,415

The CERM data demonstrates the differences between a typical 2 court facility compared with a typical 4 court facility. This information is a median, meaning that half of the facilities would be operating better than the information outlined in the table. The CERM data shows that the larger facility has a higher cost recovery, higher secondary spend per visit and significantly reduced labour costs per visit.

4.1.2. Otium Planning Group Modelling

Otium Planning have also undertaken numerous projects with existing and proposed indoor sports centres where financial modelling has been undertaken to determine the future financial performance of facilities. While CERM data does not differentiate facilities that are larger than 3000m², the below table outlines financial modelling that was undertaken for an indoor sports facility in Victoria and shows the differences between a 4 to 10 court development. This demonstrates that the larger facilities experience higher visits and have a greater expense recovery. It is important to note that this modelling has assumed that there is a sufficient catchment to utilise the facility, therefore this should be used as a guide only.

Table 13: Otium Planning Financial Modelling for Indoor Sports Centres

	OTIUM 4 COURT FINANCIAL MODELLING	OTIUM 6 COURT FINANCIAL MODELLING	OTIUM 8 COURT FINANCIAL MODELLING	OTIUM 10 COURT FINANCIAL MODELLING
Expense Recovery	118%	120%	127%	144%
Gross Receipts	\$734,085	\$1,092,000	\$1,373,000	\$1,755,151
Gross Expenditure (does not include asset management costs or depreciation)	\$624,253	\$913,000	\$1,079,000	\$1,220,684
Visits	156,000	227,000	285,000	348,510
Secondary Spend Per Visit	\$0.94	\$0.85	\$0.94	\$0.95
Labour Costs	\$251,253	\$392,479	\$438,174	\$438,174
Labour Cost Per Visit	\$1.61	\$1.72	\$1.54	\$1.26

⁴ CERM is the University of South Australia's 'Centre for Environmental and Recreation Management' and is recognised nationally for the development of performance indicators for indoor sporting centres, and aquatic & leisure centres. CERM PI[®] data measures operational management efficiency (cost recovery, operational ratios, catchment usage rates, secondary spending etc). Participation and provision of information is on a voluntary subscription basis. Most facilities on the CERM database are local government owned. The data is categorised by the type of facility (ie outdoor only, indoor only, or indoor and outdoor) and further segmented by the size (m²) of the facility. It should be noted participation in, and provision of information for, the CERM database is on a purely voluntary subscription basis. To that end their database represents a "convenience sample" and is not representative of all Australian aquatic and recreation centres. For this reason, CERM data serves as a comparative guide only, based on similar facilities on their database but it does not represent a definitive standard.

Figure 17: Otium Planning Financial Modelling Income vs Expenditure

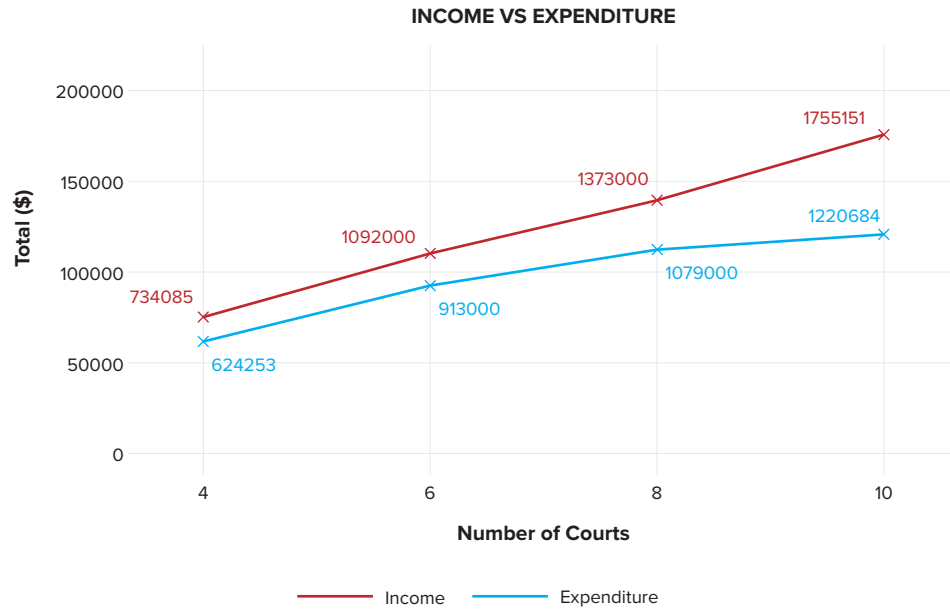


Figure 19: Otium Planning Financial Modelling Total Visits

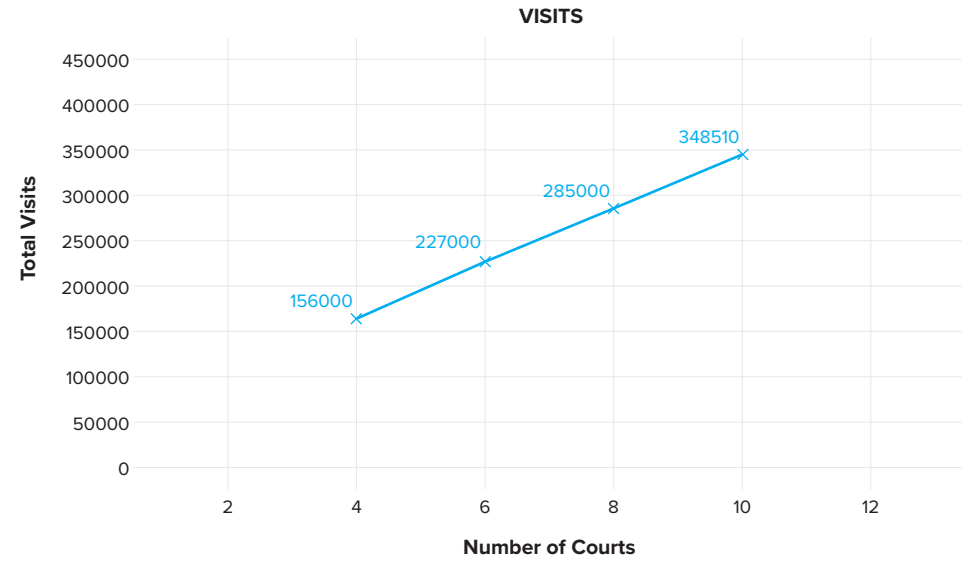
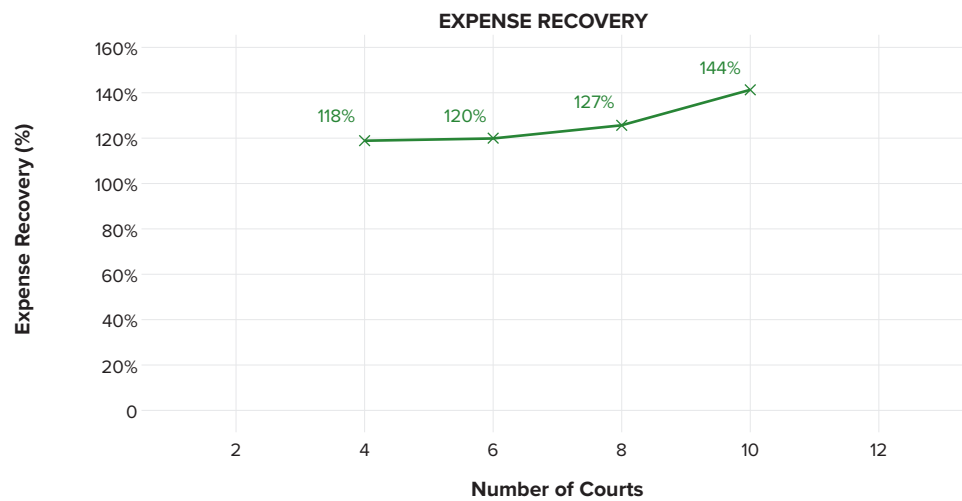


Figure 18: Otium Planning Financial Modelling Expense Recovery





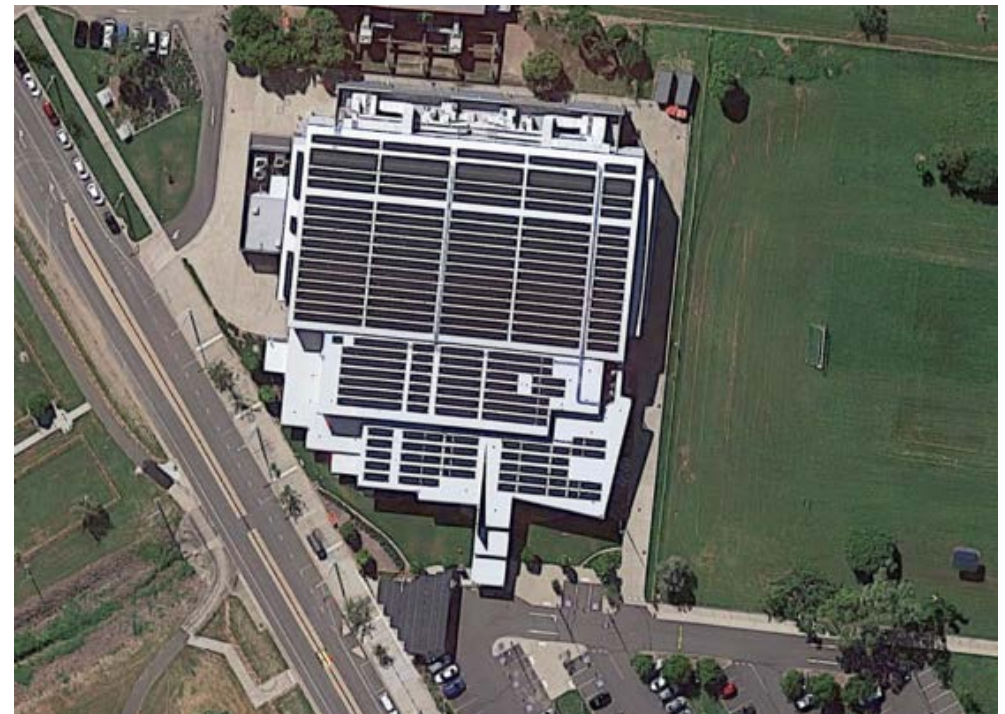
DESIGN & LAYOUT

- « The design needs to accommodate flexible outcomes, however there is also an emphasis on ensuring facilities are designed to meet the specific needs of the key user groups (i.e. correct runoff and facility standards).
- « Larger new facilities are incorporating breakout spaces for sporting teams to use for pre and post-game addresses to the team. These spaces can be multi use and be used for other opportunities when not used by sporting teams.
- « Secondary spending is an important consideration in the design of the facility. Food and beverage and merchandise should be incorporated within the design so that it feels seamless and integrated within the facility.
- « Facilities should accommodate universal design for change rooms and ensuring accessibility for people with a disability.
- « Crime Prevention Through Environmental Design (CPTED) principles should be considered as part of the facility design process.
- « Environmentally sustainable designs are becoming important with elements such as solar panels being included to reduce energy consumption.

