

**Meeting Date:** Tuesday 23 November 2021  
**Location:** Council Chambers, Level 1A, 1 Pope Street, Ryde and Online  
**Time:** 7.00pm

**ATTACHMENTS FOR COUNCIL MEETING**

<b>Item</b>		<b>Page</b>
<b>12</b>	<b>ADOPTION OF THE OLYMPIC PARK MASTERPLAN</b>	
Attachment 1	Olympic Park Masterplan Report for adoption by Council - October 2021 .....	1
Attachment 2	Olympic Park Masterplan - Background Report - October 2017 .....	35
Attachment 3	Olympic Park Masterplan - Stage 1 Consultation Report - November 2017 .....	142
Attachment 4	Olympic Park Masterplan - Catchment Facility Analysis Report - December 2017 .....	176
Attachment 5	Olympic Park Masterplan - Stage 2 Consultation Report - December 2020 .....	292

**ITEM 12 (continued)**

**ATTACHMENT 1**



**OLYMPIC PARK  
MASTERPLAN REPORT  
DRAFT FOR ADOPTION BY COUNCIL  
OCTOBER 2021**

**RYDE**  
Aquatic Leisure Centre

 City of Ryde  
Lifestyle and opportunity  
@ your doorstep

**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

## CONTENTS

<b>SECTION 1: INTRODUCTION</b> .....	3
<b>SECTION 2: PROJECT TIME LINE</b> .....	4
<b>SECTION 3: SITE HISTORY</b> .....	5
<b>SECTION 4: STRATEGIC CONTEXT</b> .....	6
<b>SECTION 5: EXISTING SITE</b> .....	7
Ryde Aquatic Leisure Centre .....	8
Parklands.....	9
Outdoor Tennis Courts.....	9
Car Park .....	9
<b>SECTION 6: OLYMPIC PARK MASTERPLAN</b> .....	10
Ryde Aquatic Leisure Centre .....	13
Park Upgrades .....	24
Onsite Car, Motorbike and Bicycle Parking .....	24
Site and Building Sections.....	30
Environmental and Sustainability Considerations .....	32
Staging Plan.....	33

## ACKNOWLEDGEMENTS

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**Michael Davies Architecture**

Recreation Planning Associates

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**Parking, Access and Traffic Reports prepared by:**

Stanbury Traffic Planning and Bitzios Consulting

**Community Consultation Reports prepared by:**

 **Flagshipcommunications**

 **City of Ryde**

**This Masterplan Report and associated graphic design of this Report prepared by:**

 **City of Ryde**

### DOCUMENT CONTROL

Revision	Date	Status
1	18 March 2019	Initial draft plans for Council review
2	30 October 2019	Draft plans for community consultation
3	11 August 2021	Draft plans after Stage 2 community consultation
4	21 October 2021	Revised draft plans for report
5	25 October 2021	Draft Masterplan Report for Report to Council
6	Pending	Final Masterplan Report. Adopted by Council

ITEM 12 (continued)

ATTACHMENT 1

OLYMPIC PARK MASTERPLAN REPORT

## INTRODUCTION

Olympic Park is identified by Council in its *Integrated Open Space Plan* as a level 3 park in the City of Ryde local government area. It is home to the Ryde Aquatic Leisure Centre, the only public aquatic centre in the City of Ryde and through the aquatic and indoor recreation facilities caters for in excess of 700,000 annual visitors. Olympic Park also contains a number of other open space facilities including a playground and dog off leash area to enable this precinct to deliver a broad range of active and passive recreation opportunities to the community.

The preparation of a Strategic Masterplan which investigates upgrading of Olympic Park including the Ryde Aquatic Leisure Centre (RALC) was identified as a high priority action in the *Sport and Recreation Strategy 2016-2026*. The *Ryde 2028 Community Strategic Plan* identifies the vision of the City of Ryde as “*The place to be for lifestyle and opportunity @ your doorstep.*”

The City of Ryde's population set to increase by over 40% and 50,000 residents between 2016 and 2036. The projected population growth is set to place an increasing community value on importance on the role of this Park and of the RALC to provide a fit-for-purpose facility to provide opportunities for participation in both active and passive recreation pursuits.

The City of Ryde *Open Space Future Provision Strategy* identifies across the whole City of Ryde local government area:

- Swimming facilities are currently providing adequate capacity. However, this is set to change relatively quickly to a large undersupply of swimming facilities by 2036.
- There is a current and future undersupply of indoor courts.
- There is deemed to be a current and future oversupply of outdoor courts.

Council is committed to optimising the recreational values of the Park whilst ensuring sustainable and environmental management of the Park into the future. This Masterplan sets out the vision for how this Park will be embellished over the next 20 years, to ensure sustainable and efficient use. It aims to increase the capacity of publicly available swimming pool space, indoor and outdoor sports court facilities within the City of Ryde meet the needs of the community and groups utilising the space. In summary, this Olympic Park Masterplan has been developed to:

- Significant increase to onsite parking provision to better meet demand and reduce the parking and traffic impacts in the local surrounding streets.
- Additional 25m program/learn to swim pool to better meet demand.
- Additional indoor sports courts to better address demands.
- Additional outdoor sports courts (including tennis) to better address demands.
- Improved natural ventilation in main pool hall.
- New toilet/change room facilities to better meet demand and community expectation.
- New café and office/staff facilities.
- Improved vehicle access, interconnectedness and circulation.
- Improved pedestrian access, interconnectedness and accessibility.
- Retention of the green spaces and dog off leash area for passive recreation.
- General park, playground and vegetation upgrades.

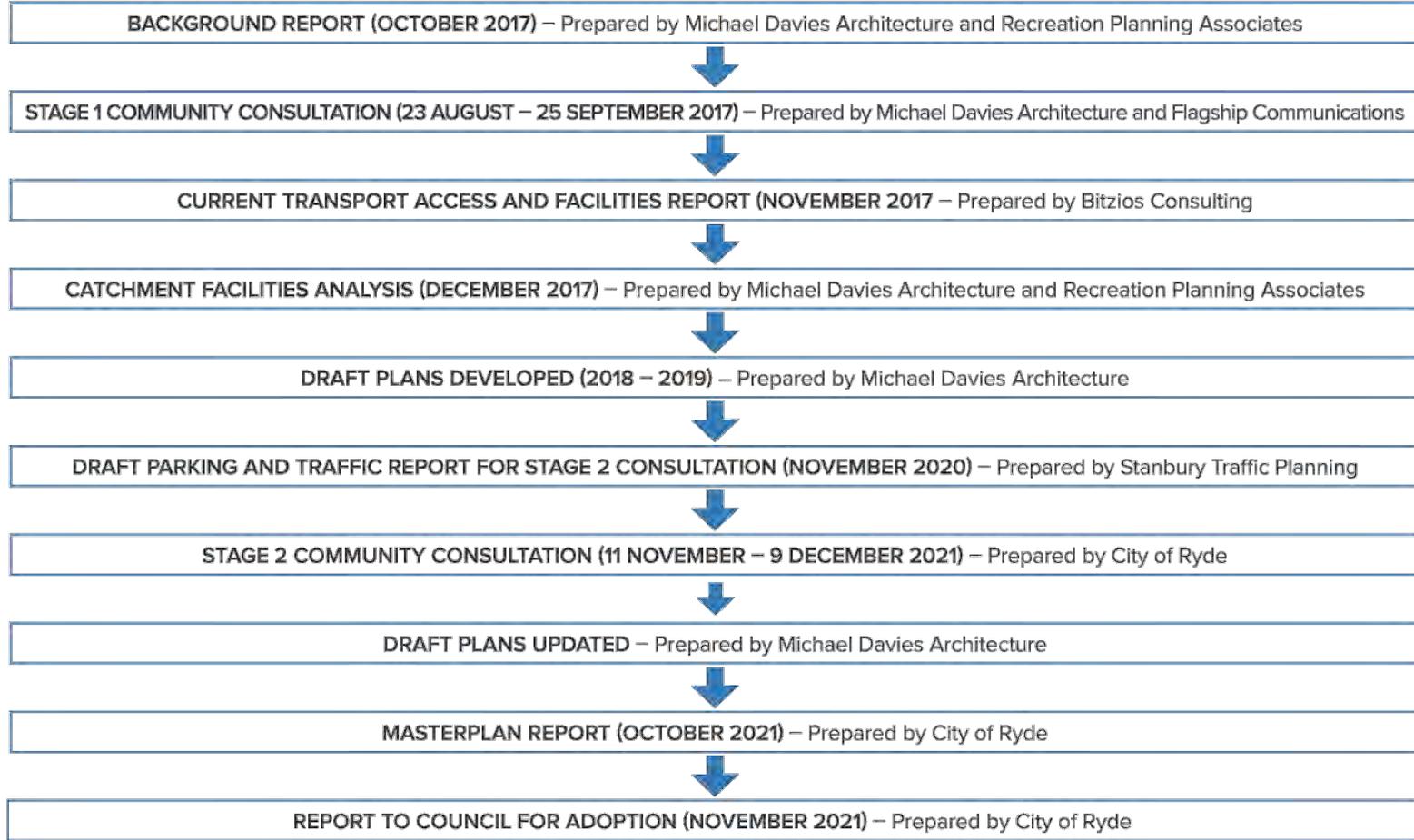


**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

## SECTION 2: PROJECT TIMELINE



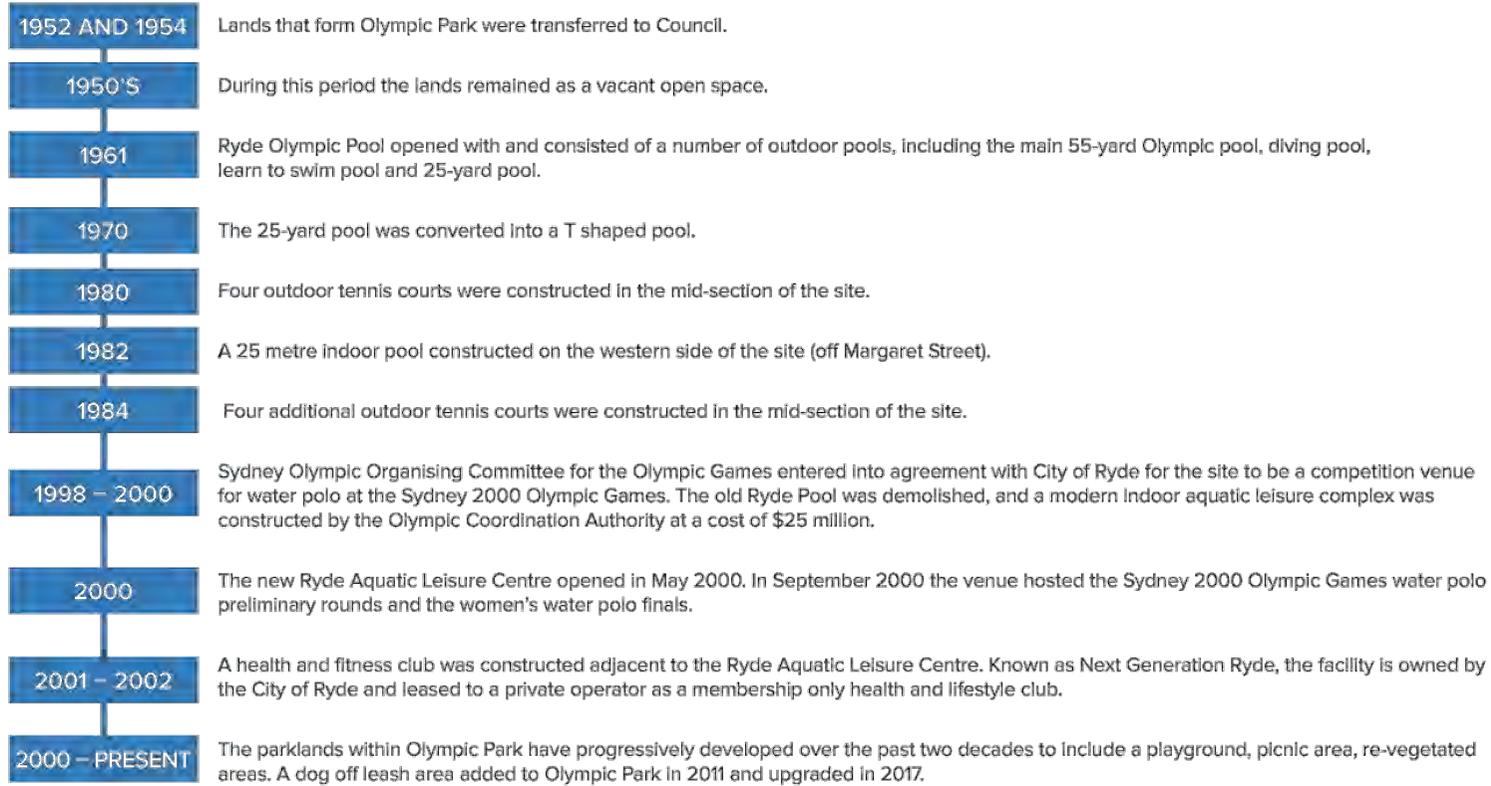
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**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

## SECTION 3: SITE HISTORY



ITEM 12 (continued)

ATTACHMENT 1

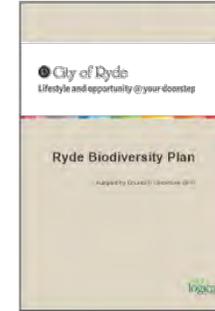
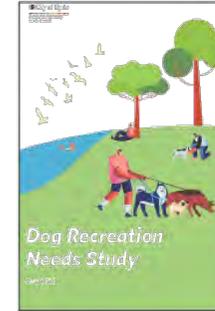
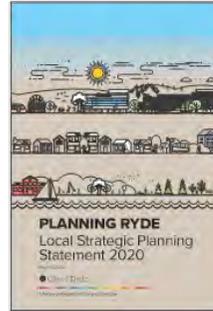
OLYMPIC PARK MASTERPLAN REPORT

## SECTION 4: STRATEGIC CONTEXT

The Olympic Park Masterplan has been prepared in response to and with consideration to a number of strategic planning documents, including:

- Ryde 2028 Community Strategic Plan (2018)
- Open Space Future Provision Strategy (2021)
- Children's Play Implementation Plan (2019)
- Integrated Open Space Plan (2012)
- Sport and Recreation Strategy 2016-2026 (2017)
- NSW Everyone Can Play Guidelines (2019)
- Planning Ryde Local Strategic Planning Statement (2020)
- Dog Recreation Needs Study (2020)
- Biodiversity Plan (2016)

The Masterplan responds to these documents as well as a specific *Catchment Facilities Analysis Report (December 2017)* prepared by Michael Davies Architecture and Recreation Planning Associates. This report explored the implications of aquatic and fitness participation and industry trends, changing expectations and industry best practice.



**ITEM 12 (continued)**

**ATTACHMENT 1**

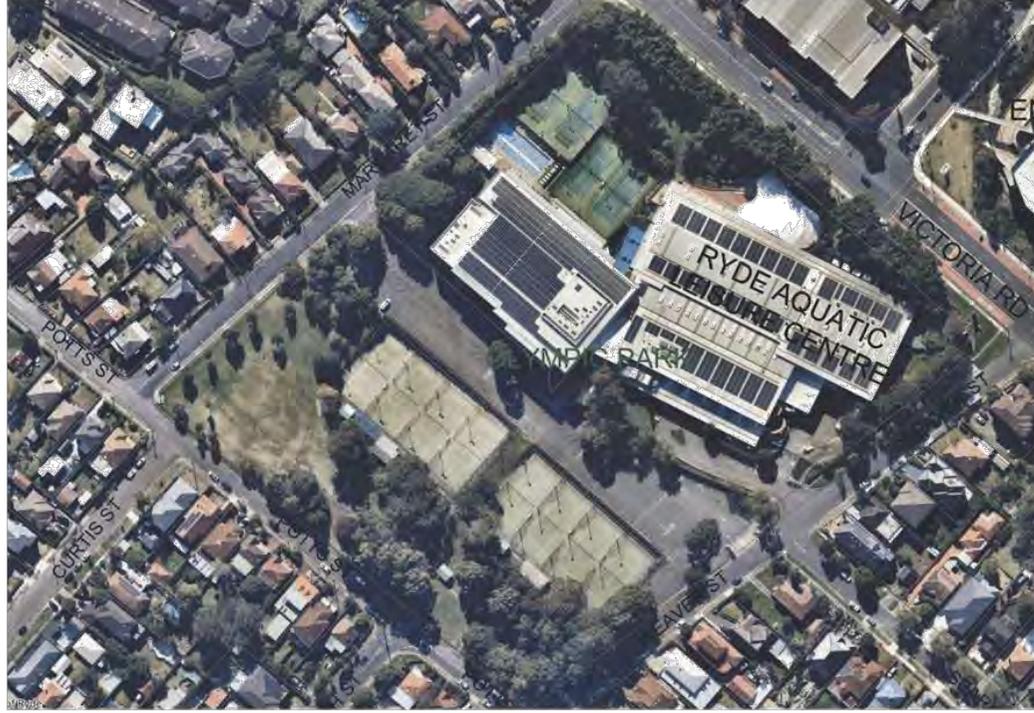
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## SECTION 5: EXISTING SITE

Olympic Park is 5.27Ha in size and is surrounded by low density residential properties on Weaver, Potts and Margaret Streets. An area of light industrial, commercial business and high school are to the north on Victoria Road.

The sloping topography of Olympic Park is a site constraint. The northern boundary on Victoria Road is the catchment ridge line and there is a relatively steep land fall to Pott Street on the southern boundary.

Pedestrian and vehicle access to the car parks servicing Ryde Aquatic Leisure Centre, Next Generation Health and Lifestyle Club and the tennis courts is via Weaver St, Weaver/Searle Street and Margaret Street. The parkland is accessible from Potts, Weaver and Margaret Streets. There is no pedestrian or vehicle access directly from Victoria Road. The site is well serviced by public transport with multiple bus stops in close proximity to the site on Victoria Road. School groups often arrive and depart the site for school swimming carnivals or school sport/programs using private buses. Accessible parking is currently provided in front of the Ryde Aquatic Leisure Centre on Karen Moyas Drive.



Aerial Photo: Existing Olympic Park and Ryde Aquatic Leisure Centre site.

ITEM 12 (continued)

ATTACHMENT 1

OLYMPIC PARK MASTERPLAN REPORT

## SECTION 5: EXISTING SITE... CONTINUED

Olympic Park encompasses a number of different community sport, recreation and leisure facilities including:

- Ryde Aquatic Leisure Centre (including indoor sports courts)
- Parklands
- Outdoor tennis courts
- Car park
- Next Generation Health Club (important note: this facility does not form part of this Masterplan)



Photo: Existing RALC 50m pool.

### Ryde Aquatic Leisure Centre

The Ryde Aquatic Leisure Centre (RALC) is owned and operated by the City of Ryde (Council). As the only public aquatic centre/pool in the City of Ryde local government area, the RALC is a popular and extremely well used facility. It is in operation 7 days per week all year-round. Prior to the COVID-19 pandemic, the Ryde Aquatic Leisure Centre has returned an operating surplus to Council every year since 2004/05.

In its current configuration, the existing Ryde Aquatic Leisure Centre includes the following facilities:

WET FACILITIES	DRY FACILITIES	OPERATIONAL FACILITIES
<ul style="list-style-type: none"> <li>• Indoor 51.06m x 22m pool with movable boom</li> <li>• Indoor 25m x 40m wave pool</li> <li>• Wading pool (30m<sup>2</sup>)</li> <li>• Indoor 12.5m x 7.6m Program Pool (with 12.5m x 1.2m space for the ramp and stairs)</li> <li>• Rapid River/bubble whirl pools (70m<sup>2</sup>)</li> <li>• 56m giant water slide (18m<sup>2</sup>)</li> <li>• Surf Ryder (184.5m<sup>2</sup>)</li> <li>• Steam room</li> <li>• Sauna/turbo pool/spa</li> </ul>	<ul style="list-style-type: none"> <li>• Indoor stadium with 2 x multi-purpose courts</li> <li>• Access bridge from Reception to Indoor Stadium</li> <li>• Café (commercial lease) and seating area</li> <li>• Reception/Customer Service area</li> <li>• Staff/office spaces</li> <li>• Function/meeting room</li> </ul>	<ul style="list-style-type: none"> <li>• Toilets and change rooms (male/female/accessible)</li> <li>• Plant room (non-public area)</li> <li>• Solar harvesting and cogeneration facilities (non-public area)</li> <li>• First aid room</li> <li>• Loading dock and staff parking (non-public area)</li> </ul>

## SECTION 5: EXISTING SITE... CONTINUED

### Parklands

The City of Ryde's *Integrated Open Space Strategy (2012)* identifies Olympic Park as a "Level 3 open space [which] caters for broader population catchments and provides convenient access to passive and active recreation opportunities for local residents of all age groups."

In its current configuration, the existing parklands and open space in Olympic Park includes the following facilities:

- Open green space
- Vegetated areas
- Neighbourhood playground
- Picnic shelters
- Dog off leash area
- Pathways
- Fencing (mixed combination of fencing styles, including dog park, metal mesh and copper log).

The park provides valuable outdoor play, passive recreation and dog recreation opportunities for the local residents in the surrounding area.

The vegetated areas of Olympic Park provide shade and a relaxing setting for park users to enjoy. Providing habitat for local and transitory wildlife, it forms part of the "River to River" biodiversity corridor linking the Parramatta and Lane Cove Rivers systems.

### Outdoor Tennis Courts

Olympic Park contains 8 x existing synthetic grass tennis courts with lighting, fencing and small auxiliary buildings. These tennis courts are positioned between the main car park and the parklands. These courts are Council assets and leased via competitive tender process to an external organisation for their operation. The courts are used for tennis training/coaching, club competitions, school sport and available for hire by the general public. The current use of these courts by a single sport is considered to be a limitation. A potential opportunity presents to achieve greater utilisation by the community.

### Onsite Car Parking

Council engaged an external traffic consultant, Stanbury Traffic Planning, to review and inform the preparation of the Masterplan. The existing open public Olympic Park car park provides 194 visitor parking spaces. A further five publicly accessible disabled parking spaces are provided within Karen Moras Drive. Further, a total of 19 off street parking spaces are situated within two separate parking areas servicing staff of Ryde Aquatic Leisure Centre.

Whilst Next Generation does not form part of this Masterplan is it noted that it has 58 parking spaces for exclusive use of their members within the ground floor covered parking area; however, it has been observed that many Next Generation members utilise the Olympic Park car park due to immediate availability and convenience, resulting in an increased parking demand to be met by the public Olympic Park car park as well as the surrounding public roads.