Figure 20: Dandenong Stadium, Entrance and Cafe



Figure 21: Townsville Stadium Solar Panels





MANAGEMENT

- « There are generally considered to be four management models for operation of an indoor facility.
 - Council Managed - Under the internal staff management model, Council officers are responsible for the day to day management of the Centre. There has been a general shift towards Council management of facilities.
 - Leased facility - A lease transfers responsibility for the operation and management of the facility to an independent entity – this could be a commercial provider or sporting association. It is typically determined by some form of tender which would specify accountabilities and reporting requirements.
 - Contract Management Model – Under a contract management arrangement, Council would retain overall control of the facility but engage a contractor to manage day to day operations, as opposed to salaried staff.
 - Company limited by guarantee - Under this model, Council establishes a company for the specific purpose of managing aquatic/ leisure facilities. Council is the sole shareholder of the company and appoints a board of directors to operate the company under agreed financial and performance criteria usually developed as a statement of intent.
- « There has been considerable improvement in the management of leisure facilities, with increased expectations of managers to produce better financial outcomes and generate higher attendance. Public sector facility managers need higher skill levels, face broader roles, need access to better training and professional networks and improved financial reporting systems.
- « To maximise revenue opportunities facilities are expanding to include events and functions as part of the services being offered.
- « Sports clubs dependent on voluntary labour and support will be required to provide greater incentives and better management to attract volunteers. The cost to sports clubs of equipping, insuring and managing players and administering games is expected to continue to increase.

Figure 22: Logan Metro Sports Centre is used regularly for events & functions





PROGRAMS AND SERVICE

- « There is a general trend towards participants looking for informal and individual physical recreation activities as opposed to traditional team-based opportunities.
- « National trends show that there is an overall slow reduction in participation in competitive and traditional sports, with people becoming increasingly unwilling to commit themselves to play ‘for a whole season’ or available to play and train a number of days a week. Participants are increasingly looking towards opportunities for turn up and play (social sport) with no training commitments.
- « The City of Ryde, similar to Australia as a whole, is expected to have an ageing population. There are opportunities to target programs for mature aged markets such as ‘walking netball’. These can typically be programmed in some of the off-peak times.
- « Due to daily time constraints, people are cutting back their leisure and recreation activities and are more demanding about those that remain. To remain viable, the quality of facilities and services will have to continually improve.
- « With increased age longevity and larger numbers of fit, healthy older people, the demand for exercise, and for conveniently located facilities, is expected to increase.

Figure 23: Walking Netball



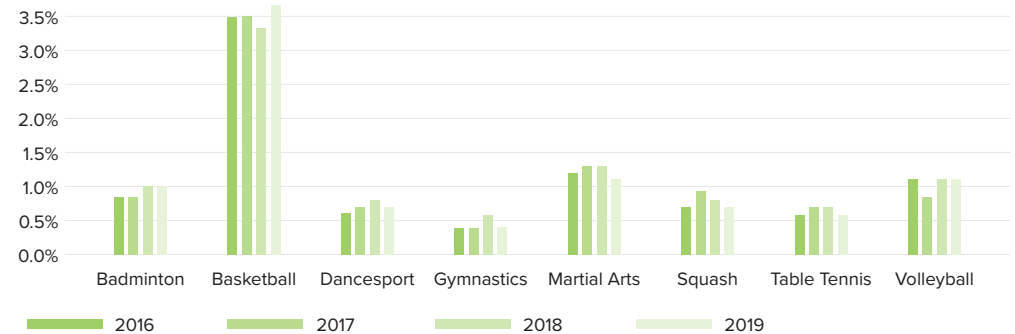
PARTICIPATION TRENDS

- « People with African, Asian and Middle Eastern backgrounds typically have higher levels of participation in sports that typically use an indoor court (eg. basketball, badminton).
- « The Ausplay Survey is commissioned by the Australian Sports Commission (Sport Australia) and collects participation data for children and adults. The following table outlines a range of participation in indoor sports for Adults.

Figure 24: The Badminton Club Wetherill Park



Figure 25: Participation in Indoor Sports (Ausplay)



Key Findings – Participation

- « The most recent AusPlay data identified a slight increase in participation in basketball.
- « The AusPlay data identified a slight decrease in participation in dancesport, gymnastics, martial arts, squash, table tennis.
- « Highest participation was in the 15-17 year old age group for all sports with the exception of squash which had the highest participation in the 45-54 age group.
- « A number of the sports had higher participation by males with the exception of dancesport and gymnastics. Volleyball and martial arts had a reasonably even split.

5. CONSULTATION

5.1. VENUES

Consultation with representatives from the indoor sporting facilities within the City of Ryde predominately had a similar theme of being at full capacity with no ability to expand any programs and services in the peak times. Some facilities have limited availability in the off-peak times.

Ryde Aquatic and Leisure Centre

Discussions regarding RALC were held with the Programs and Promotions Coordinator. It was noted that the lack of site visibility and access to the facility as factors that also limit improving off peak demand. Parking appeared to be an issue at RALC as well as the Ryde Community Sports Centre. This may be as a result of the broader multipurpose nature of the precincts where they are located. It was noted that a number of schools have their own courts which does assist with meeting community demand. However, as identified within the inventory these appear to either be single court facilities or not available for broader community use.

The RALC has a waiting list for bookings, demonstrating the facility being at capacity during peak times. Existing user groups with strong use and participation include badminton, basketball, futsal and indoor hockey. The inability to adequately and safely separate the two courts does impact bookings if there is a high-risk sport being played on one of the courts. Improvements to the netting are being made in the near future which should assist to reduce this risk. As there is no secondary access to the courts it means that they can only be in operation when the broader RALC facilities are open.

Ryde Community Sports Centre

Consultation was undertaken with both the Centre Manager and Sport Program Coordinator at the Ryde Community Sports Centre. The venue has strong event use and has demand for additional program use and school use of the courts. Sports that are regularly using the venue currently include badminton, futsal, basketball and netball.

Macquarie University

A meeting was held with the Manager of Venue Operations at Macquarie University. The venue only has a single court however is currently investigating establishing a 4-court facility in future. A previous Expression of Interest to undertake a formal feasibility analysis is expected to be released in the short term as the University recognises the shortage of courts within the City of Ryde.

Figure 26: Ryde Community Sports Centre (Photo: YMCA)



5.2. USERS GROUPS SURVEY

A survey (Appendix 1) to regular users of the RALC, Ryde Community Sports Centre, and additional users that emerged throughout the study was undertaken. A total of 8 completed surveys were received.

A breakdown of the main facility used by each of the survey respondents is outlined below:

MAIN FACILITY	SURVEY RESPONSES
Ryde Aquatic and Leisure Centre	4
Ryde Community Sports Centre	1
North Ryde RSL Youth Club	1
Ryde Ex Services Club	1
Other (Pymble Ku Ring Gai Town Hall)	1

Ryde Aquatic Leisure Centre is the main facility for 4 of the survey respondents. They are generally satisfied with the standard and condition of the facility and maintenance. They are satisfied to very satisfied with the way the facility is managed and satisfied with the accessibility, parking and public transport. One respondent did identify that parking at RALC is difficult and needs to be increased.

Respondents were on average dissatisfied with the available court hours with 3 of the 4 respondents requesting additional court hours. Overall, this was a common theme with 6 out of the 8 respondents outlining they require additional court hours. While only 3 of the respondents provided the number of additional hours required, this already equalled an additional 39 hours. 7 of the 8 respondents indicated that they have a cap on memberships, with the reasons being not enough court access and hours to accommodate additional participation.

Only one respondent's participation had remained the same with all other respondents identifying an increase in participation over the last three years. Two of the responding organisations did not know how many of their participants lived within Ryde while 5 others specified that it would be 70% or more living within Ryde. Six of the 8 respondents also identified that they use more than one facility.

A summary of the general comments regarding participation trends and increases are outlined below:

With additional hours we could extend our current women's social competition to take more teams, or add a junior comp, or use the courts for our rep team training program or learn to play programs - or all of them!

Our players from the Ryde competitions request additional nights to play, they prefer to play Monday - Friday nights. The demand for social competition (lower division) has increased over the last couple of years, however we are restricted as to how many teams we can have. If we could hire courts for an additional night a week, we could run more social competitions.

- 1) Basketball has grown in popularity nationally.
- 2) Social competitions growth (juniors/seniors; male/female).
- 3) Interest in local representative squads has grown (juniors/seniors; male/female).

Futsal is now a youth Olympic sport and the increasing popularity of sport requires more facilities.

In the last 2-3 years the demand for social competitions has grown significantly. Normal members work / social life trends also impact the use of court(s) times on any day, especially when members need to travel further to take part in social comps.

The demand has increased for juniors and females but unable to supply demand.

Volleyball is a growing sport, the government push for healthy activity through Active Kids is possibly an influence.

We are always increasing but would love more access and more hours.

5.3. STATE SPORTING ORGANISATIONS

State Sporting Organisations were engaged to identify current clubs and associations, current members and number of members within the defined catchment areas. It is noted that some of the State Sporting Organisations did not respond to the request for participation information. Accordingly, some of the information below has been sourced from recent reports completed by Otium.

Netball

There are several netball associations within and around the City of Ryde. Within the City of Ryde the Eastwood Ryde Netball Association (ERNA) operates from Meadowbank Park and Brush Farm Park. ERNA have 4326 members which has been reasonably consistent over the past few years. ERNA services a broad catchment with only 34% of players living within the Ryde LGA. The below graph shows the breakdown of suburbs for ERNA.



Figure 27a: Eastwood Ryde Netball Association Members within Ryde

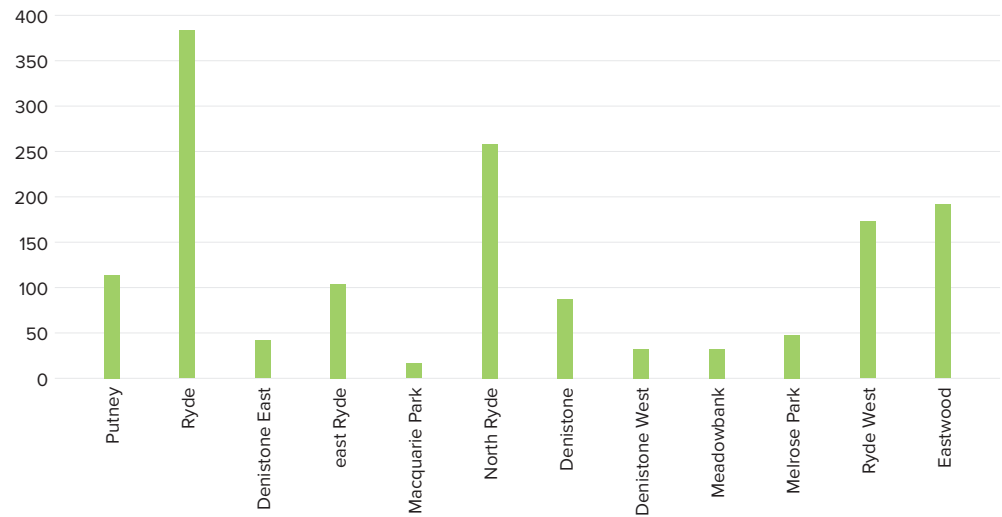
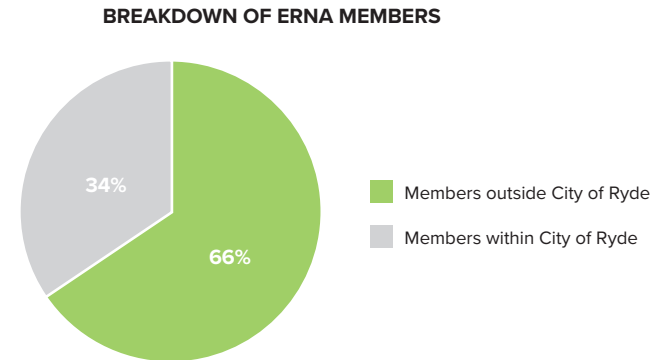


Figure 27b: Eastwood Ryde Netball Association Members Breakdown



Assuming that current participation rates (NSW AusPlay data) for netball remain the same, there could be an additional 1,100 participants within the City of Ryde by 2036. While only a small percentage of these use indoor courts (estimated to be around 20%), this is still a significant number needing to be accommodated.

Basketball

From 2011 to 2015 there was a 27% increase in junior basketball participation within NSW. Senior participation has remained relatively stable during this same period. Accurate participation rates within the City of Ryde are difficult to identify as programs and competitions are conducted by a variety of organisations, some of which are not affiliated with Basketball NSW. Within the catchment area (15min drive time), there are six associations that deliver basketball competitions. In 2016, participation from the catchment area was 14,064. This increased to 16,147 in 2018. Based on NSW AusPlay participation data, by 2036, there is forecast to be an additional 1,700 players within the City of Ryde.

Futsal

Futsal is currently played at Ryde Aquatic and Leisure Centre, Ryde Community Sport Centre and the North Ryde RSL Youth Club. There are roughly 640 futsal participants within the Ryde LGA. Approximately 300 with Indoor 5's Futsal, 40 with North Ryde, and approximately 300 participants at Ryde Community Sport Centre. This has increased from approximately 455 in 2017. Using NSW AusPlay participation data, this number could double with a further 660 participants within the City of Ryde by 2036.

Table Tennis

Table tennis participation within Ryde is difficult to determine as there is substantial casual participation at various venues. The Sydney Northern Districts Table Tennis Association is one of the largest associations in NSW with over 2000 members amongst the 16 local clubs. The Sydney Northern Districts Table Tennis Association runs weekly competitions with 2 seasons per year. Table tennis venues in and surrounding Ryde include facilities in Rydalmere, Rhodes and Ararat Denistone. Estimates from the Association is that 80% of players in the junior ranks are from CALD communities/ backgrounds, in particular Chinese and Korean. Both these ethnic groups are strongly represented in the Ryde LGA. Using NSW AusPlay participation data, it is possible that an additional 300 participants will need to be accommodated within the City of Ryde by 2036.

Volleyball

Volleyball in the Ryde LGA is delivered by the largest club in NSW, Sydney North Volleyball. Member numbers for Sydney North Volleyball are approximately 800-900 and account for 20-25% of total registered volleyball players in NSW. Sydney North Volleyball club participates in the league competitions at Geneva (State) Netball Centre and also conducts social competitions and training at Ryde Aquatic and Leisure Centre (RALC), the 'Brick Pit' in Hornsby, and at the Ryde RSL Youth Club Centre. The club is reported as having to turn prospective players away due to their inability to access sufficient court time. Based on NSW AusPlay participation data, it is forecast that an additional 400 City of Ryde residents will be playing volleyball by 2036.

Gymnastics

There are a total of 11 gymnastics clubs within the 15 min catchment (as identified in Map 1 - 15min driving time catchment from both the Ryde Aquatic and Leisure Centre and the Ryde Community Sports Centre) with a total of 6,313 members. Within the Ryde LGA there are 3 clubs (Synergy Chatswood, Macquarie University Gymnastics Club, North Ryde RSL Youth Club). The Ryde LGA has a total participation of 1,341 members. Gymnastics NSW is projecting an additional 2,350 participants in the Ryde LGA by 2036 which would generate a need for two (2) additional clubs and additional floor space. A new facility development in the Ryde LGA is a 'Top 20' priority for Gymnastics NSW.

There is currently no home for regional competitions and the constraints of existing facilities restricts the delivery of Gymsport programs in the City of Ryde. These findings are consistent with the Ryde Sport and Recreation Strategy 2016-26 which identified a high demand for gymnastics within the City, constraints of existing venues that are at capacity and/ or unable to deliver the full suite of gymnastics programs, and clubs turning away interested participants.

Badminton

There are 20 existing badminton clubs within the City of Ryde and surrounding LGA's. Badminton is currently being played at the Ryde Aquatic and Leisure Centre (RALC) as well as the Ryde Community Sport Centre with the Sydney Olympic Park being a primary venue for badminton competitions and events. Participation numbers are not known however, anecdotally, from other studies undertaken by Otium Planning Group, communities with higher proportions of Asian residents exhibit higher demands for badminton (both competition and social).

5.4. LOCAL GOVERNMENTS AREAS

Neighbouring local government were engaged to determine if any existing facilities within the catchment had any plans for expansion or any new facilities had been planned.

LOCAL GOVERNMENT AREA	COMMENTS
City of Parramatta	There is a YMCA in Epping which is a single court facility. There is a PCYC in Parramatta (outside of the 15min catchment) which has a multipurpose activity area and gym. A Future Recreation Facilities Paper has recently been completed but no actions have been undertaken as yet.
Sydney Olympic Park Authority	It is understood that a review of community sport needs is currently being undertaken by the Sydney Olympic Park Authority which may include recommendations for additional indoor courts. The final determination of the number of new indoor courts and timing for their development is unknown as planning is at preliminary stages.
Hornsby	The main facility within Hornsby is the Hornsby Basketball Stadium, The Brick Pitt, which is a 4-court facility located at Thornleigh. This facility is located outside of the 15min catchment area.
Ku-Ring-Gai	There are no current facilities in Ku-Ring-Gai within the catchment with 2 or more courts. Several schools in the area have courts, usually a single court, although Pymble Ladies College do have 2 courts, however these are not available for community hire. There is a proposed indoor facility for St. Ives High School to develop 4-courts which is proposed for completion in 2020. A proposal at the Ku-Ring-Gai Creative Arts High School is also being planned, however the use may be a multipurpose court or performing arts facility.
Willoughby	There is an existing 2 court facility, the Willoughby Leisure Centre however this is located outside of the 15min catchment area. A facility is proposed to be developed at Gore Hill Park, but the timing of this project is unknown.
Lane Cove	There are no current indoor facilities provided by the Council and no plans for any in the future. There are two courts at St Ignatius College available for hire, however community use may be limited as a result of school use.
Hunters Hill	There are no current facilities within the 15min catchment. A proposal for St Joseph's College to develop a 3-court facility has been approved with construction yet to commence.
North Sydney	There are no facilities that are within the 15min catchment. Existing facilities within North Sydney include the North Sydney Indoor Sport Centre is a four-court facility as well two courts at the Shore Physical Education Centre at the Sydney Church of England Grammar School.
City of Canada Bay	There is currently one two court facility (Five Dock Leisure Centre) located within the 15min catchment. There are two proposed new facilities located within the catchment which include the Concord Oval Indoor Centre, which is currently in the planning stage, and proposed to be a 4-court facility with a scheduled opening for 2022. As well as the Rhodes Recreation Centre, which is also in the planning stage, with a proposed 2 courts and scheduled to be opening 2023.

5.5. OTHER STAKEHOLDERS

5.5.1. Office of Sport

A summary of the discussion with the Office of Sport is outlined below:

- « The Office of Sport is currently updating the State Sport Infrastructure Strategy (SISS). This is based on feedback from other government agencies and will be finalised in February 2020.
- « The Greater Sydney Sport Infrastructure Plan (GSSIP) will also be updated based on feedback received for the SISS. This is likely to be finalised by March 2020.
- « Neither the SSIS or GSSIP will impact or direct Ryde indoor provision review.

Office of Sport provided advice on current and future opportunities for indoor sporting facilities, including:

- « Meadowbank (current home of ERNA) – Should ERNA be relocated from their site to Marsden High, there will be sportsground space that could be considered for indoor sport facilities;
- « Macquarie University are currently undertaking a review of their sports facilities. Consideration of indoor courts could form part of this review through a joint-use style proposal;
- « The potential relocation of CSRIO, a Federal Government Site, may present opportunities for sport facility provision; and
- « Sydney Olympic Park Authority are currently undertaking a masterplan process that considers community sport infrastructure. This is in response to increased residential development combined with the consideration that many existing facilities within the Park are for elite athletes and spectating. Future indoor court provision will only consider the needs of the residents within SOP and immediate surrounds. This should not impact on Ryde indoor court review.

5.5.2. Department of Education

Consultation was held with the Department of Education in order to understand the proposed development of an indoor facility at the Marsden High School site. The following is a summary of the discussion:

- « The multi-sports facility will be delivered following the relocation of Marsden High School which is currently the subject of a planning application for the schools at the Meadowbank Education and Employment Precinct with the Department of Planning, Industry and Environment.
- « Business case needs to be developed for NSW Treasury processes.
- « No decisions have been made about care, control or management models of the proposed indoor facility. This will require collaboration with stakeholders such as Council and other state agencies such as the Office of Sport.
- « It is anticipated that the indoor courts will ensure multi-use functionality, catering for sports including netball.

5.5.3. PCYC

Consultation was also held with the NSW Police Citizens Youth Club (PCYC). The PCYC have identified the City of Ryde as an area of interest to develop facilities as it is a key crime prevention area. The PCYC would welcome future discussions with Council about potential future partnership opportunities. The PCYC has also previously held discussions with Macquarie University about the development of a PCYC.

5.5.4. YMCA

Consultation was held with the YMCA as part of the review of existing venues. Key items raised included the increase in community activity programs as a result of the introduction of Yoga, Pilates and Pickleball, the changing demographics of centre users and the formation of strategic partnerships between the YMCA and a range of other organisations including Football NSW and Sydney Kings.

6. DEMAND ANALYSIS

6.1. DEMAND MODELLING

Otium Planning Group has developed a Demand Analysis Model in order to inform potential facility demand for sport and recreation facilities.

There is no single adopted industry standard for the provision of indoor sports courts and the amount of social play makes demand more difficult to assess. The Demand Assessment Model is assumption based and takes into account a range of factors such as participation data, capacity of playing areas, and current/ projected population in order to determine actual facility requirements. Every time the Demand Analysis Model is used, there are a number of individual calibrations undertaken to ensure it recognises the local context.

The assumptions that have been applied to the model for this project are explained in the following sections.

6.1.1. Participation Data

Participation data for this model is sourced from AusPlay data for NSW. Although there are some issues with sample sizes and confidence levels for some individual sports within the Ausplay data, these individual results are of limited concern when participation data is aggregated for all sports using indoor facilities.

Participation Assumptions Applied

The following assumptions have been applied to refine participation data relative to facility demand:

- « 20% of all adult netball is played indoors and therefore contributes to indoor court demand. 100% of children's participation in Netball is assumed to be outdoors.
- « An average use of 60 hours per week per court

6.1.2. Understanding the Model

The Demand Analysis Model has been developed using a complex set of relational data. However, in simple terms the model calculates demand around three fundamental calculations.

Firstly, each sport, based on the needs of its participants, will require access to a facility for an average number of hours per year per participant.

Secondly, each sport will have a maximum number of users per hour that can be accommodated, on average, at a single field or court (or other facility type).

Thirdly, a facility has an available capacity of hours per season/ year. The model assumes that each facility is used to capacity before another is needed.

Simply, this means that modelling the facility demand uses the available participation data to determine how many facilities are required to meet the annual demand generated by that participation. The model also uses the spatial variables to identify the amount of land needed to accommodate the facilities and ancillary space required to meet this demand.