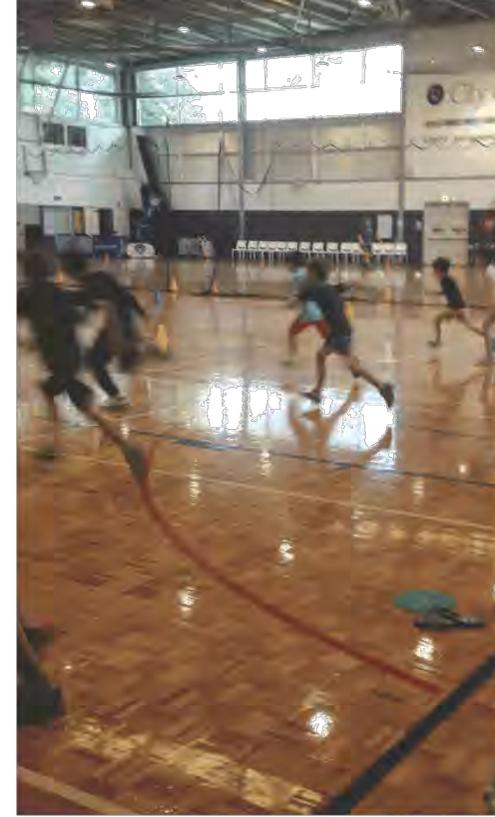


Photo: Ryde Aquatic Leisure Centre – Existing indoor stadium with multi-purpose courts.

**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

## SECTION 6: OLYMPIC PARK MASTERPLAN



Plan: Existing Olympic Park and Ryde Aquatic Leisure Centre site.

**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

## SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED



Concept image: Aerial of Olympic Park and Ryde Aquatic Leisure Centre

**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

## SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED

The preparation of this Masterplan for Olympic Park including the Ryde Aquatic Leisure Centre is identified as high priority in the City of Ryde's *Sport and Recreation Strategy 2016 -2026*. It is recommended aquatic/ indoor sport and recreation facilities be designed as community hubs where possible to maximise viability and respond to social trends. The range of design elements should consider aquatic, indoor court, informal recreation, health and fitness, wellness, food and beverage, socialising and retail opportunities. This Masterplan has successfully identified areas where additional recreation and sporting opportunities can be realised.

A Stage 1 community consultation was conducted to gather community feedback on the existing facilities and suggestions for the future uses of Olympic Park. This feedback was considered and informed the development of the draft Olympic Park Masterplan which in summary included:

- Significant increase to onsite parking provision to better meet demand and reduce the parking and traffic impacts in the local surrounding streets.
- Improved access, interconnectedness and accessibility.
- Additional 25m program/learn to swim pool to better meet demand.
- Improved natural ventilation in main pool hall.
- New toilet/change room facilities to better meet demand and community expectation.
- New café and office/staff facilities.
- Retention of the green spaces and dog off leash area for passive recreation.
- Two additional indoor sports courts to better address demands.

The Olympic Park Masterplan designs for were further refined following Stage 2 community consultation to include:

- Improved vehicle access, interconnectedness and circulation.
- Improved pedestrian access, interconnectedness and circulation.
- More outdoor sports courts (including tennis) to better meet demand.
- General park, playground and vegetation upgrades.
- Refer to the following pages for more specific details on specific Masterplan elements.



Image: Ryde Aquatic Leisure Centre  
– Existing 50m pool.

## SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED

### Ryde Aquatic Leisure Centre

This Masterplan includes significant enhancement and expansion to the Ryde Aquatic Leisure Centre (RALC). The design seeks to strike a pragmatic, rational and cost-effective balance by using a combination of existing, upgraded and new facilities. The RALC expansion identified in the Masterplan will yield more pool space, more indoor court space, facilitate increase service delivery capacity and provide greater operating revenue opportunities. These factors will make a significant contribution towards Council being able to better meet the rapidly growing community demand for sport, recreation and aquatic facilities in the City of Ryde.

The Masterplan includes the following Ryde Aquatic Leisure Centre facilities:

WET FACILITIES	DRY FACILITIES	OPERATIONAL FACILITIES
<ul style="list-style-type: none"> <li>New 25m x 16.38m program/learn to swim pool – indoor heated</li> <li>New interactive electronic splash pad</li> <li>Upgraded 56m giant water slide (18m<sup>2</sup>) – existing slide relocated with new stairs, starting and landing tubs</li> <li>New steam room</li> <li>New sauna</li> <li>Improved natural ventilation in pool hall</li> <li>Existing 51.06m x 22m pool with movable boom – indoor heated</li> <li>Existing indoor 25m x 40m wave pool – indoor heated</li> <li>Existing wading pool (30m<sup>2</sup>) – indoor heated</li> <li>Existing 12.5m x 7.6m pool – indoor heated</li> <li>Existing Program Pool (with 12.5m x 1.2m space for the ramp &amp; stairs) – indoor heated</li> <li>Existing Rapid River/bubble whirli pools (70m<sup>2</sup>) indoor heated</li> <li>Existing Surf Ryder (184.5m<sup>2</sup>)</li> <li>Existing turbo pool/spa</li> </ul>	<ul style="list-style-type: none"> <li>Expansion of the indoor stadium to 4 x multi-purpose courts (2 x new courts with tiered seating and storage)</li> <li>Existing Access bridge from Reception to Indoor Stadium</li> <li>New café / kiosk / kitchen (commercial lease) and seating area</li> <li>New Reception/ Customer Service area</li> <li>New retail display area and fitting room</li> <li>New Learn to Swim office with enquiry counter</li> <li>New Learn to Swim store room</li> <li>New Children's Party Area with kitchen, toilet and parents seating area</li> <li>New staff/office and storage spaces</li> <li>Function/meeting room</li> <li>New parent seating area (near learn to swim pool)</li> <li>New outdoor seating area</li> <li>New outdoor plaza for public meeting space (outside RALC entry)</li> <li>New filtered water station in outdoor plaza (outside RALC entry)</li> <li>10 Multi-purpose outdoor courts</li> </ul>	<ul style="list-style-type: none"> <li>New change village with concourse showers, 12 change rooms, 3 toilets and 2 accessible change rooms with toilets.</li> <li>Upgraded, extended and new family/changing places (accessible) to 4 rooms in total (2 new rooms)</li> <li>Upgraded, extended and additional change rooms and showers (male)</li> <li>Existing change rooms and showers (female)</li> <li>Existing and upgraded plant room (non-public area)</li> <li>New filtration and water treatment room (non-public area)</li> <li>Existing solar harvesting and cogeneration facilities (non-public area)</li> <li>Existing first aid room</li> <li>Upgraded loading dock and staff parking (non-public area)</li> </ul>

**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

## SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED

The Masterplan includes the expansion of facilities and services at the RALC to meet the increasingly growing community demands. This can be achieved via increased capacity providing:

- Additional pool space for learn-to-swim programs.
- Additional pool space for greater recreational use.
- Additional sports courts available for casual hire and/or increased capacity for training/competitions.
- New café with greater revenue opportunities by servicing internal RALC users and external park users.
- Improved retail area to increase sales of swimming/pool equipment and swimwear.

The existing pools at the RALC are well regarded by the by the community. With strong visitation levels, the many competing uses for the pools by regular user groups and casual users and aquatic programs being in high demand, there is strong justification for the additional pool and enhanced aquatic areas included the Masterplan design. During Stage 2 community consultation 57% of respondents supported the inclusion of the new indoor heated 25m learn to swim/program pool. The Masterplan retains the existing pools and includes an additional new 25m learn to swim/program pool within an expanded indoor main pool hall. The increased pool area will facilitate greater swim capacity, more aquatic programs and increase the number of learn to swim programs, which is vitally important community service which develops swimming as a skill for life and ultimately contributes to a reduction in preventable deaths by drowning. The indoor pool configuration maximises use all year-round and assists with thermoregulation of the pool water. The natural ventilation on the southern side of the pool hall will help to improve the indoor air quality.

The inclusion of other elements, such as the new interactive electronic splash pad, outdoor seating area, new café/kiosk, new children's party area (with kitchen, toilet and parent's seating area) and relocation of the existing water slide will create more family-friendly and socially cohesive spaces that will appeal to a broad cross section of the community. The café/kiosk has been relocated to provide a greater level of service to Aquatic Centre patrons, the general community and park users of Olympic Park.

The expansion of the indoor stadium from 2 courts to a 4-court facility will double playing capacity. This will contribute towards addressing some the undersupply of indoor sports courts that exist in the City of Ryde area. The two new courts will include tiered seating for spectators and equipment storage areas. All four courts will be multi-purpose to maximise use and will therefore be suitable for a range of indoor sports including, but not limited to, basketball, netball, volleyball, badminton and futsal. The inclusion for the two additional indoor multi-sports courts has strongly supported from the community (89% of survey respondents during stage 2 community consultation).

The arrival experience with for RALC users of all abilities will be significantly improved. New pathway connections from the surrounding streets will bring patrons to a new outdoor plaza/public gathering space (outside the RALC entry) with a new filtered water station. Whilst the interior layout of the Aquatic Centre is considered to be good, to further enhance the customer experience, the Masterplan includes a new reception/customer service area for customer entry/exit and enquiries. Inside the entry foyer, the design includes a new retail display area and fitting room. New purpose built Learn to Swim office with enquiry counter, learn to swim equipment store room and parents

seating area will all be positioned in close proximity to learn to swim pool.

The current toilet and change facilities do not adequately support demand and current levels of use. The Masterplan design includes significant expansion and modernisation of the toilet and change facilities to current design standards. This will include a new change village with concourse showers, 12 change rooms, 3 toilets and 2 accessible change rooms with toilets; upgraded, extended and new family/changing places (accessible) increased to 4 rooms; upgraded, extended and additional change rooms and showers (male) and existing female change rooms and showers.

The Masterplan includes other important general back of house improvements (non-public areas) to support RALC operations. These include new filtration and water treatment room, new staff offices, staff meeting rooms, upgraded loading dock and staff parking area. Existing operational components, such as solar harvesting, cogeneration facilities and first aid room are retained in the Masterplan design.

The Masterplan design seeks to achieve a more balance, effective and efficient use of the sports courts onsite. Firstly, the Masterplan will yield two additional outdoor sports courts (10 in total with court lighting). Secondly, the conversion of the outdoor courts from a single use sport (ie. tennis) to multi-courts suitable for use by multiple sports will achieve a greater level of utilisation, better meet community demand and cater flexibly for future trends in sporting participation.

With the current Ryde Aquatic Leisure Centre being constructed over twenty ago, this Olympic Park Masterplan positions the RALC well positioned for the next 20 years.

**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

**SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED**



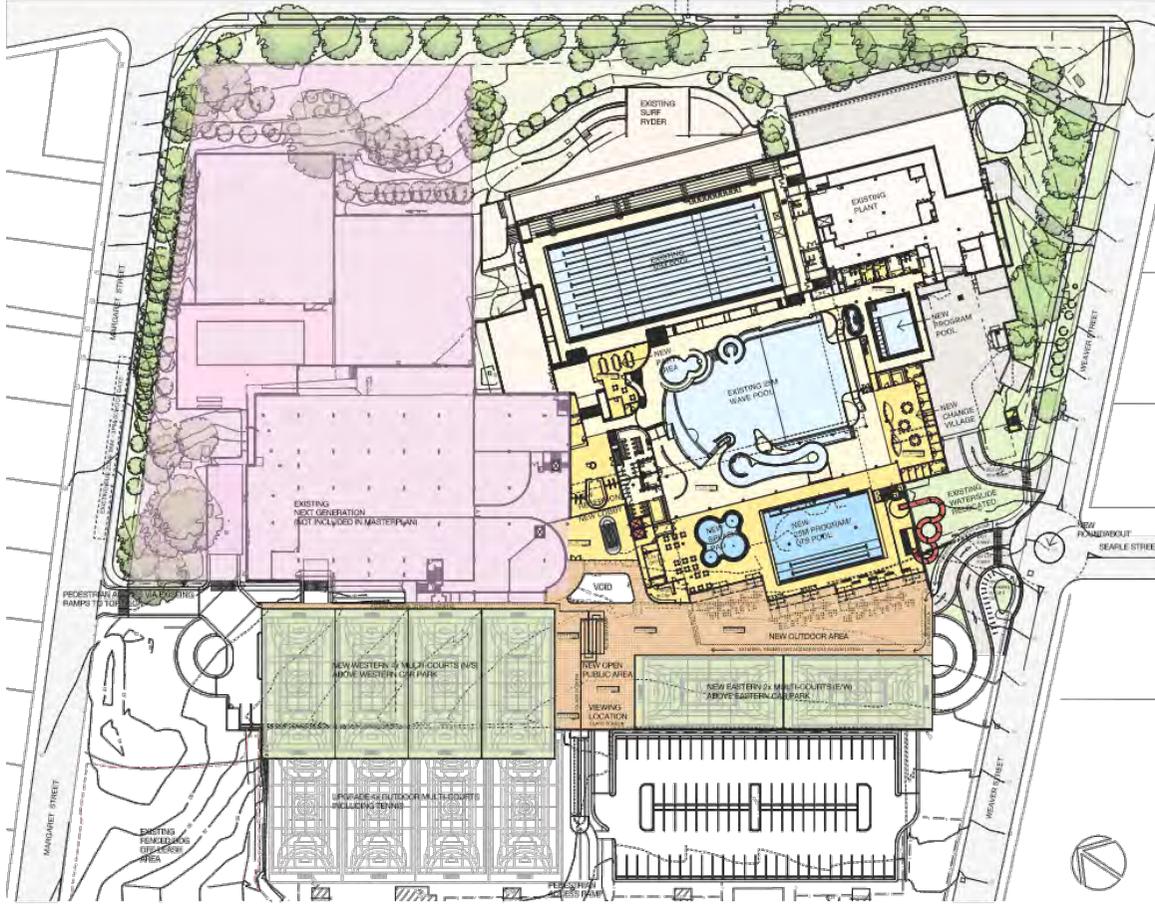
Concept image: Ryde Aquatic Leisure Centre – main entry.

**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

**SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED**



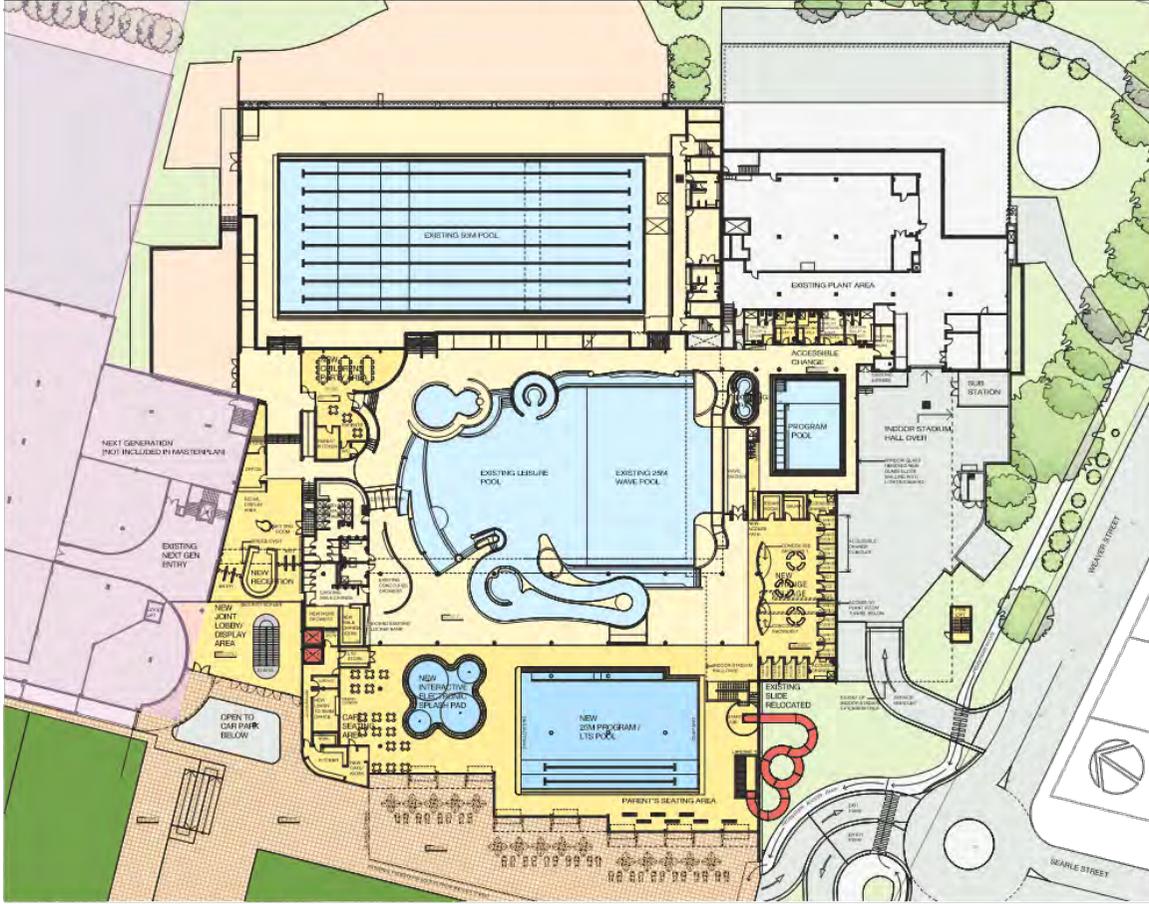
Plan: Ryde Aquatic Leisure Centre – Main entry level and building plan.

**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

**SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED**



Plan: Ryde Aquatic Leisure Centre – Main entry level and building general arrangement.



**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

**SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED**



Concept image: Ryde Aquatic Leisure Centre – New Learn to Swim / 25m pool (looking west).

19

**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

**SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED**



Concept image: Ryde Aquatic Leisure Centre – New Interactive Splash Pad and New 25m pool (looking east).

**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

**SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED**



Plan: Ryde Aquatic Leisure Centre – Upper level and building plan.

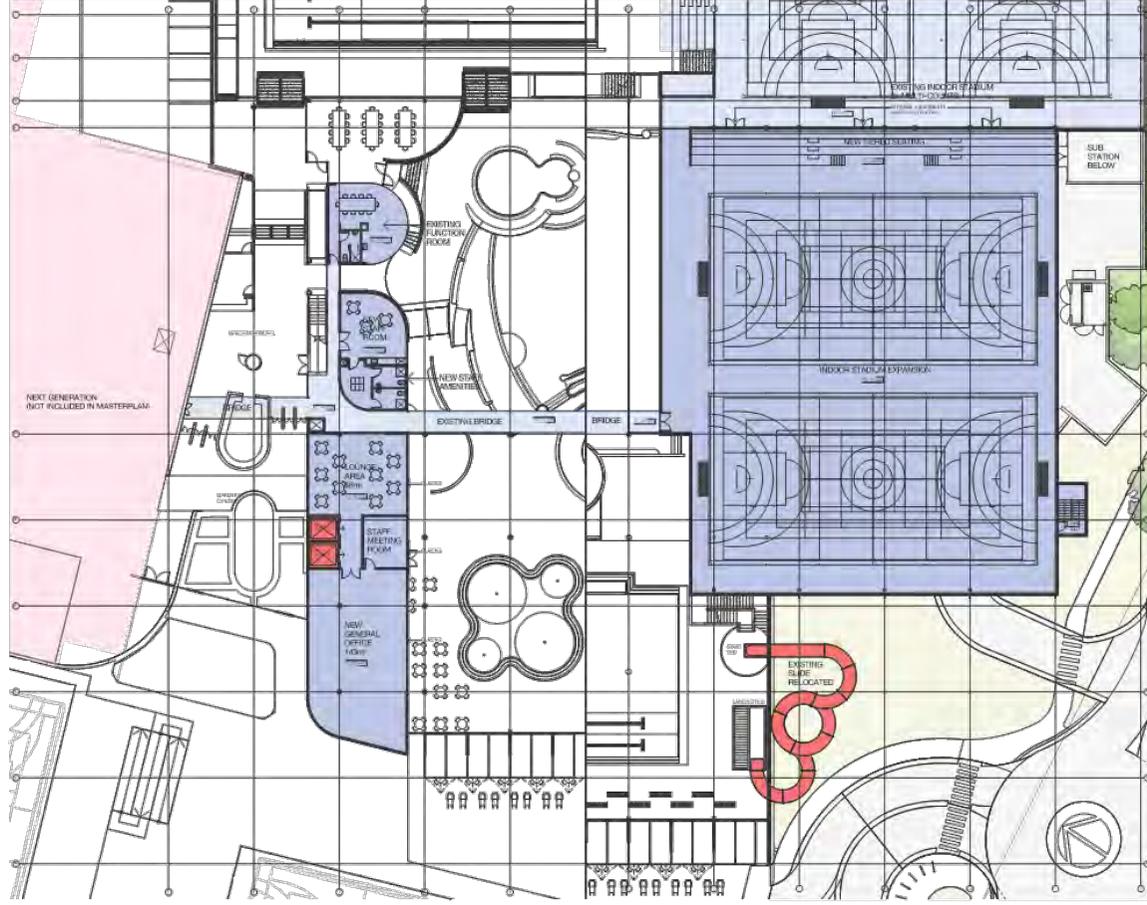


**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

**SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED**



Plan: Ryde Aquatic Leisure Centre – Upper level and building detailed arrangement.

**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

## SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED

### Parkland Upgrades

Stage 1 community consultation indicated the natural areas in Olympic Park are highly regarded by park users and adjacent residents. The existing playground is considered to be run down and hidden from the rest of the site. The continuation of the dog off leash area at Olympic Park was supported by 55% of Stage 2 consultation survey respondent. With consideration of the community feedback, the Masterplan will enhance the existing parklands, open space and facilities in Olympic Park as follows:

- Retain open green space
- Expand vegetated areas
- Upgrade and expand the neighbourhood playground – medium-term priority (5-7 years) for replacement as per Children’s Play Implementation Plan (2019)
- Upgrade picnic shelters and seating
- Retain the existing dog off leash area as per *Dog Recreation Needs Study (2021)*
- New and upgraded pathways within Olympic Park.
- New footpaths around the perimeter of Olympic Park (Margaret, Potts and Weaver Streets) to connect with existing footpath network
- Upgrade and standardise perimeter fencing.

### Onsite Car, Motorbike and Bicycle Parking

A major focus of this Masterplan is to achieve a greater quantity of car parking onsite and reduce the overflow parking on the surrounding streets.

On the topic of onsite car parking, the community feedback from Olympic Park/RALC users and surrounding local residents was strong and consistent during both stage 1 and stage 2 community consultations.

The increased onsite car parking capacity will be realised progressively of a number of Masterplan implementation stages. This will support the continuous operation of the RALC with an adequate level of onsite parking to be sustained the Masterplan implementation stages.

MASTERPLAN STAGE	SUMMARY OF STAGE	CAPACITY INCREASE OF ON-SITE PARKING SPACES	TOTAL NUMBER OF ON-SITE PARKING SPACES
Existing/current	N/A (including 5 accessible)	N/A	199 spaces in total
Stage 1	On grade car park (including 5 accessible)	88 more car spaces	287 spaces in total
Stage 2	Main car park (west) and 4 x upper courts (including 5 accessible)	71 more car spaces	358 spaces in total
Stage 3	Main car park (east) – (including 10 accessible), RALC and 2 x upper courts	99 more car spaces	457 spaces in total
		10 motorcycle spaces	467 spaces
		30 bicycle spaces	497 spaces in total
Stage 4	Upgrade 4 x lower courts	Nil	497 spaces in total
Stage 5	RALC stadium – 2 x indoor courts	Nil	497 spaces in total

ITEM 12 (continued)

ATTACHMENT 1

OLYMPIC PARK MASTERPLAN REPORT

## SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED

### *On-grade Car Park*

The first stage of Masterplan implementation is a new on-grade car park. This will yield 88 new car parking spaces. During Stages 1 and 2 this car park will be access from Weaver Street via a temporary access ramp. During Stage 3 of Masterplan implementation, the on-grade car park will be connected to the main car park via an internal access ramp. After which, the temporary access ramp from Weaver St to the on-grade car park will be removed and revegetated.

### *Main Car Park (West)*

The second stage of Masterplan implementation includes the construction of the western side of the new main car park with entry/exit via Margaret Street. The lower level has 73 car parking spaces and the upper level has 67 car parking spaces (140 spaces in total).

The Next Generation Health and Fitness Club member parking area and their loading dock will be via this car park.

### *Main Car Park (East)*

The third stage of Masterplan implementation includes the construction of the eastern side of the new main car park. Vehicular entry/exit to this car park will be realigned with a new roundabout recommended at the junction of Weaver Street and Searle Street. The new roundabout, subject to detailed traffic analysis and necessary traffic committee approval, should result in a safer and compliant vehicle entry/exit point.

The lower level of the Main Car Park (East) has 105 car parking spaces, upper level has 124 car parking spaces (including 10 accessible), 10 motorcycle parking spaces and 30 bicycle parking spaces (269 spaces in total). Internal car park circulation will be provided between the Main Car Park (East) and (West) and the on-grade car park will be linked to the Main Car Park (East).

### *Bus drop off/pick up/lay over*

The existing bus parking area on the north-eastern section of Margaret Street will be retained and sign posted as BUS ZONE SCHOOL DAYS 9.00am – 3.00pm. From Stage 2 of Masterplan implementation, it is intended that this bus zone will operate as the designated drop off/pick up and layover area for buses attending the Ryde Aquatic Leisure Centre for school swimming carnivals and/or school sport. Local traffic arrangements to facilitate buses exiting this precinct via Margaret Street, Pott Street, Weaver Street and Victoria Road will be subject to detailed traffic analysis and necessary traffic committee approvals.



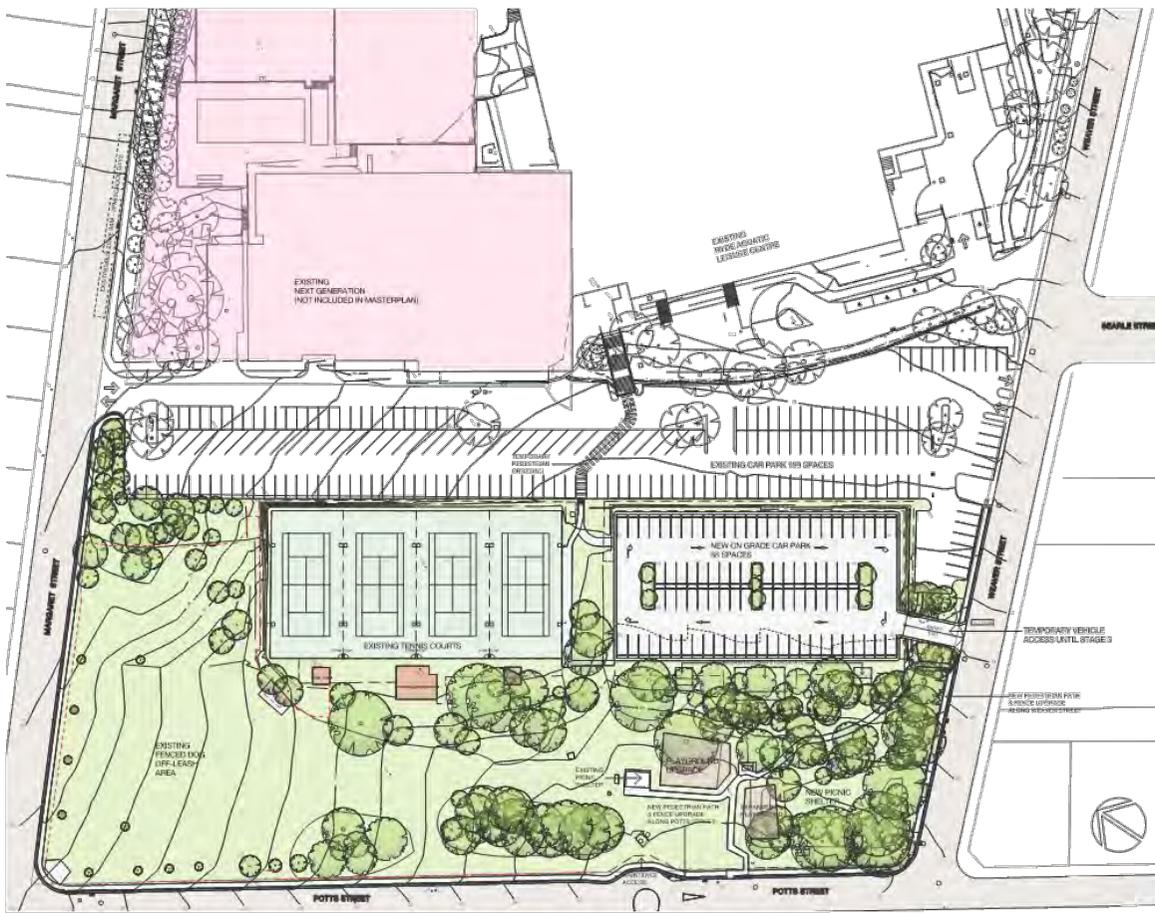
Photo: Ryde Aquatic Leisure Centre – Existing rapid river/bubble whirl pool.

**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

**SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED**



Plan: Olympic Park – Park Upgrades and On Grade Car Park (Stage 1) – Temporary entry from Weaver St.

**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

## SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED



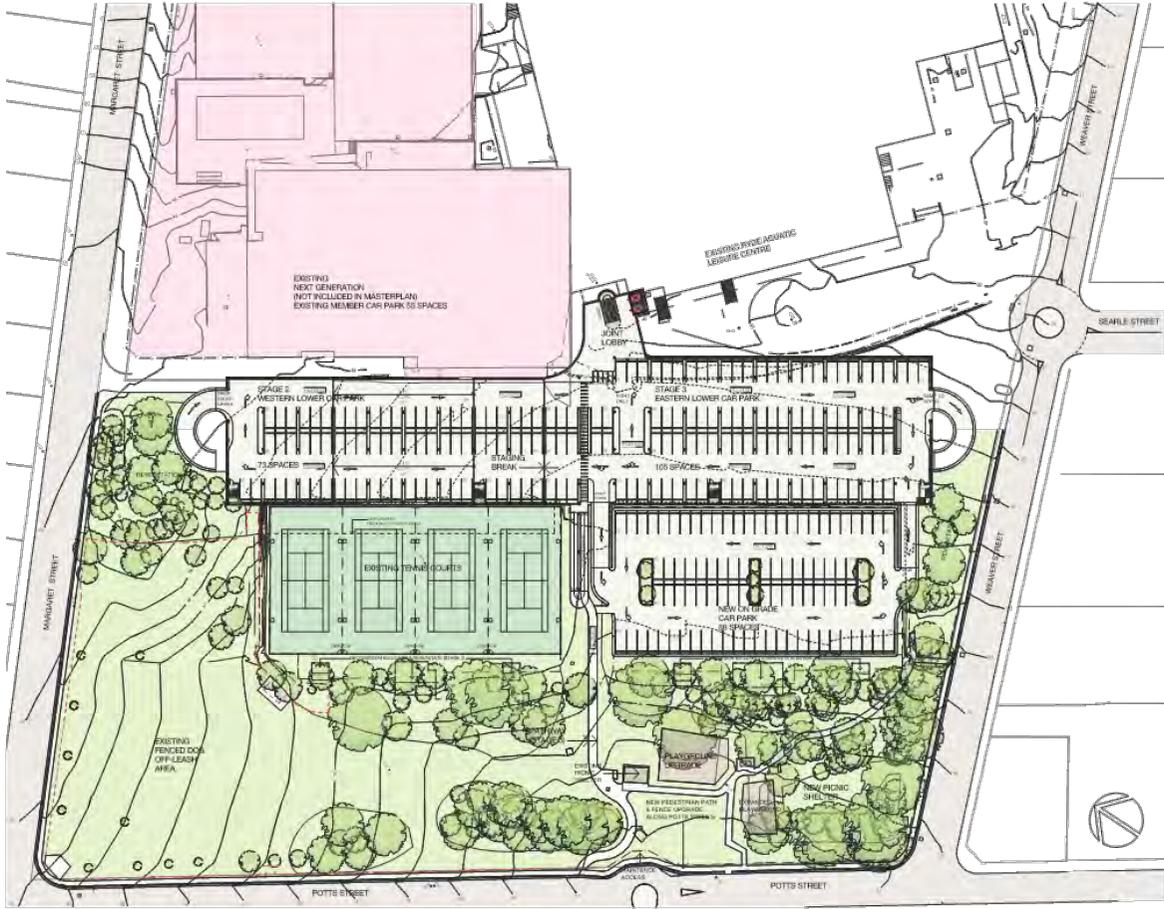
Concept image: Olympic Park – Car Park entry from Weaver St (looking north-west).

**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

**SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED**



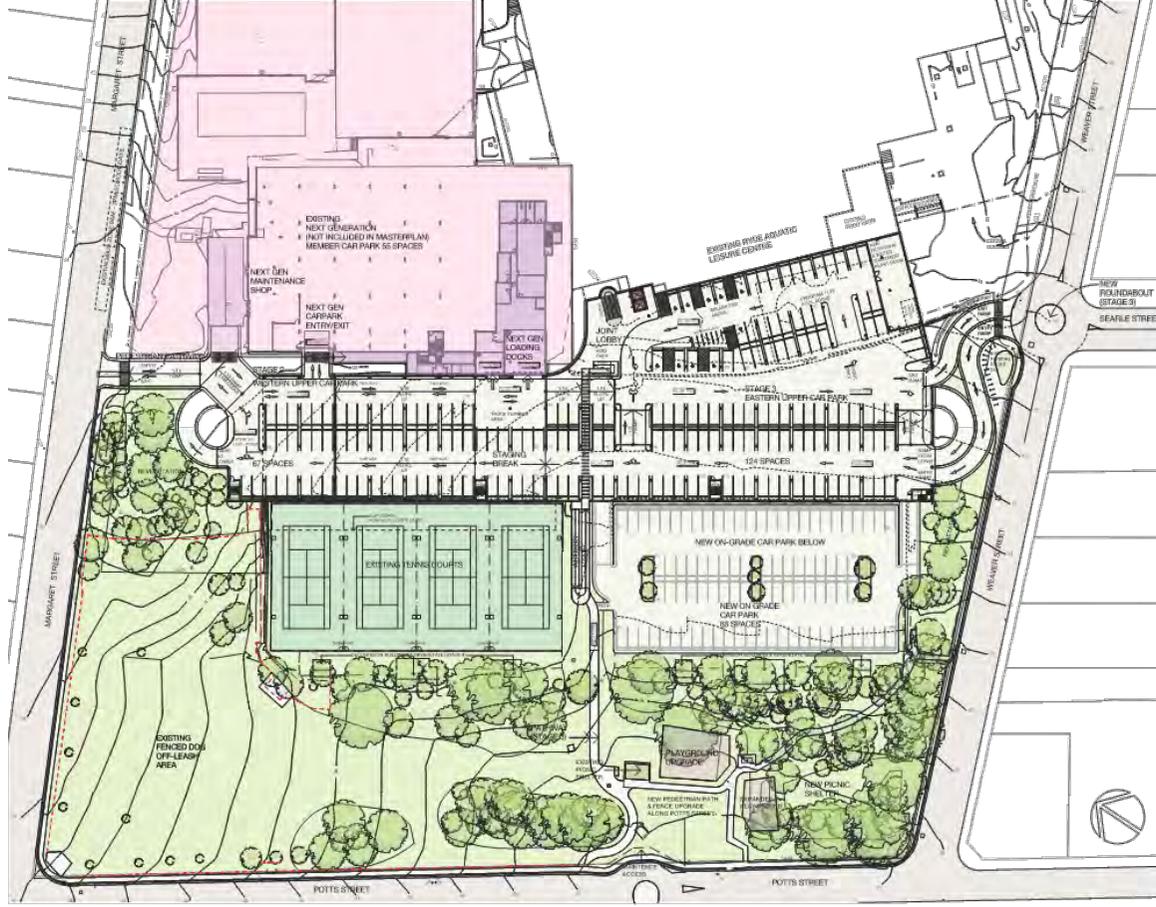
Plan: Olympic Park – Main Car Park – Lower (western – Stage 2 & eastern Stage 3).

ITEM 12 (continued)

ATTACHMENT 1

OLYMPIC PARK MASTERPLAN REPORT

SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED



Plan: Olympic Park – Main Car Park – Upper (western – Stage 2 & eastern – Stage 3) and On Grade Car Park (Stage 1) – Entry from Margaret St and Searle St/Weaver St.

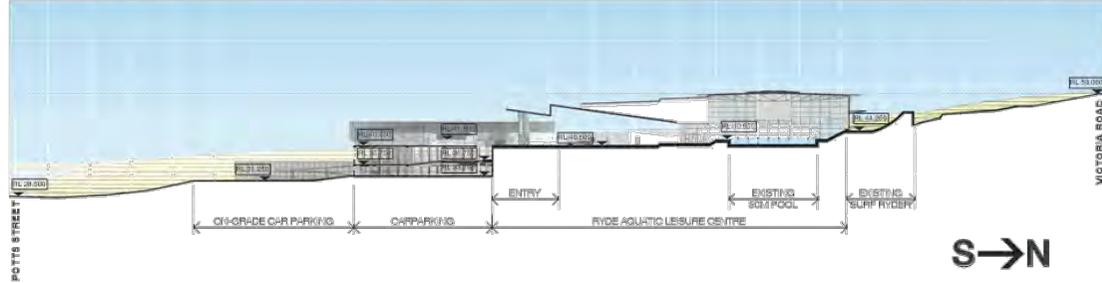
ITEM 12 (continued)

ATTACHMENT 1

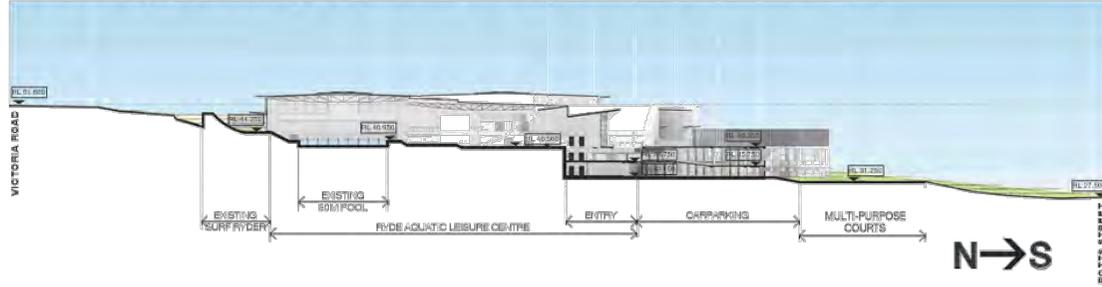
OLYMPIC PARK MASTERPLAN REPORT

SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED

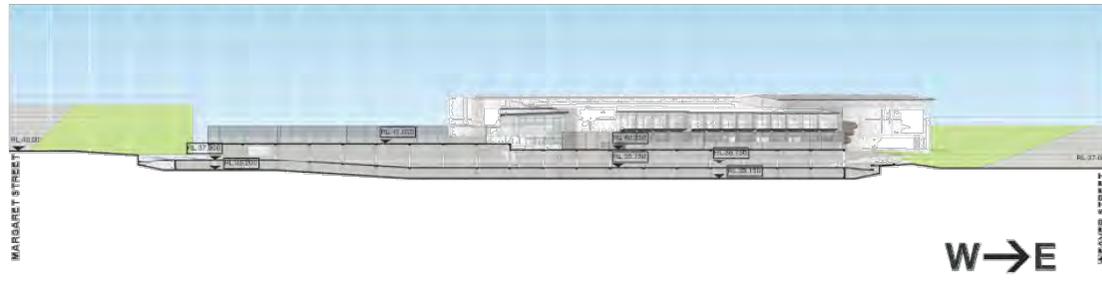
Site and Building Sections



Site Section: Olympic Park and Ryde Aquatic Leisure Centre (south – Potts St to north – Victoria Rd).



Site Section: Olympic Park and Ryde Aquatic Leisure Centre (north – Victoria Rd to south – Potts St).



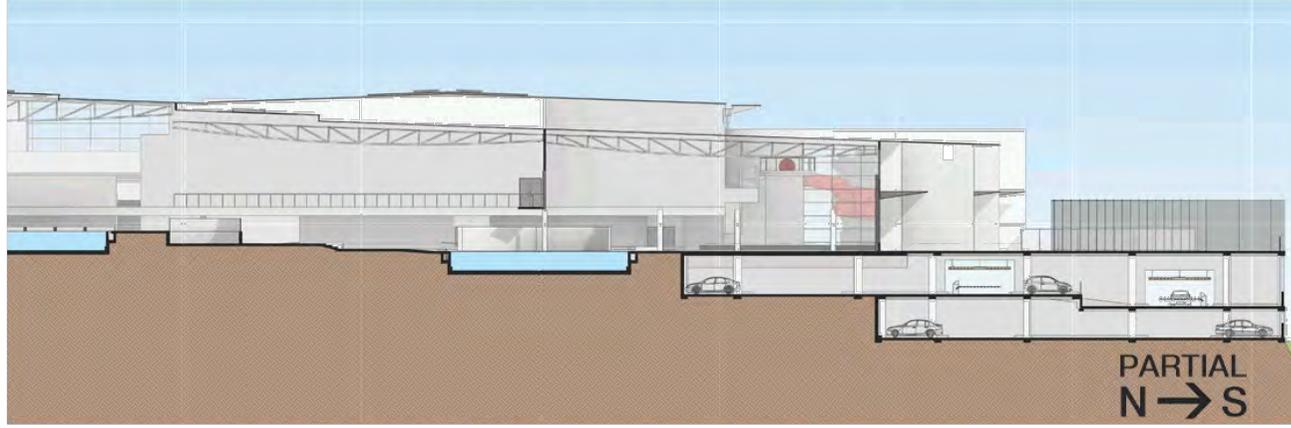
Site Section: Olympic Park and Ryde Aquatic Leisure Centre (west – Margaret St to east – Weaver St).

**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

**SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED**



*Building Section: Ryde Aquatic Leisure Centre (north to south).*



*Building Section: Ryde Aquatic Leisure Centre (west to east).*

**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT

## SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED

### Environment and sustainability considerations

In recent years, Council has undertaken a number of environment and sustainability improvements at the Ryde Aquatic Leisure Centre to reduce energy and water consumption and reduce operational costs. Some of these measures have included:

- In 2018 Council completed a solar harvesting power station at the Ryde Aquatic Leisure Centre includes 846 solar panels. This project was selected as a finalist in the 2019 Cities Power Partnership Awards in the Renewable Energy category. The 300.33 kW system is estimated to save over 315 equivalent tonnes of greenhouse gas emissions and reduce electricity consumption by 366 MWh per year, producing an approximate annual saving of \$35,000 in costs. The system installation will further reduce grid reliance by over 12 percent.
- In 2017/18 Council installed energy-efficient LEDs lighting to reduce greenhouse gas emissions.
- RALC Energy Feasibility Study and Optimisation Project was a comprehensive audit and study to assess the RALC site for opportunities to optimise the various building energy management systems and consumption for delivering various new energy saving opportunities for the future.
- The Ryde Aquatic Leisure Centre also has a number of other energy and water efficient features in place to reduce greenhouse gas emissions and water consumption. This includes cogeneration facility which provides about 50% of the total power requirement and as provides heat for the pool water and showers, solar powered hot water, rainwater tanks and back wash water recovery unit.

Olympic Park is an identified park within the "River to River" biodiversity corridor, which provides habitat and wildlife connection between the Parramatta River and Lane Cove River. The Masterplan also recommends the green open space/parkland areas in Olympic Park be retained with some areas of re-vegetation to facilitate biodiversity connection, increased tree canopy cover, shade and urban cooling benefits.

In the detailed design, implementation phases of the Masterplan and future operations in subsequent years, Council will continue to build upon our successes and strive to continually investigate further opportunities to seek other environmental and sustainability improvement in line with Council's Biodiversity Plan, Resilience Plan, Net Zero Strategy and other applicable policies/strategies.



Photo: Ryde Aquatic Leisure Centre – Existing solar panels.

ITEM 12 (continued)

ATTACHMENT 1

OLYMPIC PARK MASTERPLAN REPORT

SECTION 6: OLYMPIC PARK MASTERPLAN... CONTINUED

Staging Plan

The Masterplan is recommended for progressive implementation over a period of time, subject to funding availability, technical reports, and necessary approvals\*. Implementation is recommended over 5 separate stages. These 5 stages have taken into consideration the provision of on-site parking during each of the stage and seeks to maximising the opportunity for continuity in the community's use of the Olympic Park and Ryde Aquatic Leisure Centre's recreation/aquatic facilities and services.



Plan: Staging Plan for Masterplan implementation.

\*Important Note: After the adoption of the Masterplan, a Development Application will be prepared in due course and the necessary technical and traffic report will be commissioned to accompany the Development Application. The community will be notified when the Development Application goes on public exhibition and will have the opportunity to provide further feedback.

STAGE	STAGE SUMMARY
Stage 1	On grade car park (with temporary access from Weaver Street)
Stage 2	Main car park (west) 4 x multi-purpose sports courts – upper (including tennis) with lighting
Stage 3	Ryde Aquatic Leisure Centre expansion to wet, dry and operational facilities. Main car park (east) Connect on grade car park to main car park (east). Remove temporary access from Weaver Street. 2 x outdoor multi-purpose sports courts – upper with lighting
Stage 4	Upgrade 4 x multi-purpose sports courts – lower (including tennis) with lighting
Stage 5	Ryde Aquatic Leisure Centre stadium expansion with 2 x additional indoor multi-purpose courts (4 in total), tiered seating and storage.