6.1.3. Using the “Standard Facilities” Measures

To accommodate the variance in the size and shape of playing areas and to acknowledge that in many cases facilities are provided as overlays, a “standard” facility as a special measure has been adopted. In general, this is the larger of the possible layouts and the model has adjusted for this overlay and shared use effect. The standard facilities are defined as:

1. Indoor courts – based on Netball (0.1 Ha).

As the model calculates demand it determines the number of individual facilities required for a specific sport as well as the number of “standard” facilities to simplify planning for multi-use facilities. The added advantage of this approach is that it recognises that facilities need to be flexible and able to be reconfigured as participation trends and demand changes over time. Using the standard footprint means that overall demand be accommodated with a certain level of provision regardless of the potential for changing participation between the sports.

6.1.4. Calculating Spatial Outputs

The model also generates a demand output based on a combination of the actual space required for the playing surface and the additional land required to accommodate buffers, amenities, parking etc that make sporting spaces functional.

Ancillary land needs for fields and facilities has been incorporated into the model based on analysis undertaken in several states around the average total land footprints accommodating sporting fields or facilities. Multiple areas were benchmarked and the development of the average rate of ancillary land is based on the real-world examples where land parcels are neither a perfect shape nor of perfect quality.

This means that while the actual playing space may be only 1 Ha, the total land needed for a functional outcome equals the playing surface plus the ancillary space. The analysis of a number of cities across Qld, ACT, and NSW found that generally: « for built facilities and courts an additional 50% is required.

6.1.5. Demand Analysis Model Outputs for the City of Ryde

Otium’s Demand Analysis Model was used in order to analyse the current and future indoor court demand for the City of Ryde.

Note: The analysis below has incorporated the following facilities within the current supply: Ryde Aquatic Leisure Centre, Ryde Community Sports Centre, Macquarie University and the Ryde Ex Services Memorial Club.





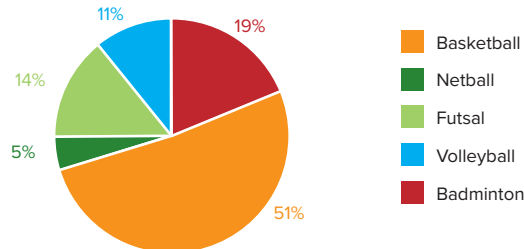
	 CURRENT COURTS	 HOURS	 COURTS REQUIRED	 VARIANCE
Current	6	38,229	14	-8
2036	6	51,448	19	-13

Figure 29: Hours required by Sport



6.2. COUNCIL CURRENT AND FUTURE SUPPLY ANALYSIS

The City of Ryde has recently undertaken planning in order to understand the potential current and future supply and demand of indoor court facilities for its community. Council has used a facility provision model using the number of facilities against a population per facility measure.

This included the following analysis of current facilities (note - the six courts detailed below include the RALC, Ryde Community Sports Centre, Macquarie University and the Ryde Ex Services Memorial Club. It has not included the North Ryde RSL Youth Club as it only provides a court for reduced indoor activities).



Population (2018)

127,446



Current Courts

6 courts

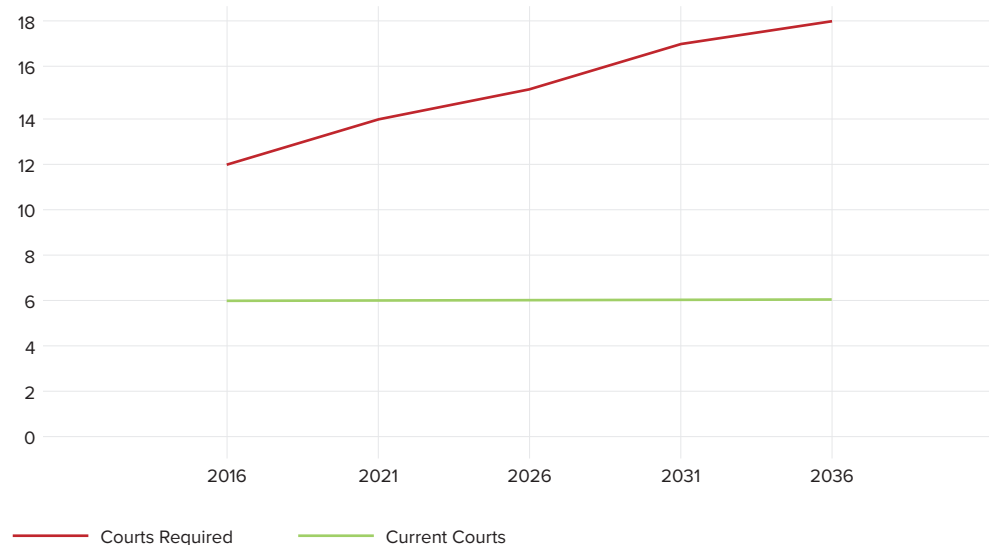


Current Provision

1 court : 21,241 population

Documentation provided by Council included an analysis of best practice models and comparisons with neighbouring local Councils in order to develop a demand model. This modelling resulted in a target of a 1 court to 9,700 persons. Based on this target, the following table identifies the estimated shortfall in courts through to 2036.

Figure 28: Shortfall of Courts (Council Planning)



	2016	2021	2026	2031	2036
Population	119,950	135,250	148,750	160,750	171,650
Courts Required	12	14	15	17	18
Current Courts	6	6	6	6	6
Difference	-6	-8	-9	-11	-12

Using Council's target benchmark of 1 court to 9,700 population, there is a current shortfall of six courts within the City of Ryde, estimated to increase to twelve courts by 2036. Using Council's target benchmark and taking into account the proposed 4-court facility at Marsden, it is estimated that there would still be a remaining shortfall of eight courts within the City of Ryde by 2036.

6.3. COMPARISON OF DEMAND MODELS

The Otium Demand Model and the City of Ryde demand model have produced similar results. By 2036 there is only 1 court difference in the two separate models. This confirms the methodology and planning undertaken by the City of Ryde and ensures a robust approach to determine future demand.

6.4. SUMMARY OF DEMAND ANALYSIS

The rate of **1 court to 9,700** will be used to determine demand. The table below outlines the number of courts required to service the City of Ryde catchment demand through to 2036.

	POPULATION	COURTS REQUIRED	CURRENT COURTS	VARIANCE
2016	119,950	12	6	-6
2021	135,250	14	6	-8
2026	148,750	15	6	-9
2031	160,750	17	6	-11
2036	171,650	18	6	-12

The above table suggests that there is a **current deficit of 6 indoor courts** for the City of Ryde catchment which is estimated to increase to **12 courts by 2036** if no additional facilities are introduced to the supply.

Note: The above shortfall in supply excludes consideration of other surrounding local government courts servicing the City of Ryde catchment demand, and/ or any new indoor court facilities developed within the catchment in future.

7. KEY FINDINGS

The City of Ryde has a desire to develop an active and healthy community. This is evidenced through strategic planning documents and provision of sport and recreation facilities across the City. Previous planning has identified a shortfall of indoor courts within the City. Two master plans (Ryde Aquatic Leisure Centre and ELS Hall Park) have identified opportunities to develop additional courts in the future. Further, additional courts are planned as part of the NSW Department of Education commitment to the development of a new indoor multi-sport arena that can cater for a variety of sports at the site of the existing Marsden High School and Ermington Public School.

Within the City of Ryde there are two Council-owned indoor sporting facilities (both with 2 courts), the Ryde Aquatic and Leisure Centre and the Ryde Community Sports Centre at ELS Hall Park. Private indoor facilities and school facilities are limited to single court facilities and have varying degrees of community access.

There are several other indoor spaces within the City of Ryde that are servicing the broader, indoor sport and recreation needs of the community, martial arts, yoga and dance spaces. Further, there are a large number of single-court and/ or multi-use indoor school facilities that are also servicing some of the demand for indoor sport and recreation demand. These facilities reduce the potential need for multi-court indoor facilities to service these types of usage.

There are a number of other indoor courts provided within the surrounding local government areas which attract some participants from within the City of Ryde. The most notable adjacent facilities are to the south within Sydney Olympic Park which contain a number of multipurpose courts. Whilst the Sydney Olympic Park Authority is currently undertaking a masterplan process, it is intended that future indoor court provision will only consider the needs of the residents within SOP and immediate surrounds. New indoor sporting facilities are also proposed within the City of Canada Bay.

Existing indoor sports facilities, regardless of ownership, are considered to be at full capacity during peak operating hours as evidenced through both usage data and consultation. Additionally, both the RALC and RCSC have high use in off peak times as evidenced through the usage data.

The population for the City of Ryde in 2016 was 119,950. This is expected to increase by 51,700 people by 2036 (a 43% increase), representing higher growth when compared to metropolitan Sydney (37%). Notably the City of Ryde has a large proportion of the population who were born overseas (47%), with China, South Korea and India being the top 3 countries of birth. CALD communities typically have a higher level of use and demand for indoor facilities, particularly those from African, Asian and Middle Eastern backgrounds. This suggests, there may be added pressure on indoor sport facilities within the City of Ryde compared to several other localities within Greater Sydney.

An ageing population both within Ryde and more broadly Australia suggests demand for new low impact physical and social activities for older adults will increase (eg. walking netball). From a facility management perspective, these activities can be largely programmed in the off-peak operating times of school hours.

Some of the latest trends for indoor sports demonstrate that larger facilities (usually 4 or more courts) that can accommodate a diverse range of sport and recreation activities are more likely to meet community needs. Those indoor sport facilities that can incorporate a range of additional commercial elements into the facility (health, fitness, café, events) are more likely to maximise use and viability. A general trend appears to be a reduction in competitive and traditional sports, meaning people are increasingly seeking social sporting opportunities – pay, play and away options.

A summary of the key findings from consultation undertaken with stakeholders is summarised below:

- « There is an undersupply of indoor sport facilities within Ryde.
- « Macquarie University is investigating the feasibility of developing a new indoor multi-court facility.
- « Whilst the timing is unknown, the Department of Education is committed to developing a new indoor multi-court facility at the site of the existing Marsden High School and Ermington Public School.
- « Additional courts are being planned for development within several neighbouring LGA's.
- « Survey respondents indicate satisfaction with the standard of current facilities but dissatisfaction with available court hours. The majority of respondents (7 out of 8 responses) have either a waiting list or a cap on membership due to the lack of available court hours and facilities.
- « There is participation that crosses over local government boundaries. Organisations report varying percentages of their membership from within the City of Ryde. This may reflect the fact that a number of organisations are utilising multiple facilities including facilities located outside of the City of Ryde.

Demand for indoor spaces will increase as the population increases over the next 15 years. As well as developing single purpose indoor spaces, other opportunities for Council to maximise supply in a sustainable manner include ensuring that new community facilities or upgrades to community facilities incorporate multi-use indoor spaces. Such facilities could include:

- « Aquatic centres;
- « Sports park buildings;
- « Libraries;
- « Community centres; and
- « Multi-purpose indoor court centres.

Demand Analysis was undertaken to determine the current and future indoor court needs for the City of Ryde. A provision of 1 court to 9,700 population for the City of Ryde is recommended. The use of this ratio suggests there is a **current deficit of 6 indoor courts** within the City of Ryde. Should additional indoor courts not be introduced in future, the modelling suggests that by **2036 there will be a shortfall of 12 indoor courts**. However, the deficits do not take into consideration any new supply introduced by either Council, the Department of Education, private providers or neighbouring LGA's.