**ITEM 12 (continued)**

**ATTACHMENT 1**

OLYMPIC PARK MASTERPLAN REPORT



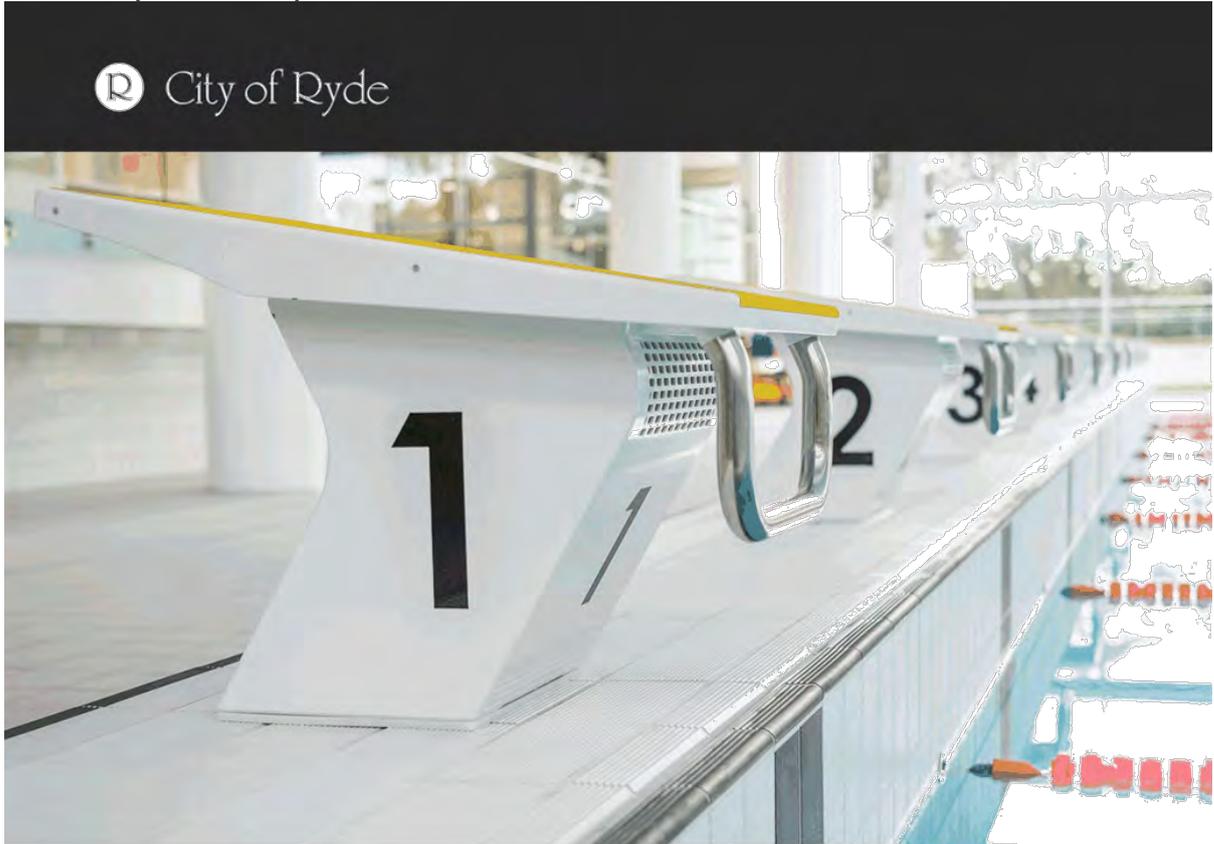
Photos: Ryde Aquatic Leisure Centre – Existing hoist in Program Pool, Learn to Swim program and Waterpolo in the main 50m pool.

**RYDE**  
Aquatic Leisure Centre

 City of Ryde  
Lifestyle and opportunity  
@ your doorstep

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# CITY OF RYDE

## VISION – RYDE AQUATIC LEISURE CENTRE PRECINCT

### Ryde Olympic Park Strategic Plan and Masterplan Stage 1: Background Report

Prepared by Michael Davies Architecture and  
Recreation Planning Associates for the City of Ryde.

October 2017

**ITEM 12 (continued)**

**ATTACHMENT 2**

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**ITEM 12 (continued)**

**ATTACHMENT 2**

**TABLE OF CONTENTS**

<b>CHAPTER 1</b>	<b>1</b>
<hr/>	
<b>INTRODUCTION</b>	<b>1</b>
1.1 STUDY BACKGROUND	1
1.2 STUDY PURPOSE	2
1.3 STAGE ONE - PURPOSE & SCOPE	3
<b>CHAPTER 2</b>	<b>4</b>
<hr/>	
<b>POLICY CONTEXT</b>	<b>4</b>
2.1 INTRODUCTION	4
2.2 NATIONAL POLICY CONTEXT	4
2.3 NSW STATE POLICY CONTEXT	5
2.4 METROPOLITAN & REGIONAL POLICY CONTEXT	5
2.5 COUNCIL'S CORPORATE OBJECTIVES	6
2.6 IMPLICATIONS FOR OLYMPIC PARK STRATEGIC PLAN AND MASTERPLAN	7
<b>CHAPTER 3</b>	<b>9</b>
<hr/>	
<b>RECREATION BENEFITS &amp; COMMUNITY EXPECTATIONS</b>	<b>9</b>
3.1 INTRODUCTION	9
3.2 OPEN SPACE & RECREATION VALUES	9
3.3 RECREATION BENEFITS	9
3.4 OPTIMISING RECREATION VALUES	11
3.5 COMMUNITY ASPIRATIONS & NEEDS	11
<b>CHAPTER 4</b>	<b>12</b>
<hr/>	
<b>SITUATIONAL ANALYSIS: REVIEW OF CURRENT SERVICES</b>	<b>12</b>
4.1 INTRODUCTION	12
4.2 HISTORY & CURRENT FUNCTIONS OF OLYMPIC PARK	12
4.3 OLYMPIC PARK FACILITIES & PROGRAMS	15
4.4 FACILITY VISITS AND USE	22
4.5 VISITOR/CUSTOMER SATISFACTION SURVEYS	27



**ITEM 12 (continued)**

**ATTACHMENT 2**

4.6 COST-EFFECTIVENESS OF FACILITIES	28	
4.7 CURRENT REFURBISHMENT PLANS/PROPOSALS	30	
<b>CHAPTER 5</b>		<b>31</b>
<b>SITUATION ANALYSIS: MANAGEMENT FRAMEWORKS</b>	<b>31</b>	
5.1 INTRODUCTION	31	
5.2 CURRENT BUSINESS/TENANCY MODELS	31	
5.3 EVALUATION OF CURRENT TENANCY MODELS	36	
<b>CHAPTER 6</b>		<b>40</b>
<b>SITUATION ANALYSIS: PLANNING CONSIDERATIONS</b>	<b>40</b>	
6.1 INTRODUCTION	40	
6.2 LAND CLASSIFICATION	40	
6.3 LAND USE ZONING	40	
6.4 TRAFFIC & PARKING	42	
6.5 ASSET MANAGEMENT ISSUES & CHALLENGES	42	
6.6 FINANCIAL CAPACITY	44	
<b>CHAPTER 7</b>		<b>46</b>
<b>ISSUES ANALYSIS AND SYNTHESIS</b>	<b>46</b>	
7.1 INTRODUCTION	46	
7.2 KEY ISSUES IDENTIFIED	47	
7.3 EXISTING FACILITIES – STRENGTHS & WEAKNESSES	47	
7.4 EXISTING FACILITIES – OPPORTUNITIES & THREATS	51	
7.5 IMPLICATIONS & NEXT STEPS	54	
<b>APPENDIX 1: STATE AND NATIONAL STATUTORY FRAMEWORKS</b>		<b>55</b>
<b>APPENDIX 2: NATIONAL SPORT &amp; RECREATION POLICY FRAMEWORK</b>		<b>59</b>
<b>APPENDIX 3: NSW SPORT &amp; RECREATION POLICY FRAMEWORK</b>		<b>66</b>
<b>APPENDIX 4: LOCAL (LGA) POLICY &amp; STRATEGY FRAMEWORKS</b>		<b>73</b>
<b>APPENDIX 5: RALC VISITOR TRENDS – 2011/12 TO 2016/17</b>		<b>98</b>
<b>APPENDIX 6: VISITOR, PARTICIPATION &amp; SATISFACTION SURVEYS</b>		<b>100</b>



## ITEM 12 (continued)

## ATTACHMENT 2

### CHAPTER 1

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#### INTRODUCTION

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##### 1.1 STUDY BACKGROUND

---

The City of Ryde has a rich history with traditional Aboriginal owners on the land being the Wallumedegal clan of the Dharug people. The City of Ryde is located in Sydney's north-western suburbs 12 kilometres from the Sydney CBD and is set in scenic surrounds between the Parramatta River and Lane Cove River.

The City of Ryde delivers a wide range of sport and recreation services to its 123,000 residents via a network of open space, parklands, sportsgrounds and indoor and outdoor facilities.

The City of Ryde recognises that the provision of recreation services and facilities is important to improve the community health, social and economic wellbeing of its residents. One of the more significant facilities within this network is the Olympic Park site, encompassing the Ryde Aquatic Leisure Centre, Next Generation Health Club, the Ryde Tennis Centre, a dog off-leash area, a playground and access roads and parking.

The 5.27Ha Park is located in a prominent position off Victoria Road, Ryde and is bordered by Weaver Street to the east, Potts Street to the South and Margaret Street to the west – as illustrated in Figure 1.



Figure 1: Olympic Park, Ryde

**ITEM 12 (continued)****ATTACHMENT 2**

While Olympic Park has served the community well for many years, the City of Ryde realises that, within the context of a rapidly growing and changing population, the roles and functions of this and other sites need to be constantly reviewed.

The City of Ryde acknowledges, in particular, the positive attributes and potential of the site and its “prominent role in providing sporting and recreation opportunities to the Ryde community and the broader catchment area”.

Accordingly, City of Ryde seeks to “better understand the current and likely future sporting, recreational and leisure needs of the Ryde community and to develop a framework for the effective future provision, planning and management and development of facilities and services within the Olympic Park precinct.”

### 1.2 STUDY PURPOSE

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The current study is to provide the basis for this enhanced understanding of Olympic Park through:

- Leveraging the findings of the recently undertaken City of Ryde Sport and Recreation Strategy 2016-26, the City of Ryde Integrated Open Space Strategy 2012 and other relevant plans and strategies
- Undertaking new comprehensive research on needs, issues, constraints and opportunities,
- Generating creative and innovative ideas and solutions,
- Providing sound financial feasibility modelling,
- Concept master planning, and
- Innovative and thorough community engagement

Council’s desired final outcome for the current study is a detailed and costed Strategic Plan and Master Plan that “details the strategic direction of the Olympic Park Precinct”.

The Study comprises six stages, as follows:

Stage 1 – Current Situation Analysis

Stage 2 – Catchment Facility Analysis

Stage 3 – Stakeholder Consultation (Phase 1)

Stage 4 – Draft Strategic Plan & Component Brief

Stage 5 – Master Plan Concept Development & Stakeholder Consultation (Phase 2)

Stage 6 – Master Plan and Strategic Plan (Final)

This Background Report addresses Stage 1 of the Study – Current Situation Analysis



## ITEM 12 (continued)

## ATTACHMENT 2

### 1.3 STAGE ONE - PURPOSE & SCOPE

---

The purpose of Stage 1 is to review the current sport and recreation facilities, programs and services at Ryde Olympic Park with the aim of identifying and clarifying:

- Key issues, and
- The aims, objectives and appropriate methodology for preparing the Ryde Olympic Park Strategic Plan and Master Plan

The Report comprises the following elements, as required by Council's brief:

1. Council's corporate aims and objectives for sport, recreation and healthy built environments in the City of Ryde generally and for Ryde Olympic Park specifically
2. The relevant National, State and Regional policy contexts for sport, recreation and healthy built environments
3. The benefits of providing sport, recreation and leisure facilities in the City of Ryde
4. Community expectations of Council in providing these facilities
5. A data base of facilities and spaces within the Ryde Aquatic Leisure Centre, Next Gen Health Club and other facilities within the Park
6. Visits and use statistics and trends for all facilities within Ryde Olympic Park
7. Analysis of the current management frameworks – including a review of current tenancy models, with a view to ensuring equitable maintenance responsibilities and cost recovery principles for the various tenancy types
8. Analysis of LEP and other planning controls for Ryde Olympic Park
9. Traffic and parking assessment (provided in a concurrent study)
10. SWOT analysis of Olympic Park (based on the document reviews and initial interviews and the review/audit of current facilities, service levels, visits/use, planning constraints, management frameworks and traffic issues)
11. Synopsis of the key issues, aims, objectives and methodology for preparation of the Ryde Olympic Park Strategic Plan and Master Plan

The Report is based on reviews of:

- Previous open space, aquatic and recreation studies and other reports and documents relevant to the project,
- Business and marketing plans and visitor statistics for facilities within the Olympic Park Precinct,
- Olympic Park site visits and audit, and
- Interviews with key stakeholders (e.g. Brett Leahy, Managing Director Next Generation, Alvin Maple of Ryde-Balmain Tennis) and personal communications with Council officers).

## ITEM 12 (continued)

## ATTACHMENT 2

### CHAPTER 2

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#### POLICY CONTEXT

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##### 2.1 INTRODUCTION

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Council operates within legislative and policy frameworks developed at National, State Regional and Local levels.

Key components of these frameworks include the following:

- Commonwealth & State Government sport and recreation policies and legislation
- The Local Government Act; in particular Section 8 the Local Government Charter
- Environmental and land use planning legislation
- Disability Discrimination Act (DDA) 1992
- NSW Disability Inclusion Act (DIA) 2014
- Crown Lands Act
- NSW State Plan 2021
- A Plan for Growing Sydney 2016
- Towards Our Greater Sydney 2056
- Draft Northern District Plan: Co-creating a Greater Sydney
- Recreation and Open Space Planning Guidelines, Planning NSW 2010
- Companion Animals legislation
- Other State and Commonwealth Government policies and legislation (urban planning, transport, health, leisure education, heritage, anti-discrimination, targeted programs for groups with special needs, access etc.)
- Commonwealth and State grant programs

This chapter identifies the policy contexts of most relevance to local government sport and recreation planning and the key implications of these policies for the strategic planning and master planning of Ryde Olympic Park<sup>1</sup>.

##### 2.2 NATIONAL POLICY CONTEXT

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The Australian Government co-ordinates and guides the development of government public policy programs for the Australian sport and active recreation sectors via the *National Sport and Active Recreation Framework (2011)*.

The purpose of the Framework are to achieve better co-ordination of sport and active recreation planning across all Australian governments and to maximise the effectiveness of current and future investments in sport and active recreation.

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<sup>1</sup> A more detailed review of the National and State legislative and policy frameworks for open space and recreation facility planning and management is provided at Appendices 1 to 3.

## ITEM 12 (continued)

## ATTACHMENT 2

Sport and recreation policy is administered by the Department of Health and three of its portfolio agencies – the Australian Sports Anti-Doping Authority, Australian Sports Commission (ASC), and Australian Sports Foundation (ASF).

The focus is on sport and health rather than on broader recreation pursuits. Key programs include sports participation, sports pathway development, social inclusion, coaching, sports administration, elite player support and elite facility development.

The Department of Health's overall desired outcome for sport is:

*“To improve opportunities for community participation in sport and recreation, and excellence in high-performance athletes, through initiatives to help protect the integrity of sport, investment in sport infrastructure, coordination of Commonwealth involvement in major sporting events, research and international cooperation on sport issues.”*

Elements of this vision (i.e. ‘improving opportunities for community participation in sport and recreation’ and ‘investment in sports infrastructure’) are directly relevant to local government sport and recreation planning, including the planning for particular sites such as Ryde Olympic Park.

### 2.3 NSW STATE POLICY CONTEXT

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At the **State level** the focus is broader with the policy focus being on urban natural environmental protection and enhancement, urban design and planning, recreation and open space planning, livable neighbourhoods, recreation participation, volunteering, and sports development.

The two main agencies for delivering State level policy and programs are the NSW Office of Sport (within the Office of Communities) and the NSW Department of Planning and Environment.

Of most relevance to the future of the Ryde Olympic Park site is the Department's *Future Needs of Sport Infrastructure Study* and its infrastructure development grants (Capital Assistance Program and Regional Sports Facility Program).

*The Future Needs Study* commenced in June 2014 and is investigating sport infrastructure needs in NSW and a framework for prioritising new sport and recreation capital projects.

The Office of Sport is expecting to complete Stage 1 of the study (listing of priorities) by the end of August 2017<sup>2</sup>.

### 2.4 METROPOLITAN & REGIONAL POLICY CONTEXT

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A range of planning strategies and initiatives at the metropolitan level – particularly the Sydney Metropolitan Strategy and the Greater Sydney Commission Draft North District Plan - have shaped or will shape Ryde's land use and recreation planning visions and implementation. These have direct relevance for the current study and are detailed below.

The Sydney Metropolitan Strategy - *A Plan for Growing Sydney* - is the NSW Government's plan for the future of Greater Sydney over the next 20 years. The Plan provides key directions and actions to guide

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<sup>2</sup> Personal communication from Brad Billett (Principal Advisor, Facilities Strategy and Planning, Sport Infrastructure Group, Office of Sport) on 19 May 2017.

## ITEM 12 (continued)

## ATTACHMENT 2

Sydney's productivity, environmental management and livability – including the delivery of housing, employment, infrastructure and open space.<sup>3</sup>

The Greater Sydney Commission is currently reviewing *A Plan for Growing Sydney* and, to this end, has recently issued a draft amendment (*Towards Our Greater Sydney 2056*) which it placed on formal public exhibition until the end of March 2017. The amendment envisages Greater Sydney as three 'productive, liveable and sustainable cities: Western parkland city, Central river city and Eastern harbour city' and comprises a 40- year vision 'to enable a more productive, livable and sustainable Greater Sydney'<sup>4</sup>.

The Commission has also issued Draft District Plans for the six districts of Greater Sydney, including the *North District* which encompasses the City of Ryde and eight other LGA's (i.e. North Sydney, Lane Cove, City of Willoughby, Kur-ring-gai, Hornsby, Mosman, Northern Beaches and Hunters Hill).

These were also on public exhibition until the end of March 2017.

Draft objectives of the North District Plan of particular relevance to the current study are detailed at Appendix 3 and include the following:

- Facilitate the development of safe and healthy places
- Facilitate enhanced walking and cycling connections
- Create opportunities for more recreation and community facilities
- Share resources and spaces
- Protect, enhance and extend the urban canopy
- Align strategic planning to the vision of the Green Grid

Other relevant context matters include the Department of Planning and Environment's Sydney-wide open space planning initiatives including the Metropolitan Greenspace Program, Regional Recreation Demand studies and Open Space Planning Guidelines and the Government Architect Office's Sydney Green Grid and Sydney Open Space Audit.

Relevant aspects of these initiatives are also detailed at Appendix 3.

### 2.5 COUNCIL'S CORPORATE OBJECTIVES

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Council's vision and long-term goals for recreation and open space are set out in the Ryde 2025 Community Strategic Plan and its key support plans (*4-year Delivery Plan, 1-year Operational Plan, Asset Management Plan and Long Term Financial Plan*).

Other relevant context documents include:

- The Ryde Local Environment Plan (LEP) 2014 which sets the directions for growth in the LGA and provides the framework for additional development in the LGA via zoning, permissible uses and planning controls (densities, scale, floor space ratios etc.)

<sup>3</sup> NSW Department of Planning, December 2014

<sup>4</sup> The Central River City is on the City of Ryde's doorstep and will be particularly important for the future of the City of Ryde in general and Olympic Park in particular. Greater Parramatta and the Olympic Peninsula (GPOP) is to be the focus of the Central river city, with an economy built on health, education, administration, finance and business services

**ITEM 12 (continued)****ATTACHMENT 2**

- The various Development Control Plans which provides the specific details on the LEP's planning provisions. It outlines the 'desired future character of areas' - with specific objectives, principles and planning controls.
- City of Ryde Sport and Recreation Strategy 2016-26
- City of Ryde Integrated Open Space Plan 2012
- Plan of Management Sportsgrounds, Parks, Natural Areas, General Community Use
- Ryde Disability Inclusion Action Plan 2017,
- Integrated Transport Strategy 2016-31 (2017, in Draft form)
- Children's Play Implementation Plan (2013)
- City of Ryde Economic Development Plan 2015-19
- City of Ryde Road Safety Plan (2015)
- Ryde Biodiversity Plan (2016)
- City of Ryde Bicycle Strategy (2014)
- Community Facilities: Future Directions (2010)
- Public Art Implementation Guide (2008)

The above plans and strategies are reviewed, with a focus on their relevance for the Olympic Park Strategic Plan and Master Plan, at Appendix 4.

## 2.6 IMPLICATIONS FOR OLYMPIC PARK STRATEGIC PLAN AND MASTERPLAN

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The policy context for park and recreation planning provides a range of guidelines, constraints, responsibilities and opportunities. Wherever relevant, each of these will be taken into consideration in the development of the Olympic Park Strategic Plan and Master Plan.

The key implications are as follows:

- Need for consistency with Regional, State and National level policy settings
- Need for compliance with mandatory obligations
- Potential benefits of inter-government and inter-sectoral collaborations
- Avoiding 're-invention of the wheel' through adopting and dovetailing with good practices already established (e.g. open space planning guidelines, healthy built environment checklists, urban design principles, CPTED, universal design, place-making, social inclusion, social sustainability, environmental sustainability, green infrastructure, co-location, 'smart' technology etc.)

The key specific implication is that, to optimise its relevance and effectiveness, the Olympic Park Strategic Plan and Master Plan must be strongly aligned with Council's corporate policies and strategies and the relevant policies and strategies of higher levels of government.

The key areas of alignment are social, economic and environmental sustainability and governance – as summarised in Table 2.1



**ITEM 12 (continued)**

**ATTACHMENT 2**

**Table 2.1: Key policy alignment priorities**

Alignment Indicator	Policy Alignment Requirements
Social/health sustainability	<ul style="list-style-type: none"> <li>• Provide active and safe public places</li> <li>• Enhance and activate spaces to encourage social connectivity</li> <li>• Improve transport connectivity, walkability and safe cycling</li> <li>• Provide a range of cultural, sport and recreation facilities</li> <li>• Ensure that facilities are equitable and meet needs of diverse groups – children, youth, CALD, seniors, girls in sport etc.</li> <li>• Promote disability inclusion</li> <li>• Encourage inclusiveness (physical access, welcoming attitudes, celebration of diversity)</li> <li>• Provide play for all age groups and across regional and local scales</li> </ul>
Economic sustainability	<ul style="list-style-type: none"> <li>• Make better use of what we have – rationalise spaces, multi-use, extended hours, modified activities</li> <li>• Manage assets to sustain service levels and minimise risk</li> <li>• Continue to drive cost efficiencies and new sources of revenue</li> <li>• Optimise resource sharing and collaboration efficiencies</li> <li>• Adopt 'smart' technology</li> <li>• Consider changing needs to remain agile and relevant</li> <li>• Co-locating facilities in community hubs</li> <li>• Enhance attractiveness of Ryde (urban design, place activation, public art) to attract enterprises to the LGA</li> </ul>
Environmental sustainability	<ul style="list-style-type: none"> <li>• Protect and enhance natural values and biodiversity</li> <li>• Raise environmental awareness in the community/educate about sustainable lifestyles</li> <li>• Lead by example with appropriate sustainability policies and technology</li> <li>• Maximise walking/cycling links to green grid and green web</li> <li>• Rationalise/improve road access/parking</li> <li>• Improve safety of roads and crossings</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Collaborate with partners to increase opportunities and promote healthy lifestyles</li> <li>• Build governance capability of clubs and associations through training programs</li> <li>• Ensure all leasing/tenancy arrangements are fair and equitable, clear on roles and ensure optimal facility use</li> <li>• Optimise value for money, continuous improvement and best practice</li> <li>• Transparent and meaningful engagement with the community</li> </ul>



## ITEM 12 (continued)

## ATTACHMENT 2

### CHAPTER 3

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#### RECREATION BENEFITS & COMMUNITY EXPECTATIONS

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##### 3.1 INTRODUCTION

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This chapter identifies and reviews the benefits of providing sport, recreation and leisure facilities in the City of Ryde in general and Olympic Park in particular and the community's expectations of Council in providing such facilities.