8. FUTURE DIRECTION

8.1. DEMAND FROM NEIGHBOURING LOCAL GOVERNMENT AREAS

Whilst demand modelling suggests that there will be a shortfall of 12 courts by 2036 within the City of Ryde, this analysis does not take into account any impacts from neighbouring local governments. It is understood that participation crosses over local government boundaries. Residents from within the City of Ryde use facilities outside of the LGA, and conversely, residents outside of the City of Ryde use facilities inside the LGA. Whilst the percentages vary for each organisation, if there was a significant undersupply of facilities outside of the City of Ryde LGA, additional pressure may be placed on facilities within the LGA. Therefore, the broader catchment needs to be considered to see if there is any additional demand that needs to be factored in within future supply determination.

To assist with this determination, two different assumption-based models have been considered.

15 Minute Catchment (City of Ryde & Surrounding LGA's)

Using the notional 15min driving time catchment from both the Ryde Aquatic and Leisure Centre and the Ryde Community Sports Centre as outlined in Section 2.6, the adequacy of the total provision of courts located within this catchment is summarised below:

- « This catchment has a population of 473,935 which is estimated to increase to 654,919 by 2036.
- « Using the demand model ratio of 1 court to 9,700 people, it is estimated that current demand for indoor courts is 49 courts, increasing to 68 courts by 2036.
- « There are currently 29 courts within this catchment which demonstrates an overall undersupply of 20 courts.
- « There is estimated to be 55 courts in total within the catchment supply based on known planned developments.
- « There may be additional courts developed within in the future (eg. Sydney Olympic Park master planning process as well as others as outlined in Section 8.3).

Based on the summary above, it is estimated that should no additional supply of indoor courts be introduced to the catchment other than those new developments identified within this study, a shortfall of 13 courts would exist by 2036.

5 Minute Primary Catchment (City of Ryde & Surrounding LGA's)

Additionally, facilities that have an immediate 5km catchment that significantly cross LGA boundaries (5min drive time) have also been analysed. These facilities include:

- « The proposed netball facility at Marsden; and
- « St Joseph's College in Hunters Hill (Refer to Map 7 below).

For the purposes of this assessment, it has been assumed that people within this 5min catchment travel to that particular facility.

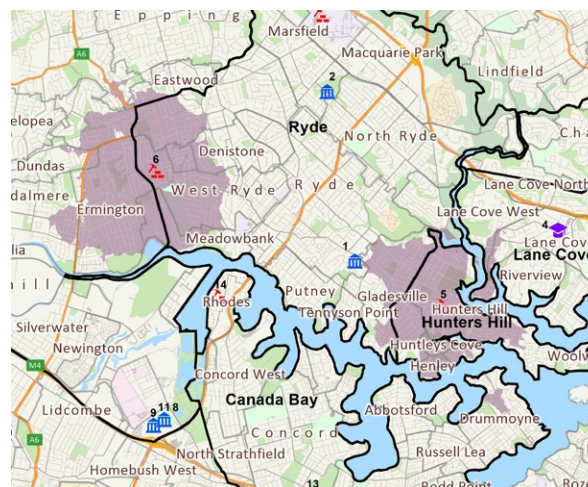
For the Marsden facility, residents from outside of the City of Ryde, including the suburbs of Dundas Valley and Ermington, would likely travel into the City of Ryde to utilise the facility. This results in an additional 15,520 residents to accommodate within the City of Ryde catchment.

Conversely, the St Josephs facility in Hunters Hills would likely bring residents from within the City of Ryde (Gladesville) to use that facility. This results in approximately 11,861 fewer residents for City of Ryde indoor court catchment.

On this basis, overall it is estimated that there is likely to be an additional 3,659 residents that may need to be accommodated within the City of Ryde indoor facility catchment.

The addition of 3,659 residents to the catchment, increases the catchment by 2036

to 175,309 persons. Using this slightly increased catchment size in the demand modelling has minimal impact on current and future demand and does not change the required amount of indoor courts required. In conclusion, there is no change to the overall number of courts required by 2036.



Map 7: 5min drive time catchment

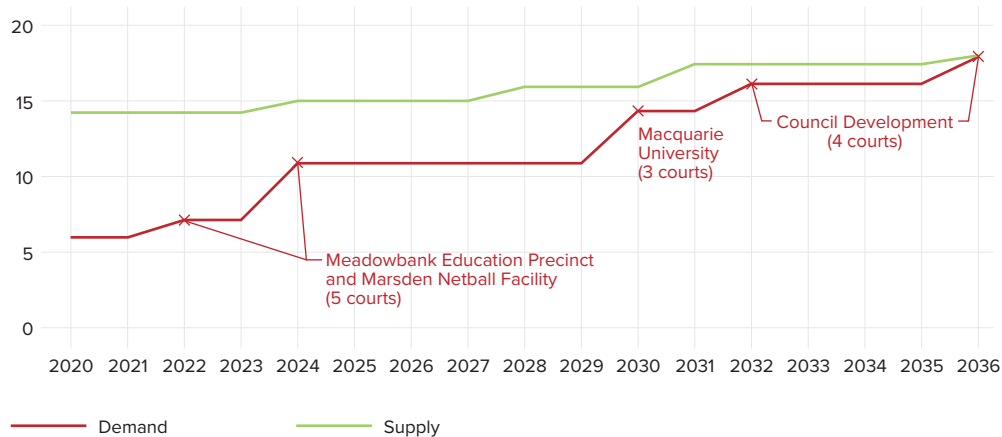
8.2. FUTURE FACILITY PROVISION

Within the City of Ryde there are a number of proposed facilities which will reduce the current and future undersupply of facilities. These facility developments are outlined below:

PROPOSED FACILITY DEVELOPMENT	PROPOSED ADDITIONAL COURTS
Meadowbank Education Precinct	Single indoor court
Marsden Netball Facility	4 court facility
Macquarie University Sport and Aquatic Centre	Additional 3 courts
Total	8 courts

An analysis of the timing of when courts are required to service demand and when the new courts are proposed to be developed is outlined in the table below. It is assumed the new courts will be available for community use.

Figure 30: Indoor courts future facility provision



Based on the table above, an additional 4 indoor courts will be required to be developed within the City of Ryde over the planning horizon of this study (2036). These 4 courts would be required to be developed between 2031-2036.



8.3. OPTIONS TO ADDRESS REMAINING COURT SHORTFALL

There are a range of options available to the City of Ryde for the development of the 4 additional courts. These options are summarised below:

- « Expansion of indoor courts at Ryde Aquatic and Leisure Centre
- « Expansion of indoor courts at Ryde Community Sports Centre
- « New facility development by Council
- « Partnership with developer for new courts
- « Partnership with Marsden High School netball court development
- « Partnership with Macquarie University to increase number of courts

8.3.1. Assessment of Options

To assess options to address the shortfall in court supply, the criteria summarised below have been applied. This is an assessment of the benefits and risks to the City of Ryde Council. The following key criteria and scoring system form the assessment matrix:

CRITERIA	EXPLANATION
PRIMARY CATCHMENT (5min drive time) within the City of Ryde	An assessment of the population within the City of Ryde in the 5min drive time.
PRIMARY CATCHMENT (5min drive time) participants outside of the City of Ryde	An assessment of the population outside the City of Ryde in the 5min drive time. A higher score is provided for facilities with no primary catchment outside of the City.
CATCHMENT area (15min drive time) within City of Ryde	An assessment of the population within the City of Ryde in the 15min drive time.
CATCHMENT area (15min drive time) outside of City of Ryde	An assessment of the population outside of the City of Ryde in the 15min drive time. A higher score is provided for facilities with less catchment outside of the City as this may indicate less use from residents outside of the City of Ryde.
Estimated PARTICIPANTS within primary catchment within the City of Ryde (using Otium Demand Modelling)	Using Otium Demand Modelling an assessment of the estimated number of participants within the City of Ryde in the 5min drive time catchment.
Estimated PARTICIPANTS within primary catchment outside of the City of Ryde (using Otium Demand Modelling)	Using Otium Demand Modelling an assessment of the estimated number of participants outside of the City of Ryde within the 5min drive time catchment. Higher scores provided for facilities with no participants outside of the City.
Estimated PARTICIPANTS within catchment area within the City of Ryde (using Otium Demand Modelling)	Using Otium Demand Modelling an assessment of the estimated number of participants within the City of Ryde in the 15min drive time catchment.

CRITERIA	EXPLANATION
Estimated PARTICIPANTS within catchment area outside of the City of Ryde (using Otium Demand Modelling)	Using Otium Demand Modelling an assessment of the estimated number of participants outside of the City of Ryde within the 15min drive time catchment. Higher scores provided for facilities with less participants outside of the City.
PROXIMITY to future growth areas	Is the site in a location that will service the high population growth areas as shown in Map 6.
VISITATION	Using CERM data, visitation has been calculated for the courts only. For each two courts (including run off areas) the size is estimated to be 1,465m ² .
OVERLAPPING Primary Catchment Areas (within the City of Ryde)	Do the primary catchments (5min drive time) overlap with another facility within the City of Ryde? Higher score provided if there are no overlapping catchments within the City. This ensures sufficient distance between facilities to minimise market cannibalisation.
LAND ACQUISITION COSTS	An estimate of \$3,500m ² to purchase land has been used. Higher scores if no land acquisition costs are required.
CAPITAL COST IMPLICATIONS (build) courts only	An estimated construction cost of \$3,200m ² has been applied. QS estimates have been used for both ELS Hall Park and RALC as master plans have been completed for these sites.
ADDITIONAL COST CONSIDERATIONS	Are there any additional building requirements in addition to the indoor court build? Higher scores if no additional cost considerations required.
COST RECOVERY	Using CERM data – facilities that are 2,000m ² and under = 79%, above 3,000m ² = 86%
LABOUR COST per visit	Using CERM data - facilities that are 2,000m ² and under = \$7.64, facilities above 3,000m ² - \$2.46
ALIGNMENT WITH COUNCIL PRIORITIES	How well can the facility respond to changes in the community and community needs? Higher score for the level of control to adapt to community needs.
Opportunities for SECONDARY SPENDING	Are there further opportunities to have secondary spending within the facility? Higher score for facilities that may generate additional opportunities for secondary spending.
ALIGNMENT WITH COUNCIL PLANNING	Has there been Council planning undertaken that would support this proposal? Higher score if it links with relevant planning.

Scoring

Each of the criteria has been given a score out of 10. 10 being the highest alignment (or the highest out of the options assessed). A score of zero is if there no alignment with the criteria.



City of Ryde Council has an adopted master plan for ELS Hall Park that allows for the expansion of the indoor facility and a draft master plan for Ryde Olympic Park (RALC) which provides for a four court facility on the site.

	Expansion of Indoor Courts at Ryde Aquatic and Leisure Centre		Development at the Ryde Community Sports Centre (ELS Hall Park)		Partnership with State Government to increase number of new courts at the Marsden High School site		Partnership with Macquarie University to increase number of new courts at its planned new indoor court facility		A new facility development (by Council) (notional location chosen in between RCSC and RALC)		Partnership with a developer/organisation for a new facility (see additional information in Appendix 2 – Key Considerations)	
Primary Catchment (5min) total within Ryde	27,253	7	27,234	7	13,465	5	7,702	3	38,822	10	38,822	10
Primary Catchment (5min) total outside of Ryde	0	10	0	10	15,520	5	0	10	0	10	0	10
Total catchment (15min) within Ryde	119,950	10	119,950	10	118,900	8	111,241	6	119,950	10	119,950	10
Total catchment (15min) outside of Ryde	247,411	6	267,274	5	276,852	4	152,226	10	283,639	3	283,639	3
Number of participants (5min catchment) within Ryde	2,069	6	2,081	7	1,085	3	588	1	2,964	10	2,964	10
Number of participants (5min catchment) outside of Ryde	0	10	0	10	1,251	0	0	10	0	10	0	10
Number of total participants (15min catchment) within Ryde	9,148	10	9,148	10	9,011	8	8,487	6	9,148	10	9,148	10
Number of participants (15min catchment) outside of Ryde	18,823	6	19,698	5	20,982	4	11,613	10	21,633	3	21,633	3
Proximity to future growth	Medium	5	High	10	Medium	5	High	10	Possible	7	Possible	7
Total Visitation	125,990	7	125,990	7	188,985	10	188,985	10	77,645	5	77,645	5
Overlapping Primary (5min drive time) catchments within Ryde	0%	10	30%	5	0%	10	50%	3	50% (based on location chosen between RCSC and RALC)	3	50% (based on location chosen between RCSC and RALC)	3
Land acquisition Cost	\$0	10	\$0	10	\$0	10	\$0	10	\$10,500,000	0	\$10,500,000	0
Capital Cost build (2 additional courts only)	\$13,500,000 (QS Estimate from master plan)	3	\$8,500,000 (QS estimate from master plan)	5	\$4,688,000	10	\$4,688,000	10	\$4,688,000	10	\$4,688,000	10

	Expansion of Indoor Courts at Ryde Aquatic and Leisure Centre		Development at the Ryde Community Sports Centre (ELS Hall Park)		Partnership with State Government to increase number of new courts at the Marsden High School site		Partnership with Macquarie University to increase number of new courts at its planned new indoor court facility		A new facility development (by Council) (notional location chosen in between RCSC and RALC)		Partnership with a developer/organisation for a new facility (see additional information in Appendix 2 – Key Considerations)	
Additional Cost Considerations	Possible car parking	7	Possible Car parking	7	Nil	10	Nil	10	Amenities, foyer, café, car parking	5	Amenities, foyer, café, car parking	5
Cost Recovery	86%	10	86%	10	86%	10	86%	10	79%	5	79%	5
Labour cost per visit	\$2.46	10	\$2.46	10	\$2.46	10	\$2.46	10	\$7.64	5	\$7.64	5
Alignment with Council priorities (ie how well can Council meet and respond to current and future community needs)	Existing management control by Council	10	Leased facility	7	Likely to be leased or management agreement	7	University facility	5	Council able to choose how to manage and respond to community needs	10	Council may be able to negotiate with organisation but may not be able to fully retain all control	7
Opportunities for secondary spending	Café/kiosk, indoor pool	7	Café/kiosk and gym (possible in the future)	7	Possible	5	Café/kiosk, indoor pool and gym	10	Possible	5	Possible	5
Part of Council planning	Master plan developed	10	Master plan developed	10	No	0	No	0	No	0	No	0
SCORE		154		152		124		144		121		118

OPTION	SCORE
Expansion of indoor courts at Ryde Aquatic and Leisure Centre	154
Development at the Ryde Community Sports Centre	152
Partnership with Macquarie University to increase the number of new courts at its planned new indoor court facility	144
Partnership with State Government to increase the number of courts at the Marsden High School site	124
New facility development by Council	121
Partnership with a developer / organisation for a new facility	118

8.3.2. Proposed Future Facility Direction

Whilst there are a number of facility development options available to Council, it is concluded that the most suitable option for the City of Ryde is to develop an additional two courts at both the Ryde Aquatic and Leisure Centre and the Ryde Community Sports Centre.

The Ryde Aquatic and Leisure Centre is a suitable option based on:

- « It is an existing facility with a range of existing users;
- « It is in a broader leisure centre precinct offering a range of leisure activities, programs and services;
- « Survey responses indicate users are satisfied with the facility management arrangements;
- « It is in a location that is unlikely to compete with any other facilities and future developments located within the City of Ryde;
- « It is an older facility and would require broader asset upgrading by 2031-2036;
- « Given the low return opportunity associated with this development, a viable PPP arrangement is unlikely to be secured; and
- « Avoids the need for Council to pay business interruption compensation to a third party operator.

The Ryde Community Sports Centre is a suitable option based on:

- « It is an existing facility with a range of existing users;
- « Survey responses indicate users are satisfied with the facility management arrangements;
- « Potential for additional services to be included within the redevelopment;
- « Close to emerging worker and residential population of Macquarie Park;
- « Synergies with broader recreation precinct;
- « Master Plan has been developed for the site.

To ensure that there is sufficient supply of indoor courts by 2036 it is further recommended that Council work closely with Macquarie University to ensure their proposed multi court development proceeds. Options may include providing a capital contribution towards the development if required. It is for this reason that it is also recommended that RALC is developed first over RCSC. This will provide Macquarie University with the maximum amount of time to develop the additional facilities. However, should Macquarie University not proceed, it is recommended that Council works with the NSW Government to ensure that there is additional space to add additional courts to the Marsden Netball Facility in the future if required. This would add an additional 2 courts to the Marsden development and

would mean that 3 courts would be developed at Ryde Community Sports Centre to further service the population growth if Macquarie University development does not proceed. The below tables outline the proposed timing for the design and development of the indoor courts under the two options, one with Macquarie University development and one without.

Figure 31: Indoor Courts Future Facility Provision (with Macquarie University Development)

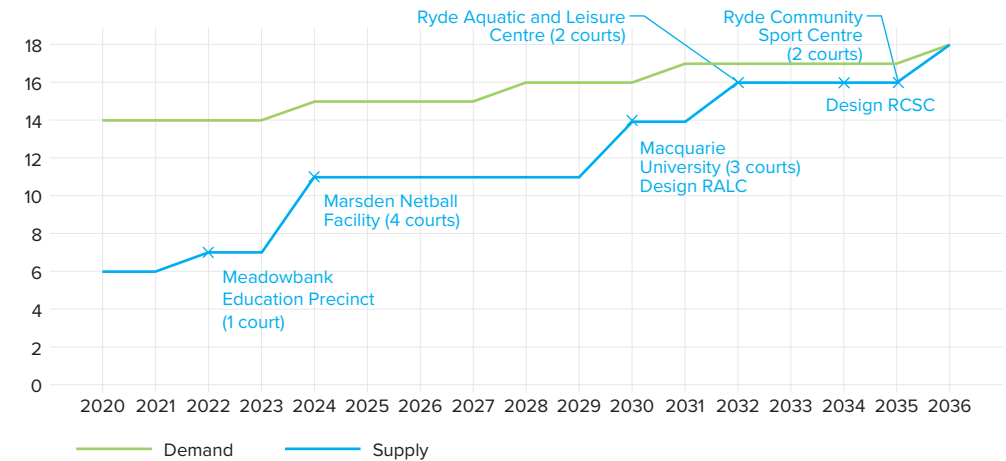
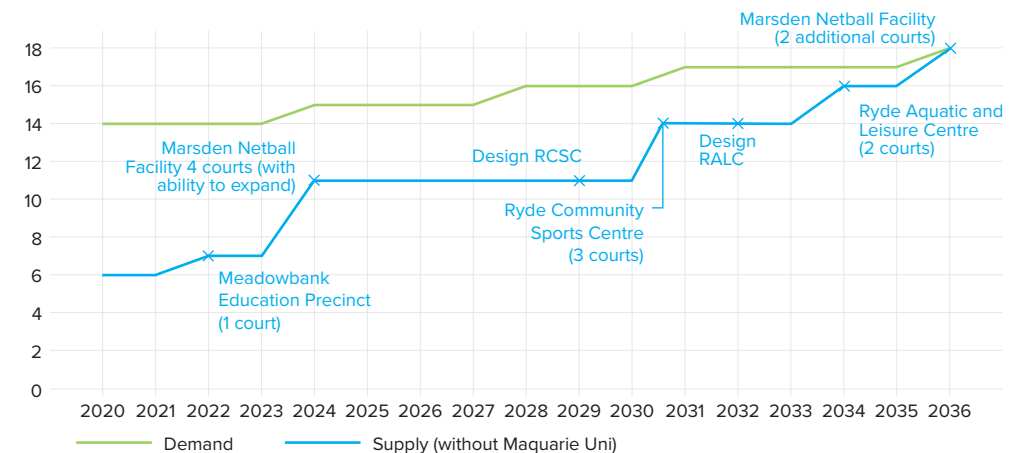


Figure 32: Indoor Courts Future Facility Provision (without Macquarie University Development)



8.4. MANAGEMENT AND PARTNERSHIPS

There are a range of management and partnership options available for Council consideration as outlined in the table below. Final determination of the preferred option/s can only be made once the preferred facility expansion option is confirmed.

MANAGEMENT OPTION	DESCRIPTION	ADVANTAGES	DISADVANTAGES
CITY OF RYDE ASSETS			
Internal Management <i>(currently in place for Ryde Aquatic and Leisure Centre)</i>	Council directly operates and manages the facility in total. Employs facility management staff and is responsible for all aspects of the facility operation including operating policies, financial performance and asset maintenance. This management model allows Council full control of operations, access, pricing, programming, asset management and staffing.	<ul style="list-style-type: none"> « Council has hands on control in real time of the operation and asset maintenance of its facility « Operational costs can be minimised through use of Council existing operations (ie payroll, insurances, accounting procedures, asset and building services) « Flexible and responsive management systems can be linked directly to Council policies « Ensures assets are maintained in good condition and not allowed to be run down « Enables a trained team to be developed and rotated around different centres « Provides Council with an accurate picture of the performance and potential of the venue, which would assist in assisting future tenders (should Council wish to seek external management) 	<ul style="list-style-type: none"> « All of the operational risk sits with Council « Council is responsible for all operating costs and any unforeseen deficits « Generally, can be higher staffing costs under local government awards, higher associated on costs, and therefore higher overall operating costs « Council's internal policies and procedures may not allow commercially driven decision making and can be time consuming « Potential for exposure to industrial relations or human resource management issues « Possible lack of flexibility to respond in a timely manner to customer issues « Council systems can lack the flexibility to operate in a highly competitive leisure services industry
Lease Agreement <i>(currently in place for Ryde Community Sports Centre)</i>	This model generally involves a lease agreement being provided to an organisation to operate and manage the facility. Council dissolves itself from day-to-day operations. It would generally require the lessee to have some maintenance responsibilities and payment of an agreed lease fee.	<ul style="list-style-type: none"> « Lessee responsible for all operating, services, and day to day maintenance with Council allowing the lessee to operate the facility with minimal controls or operating requirements « Council is at arms-length from the day to day management and maintenance of the facility « Cost associated with the maintenance and replacement are the responsibility of the organisation « Low management costs for Council 	<ul style="list-style-type: none"> « Less immediate control over the facility « Possible lack of experience in facility management and opportunities for other groups/sports to access the facility may be limited « Council needs to monitor lease compliance and delivery of special outcomes