Specifically, it identifies the core values of parks and recreation, the benefits (individual, social, environmental and economic) associated with those values and the key imperatives for ensuring the sustainability of those values and benefits.

##### 3.2 OPEN SPACE & RECREATION VALUES

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Park and recreation systems, and key components of those systems such as Olympic Park, possess a wide range of environmental, social, cultural and economic values including:

- Provision of spaces and facilities for social, recreation, sporting, cultural and spiritual participation and activities
- Provision of spaces that improve the liveability, legibility, visual amenity and connectivity of neighbourhoods
- Provision of spaces and facilities that enhance social capital (via opportunities for formal and informal sport and play, incidental socialising and volunteering), social cohesion and inclusiveness
- Provision of spaces and facilities that improve health and wellbeing
- Preservation and conservation of natural and cultural heritage

##### 3.3 RECREATION BENEFITS

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There has been an increasing emphasis and focus by park and recreation management agencies, in recent years, on program *outcomes* - including a range of personal, social, cultural, health, economic, educational and environmental benefits.

These benefits accrue to individuals, families, communities, economies and/or physical environments. They underpin the goals of sport and recreation management and provide the evidence for building a case for on-going and new investment in sport and recreation infrastructure (such as the potential revitalisation of Ryde Olympic Park) and programs.

The benefits align with the values identified in section 3.2, above.

The key specific benefits are summarised in Table 3.1:



**ITEM 12 (continued)**

**ATTACHMENT 2**

**Table 3.1: Recreation Benefits<sup>5</sup>**

Benefits Category	Specific Benefits
Personal	<ul style="list-style-type: none"> <li>• improved health and quality of life (from direct and/or vicarious experience)</li> <li>• reduced stress</li> <li>• personal development (e.g. through volunteerism, active participation in restoration and preservation projects)</li> <li>• increased skills</li> <li>• enhanced knowledge (about local flora and fauna species, biodiversity conservation etc.)</li> <li>• enhanced self-esteem and self confidence</li> <li>• potential for employment</li> </ul>
Social/community	<ul style="list-style-type: none"> <li>• building social capital - fostering a sense of community cohesion through co-operation, understanding, sense of belonging and community pride</li> <li>• strengthening relationships within families through involvement in leisure activities</li> <li>• increasing social inclusion, connectedness and recognition through volunteering and participation</li> <li>• promoting understanding through participation in mainstream activities &amp; facilities by people with disabilities and their families</li> <li>• promoting integration of established and new residents - creating a vehicle for social interaction and participation</li> <li>• preventing 'at risk' youth social problems</li> <li>• increasing community safety and reducing the risk of crime (including vandalism) through enhanced 'passive surveillance'</li> <li>• redressing the impact of social, economic and cultural disadvantage and enhancing social access &amp; equity within the community</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>• environmental protection (through improved understanding of natural systems, species diversity, ecosystem sustainability)</li> <li>• enhanced visual amenity</li> <li>• preservation of cultural, heritage and historic sites and areas</li> <li>• diversity of environmental and participatory experiences</li> <li>• provision of green spaces in the urban environment, fostering a sense of identity and urban form, integrating and buffering land uses</li> <li>• appreciation of the environment through experience of green areas and open spaces</li> <li>• a cleaner environment through participation in walking and cycling</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• reduced health costs</li> <li>• increased productivity</li> <li>• tourism/cultural/events expenditure</li> <li>• local and regional economic growth</li> <li>• improved property values</li> </ul>

<sup>5</sup> Includes benefits flowing from the provision of open space, recreation facilities and/or recreation activities



## ITEM 12 (continued)

## ATTACHMENT 2

### 3.4 OPTIMISING RECREATION VALUES

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To ensure that open space and recreation values and benefits are sustained within Ryde Olympic Park and further enhanced through the Strategic Plan and Master Planning processes, it will be imperative to identify and address at least the following:

- The ageing of Olympic Park's open space and recreation infrastructure and the costs involved in maintaining, renewing and adding to those assets;
- The growing pressures on the Park's assets from increasing use by residents and visitors and potential increased use from the growing population;
- Current and changing community needs and expectations for recreation, cultural and social opportunities within the open space and recreation system;
- Options for new facilities and activities at Olympic Park (which integrate well with existing uses and are consistent with Council's access and equity goals and other policies);
- Ensuring Crime Prevention Through Environmental Design (CPTED) principles are applied in any enhancement projects;
- How Olympic Park can promote social cohesion and inclusiveness, a culture of acceptance and celebration of the practices and beliefs of all groups within the community;
- Protection and interpretation of the Park's natural and cultural heritage values; and
- Opportunities for better linking the Park to the City's network of walking and cycling trails and Sydney's Green Grid.

### 3.5 COMMUNITY ASPIRATIONS & NEEDS

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A range of sport and recreation demand and needs studies have been conducted for the City of Ryde in recent years – including a Leisure and Recreation Needs Survey (2009) and the surveys undertaken in conjunction with preparation of the City's Integrated Open Space Plan (2012) and Sport and Recreation Strategy 2016-2026.

The surveys identified a range of community aspirations and needs in regard to sport, leisure and recreation. Some of the expressed needs are directly or indirectly relevant to Olympic Park, including the following:

- There is a strong expressed demand for the facilities/activities currently provided in Olympic Park (i.e. RALC, Next Generation, parks generally, off-leash areas and playgrounds)
- There are high levels of satisfaction with RALC and the City's parks generally
- Despite these satisfaction levels, there are still unmet needs for a range of activities with the potential to be accommodated in Olympic Park, including more indoor sport courts, programs for seniors, more community events, Tai chi suitable space, links to walking and cycling networks, more/better playgrounds, shade and more car parking
- There is a strong recognition of the importance of protecting and enhancing the City's open space natural values

The detailed survey findings – with a focus on matters of particular relevance to the Olympic Park Strategic Plan & Masterplan processes - are discussed in detail at Appendix 6.



## ITEM 12 (continued)

## ATTACHMENT 2

### CHAPTER 4

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#### SITUATIONAL ANALYSIS: REVIEW OF CURRENT SERVICES

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##### 4.1 INTRODUCTION

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This chapter identifies the history and current situation at Olympic Park and reviews and evaluates the Park's sport and recreation facilities, programs and services.

More specifically it:

- Identifies key elements in the history of Olympic Park and its current layout
- Describes the facilities and spaces within the Park – including the Ryde Aquatic Leisure Centre (RALC), Next Generation Health Club, Ryde Tennis Centre, dog off-leash area and playground
- The collection and interpretation of visitor and facility use statistics and trends (including comparison to national benchmarks where available)
- Issues, strengths and weaknesses identified in previous visitor/user/community survey findings
- Cost-effectiveness review of facilities
- Current refurbishment and/or modernisation proposals

The review is based on desk top research and interviews with Council officers and non-Council tenants within Olympic Park

##### 4.2 HISTORY & CURRENT FUNCTIONS OF OLYMPIC PARK

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In 1943, Olympic Park was essentially a vacant site – as illustrated in the aerial photograph at Figure 1.

Figure 1: Ryde Olympic Park 1943



**ITEM 12 (continued)**

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The first major development in the Park was the original Ryde Olympic Pool, with construction completed in December 1961.

The following Ryde Olympic Pool history has been republished from the Ryde Carlile Swimming Club web page with the kind permission of long-time Ryde resident, Club stalwart and swimming icon Ursula Carlile:

*It opened in January of 1962, Forbes and Ursula Carlile who were coaching at the Drummoyne Olympic Pool won the professional coaching rights, at first there was a 55 yard pool, a diving pool, learn to swim pool and a 25 yard pool which was soon rebuilt into a 55 yards "T pool" [as shown at Figure 2 in a 1970 aerial photograph] after the Ryde club when its president Harry Anderson, (the Mayor of Ryde) urged by Forbes and Ursula was successful with Council in enlarging the swimming area.*

**Figure 2: Ryde Olympic Park 1970**



*The 1960s and 70's saw great success for Ryde swimmers with some 6 world record holders including Karen Moras, Shane Gould and Jenny Turrell who were also Olympic and World Championship medal winners. Ryde swimmers trained in the summer at Ryde and in the winter at the Pymble indoor pool (25m).*

*Because the Ryde complex was then outdoors and unheated for 4 years from 1977 Forbes and Ursula Carlile coached at the indoor heated Narrabeen Sport and Recreation Pool where the Carlile Swimming Club was formed.*



**ITEM 12 (continued)**

**ATTACHMENT 2**

*In 1982 when the Ryde Council built an indoor 25m pool next to the T pool [as shown at Figure 3 in a 1982 aerial] Ursula Carlile returned as Head Coach of the Ryde Club, continuing to coach there until the Ryde Complex was demolished in 1998.*

**Figure 3: Ryde Olympic Park 1982**



*In 2006 the Ryde Swimming Club changed its name to Ryde-Carlile in recognition of the support provided by Ursula & Forbes Carlile through their Swim centres.*

The Sydney 2000 Olympics provided the catalyst for the demolition of the old Ryde pool in November 1998 and a rebuild to cater for Olympic water polo, following a 'last minute' decision by the International Olympic Committee (IOC) to add women's water polo to the Sydney Olympic Games program.

The decision necessitated the use of a second pool (to complement the Sydney International Aquatic Centre at Homebush).

The Sydney Games Organising Committee subsequently entered an arrangement with the City of Ryde to convert the old pool to a modern aquatic leisure complex.

Construction of the new centre was fast tracked to meet the Games timetable and was built in 18 months at a cost of \$25 million and reopened as the Ryde Aquatic Leisure Centre (RALC) in May 2000.

RALC subsequently hosted the water polo preliminaries and the women's final at the 2000 Summer Games

**ITEM 12 (continued)**

**ATTACHMENT 2**

The current layout of Olympic Park – with RALC and Next Generation Health Club to the north and the Ryde Tennis Centre (established 1980-84), dog off-leash area (2011) and playground to the south - is illustrated at Figure 4:

**Figure 4: Ryde Olympic Park January 2014**



**4.3 OLYMPIC PARK FACILITIES & PROGRAMS**

**Ryde Aquatic Leisure Centre**

The Ryde Aquatic Leisure Centre (RALC) occupies the northern section of Olympic Park fronting Victoria Road and has free parking for 182 cars (with another 56 under Next Generation).



The facility comprises several swimming pools, wave and leisure pools, a Surf Ryder, indoor sports courts and operates year-round.



**ITEM 12 (continued)**

**ATTACHMENT 2**

RALC's key facility components are listed in the following table:

Component	Detail
'Dry' facilities	<ul style="list-style-type: none"> <li>• 2 x multi-purpose courts(available for various indoor sports or as vacant/non-specified setup)</li> <li>• Cafe</li> </ul>
'Wet' facilities	<ul style="list-style-type: none"> <li>• Indoor 51.06m x 22m pool with movable boom</li> <li>• Indoor 25m x 40m wave pool</li> <li>• Wading pool (30m<sup>2</sup>)</li> <li>• Indoor 12.5m x 7.6m Program/therapy pool (with 12.5m x 1.2m space for the ramp &amp; stairs)</li> <li>• Rapid River/bubble whirl pools (70m<sup>2</sup>)</li> <li>• 56m giant water slide (18m<sup>2</sup>)</li> <li>• Surf Ryder (184.5m<sup>2</sup>)</li> <li>• Steam room</li> <li>• Sauna/turbo pool/spa</li> <li>• Total 2,157m<sup>2</sup> of pool space</li> </ul>

The Centre is open between 5.30am-8.45pm Monday to Thursday, 5.30am-7.45pm Friday, 6.30am-5.45pm Saturday, 8.00am-5.45pm on Sundays and 7.30am-5.45pm on public holidays.

The Giant Slide and Wave Pool only operate on weekends – the Slide from 10.00am to 5.00pm and the Wave Pool from 12.15 to 4.40pm. The Surf Ryder is available according to bookings.



Single entry fees are \$8.20 for adults, \$6.30 for children and concessions (seniors, students, pensioners) and \$3.40 for Ryde Carlile Swim Club and North Ryde RSL members. Spectator fees are \$3.10. Entry for children under 5 years is free when accompanied by a full fee paying adult.

Memberships (3 and 12 months), multiple visit passes, family and swim/spa/sauna ticket options and staff concessions are also available.



**ITEM 12 (continued)**

**ATTACHMENT 2**

Learn to swim fees for children range from \$17.40 to \$19 per half-hour lesson. School group lessons are \$8.80 (or \$12 for an hour). There are also 45 minute lesson, 30-minute private lesson, Bronze Medallion and Rescue Certificate options.

There are also a range of school program options (ranging from 1 to 4 hours), with fees for schools located outside Ryde paying 10% higher fees.

Lessons for children with special needs (disabilities or learning difficulties) are \$23.50.

Lane hire ranges from \$38.40 per hour (for Ryde located organisations for one 25m lane) to \$72 per hour (for non-Ryde located organisations for one 50m lane). For schools, lane hire fees range from \$16.70 to \$19 per hour, depending on where the school is located.

Squad and coaching rights are held by the Ryde Carlile Swim Centres.

Surf Ryder fees are \$18.90 for 30 minutes but there are also a range of promotional fees (e.g loyalty card, 'buy one get one free', group discounts). Aqua Exercise classes are \$94 term (or \$75 concession).



Other aquatic fees are for water polo (from \$86 to \$186 per hour), school carnivals (\$1,450 for half-day for Ryde schools to \$2,900 full day for non-Ryde schools) and school recreational swimming (\$5.50/person for Ryde schools and \$6.20/person for non-Ryde schools).

Birthday parties range from \$28 to \$39 per child depending on whether supervision and food are provided. Surf Ryder parties range from \$19 per child for one session/no food to \$51 for three sessions/no food.

The two-court stadium provides for netball, soccer, futsal, basketball, badminton, hockey, volleyball, jujitsu and 'Ready Steady Go Kids'.



## ITEM 12 (continued)

## ATTACHMENT 2

Ready Steady Go Kids' is a pre-school age program that introduces children to 5 sports per term and operates on Saturday mornings during school terms.

Stadium court hire ranges between \$65/hour (off-peak) and \$80/hour (peak) for the Main Court. The Competition Court is \$75/hour and the Badminton Court is \$32/hour. Casual stadium use fees are \$8.70.

### **Ryde Aquatic Leisure Centre – Stage 2 (now Next Generation Health Club)**

Stage 2 of the Ryde Aquatic Leisure Centre, adjacent to Stage 1, was built in 2001-2 and opened for business in late 2002, two and a half years after Stage 1.



It comprises indoor and outdoor pools, tennis and squash courts, fitness facilities, function areas, restaurant and bars.

It was funded by and leased to health and lifestyle club operator Next Generation Australia Pty Ltd for a term of 50 years (until August 2051) and is known as Next Generation Ryde.

Use of Next Generation is by membership only with options including full adult membership (Gold), fitness only, fitness and racquet sports, family, best value, seniors (Classic), off-peak, student (Varsity and Collegiate), children (Cadet and Cub) and corporate.

The full list of facility components is as follows:



**ITEM 12 (continued)**

**ATTACHMENT 2**

Component	Detail
'Dry' facilities	<ul style="list-style-type: none"> <li>• Squash courts (4)</li> <li>• Tennis courts (4)</li> <li>• Retail facilities</li> <li>• Creche</li> <li>• Meeting rooms</li> <li>• Café, licensed restaurant and bars (2)</li> <li>• Function areas (flexible space, up to 3 rooms)</li> <li>• Hairdresser</li> <li>• Health suites (physiotherapist, skin clinic/day spa)</li> <li>• Fitness gym (cardio, free weights, TRX)</li> <li>• Dance studio</li> <li>• Group fitness room</li> <li>• Bike spinning room</li> <li>• Outdoor sun terrace</li> <li>• Amenities</li> </ul>
'Wet' facilities	<ul style="list-style-type: none"> <li>• Outdoor 25m x 9m (6 lane) pool</li> <li>• Indoor 25m x 13m pool</li> <li>• Children's 4.5m x 2.5m pool</li> <li>• Wet spa</li> <li>• Total 561m<sup>2</sup> of pool space</li> </ul>

The gym floor comprises a range of equipment (treadmills, cross trainers, bikes, arc trainers, pin and cable resistance weights, rowing machines) and dedicated space for functional training (TRX suspension training frame), ladies only, free weights, stretch and lunge.



Centre programs include personal training (one-on-one and group), 75+ studio classes per week (BodyBalance, Hiit VO2, Cxwork, BodyPump, Zumba), High Intensity Interval Training (metabolic, plyometric, VO2 max, core), Next Step,



## ITEM 12 (continued)

## ATTACHMENT 2



Opening hours are 5.30am-10.00pm Monday to Friday and 7.00am-8.00pm on Saturdays and Sundays and 8.00am-8.00pm on public holidays. The Centre is closed Easter Friday and Christmas Day.

### Ryde Tennis Centre

The Centre is one of 7 tennis venues in the City and has 8 of the City's 51 courts. It is situated adjacent to and south of RALC and Next Generation. It was built and opened in 1980, initially with four courts. A further four courts were added in 1984. The courts are all synthetic grass with floodlighting.

The courts are in good condition, all being resurfaced in recent years with some fencing also renewed. BBQ facilities are available at the Centre.



The courts are used for club competition, coaching and are also available for casual and permanent hire seven days per week.

Apart from the 8 courts, the Centre also comprises two clubhouses and 4 shelter huts for the courts at the western end of the Park

The courts are available for use and hire between 8.00am-10.30pm Monday to Saturday and 8.00am-8.00pm on Sundays.

Court hire fees vary according to purpose (social or competition), time of week and time of day (day/night). Sessional (morning, afternoon, evening) rates for social tennis are \$52 mid-week and \$66 for weekends and public holidays. Hourly hire is also available at \$20/hour during the day on weekdays and \$23/hour at night and during weekends/public holidays.



## ITEM 12 (continued)

## ATTACHMENT 2

Competitions include Tuesday Ladies, Thursday Evening and Saturday Afternoons. Fees depend on the length of the competition and average \$27.75 per week for the mid-week daytime competitions and \$31 per week for evening and weekend competitions.

There are also concession fees for pensioners, seniors, families and school programs.

### Dog off-leash area

The off-leash area is located within the south-east corner of Olympic Park, near the corner of Potts and Margaret Streets.

The off-leash area was established as an open area in 2011 (along with two other parks) with a view to fencing the area at a later date.



Consultation to upgrade the off-leash area – to provide a fenced enclosure, seating and waste bins – was completed in February 2017.

The fence was installed in August 2017 and the outstanding upgrades are expected to be implemented in the latter half of 2017.

### Playground

The Olympic Park playground is classified as neighbourhood scale facility in the City's play area hierarchy.

The playground was recommended for a major upgrade, with a medium priority ranking, in Council's *Children's Play Implementation Plan (2013)* due to high use and proximity to RALC. The Plan also noted an opportunity to 'upgrade facilities in the park, such as picnic shelters and BBQ's'.<sup>6</sup>

<sup>6</sup> City of Ryde, 2013, *Children's Play Implementation Plan*, Table 27, page 126



**ITEM 12 (continued)**

**ATTACHMENT 2**



At the time of writing (August 2017) this proposed upgrade had not been included in Council's current 4-year Delivery Plan.

**4.4 FACILITY VISITS AND USE**

Available visitor/use statistics for Olympic Park facilities are summarised below.

Presently, accurate figures are only available for the RALC and the Ryde Tennis Centre. Estimates of use for the off-leash area and playground will be made during the course of the study based on observations conducted over a sample of both weekday and weekend time periods.

Next Generation Ryde (leased) were approached to provide membership and casual use statistics but due to, commercial in confidence reasons, were not able to provide detailed statistics. They did, however, provide total visit numbers for the past 18 months.

**Ryde Aquatic Leisure Centre**

The RALC is a popular and busy Centre. It has a broad range of activities, including one of the biggest swim schools in metropolitan Sydney.

It provides a mix of both in-house and outsourced activities and programs, as follows:

Provider	Venue	Activity/Program	% of visits 2016/17
RALC in-house	Pools	Casual entry	29.0
		Swim School/school programs	39.0
		Birthday parties	0.8
	Sports stadium	Netball program	1.5
Hirers/external providers	Pools	Squads (Carlisle)	4.4
		Water polo	3.6
		Swim clubs	1.4
		Aquarobics	?
		Other	0.2
		Sports stadium	Indoor sports clubs
	Schools	0.9	
	Other	10.7	



**ITEM 12 (continued)**

**ATTACHMENT 2**

The visit trends are detailed at Appendix 5 and summarised in Table 4.1, below. The trends show that use of the RALC increased nearly 17% between 2010 and 2017 – significantly more than the 12% increase in the City's population in the same period.

Most activity types increased – particularly the indoor stadium with visits up 96% over the six-year period and swim school enrolments up 20% – as illustrated in Table 4.1.

**Table 4.1: RALC – Visits per annum 2010-2017 x Type of Visit**

Type of Visit	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Change 2011-17 (%)
<b>Aquatic casual</b>							
Adult	42,098	42,221	39,856	35,393	36,848	38,594	-8.3
Child	35,579	38,196	34,042	28,959	33,696	32,850	-7.7
Family	33,460	33,521	28,215	24,723	26,835	26,273	-21.5
Child <5 years (free)	13,042	12,186	15,098	11,259	11,795	12,194	-6.5
Multi pass	13,343	13,508	12,007	11,128	11,675	11,607	-13.0
Concession swim/pass	24,596	25,253	23,896	22,320	23,086	23,365	-5.0
Membership	22,704	21,493	18,955	16,315	16,392	15,699	-30.9
Spectator	18,946	19,698	18,235	17,140	17,980	17,359	-8.4
Spa/swim/sauna	8,143	7,463	6,648	6,139	6,255	6,103	-25.1
Promotional/discount complimentary	3,720	25,576	30,702	32,491	38,380	42,094	1,031.6
Surf Ryder	0	0	0	6,626	6,960	5,600	n/a
Sub-total	215,631	239,115	227,654	212,493	229,902	231,738	7.5
<b>Swim School</b>							
LTS – child	114,995	126,757	134,670	134,872	114,995	140,699	22.4
LTS – adult	870	1,127	1,594	1,313	870	1,703	95.7
Private lessons	3,029	3,836	3,837	3,290	3,029	4,401	45.3
Special needs	1,619	2,000	2,790	2,997	1,619	2,976	83.8
Intensive	5,322	6,003	5,689	6,325	7,155	8,042	51.1
LTS parent/spectator	84,434	86,503	87,586	87,838	90,374	93,812	11.1
Sub-total	210,269	226,226	236,166	236,635	218,042	251,633	19.7
<b>Schools aquatic</b>							
School LTS	38,830	40,587	40,292	37,105	38,830	44,889	15.6
School program	2,584	2,870	3,585	1,761	1,739	1,124	-56.5
Carnivals	11,535	12,074	12,964	12,898	11,535	12,993	12.6
Lane Hire	687	130	845	1,078	1,236	372	-45.9
Sub-total	53,636	55,661	57,686	52,842	53,340	59,378	10.7
<b>Other 'in-house' programs</b>							
Netball Program	9,300	9,936	8,892	8,880	9,420	10,156	9.2%
Parties	5,419	5,575	5,347	5,196	5,526	6,278	15.9
<b>Aquatic/lane hire</b>							
Carlisle entry (squads)	26,311	25,043	25,122	22,969	33,047	34,984	33.0
Other swim clubs	5,652	9,073	9,556	9,282	9,269	10,633	0.0
Lane hire - groups	0	1,164	1,655	897	751	1,387	19.2
Water polo	27,519	26,774	30,541	26,778	25,461	28,546	3.7
Scuba	47,738	0	5	0	0	0	-100.0
Other aquatic hire	6	789	807	782	799	605	-23.3

**ITEM 12 (continued)**

**ATTACHMENT 2**

Type of Visit	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Change 2011-17 (%)
Sub-total	107,226	62,843	67,686	60,708	69,327	76,185	-28.9
<b>Indoor sports courts</b>							
Sports club hire (badminton, soccer, futsal, indoor hockey, volleyball)	42,622	43,087	51,624	56,720	48,405	60,400	41.7%
Schools hire	0	7,869	8,620	8,586	7,647	7,119	-9.5
Casual stadium	653	729	1,026	814	1,118	1,621	148.2
Other dry programs	13,422	11,185	0	0	0	0	-100.0
Casual/other court hire	15,526	10,772	13,677	13,356	7,529	23,001	48.1
Stadium spectators	1,280	43,723	42,841	53,803	54,849	59,987	4,586.5
Sub-total	73,503	117,365	117,788	133,279	119,548	152,128	107.0%
<b>Other</b>							
Physiotherapy	0	23	82	44	54	80	247.8
<b>Total</b>	<b>674,984</b>	<b>716,744</b>	<b>721,301</b>	<b>710,077</b>	<b>705,159</b>	<b>787,576</b>	<b>16.7</b>

Prior to this, there had been a significant decline in numbers from 2007-08 (i.e. the peak usage year) to 2010-11. The entry numbers were down from 805,438 to 670,804 or nearly 17% in this three-year period.

The reasons for this are most likely a consequence of the opening of the Macquarie University Aquatic Centre at this time (and its at least initial strong competition for patrons) and a sequence of cooler than average summer seasons.

RALC is an important venue for learn to swim, including pre-school and school age, adult, private lessons, intensive and special needs. The swim school (not including school LTS) accounted for 32% of visits in 2016-17. The swim school numbers around 2,900 children per season with around 250 children in the swim club squads.

RALC is also an important venue for school activities – including annual swim carnivals, intensive learn-to-swim and sports programs. This use accounted for around 8% of visits to the facility in 2016-17.

General entry (for lap and recreational swimming) accounts for around 29% of visits. Dry area programs (indoor sports, casual stadium use and hire) account for around 21% of total visits.

Visits to RALC are below-average on a national benchmark basis. Thus, based on the national facility use benchmarks produced by CERM<sup>7</sup>, average participation within the catchment would generate around 1.4 million visits to the Centre – much more than the 1.02M visits actually achieved in 2016/2017.

The lower-than-average visit levels are most likely a reflection of the lack of a gym/health club at RALC<sup>8</sup>, the difficult access at peak times (busy traffic and insufficient parking) and the proximity to competing centres at Macquarie University and surrounding LGA's. It may also be a consequence of the increasing cultural diversity of the City and the generally lower participation rates of CALD populations.

<sup>7</sup> The University of South Australia's Centre for Environmental and Recreation Management (CERM) produces annually a number of recreation/aquatic centre performance indicators. One of these is 'catchment multiple' – 'the number of visits per year divided by the estimated population size within 5 kms of the centre'. The median national catchment multiple, in 2016, for 'indoor pools only' was 8.8. The product of this multiple (8.8) and the pool catchment (i.e. 5km catchment population of 163,921) is around 1.4M.

<sup>8</sup> In fact if the Next Generation Health Club visitor numbers are added to RALC, the overall visitation is average on a 'catchment multiple' basis for a CERM Group 7 facility

## ITEM 12 (continued)

## ATTACHMENT 2

### Next Generation

Next Generation were approached to provide detailed visitor statistics but due to commercial in-confidence, were only able to provide total visit and broad age distribution figures for the past 18 months.

Next Generation had 262,451 registered visits in calendar year 2016, with 154,456 in calendar year 2017 to date (i.e. to 26 July 2017).

The average age of members is 44 years, with 15% children (0-14 years), 76% youth and adults (15-59 years) and 9% seniors (60 years+).

There are an equal proportion of male and female members.

Adult memberships are a combination of individual, couple and family memberships. Around 13% of memberships are 'corporate'.

### Ryde Tennis Centre

The Centre's eight (8) courts are used for social and competition tennis, school sport and coaching, as follows:

Activity type	Detail
Competitions	<ul style="list-style-type: none"> <li>• Tuesday Ladies</li> <li>• Thursday Night Mixed</li> <li>• Thursday Night Singles</li> <li>• Saturday Morning Juniors (3-5 divisions)</li> <li>• Mid-Western Sydney Inter Association (elite juniors 10-19 yrs)</li> <li>• Saturday Mixed Inter- Association</li> <li>• Quarterly Hot Shots Round Robin Tournament (with Next Gen)</li> </ul>
Coaching	<ul style="list-style-type: none"> <li>• Junior classes (beginners to intermediate x 4 school terms)</li> <li>• MLC Tennis Hot Shots (5-15yrs with modified balls, racquets)</li> <li>• Junior squads (12-17 yrs intermediate to advanced x 4 terms)</li> <li>• School holiday camps</li> <li>• Schools (Putney Public and Gladesville Public)</li> <li>• Private lessons</li> <li>• Little Giants (5yrs and under)</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Permanent bookings</li> <li>• Casual bookings</li> <li>• Kangaroo Tennis</li> </ul>

The current weekly court use profile – for activity types, hours of use and percent of court capacity used – is illustrated in Tables 4.2 (hours of use) and 4.3 (number of participants).

Table 4.2 shows that the Centre is used at only 24% capacity overall and that this varies across the week – with Thursdays being the busiest (at 42% capacity used) and Sundays (at 11%) being the least popular tennis day.

This does not mean that the Centre is used only 24% of the time that it is open for use (8am to 10.30pm Monday to Saturday and 8am to 7.30pm Sundays). It is actually used (with at least one court in play) for



**ITEM 12 (continued)**

**ATTACHMENT 2**

62% of those times. But there are many time periods when only one or a few courts are used at the one time.

**Table 4.2: Ryde Tennis Centre – Average Hours of Weekly Use x Activity Type**

Activity	Average Weekly Hours of Use							Total
	Mon	Tue	Wed	Thu	Fri	Sat	Sun	
Competition - Senior	-	11	-	14	-	-	-	25.0
Competition - Junior	-	-	-	-	-	14	-	14.0
Coaching	14	9.5	14.5	13.5	7	11	-	69.5
Schools coaching	-	-	-	16	6.5	-	-	22.5
Social - permanent	1	17	5	1	-	-	1	25.0
Social - casual	5	3.5	4	4	2	5	9	32.5
Total	20	41	23.5	48.5	15.5	30	10	188.5
Court hours available	116	116	116	116	116	116	92	780.0
<b>% court capacity used</b>	<b>17.2</b>	<b>35.3</b>	<b>20.3</b>	<b>41.8</b>	<b>13.4</b>	<b>25.9</b>	<b>10.9</b>	<b>24.2</b>

The use profile in terms of numbers of participants, over the different days of the week, is summarised in Table 4.3.

**Table 4.3: Ryde Tennis Centre – Average No. Participants per Week Use x Activity Type**

Activity	Number of Participants							Total
	Mon	Tue	Wed	Thu	Fri	Sat	Sun	
Competition - Senior	-	16	-	16	-	-	-	32
Competition - Junior	-	-	-	-	-	30	-	30
Coaching	32	30	33	36	8	30	-	169
Schools coaching	-	-	-	40	80	-	-	120
Social - permanent	2	36	10	6	-	-	6	60
Social - casual	14	8	12	10	4	18	20	86
<b>Total</b>	<b>48</b>	<b>90</b>	<b>55</b>	<b>108</b>	<b>92</b>	<b>78</b>	<b>26</b>	<b>497</b>

Table 4.3 shows that the coaching program is the major use of the Centre – with 34% of the weekly participants and 37% of the court hire time. School programs are the next most popular use – with 24% of participants and 12% of court hire.

Tennis competitions account for only 12% of weekly users but 21% of court hire, indicating that use sessions are much longer than for the other activity types.

**Dog Off-Leash Area**

While previous surveys identified a strong demand for additional off-leash areas in the City, there are no currently available statistics on the daily and weekly use of the Olympic Park off-leash area.

Accordingly, an observational survey of the use of the facility, at a cross-section of times across week days and weekends at various times of the day, should be conducted prior to finalisation of the Strategic Plan and Master Plan.

**Playground**

As for the off-leash area, there are no available visitation data for the Olympic Park playground.



## ITEM 12 (continued)

## ATTACHMENT 2

Accordingly, an observational survey of the playground should be undertaken in conjunction with the proposed off-leash area survey.

### 4.5 VISITOR/CUSTOMER SATISFACTION SURVEYS

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A range of visitor and satisfaction surveys have been conducted in recent years – particularly for the RALC but also for parks and recreation more generally.

The findings of the surveys are detailed at Appendix 6. Those findings of relevance to the facilities and uses of Olympic Park are summarised below.

#### General park and recreation surveys

- Satisfaction with facilities and services is highest for aquatic centres, parks and playgrounds (2016 On-line Survey)
- There are high levels of satisfaction with the RALC and the City's parks generally although some respondents in the 2016 Intercept Survey felt the RALC was 'too busy' and 'too expensive'
- There is a strong expressed demand for dog off-leash areas and more or more age-appropriate playgrounds
- Potential problem areas (i.e. with low performance-high importance scores) are older youth activities, older adult activities, young children activities and indoor recreation (not affordable, insufficient facilities)
- Highest priorities for doing things better are Tai Chi provision, more toddler level playgrounds, shade in parks, fitness equipment in parks, park upgrades, improved maintenance, more car parking
- Highest 5 priorities for new facilities/services are playgrounds, water play features in parks, programs/classes, parks and swimming pools

#### RALC Customer Satisfaction Surveys

The RALC conducts regular market research through Micromex, including quarterly visitor surveys and occasional mystery shopper surveys.

The surveys measure trends in activities undertaken at the Centre, travel mode to the Centre, parking, satisfaction with Centre presentation, operations, programs and water quality and suggestions for improvement. Information is also collected on the age, gender, suburb of residence and ethnicity of respondents.

The results need to be used with caution because of their small sample sizes and the apparent non-randomness in selecting survey respondents (with varying gender and age distributions across the surveys between 2012 and 2017 and a low proportion of CALD respondents in the recent surveys).

Nevertheless, important trends in types of participation and satisfaction with the Centre are detailed at Appendix 6.

The key relevant findings include the following:

Increasing satisfaction with:

- Range of facilities/activities



**ITEM 12 (continued)**

**ATTACHMENT 2**

- Availability of catering
- Water quality and water temperature
- Safety
- Overall quality of service

Decreasing satisfaction with:

- Cleanliness
- Availability of parking

Changing catchment area:

- Significant drop in visitors from Macquarie Park, North Ryde and Chatswood West since 2012 (probably due to opening of Macquarie University Aquatic Centre)
- Decrease in visitors from Meadowbank-Melrose Park since 2012
- Increase in visitors from suburb of Ryde
- Significant proportion of visits from outside the City - particularly from Canada Bay and Hornsby LGA's

**4.6 COST-EFFECTIVENESS OF FACILITIES**

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Due to the current unavailability of visit/use data and/or financial data for Next Generation, Ryde Tennis Centre, the off-leash area and the playground, it is not possible to comment on the cost-effectiveness of these components of Olympic Park at this time.

However, there is sufficient information to review the cost-effectiveness of the RALC, as summarised in the following paragraphs.

The cost-effectiveness of aquatic and recreation centres such as RALC can be assessed using the CERM Performance Indicators (PI) produced by the University of South Australia's Centre for Leisure and Tourism Management.

The CERM PI benchmarks provide the aquatics industry with unique and valuable trend data for aquatic and fitness facility planning and management. The most recent benchmarks available – those for 2016 - are based on the participation of more than 120 aquatic/leisure centres across Australia<sup>9</sup>.

Key CERM indicators include capacity use performance (i.e. visits per m<sup>2</sup> of program space) and financial performance (e.g. expense recovery and subsidies per visit).

On these measures, the performances of RALC are very high despite its relatively low benchmark visitation levels - as detailed in the following paragraphs.

Table 4.4 illustrates the relative cost-effectiveness of RALC – as measured by visits per day and visits per annum per m<sup>2</sup> of pool space.

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<sup>9</sup> The facilities range from modest outdoor pool centres to larger multi-purpose centres with a range of pools as well as dry facilities (e.g. fitness gyms and in some cases sports halls and wellness zones).



**ITEM 12 (continued)**

**ATTACHMENT 2**

The figures show that there has been a modest increase in visitation – with average daily use, over the six-year period from 2011-12 to 2016-17 increasing by 17% from 1,859 to 2,170 (or nearly 3% per annum).

There has also been an increase in the overall cost-effectiveness of RALC in terms of annual visits per m<sup>2</sup> of water space (up from 187 in 2011-12 to 219 in 2016-17).

**Table 4.4: RALC - Visits per day & visits year/m<sup>2</sup>, 2011-12 to 2016-17**

Use details	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	CERM 2016 benchmark (Group 7)
Visits	674,984	716,744	721,301	710,077	710,685	787,576	338,220
Visits/day (363 days/annum)	1,859	1,975	1,987	1,956	1,958	2,170	932
Program area (m <sup>2</sup> )	3,602	3,602	3,602	3,602	3,602	3,602	
Visits/ year/m <sup>2a</sup>	187	199	200	197	197	219	95

*Visits per-year-per-m<sup>2</sup>* is a measure of the total annual visits divided by the m<sup>2</sup> of relevant program space. In this table, this is the pool water area and the assignable dry area space = 3,602m<sup>2</sup>. The measure allows efficiency comparisons of centres of different sizes.

It is worth noting that the quantum of visits to the RALC (as measured by visits m<sup>2</sup> of program space) is well above-average on a national benchmark basis.

The visits per metre<sup>2</sup> use in 2016-17 at the RALC were 219, compared to the national average in 2016 of 95.<sup>10</sup>

Financial benchmarks also vary considerably between the different centre types. Indoor-only centres (such as RALC) generally charge higher entry fees and generate more gross receipts than outdoor and outdoor-indoor centres. While they have significantly higher costs, indoor-only centres have much lower subsidies per visit than other facility types (i.e. less than \$1 per visit compared to more than \$4 per visit for centres with outdoor pools).

The specific financial performance indicators for the RALC are illustrated in Table 4.5 along with the benchmark indicators for similar (CERM Group 7) facilities.

The table shows that, RALC has a significantly higher expense recovery (113% in 2016-17 compared to the CERM average of 88%) and a surplus per visit of \$0.85 compared to the CERM average surplus of minus \$0.78 per visit).

**Table 4.5: CERM PI – RALC and benchmark facilities 2016/17**

Benchmark	Centre Category x Median benchmark	
	RALC	Group 7 (n=108)
Expense recovery (%)	113	88
Gross receipts(\$)	5,969,229	2,177,045
Gross expenditure (\$)	5,296,207	2,450,582
Fees per visit (\$)	7.57	6.98
Surplus/(subsidy) per visit	0.85	(-0.78)

Group 7 centres = indoor pools only. Most Group 7 centres also have 'dry' fitness facilities

<sup>10</sup> The 2016 CERM average visits per m<sup>2</sup> for Group 7 (indoor pools) is 95 compared to 76 for indoor-outdoor pool centres and 27 for outdoor pool centres.



**ITEM 12 (continued)**

**ATTACHMENT 2**

**4.7 CURRENT REFURBISHMENT PLANS/PROPOSALS**

Current asset renewal and/or improvement plans and proposals for each of the facilities in Olympic Park – in terms of directions included in Council’s Asset Management Plan (for Olympic Park generally and RALC) and leases (for Next Generation and Ryde Tennis Centre) and currently funded or forward planned projects - are summarised in Table 4.6<sup>11</sup>

**Table 4.6: City of Ryde Asset Management Plan – Olympic Park facilities**

Facility component	Asset Management Plan/Lease requirements	Council Funded/Planned projects		
		Year	Project	\$
Olympic Park as a whole	Council’s Asset Management Plan (2014) only rated 31% of parks in ‘good condition’ or better (i.e. condition rating of 1 or 2) in 2014.	2017/18	Strategic Plan and Master Plan	300K
Playground & dog off-leash area	<i>Note:</i> Olympic Park is not included in the condition rating table on pages 56-59 of the Parks & Reserves Asset Plan	2017/18	Construction of enclosure fence around off-leash area and playground	70,000
RALC	The Asset Management Plan identified that, while the then current funding was sufficient to manage short term renewal, it was insufficient to sustain service levels and manage risk in the longer term (as more significant renewal requirements occur with the ageing of the facilities).	2017/18	Asset renewal (funded)	0.145M
		2018/19 to 2020/21	Asset renewal (funded)	1.930M
		2021/22 to 2041/42	Asset renewal (planned)	5.860M
Next Generation	<ul style="list-style-type: none"> <li>Maintaining the facility in a condition ‘consistent with providing quality health, fitness and ancillary facilities and services’</li> <li>Surrendering the centre to Council at end of lease term ‘in a reasonably good structural and visual condition’</li> </ul>	Not applicable under terms of lease		
Ryde Tennis Centre	<ul style="list-style-type: none"> <li>Implementing the Asset Maintenance Plan for the centre</li> <li>Reinstatement of premises, at the end of the lease, to their condition at commencement</li> </ul>	Not applicable under terms of lease - although Ryde-Balmain Tennis has queried whether some of the annual rental fees could be applied to asset renewal works at the centre		

While not currently funded or programmed, Ryde-Balmain Tennis has advised on the following asset renewal requirements over the next 5 years:

- Synthetic grass resurfacing – courts 5 to 8 in the next 1-4 years and courts 1 to 4 in the next 4-5 years
- Fencing replacement (for those fence sections 30+ years old)
- Clubhouse amenities – minor capital improvements
- Reseating of a court light
- Resealing of sewage pipes to inhibit tree root blockages

<sup>11</sup> Additional details on asset risk, renewal and replacement issues are provided in Section 6.5, below.



## ITEM 12 (continued)

## ATTACHMENT 2

### CHAPTER 5

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#### SITUATION ANALYSIS: MANAGEMENT FRAMEWORKS

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##### 5.1 INTRODUCTION

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This chapter identifies and discusses governance models and issues at Ryde Olympic Park – with a focus on the management and tenancy models for each of the key facilities within the Park – RALC, Next Generation, Ryde Tennis Centre and the open space components (playground and off-leash area).

The key assumption behind this review is that, irrespective of which business or tenancy structure is used by Council, the goal is to:

*Deliver a diverse and community-responsive mix of services that ensure optimum access and equity for all residents and maximum benefits to the community (in social, economic, health and environmental terms).*

To meet these community services, economic and environmental obligations, the business structure, whether in-house or outsourced, should be capable of delivering:

- Programs and services that meet the needs of *all* members of the community
- High levels of use and high levels of user satisfaction
- Flexible, pro-active and responsive provision of programs and services to meet changing needs
- High quality and environmentally sustainable asset maintenance and management processes
- Programs which optimise family and social capital building
- Cost control and minimisation and, where appropriate (as with RALC and Next Generation) sufficient revenue to cover operational and day-to-day maintenance and potentially longer term capital replacement costs (consistent with promoting the above-mentioned 'social outcomes'), and
- Community acceptance of and support for the manager/management team

The requirement is a market-oriented, responsive and efficient management regime, which retains a high ability to meet access, equity and community service obligations.

This requires a high degree of Council management involvement and 'control' at policy, strategic and operational levels.

##### 5.2 CURRENT BUSINESS/TENANCY MODELS

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The current business models for RALC, Next Generation, Ryde Tennis Centre and the other 'open access' park facilities are briefly described below.

###### **Ryde Aquatic Leisure Centre**

Unlike many public aquatic and leisure centres where facility management is outsourced to specialist management companies, the RALC is managed directly by Council but on a business basis with a requirement to be cost neutral to Council.

**ITEM 12 (continued)**

**ATTACHMENT 2**

Some services are however outsourced – including the café space which is leased to a private contractor and squad training which is undertaken by Carlile Swimming.

Within the City of Ryde’s organisational structure, the RALC is a separate Department within the Customer and Community Services Directorate. The Department Manager is responsible for 20 staff, 12 permanent full time, 8 part time and 164 casual staff.

Strategic and day to day management of the Centre is guided by the RALC Four Year Business Plan 2017-21 and the One Year Operational Plan 2017/18 which align with Council’s Delivery and Annual Plans, respectively.

An Operational Review of the RALC business model and structure was undertaken in 2013, with an update in early 2017<sup>12</sup>.