MANAGEMENT OPTION	DESCRIPTION	ADVANTAGES	DISADVANTAGES
Company Limited by Guarantee	<p>Under this model, Council establishes a company for the specific purpose of managing the facilities. Council is the sole shareholder of the company and appoints a board of directors to operate the company under agreed financial and performance criteria usually developed as a statement of intent.</p> <p>Under Section 358 of the NSW Local Government Act 1993 – Formation of Corporations or Other Entities, Councils in NSW have the power to establish a company limited by guarantee for this purpose.</p>	<ul style="list-style-type: none"> « Retains strong control and alignment with community needs « Works for Council, not for the benefit of a private, profit-driven company « Provides capacity to bid for events « The ability to have a pricing strategy with commercial and concession rates « Commercial retail sections (e.g. food and beverage) that can generate revenue to offset other running costs for the facility « Contributions to maintenance and asset renewal from future operating surpluses « Enables management and services, such as IT, HR and Marketing, to be shared across the network of facilities « Can offer a broader range of programs and services to users « Enables a purpose designed industry employment agreement for staff, flexible staffing across the facilities and a reward and recognition system linked to the achievement of key performance indicators (KPIs) for the role « Management is separated from the political process and can make decisions on staffing, wages, pricing, users etc 	<ul style="list-style-type: none"> « The Company Limited by Guarantee may not have the financial capacity to service fluctuations in trade « May create an extra level of reporting between the Company Limited by Guarantee and Council « Council may not have the appetite or resourcing required to establish and oversight a Company Limited by Guarantee « The Company Limited by Guarantee will require start-up funding from Council « Council would need to secure Directors for the Company Limited by Guarantee that have commercial and / or venue management expertise « In NSW, the Minister’s consent is required « Typically most viable where there is a very large scale facility and/ or network of facilities to be managed. (Within NSW, for example, Penrith City Council established the Penrith Aquatic and Leisure Ltd, to be responsible for three aquatic, health and wellbeing facilities located in Western Sydney - Ripples St Marys Leisure Centre, St Mary’s Hydrotherapy Centre, and Ripples Penrith Swim Centre)

MANAGEMENT OPTION	DESCRIPTION	ADVANTAGES	DISADVANTAGES
External Contractor Management	<p>This model is where Council contracts out management rights of the facility, or components of the facility, to external management and/ or service providers.</p> <p>This model is usually through a contract for an agreed term and set of conditions that bind each party.</p>	<ul style="list-style-type: none"> « Provides for more facility staff resources onsite at larger facilities and therefore more direct booking and customer service « Responsibility for all staffing and human resourcing rests with the operator « Generally lower staffing and on-costs than direct Council management as contractors are often large companies with their own award and work and employment conditions and are not subject to Local Government Awards « Industry specific expertise in leisure centre management is generally the operators core business « Opportunities for operational economies of scale savings where an operator manages two or more facilities « Reduced corporate overhead costs compared to typical in-house Council operation « A greater degree of flexibility in day-to-day management/ decision-making is extended to the operator « Council is able to selectively determine the aspects of facility management it wishes to retain (eg major asset maintenance) 	<ul style="list-style-type: none"> « Availability of service providers in the marketplace. Council may discover that there are limited well qualified venue managers, and that a tender process yields disappointing results in terms of applicants, management fees offered or subsidy payments required, and/ or capital works contributions « Lack of market competition likely to result in Council paying an external operator a premium « No Council influence in day-to-day operation, programming, staffing capabilities, and pricing of programs and services (although Council can retain responsibility for setting entry fees and charges if it chooses) « Community health and social outcomes may be diminished if the operator concentrates on servicing those programs that generate the greatest commercial return « The operator may pay less attention to asset maintenance resulting in Council inheriting a facility in less satisfactory condition at the end of the contract period « The requirement for staff to set-up and oversee management contract conditions can be a significant 'hidden cost' to Council and should be considered part of a total cost analysis « Non contemporary, ageing facilities can be used as an argument by the operator to seek increased subsidy and/ or compensation from Council « Venue management companies may seek to insure themselves when tendering for the management rights to new unknown facilities. This can translate into Council paying a premium for the 'unknown' quantity associated with operating a new venue. In most cases, the risk of fluctuations in net operating costs still rests with Council « Council's line management needs to have a clear understanding of the facility/ies objectives, responsibilities of the contractor and Council, and the capacity to effectively manage the contractor

MANAGEMENT OPTION	DESCRIPTION	ADVANTAGES	DISADVANTAGES
NON-COUNCIL OWNED ASSETS			
Priority Access Agreement	A Priority Access Agreement (or similar) is a binding agreement between Council and the asset owner which aims at protecting long term community access to a facility.	<ul style="list-style-type: none"> « Provides security of access of a facility for community use « Provides confidence in broader Council planning and decision making around facility demand and supply « Reduces the capital and operating burden on Council 	<ul style="list-style-type: none"> « Council has no control over the management of the facility « The Asset Owner may seek capital and/ or operational funding in return for agreed access
Private Public Partnership	<p>Private Public Partnership (PPP) models for community sport facilities come in a variety of options, and typically include:</p> <ul style="list-style-type: none"> « Development of a facility on Council owned land by an external developer (largely or wholly at its cost) in return for the gifting of additional land to support a broader, commercial development. Given community sport facilities often generate operating deficits or moderate surpluses that do not provide a return on capital investment, PPP arrangements for community assets are not prevalent throughout Australia. « Council enters into a long term lease (or similar instrument) with an external operator to take on full responsibility of a facility in return for a capital contribution from the external party. This model is more prevalent in Australia whereby specialised operators provide capital investment in return for longer term security of management responsibility. These arrangements generally recognised the limited profitability of most community sporting facilities. 	<ul style="list-style-type: none"> « Shares the development and operating burden with the third party « May assist to realise the new facility sooner than the development solely resting with Council « Can result in increased facility standard outcomes 	<ul style="list-style-type: none"> « Capital contributions and/ or land gifting may come at a higher rate to Council compared to internal debt servicing arrangements « Reduces Council influence on final design, and post development day-to-day operations « May reduce full community access outcomes « Council may find there is limited interest in this model from the marketplace « Creates an intensive increased administrative burden on Council, particularly relating to Council's probity obligations under this model

8.4.1. Proposed Future Management and Partnerships Direction

If RALC is progressed as recommended, it would be considered that the most appropriate management arrangement would be for Council to continue the current management model of internal management, in consideration of:

- « Existing management structure and staffing in place;
- « Knowledge of existing staff and policies and procedures in place;
- « Survey results show users satisfied or very satisfied with existing management;
- « By directly managing the facility Council can respond to the needs of the community as it evolves;
- « Existing financial performance would indicate that the facility operates within Council expectations; and
- « Economies of scale through the management of adjacent aquatic facilities within the Centre.

Similarly, if RCSC is progressed it is considered that the most appropriate management arrangement would be for Council to continue the current lease model. This is in consideration of:

- « There is an existing management structure and staffing in place;
- « Council process in place to manage the lease agreement;
- « Survey results show users satisfied or very satisfied with existing management;
- « Existing financial performance indicates that the facility operates above industry standards.



9. RECOMMENDATIONS

The following table outlines the recommendations for the City of Ryde Indoor Sports Facilities Review.

The recommendations are prioritised based on: **Short term = 2020 - 2026** | **Medium term = 2027 -2031** | **Long term = 2032 – 2036**.

PRELIMINARY RECOMMENDATION	PRIORITY	RATIONALE
Implement a provision target of 1 indoor court : 9,700 people for future planning purposes.	Short Term	<ul style="list-style-type: none"> « This level of provision for the City of Ryde is warranted in consideration of: <ul style="list-style-type: none"> • High use of existing facilities within the City of Ryde. • Current undersupply of facilities with a number of users having waiting lists and membership caps. • Contemporary trends for the use and provision of multi-purpose indoor courts throughout Australia suggests an increasing demand for these types of facilities. • The projected population growth through to 2036 will result in increased demand for indoor sports facilities. • The projected older adult growth will likely result in higher demand for low impact forms of physical activity. • Demand for indoor sport facilities is typically higher for culturally diverse communities, particularly those born in African, Asian and Middle Eastern countries. The high proportion of the population who are born overseas suggests an above average demand for indoor sports facilities within the City of Ryde.
Enter into a Priority Access Agreement and support the NSW Government in the development of Meadowbank Education Employment Precinct single court facility	Short term	<ul style="list-style-type: none"> « Assists the City of Ryde in meeting the current undersupply of facilities. « Education facilities can provide for a range of indoor activities and assist to meet the demand for indoor courts. « Supporting this development reduces the capital and operating burdens on Council. « Secures long term community access to a non-Council owned facility.
Enter into a Priority Access Agreement and support the NSW Government in the development of a four-court facility at the old Marsden High School site ensuring opportunity to expand the site (additional 2 courts) if required in the future	Short term	<ul style="list-style-type: none"> « Assists the City of Ryde in meeting the current undersupply of facilities. « Supporting this development reduces the capital and operating burdens on Council. « Secures long term community access to a non-Council owned facility. « Provides an opportunity to expand the centre to meet the demand in the future (if required).

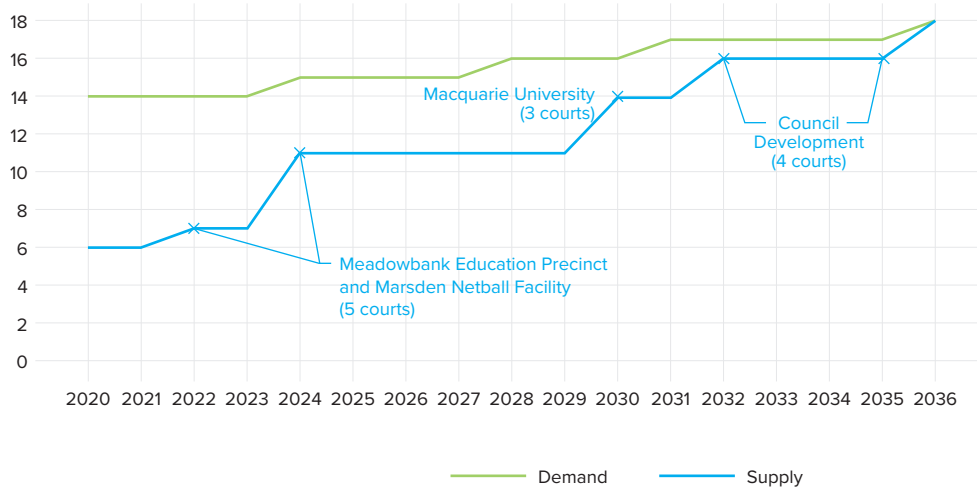
PRELIMINARY RECOMMENDATION	PRIORITY	RATIONALE
<p>Ensure City of Ryde design standards for the following Council facilities incorporate provision for multi-use indoor spaces:</p> <ul style="list-style-type: none"> « Aquatic centres « Sports park buildings « Libraries « Community Centres « Multi-purpose indoor court centres 	Short term	<ul style="list-style-type: none"> « Assist to meet the overall demand for indoor facilities. « Co-location of multi-purpose indoor spaces with community facilities will support maximisation of facility use and viability. « Ensures a consistent approach to facility provision, and that future planning and design of Council community facilities fully considers opportunities for indoor activity spaces. « Minimises alternate high cost options to develop dedicated, single use facilities.
<p>Expand contract arrangements with RCSC and management expectations of the RALC management in order to capture detailed performance data for the RALC and RCSC.</p>	Short term	<ul style="list-style-type: none"> « Tracking participation for sports assists to identify trends to make better informed decisions. « Monitoring total hours ensures that the balance between events and community participation can be assessed and determined if any change to the access model is required. « An increase or decrease in participation may have an impact on when additional facilities are required. « Data will provide Council with more detail to make better informed decisions regarding allocation, maintenance and overall management. « Court specific financial data will assist to analyse the viability of the current court facilities and fees and charges arrangements.
<p>Enter into a Priority Access Agreement and support the Macquarie University Sport and Aquatic Centre in developing additional courts</p>	Medium term	<ul style="list-style-type: none"> « Assists the City of Ryde in meeting the current undersupply of facilities. « Education facilities including universities can provide for a range of indoor activities and assist to meet the demand for indoor courts. « Supporting this development reduces the capital and operating burdens on Council. « Secures long term community access of a non-Council owned facility.
<p>Address the shortfall in indoor courts in the City of Ryde through the implementation of the master plan for the Ryde Aquatic and Leisure Centre (RALC) including an additional 2 courts</p>	Long term	<ul style="list-style-type: none"> « The City of Ryde has a large population of over 119,000 which is expected to grow to over 171,000 by 2036. « There is a current shortfall of courts in the City of Ryde. « There is a master plan that has been developed for the site including additional courts. « Unlikely to impact / spreads the 4 court facilities into a new location given the likely development of the Macquarie University Sport and Aquatic Centre. « The aging facility would require upgrades within this timeframe.
<p>Address the shortfall in indoor courts in the City of Ryde through the implementation of the master plan for the Ryde Community Sports Centre (RCSC) including an additional 2 courts</p>	Long term	<ul style="list-style-type: none"> « The City of Ryde has a large population of over 119,000 which is expected to grow to over 171,000 by 2036. « There is a current shortfall of courts in the City of Ryde. « There is a master plan that has been developed for the site including additional courts.