The 2013 key findings included the following:

Performance Attribute	Key findings
Financial performance	<ul style="list-style-type: none"> <li>Financial performance is well above industry (CERM) benchmarks despite not having a health club/gym and despite inclusion of depreciation and City of Ryde internal charges above the line</li> <li>High revenue generation (LTS program, aquatic entries, facility hire)</li> <li>Excellent cost management and control</li> <li>Car parking review required to investigate whether use attrition at RALC is caused by increasing parking difficulties</li> </ul>
Management structure	<ul style="list-style-type: none"> <li>Lean management structure with some impact on Centre performance (in LTS and reception)</li> </ul>
Business strategy	<ul style="list-style-type: none"> <li>Business Plan in place but would benefit from improved consultation (with operational staff and customers in its development), more detail on specific strategies and actions and quarterly reviews of performance</li> </ul>
Management systems	<ul style="list-style-type: none"> <li>Management information is poorly organised and not readily accessible</li> <li>There is a need to introduce a quality management information system (with consistent record keeping, style and storage)</li> </ul>
Swim School	<ul style="list-style-type: none"> <li>One of the most successful Swim Schools in Australia but needs some fine-tuning (marketing plan to compete more effectively with Macquarie University Aquatic Centre and Carlile Swimming; direct debit; social media promotions; exit interviews)</li> <li>Fees are reasonable but at upper end of market range</li> </ul>
Other programs	<ul style="list-style-type: none"> <li>Outsourcing of indoor sports and swim squad programs is an efficient practice (in terms of input/output analysis)</li> <li>The small size of the stadium (2 courts) limits revenue and profitability</li> <li>Aquarobics would be better run 'in-house' due to its importance to target populations with special needs and potential positive social impacts</li> <li>Collaborate with Council’s Community and Culture section to investigate potential 'social programs' targeting community groups with special needs</li> </ul>
Customer service	<ul style="list-style-type: none"> <li>Customer service practice is satisfactory but inadequately specified and documented (in written service standards, a Customer Service Plan and performance measures)</li> <li>Mystery shopper initiatives identified areas for improvement in attention to customer needs</li> </ul>

<sup>12</sup> Sport and Leisure Solutions, March 2017, *Draft Ryde Aquatic and Leisure Centre Operational Review*



**ITEM 12 (continued)**

**ATTACHMENT 2**

Performance Attribute	Key findings
	<ul style="list-style-type: none"> <li>With no regular customer satisfaction surveys, there is only anecdotal knowledge of customer satisfaction levels</li> </ul>
Marketing	<ul style="list-style-type: none"> <li>No marketing plan and very low marketing budget compared to CERM averages</li> <li>Development of a detailed Marketing Strategy is a high priority</li> </ul>
Staff competency/development	<ul style="list-style-type: none"> <li>High comparative levels of staff competency, despite comparatively low staff training budget</li> <li>Potential improvements include customer service training; industry networking; leadership development</li> </ul>
OH&S	<ul style="list-style-type: none"> <li>High level attention to the safety of staff and Centre patrons – water testing, lifeguarding, risk assessment, emergency plan, inspections, operating manuals etc.</li> </ul>
Environmental sustainability	<ul style="list-style-type: none"> <li>Leading Centre in environmental sustainability (e.g. minimising water use; co-generation plant to minimise power use)</li> </ul>
Asset management	<ul style="list-style-type: none"> <li>High quality approach to asset management – including asset maintenance plans and adherence to requirements</li> <li>High quality cleaning management and good standard facility cleanliness</li> </ul>
Performance management	<ul style="list-style-type: none"> <li>Strong performance management culture</li> <li>Comprehensive collection of performance statistics</li> <li>KPI's in place for strategic and operational monitoring and reporting (e.g. CERM financial indicator benchmarking)</li> </ul>
Alignment with Council plans	<ul style="list-style-type: none"> <li>Alignment is relatively high but needs to be demonstrated more clearly in RALC's annual planning processes</li> </ul>

Recommendations for improvements were made – with the following recommendations implemented by early 2017:

- Review and better resourcing of the Swim School program
- Increase in marketing and programming staff resources
- Commencement of parking and traffic review in conjunction with the Olympic Park Strategic Plan and Master Planning process
- RALC Asset Management Plan developed
- Micromex quarterly customer surveys
- Annual Business Plan aligned to Council's Community Strategic Plan

A further seven recommendations had been partially implemented.

The 2017 Review reconfirmed the strong, industry-leading financial performance of RALC in terms of revenue generation, labour productivity and general resource efficiencies but emphasised that several challenges and risks to on-going Centre success remained.

The key noted challenges were:

- Car parking (with a deficit of around 400 spaces),
- Swim School is nearing capacity at peak times and will not be able to grow without additional program pool space and/or extending the program from its current 40-41 weeks
- Risk to customer service/retention from not having Direct Debit capability
- Risk to customer service from still not having 'a clear road map' on service standards and delivery (and as recommended in the 2013 Review)
- Asset condition issues (particularly exposed rust, main pool sisalation, Surf Ryder breakdowns)



## ITEM 12 (continued)

## ATTACHMENT 2

- Need for business continuity planning through appropriate succession planning and development of a Quality Assurance system
- Stadium at capacity at peak evening and weekend periods but the site configuration constrains expansion potential and improved profitability

The 2017 review also addressed issues surrounding the Surf Ryder – its failure to meet its business case usage forecasts and on-going maintenance issues (i.e. insufficient wave power and breaking surface tiles).

The review recommended that, due to potential damage to RALC's reputation from operating a faulty attraction and/or frequently closing it down, the priority must be on rectifying the maintenance issues prior to any enhanced marketing and usage expansion program.

With respect to the marketing, the review identified a range of options for generating increased use and improving the operating performance. However, it concluded that the best case scenario for Surf Ryder was likely to be a break-even rather than profitable outcome.

The review also recommended that Surf Ryder's long term future should be addressed in the Olympic Park Strategic Plan and Master Planning process with respect to 'the best use of limited space, demand for other services and facilities and overall service provision'.

### **Ryde Aquatic Leisure Centre – Stage 2 (Next Generation Health Club)**

The construction and operation of RALC Stage 2 is a public-private partnership between Council and Next Generation Health Clubs. The latter funded the construction of the centre on Council operational land at a cost of around \$12M (not including equipment/ furnishings) and has occupancy of the land and centre, under lease, for a period of 50 years (until 2051).

Under the lease, Next Generation paid an up-front fee of \$3M, had rent free occupancy for a period of 5 years (until 2007) and now pays \$100,000 (CPI adjusted) or 1.5% of gross profits (whichever is the higher) per annum rent until 2051. At termination, the facility must be handed over to Council.

Next Generation's obligations under the lease include:

- Providing 'an Aquatic Leisure Centre facility providing quality health and fitness and ancillary facilities and services for its members and guests' (1.19 a. (i))
- Design, document and construct the facility 'as soon as is reasonably practicable'
- Maintaining the facility 'in a condition consistent with paragraph 1.19 a. (i)
- Providing only the permitted uses i.e. indoor and/or outdoor sport, health and recreation uses and ancillary/associated uses (such as restaurant, café, bar, function room, childcare centre, sports medicine, day spa, retail shops up to max of 2,500m<sup>2</sup>)
- Allowing Council 'to monitor all aspects of quality of the Stage 2 facilities and the management, operation, maintenance and refurbishing of the RALC Stage 2 to ensure compliance with the requirements of this lease
- Prepare and annually update a Quality Plan, OH&S and Rehabilitation Plan, Risk Management Plan, Environmental Management Plan and Disabled Access Strategy Plan
- Surrendering the centre (but not equipment) to Council 'in a reasonably good structural and visual condition'

## ITEM 12 (continued)

## ATTACHMENT 2

Next Generation also has Reporting and accounting obligations under Section 4 of the lease. These include:

- keeping books of account and 'all other records relating to the operation, maintenance and repair of the RALC Stage 2 at Next Generation Australia's principal place of business'
- Ensuring that the books of account and 'all other records' are available to Council 'at all reasonable times upon reasonable notice for examination, audit, inspection, transcription and copying'

There is built-in flexibility in the lease for changing recreation preferences and needs – with Next Generation able, under Clause 3.8 (a) of the lease, to 'increase, decrease, eliminate or otherwise modify the range and capacity of the facilities and activities having regard to changing demands from the public or any user group'.

However, under the terms of the lease, Next Generation must also give the Lessor a statement of capital works expenditure "to be incurred in the succeeding 12 month period (i) at the beginning of each financial year; and (ii) at any time the Lessor reasonably requests."

### Ryde Tennis Centre

The Ryde Tennis Centre is one of three tennis centres (the others being at Meadowbank and Birchgrove) leased to the North Western Suburbs Tennis Association (trading as Ryde-Balmain Tennis) for a period of five years until 31 December 2018.

Under the terms of the lease Ryde-Balmain Tennis can 'operate tennis courts and associated services' during the permitted hours for an annual rent of \$16,000 (ex GST) plus 20% of gross income above \$80,000.

Ryde- Balmain Tennis' obligations under the lease include:

- Providing tennis facilities 'collaboratively with Council and other tennis centre operators within Ryde to ensure a consistent delivery of tennis services within the area'
- Endeavouring to 'operate the Premises in accordance with the business plan as submitted by the Tenant to the Landlord'
- Providing at least one court at all times for general community use
- Providing school access to all courts (if required) for a minimum of 4 hours per week, Monday to Friday
- Restricting court use to permitted access hours (Mon-Sat 6am-10pm; Sunday and public holidays 8am-10pm)
- Securing Council's approval for Hiring Fees and fee increases
- Implementing the Asset Maintenance Plan for the centre
- Keeping all necessary insurances and indemnities
- Reinstatement of premises, at the end of the lease, to the condition they were in at commencement

### Playground and dog off-leash area

The community land component of Olympic Park (i.e. those sections of the Park not including RALC and Next Generation) are managed under a Service Agreement.



## ITEM 12 (continued)

## ATTACHMENT 2

The Agreement is renewed annually consistent with the One Year Operational Plan and Four Year Delivery Plan.

The Agreement is comprehensive and encompasses agreed responsibilities, service level specifications, reporting and monitoring, performance measurement, conflict management and review processes.

Olympic Park is maintained under the Service Agreement, according to its various hierarchical categorisations, as follows:

- Level 1 park (under the Integrated Open Space Plan)
- Level 2 passive park
- Neighbourhood level playground
- Level 3 natural area

The specific required service levels are detailed in the Service Agreement.

Customer orientation is strong, with performance measurement requiring a monthly Customer Service Report (which covers customer enquiries and complaints, response times, and trends and any hot spots in generating complaints).

Asset management is also a strong focus, with on-going identification of assets and facilities in need of renewal, or inclusion in future capital works delivery plans.

### 5.3 EVALUATION OF CURRENT TENANCY MODELS

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The underpinning assumption behind the business model/tenancy review is that no matter what management or tenancy structure is used, governance must be sound in terms of the following critical success factors:

- Clear statement of business and service objectives
- A management structure consistent with achievement of the objectives
- Appropriately skilled management and operational staff with the ability to grow and adapt services as expectations and needs change
- Program offerings relevant to community needs and aspirations and the effective scheduling and marketing of those programs
- Asset and risk management systems and processes, and
- Performance measurement and monitoring processes

Accordingly, the various components of Ryde Olympic Park are assessed in terms of these success factors in Table 5.1.



**ITEM 12 (continued)**

**ATTACHMENT 2**

**Table 5.1: Business/Tenancy Model Assessment**

Critical success factor	Internal Management		External Management (Lease)	
	RALC	Playground/Off-leash area	Next Generation	Ryde Tennis Centre
Clear statement of business and service objectives	Clear statement of both strategic and business objectives included in CSP/Four Year DP and RALC Business Plan 2017-21.	Strategic and business objectives for parks included in CSP and Generic Parks Plan of Management. Specific objectives for playgrounds in Playground Implementation Plan.	The corporate vision and objectives are a focus of the Next Gen staff induction booklet. Business/financial objectives are part of the annual budget pack and reported on Quarterly. All objectives are reviewed and updated annually.	Business Plan 2013-16 submitted with Lease tender. Includes mission to increase membership by 75% (from 83 in mid-2012 to 145) in 2 years via player retention and attraction initiatives (cardio tennis, 'mix and mingle', Hot Shots tournaments in partnership with Next Gen) and updated IT.
A management structure consistent with achievement of the objectives	Separate Business Unit of Council which provides a strong focus within Council. Highly experienced but lean management structure. While contributing to solid financial bottom line, the lean structure may be the cause of some customer service deficits (as documented in the 2013 & 2017 Operational Reviews).	An Identified Business Unit of Council is responsible for the development and maintenance of these areas. Development is outlined within the strategic plans and maintenance is detailed within an Internal Service Level Agreement (SLA).	Next Gen Ryde has a highly experienced and industry qualified team - in terms of both general management and departmental expertise. The Next Gen Ryde team is supported by a head office support services unit and senior executive team.	Ryde-Balmain Tennis is a non-profit incorporated association affiliated with Tennis NSW and the NSW Hardcourt Tennis Association. It has an experienced management committee with a balance of tennis and business-related skills. Tennis Australia provides considerable support to grassroots tennis orgs (such as Ryde-Balmain Tennis) through a broad range of club development programs.
Appropriately skilled management and operational staff	Highly experienced and long-standing management team – with a balance of full, part-time and casual staff to optimise continuity and flexibility. Strong focus on staff development (addressing skills gaps via training, coaching, mentoring; accreditation; continuous learning; work place culture assessment) demonstrated in RALC Business Plan.	Very experienced team currently delivers these services in line with the identified objectives and in accordance with the relevant SLA's. Alignment of Parks Section (management) and Maintenance (Operational) staff within the one business unit, allow for effective response to community expectations.	Next Gen Ryde has a highly skilled team of industry specialists and business generalists. All have tertiary or relevant industry qualifications.	Overall management by a volunteer Exec Committee (with many years' experience in business and with tennis) with day-to-day management by Centre Coach and staff. Tennis NSW has indicated that 'educating clubs and operators on best practice club and facility management is a key area to maximise sustainability /accountability outcomes'. Tennis NSW has a Participation Leader who works with clubs to build memberships and club management capability.
Programs relevant to community needs/demands	Program relevancy demonstrated by high use and profitability of the Centre (CERM benchmarking). Relevancy maintained through regular customer satisfaction surveys, business planning, senior staff	Relatively recent studies – <i>Children's Play Implementation Plan (2013)</i> and <i>Study on the Provision of Recreation Areas for Dogs in the City of Ryde (2010)</i> – support & justify the location of play and dog exercise facilities at	Next Generation is a leading and well-used brand in the commercial health club market with a unique mix of premium health, fitness, aquatic and racquet sport options attractive to a broad base of clientele.	Ryde-Balmain Tennis provides a broad range of both traditional tennis forms (senior and junior competitions, coaching, school programs) and recent innovations aimed at building participation (e.g. Fast4Tennis, Hot Shots and Cardio Tennis).



**ITEM 12 (continued)**

**ATTACHMENT 2**

Critical success factor	Internal Management		External Management (Lease)	
	RALC	Playground/Off-leash area	Next Generation	Ryde Tennis Centre
	networking/ conference, attendance, innovations (Surf Ryder).	Olympic Park and also provide design guidelines to ensure on-going quality and relevance to community needs.		
Effective program scheduling and marketing	Program scheduling is sound based on high Centre visits and CERM profitability benchmarks. Relatively low marketing budget but broad use of traditional methods (as per Sect 7.4 of RALC Business Plan). 2013 and 2017 Operational Reviews indicated need for marketing plan and more promotion but this could be a waste of resources given the Centre's already near capacity use.	Facilities promoted on Council's web site. No other programming or marketing required.	High level marketing capability and execution – with recent (2016) move away from traditional marketing (press, radio, TV) to more targeted one-to-one digital marketing (i.e. Salesforce Marketing Cloud – integrated CRM platforms encompassing email, mobile, social, advertising and web). Four months after implementing, NG had a year-on-year 10% increase in membership.	Strategies to promote the centre include own website; Council's 'What's On' listing; Facebook; Kidspot adverts; local press; Open Days; banners; flyers. Business Plan includes a review of bookings/membership IT. With respect to this, Tennis Australia is introducing software for simplifying court bookings (Book-a-Court) and membership, tournament and competition management – but RTC has not adopted as yet.
Successful adaptation to changing expectations and needs	Culture of adaptation in place - demonstrated with customer satisfaction surveys, Surf Ryder Innovation, Future Directions section of RALC business plan (revamps, new programming, improved access etc.) and commissioning of the Olympic Park Strategic Plan and Master Plan (and its focus on identifying priority change/improvement opportunities for RALC and its relationship to the rest of Olympic Park).	Adaptation to changing needs demonstrated in commissioning of <i>Children's Play Implementation Plan (2013)</i> and <i>Study on the Provision of Recreation Areas for Dogs in the City of Ryde (2010)</i> and subsequent implementation of recommendations	High level ability to both monitor and adapt to changing needs. A leader in recognising the appeal of integrating hospitality/function/ lounge opportunities with sport, health and fitness and providing for families with child-minding and kid's fitness programs.	Association adaptations have included: <ul style="list-style-type: none"> <li>• Hot Shots (for 5-12 year olds)</li> <li>• Kangaroo Tennis</li> <li>• Extension of membership package system, in 2014/15, to social and coaching players with some success in increasing participation</li> </ul> Tennis NSW is assisting club adaptability. <ul style="list-style-type: none"> <li>• More flexible competitions</li> <li>• Player retention initiatives including Fast4Tennis (shorter format for time-poor players).</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 2**

Critical success factor	Internal Management		External Management (Lease)	
	RALC	Playground/Off-leash area	Next Generation	Ryde Tennis Centre
Asset and risk management systems and processes	Comprehensive approach – as detailed in the RALC Business Plan 2017-21, and Council’s corporate plans (e.g. Asset Management Plan and Four Year Delivery Plan)	Comprehensive approach – as detailed in Council’s corporate plans (e.g. Asset Management Plan, Four Year Delivery Plan) and Community Land Plans of Management.	Adequately covered in the lease with requirements to produce annual asset and risk related plans ( Quality Plan, OH&S and Rehabilitation Plan, Risk Management Plan, Environmental Management Plan)	Adequately covered in the lease with requirements to implement an Asset Maintenance Plan, comply with WHS laws and implement sustainability initiatives. Risk management Policy submitted with Business Plan.
Performance measurement (KPI’s) and monitoring processes	Clear statement of KPI’s, measures, targets and outcomes included in 4 Year Delivery Program and RALC Business Plan 2017-21.	Generic KPI’s included in 4 Year Delivery Plan (e.g. % community satisfaction with passive parks and playgrounds).	All operational and financial KPI’s are reported to the Board on a monthly basis, to the senior executive on a weekly basis and to the club General Manager on a daily basis.	Growth in membership



## ITEM 12 (continued)

## ATTACHMENT 2

### CHAPTER 6

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#### SITUATION ANALYSIS: PLANNING CONSIDERATIONS

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##### 6.1 INTRODUCTION

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Strategic planning for Olympic Park must deal with a range of potential land use issues and constraints – some related to open space planning in general and some specific to Olympic Park itself.

The key potential issues impacting the Strategic Plan and Master Plan processes are discussed below and include land classification, zoning, traffic and parking, asset and risk management commitments and obligations and Council's financial capacity (as articulated in the Long Term Financial Plan).

##### 6.2 LAND CLASSIFICATION

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Under the Local Government Act, Councils are required to classify all non-Crown public land as either 'community' or 'operational'.

*Community land* is land such as parks and sportsgrounds intended for general community use. *Operational land* is not generally open to the public but may be used for public purposes such as works depots or garages. It may also be held as a temporary asset by the Council.

Olympic Park is partly 'community' (Lot 101 DP1014145) and partly 'operational' (Lots 1 and 2 DP1033170).

The 'community' component comprises 2.06 Ha and accommodates Ryde Tennis Centre, the playground and the dog off-leash area. This part of Olympic Park cannot be sold and cannot be leased for more than 21 years (or more than 5 years if there are objections and the Minister's consent is not given).

The 'operational' component comprises 3.21 Ha (61% of the 5.27Ha Olympic Park) and accommodates the RALC, Next Generation Health Club and the access road and car park. This part of the Park can be sold or developed for private use. There are no restrictions on its development or use other than those regulations applying to all land and its RE1 zoning (as summarised in the following section).

##### 6.3 LAND USE ZONING

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The whole of Olympic Park is zoned RE1 'public recreation' in Council's Local Environment Plan. The objectives of this zone are to:

- Enable land to be used for public open space or recreational purposes.
- Provide a range of recreational settings and activities and compatible land uses.
- Protect and enhance the natural environment for recreational purposes.

The permitted and prohibited uses of the RE1 zone are summarised in the following table and detailed in Appendix 4:



**ITEM 12 (continued)**

**ATTACHMENT 2**

Item	Uses
Permitted without consent	Environmental protection works
Permitted with consent	Business identification signs
	Community facilities
	Environmental facilities
	Kiosks
	Recreation areas
	Recreation facilities (indoor)
	Recreation facilities (outdoor)
	Restaurants or cafes
Prohibited	Any development not specified above

For public reserves, the Infrastructure SEPP 2007 overrides local planning provisions on permissibility and waives the need for consent for most Council-initiated recreation developments.

However, where there are likely to be environmental impacts, infrastructure proposals that do not need planning consent will still require environmental assessment under Part 5 of the EP&A Act.

The purpose of Part 5 of the Act is to ensure public authorities fully consider environmental issues before they undertake or approve activities that do not require development consent.

If proposed activities are judged by the relevant public authority to significantly affect the environment, following a Review of Environmental Effects (REF), an environmental impact statement will then be required.

Any major proposals for Olympic Park are likely to have environmental impacts and will therefore be subject to the environmental impact assessment and planning approval requirements of Part 5 of the EP&A Act.

In accordance with Section 111 of the EP&A Act, Council, as the proponent and determining authority, will need to 'examine and take into account to the fullest extent possible all matters affecting or likely to affect the environment by reason of the proposed activity'.

With respect to this, Clause 228 of the EP&A Regulations sets out 16 factors that need to be considered when assessing environmental impact under Part 5 of the EP&A Act. These are listed at Table 6.1.

**Table 6.1: Clause 228 Assessment of Environmental Factors**

	Relevant Clause	Is the impact Positive/Negative/Neutral?
1	Any environmental impact on a community?	
2	Any transformation of a locality?	
3	Any environmental impact on the ecosystems of the locality?	
4	Any reduction of the aesthetic, recreational, scientific or other environmental quality or value of a locality?	
5	Any effect on a locality, place or building having aesthetic, anthropological, archaeological, architectural, cultural, historical, scientific or social significance or other special value for present or future generations?	
6	Any impact on the habitat of protected fauna (within the meaning of the National Parks and Wildlife Act 1974)?	
7	Any endangering of any species of animal, plant or other form of life, whether living on land, in water or in the air?	
8	Any long-term effects on the environment?	



**ITEM 12 (continued)**

**ATTACHMENT 2**

	Relevant Clause	Is the impact Positive/Negative/Neutral?
9	Any degradation of the quality of the environment?	
10	Any risk to the safety of the environment?	
11	Any reduction in the range of beneficial uses of the environment?	
12	Any pollution of the environment?	
13	Any environmental problems associated with the disposal of waste?	
14	Any increased demands on resources (natural or otherwise) that are, or are likely to become, in short supply?	
15	Any cumulative environmental effect with other existing or likely future activities?	
16	Any impact on coastal processes and coastal hazards, including those under projected climate change conditions?	

**6.4 TRAFFIC & PARKING**

Challenges associated with limited parking have been identified in several previous reports (e.g. City of Ryde Sport and Recreation Strategy 2016-26 and the Ryde Integrated Transport Strategy 2016-31) and in the quarterly Visitor Surveys undertaken for the RALC.

It is noted that traffic and parking issues related to Ryde Olympic Park are being addressed in a concurrent study being undertaken by Bitzios Consulting Traffic Engineering and Transport Planning.

**6.5 ASSET MANAGEMENT ISSUES & CHALLENGES**

Council's Asset Management Strategy is included in the Resourcing Strategy 2014-24 and seeks to integrate asset management with all of Council's planning and operational processes.

The Asset Management Plan is also a component of Council's Resourcing Strategy. The Plan encompasses nine (9) Asset Sub-plans, including three of particular relevance to the current study - 'Parks & Reserves', 'Play Spaces & Playing Fields' and 'RALC'.