Please note: If Macquarie University does not proceed, City of Ryde Council should ensure the Marsden Netball Facility can accommodate expansion to accommodate future demand if required.

9.1. SUMMARY OF FUTURE FACILITY DIRECTION

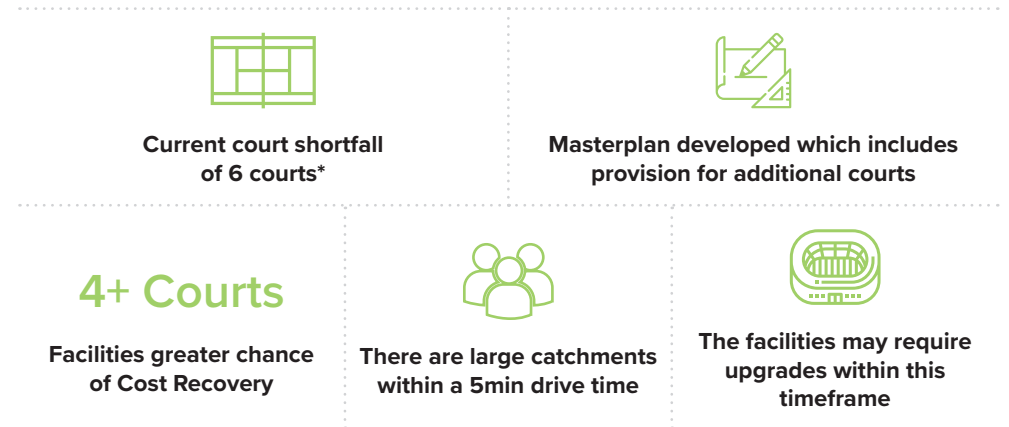
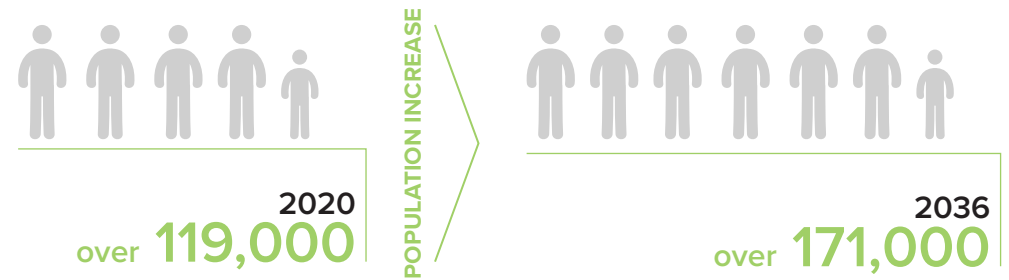
Based on the demand analysis there will be a four-court shortfall in indoor sport facility provision that needs to be accommodated in the future. These four courts are recommended to be delivered between 2031 and 2036.

Figure 33: Indoor courts future facility provision



To address this shortfall it is recommended to implement the master plans for both the Ryde Aquatic and Leisure Centre (RALC) including an additional 2 courts as well as the Ryde Community Sports Centre (RCSC) with an additional 2 courts. This is based on the following considerations:

Rationale



* There is a current shortfall of 6 courts and a potential shortfall of 12 courts by 2036, reducing to 4 courts if the Meadowbank Education and Employment Precinct (1 court), Marsden High School site (4 courts) and Macquarie University (3 courts) planned projects go ahead.

9.2. SUMMARY OF MANAGEMENT APPROACH

It is recommended that the most appropriate management arrangement for RALC would be for Council to continue the current management model of internal management, in consideration of:



Existing management structure and staffing in place



Knowledge of existing staff and policies and procedures in place



Survey results show users satisfied or very satisfied with existing management



By directly managing the facility Council can respond to the needs of the community as it evolves



Existing financial performance would indicate that the facility operates within Council expectations



Economies of scale through the management of adjacent aquatic facilities within the Centre

For RCSC, it is considered that the most appropriate management arrangement would be for Council to continue the current lease model. This is in consideration of:



There is an existing management structure and staffing in place



Council process in place to manage the lease agreement



Survey results show users satisfied or very satisfied with existing management



Existing financial performance indicates that the facility operates above industry standards

10. WARRANTIES AND DISCLAIMERS

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


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

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

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



APPENDIX 1 - SURVEY



SPORT + LEISURE

City of Ryde Indoor Sports Facilities Review

Introduction

City of Ryde Indoor Sports Facilities Review

Sport and recreation facilities are highly valued by the City of Ryde community and are critical to providing active and healthy lifestyle opportunities.

The City of Ryde Council has engaged Otium Planning Group to provide expert advice and assistance to undertake the Indoor Sports Facilities Review.

This study will review the current supply and determine the need, opportunities and best approach for indoor sports facilities and will consider the short and long term (until 2035) need for additional indoor sports courts in the City of Ryde.

A critical part of this study and this survey is to understand the demand from existing sport user groups and to determine issues, concerns and opportunities for the future supply of indoor sport facilities.

If you have any enquiries about this survey please contact Cameron Bechaz, Senior Consultant, Otium Planning Group, on 0402 122 902, or Rob Parsonson, Open Space Planner, City of Ryde, on 9952 8433.

We appreciate your time in completing this survey.

THIS SURVEY CLOSES ON TUESDAY 17 DECEMBER 2019.

Kind regards,

Jason Leslie
Director
Otium Planning Group



City of Ryde Indoor Sports Facilities Review

Club/ Organisation Information

This information is required so that we can contact you if we need to clarify any information provided; personal details will not be shared or published.

1. Club/ Organisation Details

Name of club/ organisation	<input type="text"/>
Contact name	<input type="text"/>
Contact email	<input type="text"/>
Contact phone number	<input type="text"/>
Main sport / recreation activity / event you conduct	<input type="text"/>

Facility Usage

This section tells us about the facilities your club/ organisation uses and how you use them. If one of facilities are not listed here, please select the 'other' in the drop down list and tell us the facility name in section. Then please continue to answer the questions that follow.

2. Please tell us which indoor sport facilities you most commonly use within the courts you typically use at each facility. Please indicate up to three (3) facilities.

Name of Facility	
Main Facility	<input type="text"/>
Facility 2	<input type="text"/>
Facility 3	<input type="text"/>
Other (please specify)	
<input type="text"/>	

4. Thinking about the main facility you nominated above, please rate your satisfaction with the following facility aspects.

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Standard/ condition of facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance and cleanliness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Way that the facility is managed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access, parking, transport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Available court hours for your sport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you are dissatisfied or very dissatisfied with the list of facility elements or other aspects, please explain why

5. Does your organisation require access to indoor sport facilities for additional hours than is currently available?

No

Yes; please specify how many additional court hours your organisation would require

6. If additional court hours are available, would you prefer that these are at a City of Ryde indoor sport facility that you use?

No

Yes, which facility?

7. Please tell us which indoor sport facilities you most commonly use elsewhere (external to the City of Ryde) and how many courts you typically use at each facility. Please indicate up to three (3) facilities.

	Name of Facility	Number of Courts
Main Facility	<input type="text"/>	<input type="text"/>
Facility 2	<input type="text"/>	<input type="text"/>
Facility 3	<input type="text"/>	<input type="text"/>
Other (please specify)		
<input type="text"/>		

Membership and Participation Trends

8. Please provide participation numbers for your CURRENT (or most recent) season and PAST (i.e. 3 years ago). Please INCLUDE social members. If uncertain, please provide your best estimate.

Current participation (2019)

Participation three years ago (2016)

9. How many current participants/ members reside within the City of Ryde?

10. Briefly describe the reasons for any participation changes in recent years. (e.g. female participation increased because of the introduction of social competition during the week; we don't have a juniors coach so juniors aren't joining).

11. Does your organisation have a cap on participation numbers, or waiting lists?

- No
- Yes; please provide a brief explanation why this is the case.

12. Please describe any participation trends that you have noticed in your activity (e.g. more demand for social competitions, declining volunteerism, people are unwilling to play on certain nights).

13. Do you have any further comments regarding indoor sport facilities in the City of Ryde?

APPENDIX 2 - COUNCIL KEY CONSIDERATIONS

The following outlines key considerations should a developer or organisation approach Council with a request or proposal to develop a new indoor facility.

Key Considerations

Timing of the Request

Is there a current shortfall of courts?

Items to consider include:

- « What is the provision of courts to population?
- « Future court developments inside and outside of the City of Ryde.
- « Has participation increased / decreased?

Business Case

Has a business case been developed?

Business case considerations:

Location

- « Is the site located within walking distance to public transport?
- « Is the site large enough to accommodate a minimum of two courts, carparking, foyer/kiosk, meeting room space and future expansion?
- « Is the proposed location within an existing facility catchment i.e. is it likely to impact an existing facility?

Management, Operations & Design

- « What is the proposed management model (see Section 8.4 for advantages and disadvantages)?
- « Expected programming / use / proposed visitation.
- « Will the design of the facility accommodate a range of different sports and users?

Financial Considerations

- « Has an overall cost plan been provided?
- « What is Council's capital financial contribution?
- « What is Council's ongoing financial contribution towards maintenance / asset replacement and does it have the capacity to commit to these contributions?
- « Has a financial model been prepared?
 - Considerations include entry costs, operating expenditure, maintenance, refurbishment, management and staffing, insurances, food and beverage/ merchandising.

Council Considerations

- « How does the information provided compare with Councils existing indoor facilities?
- « Will the proposed facility deliver the desired outcomes?
- « Where does this investment fit within broader Council obligations and priorities?
- « What are the risks to Council?
 - Contractual, financial obligations and can these be minimised?



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