While the 2014 Plans are in need of review, most of the key issues and challenges identified in the plans are still of relevance to Olympic Park and the Strategic Plan & Master Planning process. The key relevant matters are summarised below:

Asset topic	Parks, Reserves, Play spaces & Sports Fields	RALC
Current state and asset condition*	<p>Only 31% of parks were rated as in 'good condition' or better (i.e. condition rating of 1 or 2) in 2014.</p> <p>A further 39% were rated as 'usable and safe condition, with visible signs of wear or deterioration' (rating 3).</p> <p>A high 30% (63 of 206 parks) were given a condition rating as 'usable condition with defects that interfere with use or reduce asset life'(rating 4).</p> <p>A high 35% of play spaces and 32% of sports fields were in unsatisfactory condition (rating 4 or 5)</p> <p><u>Note:</u> Olympic Park is not included in the condition rating table on pages 56-59 of the Parks &amp; Reserves Asset Plan</p>	<p>In 2014, RALC was given a condition rating of 'new or equivalent' (rating 1)</p> <p>It was assessed to be a contemporary standard aquatic facility with:</p> <ul style="list-style-type: none"> <li>• No outstanding maintenance, and</li> <li>• Steady state operation and maintenance</li> </ul> <p>It was also found to be a well-balanced business with self-funding for operating costs (but not capital replacement)</p>



**ITEM 12 (continued)**

**ATTACHMENT 2**

Asset topic	Parks, Reserves, Play spaces & Sports Fields	RALC
Operational management challenges	Operational management challenges were found to include: <ul style="list-style-type: none"> <li>Landscaping maintenance is labour intensive</li> <li>Past policy has focussed on acquiring land to detriment of maintenance and renewal</li> <li>Teen demographic requiring challenging, free and unorganised recreation is under-provided due to current focus on traditional play space equipment and courts/ovals</li> </ul>	Operational management challenges were found to include: <ul style="list-style-type: none"> <li>Uncertainty of future recreation trends, water and safety standards, environmental standards</li> <li>High value filtration and treatment systems can have unpredicted failures</li> <li>Obligations to water polo for regional/metro/ national due to Olympic funding</li> <li>Managing the existing contract arrangements</li> <li>Staying competitive / contemporary, investing in facilities (e.g. surf machine)</li> </ul>
Financial sustainability & risk	The Asset Plan identified that current (2014) funding was insufficient to sustain service levels and manage risk  Accordingly, without infrastructure renewal being undertaken when needed a decline in service and an increase in associated risks will occur.	The Centre was built from Sydney 2000 Olympics and other funding sources, but Council has to plan for replacement using its own funds  The governance expectation is that RALC will be cost neutral to Council (including capital) to avoid reducing other Council assets/services.  The Asset Plan identified that the current replacement reserve is far less than required pro-rata and that ultimate replacement of the centre could distort Councils overall finances due to the accumulated funded depreciation or eventual borrowing (\$35M on current value)  (Note: Council has addressed this issue in the draft S94 Contribution Plan)  Other risks include: <ul style="list-style-type: none"> <li>Income is heavily dependent on learn to swim programs</li> <li>Needs to stay contemporary, competitive against all leisure activity choices</li> <li>Proposed surf attraction facility has an unknown commercial or physical life</li> </ul> The Asset Plan identified that while current (2014) funding was sufficient to manage short term renewal, it was insufficient to sustain service levels and manage risk in the longer term (as more significant renewal requirements occur with the ageing of the facilities).
Proposed solutions	<u>Short term (next 4 years):</u> <ul style="list-style-type: none"> <li>Continue mowing, gardening and maintenance of facilities at current Levels of Service (subject to a 7% SRV - which was approved in May 2015)</li> <li>Move to a program of replacement and /or partial updates on a 20 year cycle for all plays pace equipment</li> <li>Turf renewals for wear and tear and major refurbishment (including irrigation) at 2 fields in the City</li> </ul> <u>Longer term:</u> <ul style="list-style-type: none"> <li>Continue mowing, gardening and maintenance of facilities</li> <li>Modify landscaping and tree planting to reduce mowing and operating costs</li> <li>Continue to replace play space equipment at a rate matched to available funding</li> </ul>	<u>Short term (next 4 years):</u> <ul style="list-style-type: none"> <li>Build Surf attraction facility and additional function rooms and amenities</li> <li>Continued maintenance &amp; operation</li> <li>Replace remaining air handling system</li> <li>Installation of 350kW solar power system</li> </ul> <u>Longer term:</u> <ul style="list-style-type: none"> <li>Continued maintenance &amp; operation</li> <li>Upgrade &amp; refurbish in line with the RALC business plan</li> <li>Deal with early corrosion due to original air handling equipment design</li> </ul>

**ITEM 12 (continued)**

**ATTACHMENT 2**

Asset topic	Parks, Reserves, Play spaces & Sports Fields	RALC
	<ul style="list-style-type: none"> <li>• Continue oval mowing and court maintenance</li> <li>• Optimise new capital works through VPA's, S94 and external funds (e.g. grants and contributions)</li> </ul>	
<p>* 1. New or equivalent; 2. Good condition without visible blemishes or deterioration; 3. Usable and safe condition, with visible signs of wear or deterioration, e.g. cracks in footpaths; 4. Usable condition with defects that interfere with use or reduce asset life e.g. extensive road cracking; 5. Requires major repairs or is not suitable to remain in use due to a significant safety hazard</p>		

Those issues and challenges that have not yet been addressed as part of the 2014 Asset Management Plan remain as potential constraints on what can be achieved at Olympic Park and are included in the SWOT analysis for the Park in Chapter 7.

**6.6 FINANCIAL CAPACITY**

Council's financial capacity is constrained by the costs of its on-going obligations and new investment priorities (as detailed in the Community Strategic Plan (CSP) and Delivery Plan) and its revenue raising capacity.

The Long Term Financial Plan (LTFP) provides the mechanism for modelling the financial implications of the CSP and Delivery Plan strategies and ensuring financial sustainability.

The LTFP's 'current state' (encompassing the four years of the current Delivery Plan) allows Council, due to the recent 7% SRV, to maintain services at their current level and also provides capacity for basic renewals of the City's infrastructure (i.e. enough to renew all assets rated as 'Condition 5' and some assets that are 'Condition 4').<sup>13</sup>

In other words, the option provides for a continuation of existing levels of service, but with (due to the SRV component) a significant reduction in 'deferred' maintenance (i.e. down from \$29M to \$13M by 2024-25).

There will, in the life of the current Delivery Plan, be no surplus for capital works from the operational budget (excepting some depreciation) with all new capital to be funded from capital grants and contributions.

The major implication is that any capital proposals resulting from the Olympic Park Strategic Plan and Masterplan process will likely have limited funding options.

However, with the optimal use of S94 contributions<sup>14</sup> and other sources of funding (e.g. grants and community contributions) and in conjunction with cost efficiencies and additional revenue generation opportunities a range of potential improvements are likely to be affordable under the current LTFP.

The **future** state of the LTFP includes a range of strategies for improving financial sustainability and effectiveness – including optimisation of assets, service reviews, best value reviews, identifying commercial opportunities, productivity improvements and more effective service delivery.

<sup>13</sup> City of Ryde Long Term Financial Plan 2015-25, page 8

<sup>14</sup> Funding for the implementation of the Olympic Park Strategic Plan and Masterplan is being considered for inclusion in the new draft City of Ryde S94 Contributions Plan



**ITEM 12 (continued)**

**ATTACHMENT 2**

All of these strategies have implications for the Olympic Park Strategic Plan and Masterplan – in terms of ensuring that OP plays its part in driving Council's overall financial sustainability and effectiveness.

Specific requirements and considerations include:

- Clarification of service needs and priorities
- Identification of resource sharing and collaboration opportunities
- Search for new revenue streams (from operational land assets)
- On-going cost-minimisation strategies
- Adoption of 'smart' technology



## ITEM 12 (continued)

## ATTACHMENT 2

### CHAPTER 7

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#### ISSUES ANALYSIS AND SYNTHESIS

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##### 7.1 INTRODUCTION

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This Background Report documents and concludes Stage 1 of the project – Analysis of the Current Situation.

Stage 1 has encompassed a detailed review of the evolution, current use and status of Ryde Olympic Park for the purpose of consolidating key 'existing knowledge' of the Park.

This knowledge provides the information baseline for the subsequent five stages of the Strategic Plan and Master Plan study process.

The analysis has included interviews with City of Ryde staff and contractors, on-ground investigations and desktop research (covering Council's corporate aims and objectives, relevant Government policies, the benefits of sport and recreation, community expectations for recreation in the City, current use of Olympic Park facilities and programs, tenancy frameworks, and a range of planning constraints and considerations).

The baseline information provides a solid basis for building a collective understanding of Olympic Park's existing assets, character, attributes and potential.

The 'existing knowledge' is fully documented in this Background Report and comprises:

- The Park's history and evolution
- The current Park layout and initial review of Park buildings and open spaces
- The activities and programs that take place in the buildings and open spaces
- Trends in facility use and visits
- Sport and recreation needs and community expectations of relevance to the Park
- Management, governance and tenancy issues
- Land use considerations and constraints

This Chapter provides a synthesis of the project work to date. More specifically, it:

1. Identifies and summarises the key issues identified in the Stage 1 Study
2. Highlights the strengths and weaknesses of the Park overall, as well as the Park's key components (i.e. RALC, Next Gen, Tennis Centre, playground, off-leash area)
3. Provides an initial review of improvement opportunities at Olympic Park and the main threats to the Park's on-going relevance and viability, and
4. A summary of Stage 1 implications for the Study and the required next steps

The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis for the Park is based on preliminary understandings gained from the background document review, previous stakeholder and community consultations, and a review of current facilities and service levels and facility use and condition.



## ITEM 12 (continued)

## ATTACHMENT 2

The Stage1 findings and suggested directions will be complemented and reinforced (and revised where appropriate) by the outcomes of the Catchment Analysis (Stage 2) and the Community and Stakeholder Engagement program (Stage 3).

### 7.2 KEY ISSUES IDENTIFIED

The background study has identified a range of issues within several thematic areas, as summarised in the following table:

Theme	Issue topics
History/heritage	Interpretation
Park location	Prominence/visibility
	User catchment size and proximity
Park layout	Optimal balance of spaces/activities
	Space adequacy
Buildings & Assets	Building adequacy
	Ageing facilities/asset renewal
Recreation programs/ activities	Use/underuse
	Unmet demands
Governance/ tenancy	Tenancy models
	Tenancy management
Land use considerations	Land classification/zoning
	Neighbouring land uses
Access/circulation	Wayfinding/connectivity
	Car parking
	Universal design
Landscape/nature	Biodiversity
	Trees, shade & landscape character
Sustainability	Sustainability leadership

The more specific issues, for each of the above 'issue topics' are included in the SWOT analysis detailed in Sections 7.3 (strengths and weaknesses) and 7.4 (opportunities and threats), below.

### 7.3 EXISTING FACILITIES – STRENGTHS & WEAKNESSES

The existing Olympic Park facilities and services have a range of strengths and weaknesses, as documented in Chapters 4-6 of this report and summarised below.

Generally, the strengths relate to site synergies (both actual and potential), high levels of use and visitor satisfaction, strong and experienced management, a demonstrated willingness to innovate and adapt, sound asset and risk management and financial strength and sustainability.

The weaknesses generally relate to access issues (busy access roads, parking, disability access), asset presentation and condition (in some cases), site expansion constraints (steep site), programming space



**ITEM 12 (continued)**

**ATTACHMENT 2**

limitations (for RALC), sub-optimal site attractiveness and landscaping, fitness-for-purpose of some facilities (e.g. scale and siting of playground) and poor relationship/interface between RALC/Next Generation and the rest of Olympic Park.

Component	Strengths	Weaknesses
<b>History/heritage</b>		
Olympic Park	<ul style="list-style-type: none"> <li>Ryde Olympic Park has a significant history – particularly its connection with a 'golden era' of Australian competitive swimming</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient interpretation of the sports history</li> </ul>
<b>Park Location &amp; layout</b>		
Olympic Park	<ul style="list-style-type: none"> <li>A prominent site with hub/synergy values from a range of facilities</li> <li>High visibility (being adjacent to major transport routes)</li> <li>Some room for expansion to cater for new and emerging needs</li> <li>Good location and in an area of increasing recreation choices</li> </ul>	<ul style="list-style-type: none"> <li>Poor relationship between OP components due to severance caused by access road and car park</li> <li>Sloping site constrains reconfiguration opportunities</li> <li>The structured recreation facilities (RALC, Next Gen, Tennis Centre) limit the amount of passive recreation opportunity in the Park</li> <li>The entry experience/ sense of arrival at the Park is low key and needs to be more appealing</li> </ul>
<b>Recreation Programs &amp; Activities</b>		
RALC	<ul style="list-style-type: none"> <li>High visitation levels based on CERIM benchmarks</li> <li>Program-oriented centre - busy on the coldest of week-day afternoons through regular programmed activities</li> <li>Highly successful Swim School - has good name in industry</li> <li>Consistency with LTS instructors</li> <li>Wave pool – popular with young families</li> <li>School programs – strong and provide variety in content</li> <li>Surf Ryder and water features in leisure pool and lazy river add to the experience of visiting the Centre</li> <li>Variety of both 'wet' and 'dry' programs</li> <li>Dry sports – provide variety of sports to non-aquatic users</li> <li>Revenue surplus provides some capacity to adapt with recreation needs and preferences</li> </ul>	<ul style="list-style-type: none"> <li>No 'dry' fitness gym facilities (due to lease arrangement with Next Generation Health Club)</li> <li>Water polo legacy agreement limits options in the competition pool</li> <li>Limited hours of water slide</li> <li>Surf Ryder maintenance and market penetration issues</li> <li>Unmet demands for stadium sports and pools during peak periods</li> <li>Insufficient benchmarking on supply/demand ratios for activities and spaces</li> </ul>
Next Generation	<ul style="list-style-type: none"> <li>Demographics of the Ryde area is highly suitable to the Club's offerings</li> <li>Population growth will underpin this</li> </ul>	<ul style="list-style-type: none"> <li>The site is 'loved to death' on weekends and during hot weather – parking, congestion</li> </ul>
Ryde Tennis Centre	<ul style="list-style-type: none"> <li>Good mix of traditional and some modified tennis activities (MLC Hot Shots, coaching squads, senior and junior competitions, social – including 'kangaroo' tennis group, schools coaching)</li> <li>Substantial support available from Tennis Australia and Tennis NSW on program innovations to retain and build participation</li> </ul>	<ul style="list-style-type: none"> <li>Apparent limited use of the assistance available from the National and State Associations</li> <li>Limited take-up of tennis activity innovations (apart from Hot Shots) e.g. Cardio Tennis</li> <li>Relatively low use of courts (less than 25% capacity) and low compared to two other Ryde – Balmain centres</li> </ul>
Playground and off-leash area	<ul style="list-style-type: none"> <li>Visits/use TBD during course of study</li> </ul>	<ul style="list-style-type: none"> <li>Visits/use TBD during course of study</li> </ul>



ITEM 12 (continued)

ATTACHMENT 2

Component	Strengths	Weaknesses
<b>Buildings &amp; Assets</b>		
RALC	<ul style="list-style-type: none"> <li>Diversity of pools (main, program, leisure, wave, Surf Ryder, slide and wading) for enhanced programming</li> <li>50 metre indoor pool with spectator seating – important asset for school carnivals and sport programs</li> <li>Operates with minimal breakdowns, has modern furnishings and 3 separate outdoor seating areas</li> <li>Improved air quality as a result of recent installation and relocation of leisure pool air handling units</li> <li>Appropriate disability access</li> </ul>	<ul style="list-style-type: none"> <li>Space limitations – the pools are heavily programmed (with consequent lack of space for the public on hot afternoons); lack of stadium space limits programming and lack of room for expansion</li> <li>Lack of adequate control at entry point</li> <li>Maintenance is difficult in public areas (e.g. tile repair in lazy river) as Centre operates 5am to 11pm. Late night work is expensive</li> <li>Increasing cost of maintenance and repair</li> <li>Pool tiling in the lazy river is increasingly becoming an issue (with complete retiling needed some time in the future)</li> <li>Ageing facility and maintaining a clean image</li> <li>Steel corrosion problems</li> </ul>
Next Generation	<ul style="list-style-type: none"> <li>Well designed and adequate space provides program flexibility and comprehensiveness</li> </ul>	<ul style="list-style-type: none"> <li>Function area under-used</li> <li>Profile/identity – in 'shadow' of RALC</li> </ul>
Ryde Tennis Centre	<ul style="list-style-type: none"> <li>RTC is one of only 12% of NSW's 925 tennis centres with 8 or more courts. This gives it above-average programming opportunities and flexibility</li> <li>There are sufficient courts in the City of Ryde (according to Tennis NSW) at least until 2025 when there will be a forecast population of 2,262 people per court</li> <li>All 8 courts and the buildings are in generally good playable and usable condition (with RTC investing \$200K in the centre in the 10 years to 2013)</li> <li>Modest increase in Association membership (up from 252 in 2012 to 296 in 2016)</li> </ul>	<ul style="list-style-type: none"> <li>The centre is showing its age, has a range of minor asset condition issues and could be more attractively presented</li> <li>Only modest increase in Association members that use Ryde TC courts and significant under-use</li> <li>Inadequate disability access due to centre layout (not conducive for movement around the centre) raised concrete slabs, step up to the verandahs of main clubhouses and some sheds, inaccessible toilet facilities, and steps on parts of the pathways between courts</li> </ul>
Playground and off-leash area	<ul style="list-style-type: none"> <li>Sufficient and well shaded space available</li> <li>Excellent use synergies from co-location of playground and off-leash area</li> </ul>	<ul style="list-style-type: none"> <li>Playground is too small for a 'destination' park and should be redeveloped as recommended in the <i>Children's Play Implementation Plan</i></li> </ul>
<b>Governance/tenancy</b>		
RALC	<ul style="list-style-type: none"> <li>Annual Business Plan in place</li> <li>Business stability and continuity with same management team at the Centre for many years</li> <li>Council's direct management team has operated RALC since 2002 - converting a \$700K deficit under the previous contract management to surplus within 2 years, and maintaining it for the 12 years since</li> </ul>	<ul style="list-style-type: none"> <li>Reliance on casual staff levels (turnover and availability issues)</li> <li>Outdated facility management software that is not in line with customer expectations</li> <li>IT infrastructure experiences issues due to the environment of the pools.</li> </ul>
Next Generation	<ul style="list-style-type: none"> <li>Live harmoniously with other tenancies (RALC and Ryde Tennis Centre) in the Park</li> </ul>	<ul style="list-style-type: none"> <li>Quality, Risk Management and Environmental Management Plans have not been annually submitted to Council</li> </ul>
Ryde Tennis Centre	<ul style="list-style-type: none"> <li>Business Plan submitted with lease tender</li> <li>Sound knowledge of the business with experienced long-serving Coach, Executive Committee and Honorary Admin/bookings manager</li> </ul>	<ul style="list-style-type: none"> <li>Business Plan not updated annually</li> <li>Business Plan participation growth strategy not achieved</li> </ul>

ITEM 12 (continued)

ATTACHMENT 2

Component	Strengths	Weaknesses
<b>Land use considerations</b>		
Olympic Park	<ul style="list-style-type: none"> <li>More than 60% of the Park is classified as 'operational' land – for which there are no restrictions on development or use other than those regulations applying to all land.</li> </ul>	<ul style="list-style-type: none"> <li>Proximity of site to residential areas may constrain some potential developments and uses</li> </ul>
<b>Access &amp; Circulation</b>		
Olympic Park	<ul style="list-style-type: none"> <li>Potential connectivity with active transport options (i.e. City of Ryde's green grid and green web)</li> </ul>	<ul style="list-style-type: none"> <li>Parking is an increasing issue on busy days</li> <li>Poor legibility of circulation within the Park (paths, signs, sightlines etc.) and</li> <li>Poor legibility of connections to public transport and the green grid/web networks</li> <li>Poor DDA access compliance in some areas</li> <li>Access difficulties across Victoria Road</li> </ul>
<b>Landscape &amp; Biodiversity</b>		
Olympic Park	<ul style="list-style-type: none"> <li>Trees/vegetation in SE corner of Park rated as of 'medium conservation significance' (Ryde Biodiversity Plan)</li> </ul>	<ul style="list-style-type: none"> <li>Low levels of biodiversity in the Park</li> <li>Insufficient quality landscaping</li> </ul>
<b>Sustainability (Economic &amp; Environmental)</b>		
RALC	<ul style="list-style-type: none"> <li>Consistent expense recovery and operational surpluses with potential to self-fund asset renewals</li> <li>One of only a few centres in Sydney to make operational surpluses</li> <li>Water polo legacy agreement guarantees on-going revenue</li> <li>Potential economic and environmental savings from the co-generation plant</li> <li>Attention to sustainability management (e.g. Asset Renewal Program includes utility saving initiatives to conserve water and reduce greenhouse gas)</li> </ul>	<ul style="list-style-type: none"> <li>Significant increases in utility costs impact bottom line</li> <li>Surf Ryder take-up has been disappointing</li> <li>Stadium revenue constrained by size (2 courts) and insufficient space to expand</li> <li>Despite Asset Renewal Program, water and power use are relatively high on a m<sup>2</sup> basis (2015-16 electricity use/m<sup>2</sup> of 398 kWh compared to CERM average of 202; water use of 4.01kL compared to 3.20kL) although average to good on a per visit basis (i.e. 2015-16 electricity use/visit of 2.5 kWh compared to CERM average of 2.4 kWh; water use of 25.1L compared to 35L)</li> </ul>
Next Generation	<ul style="list-style-type: none"> <li>Financially strong Club with future membership assured by strong population growth in the precinct</li> </ul>	<ul style="list-style-type: none"> <li>Limited space for expansion of Club activities</li> </ul>
Ryde Tennis Centre	<ul style="list-style-type: none"> <li>Revenues from court hire cover operational costs and maintenance as well as most asset renewal (with some assistance from Government grants)</li> <li>Use local trades for maintenance and renewal works where appropriate</li> <li>Minimal environmental impact – with waste removed daily</li> </ul>	<ul style="list-style-type: none"> <li>Failure to generate significant new revenues from modified tennis forms</li> <li>Lower income per court than Ryde-Balmain Tennis' other centres: \$10.6K in 2009-10, compared to \$12.6K at Meadowbank and \$21.2K at Birchgrove)</li> </ul>
Playground and off-leash area	<ul style="list-style-type: none"> <li>The parkland adjacent to and surrounding the playground in the south east corner of the Park has a conservation significance rating ('medium' in Council's Biodiversity Strategy)</li> <li>The playground, a medium upgrade priority, has the potential to be a high quality play destination in an attractive natural setting</li> </ul>	<ul style="list-style-type: none"> <li>Potential for dog waste pollution in the off-leash area</li> </ul>

**ITEM 12 (continued)**

**ATTACHMENT 2**

**7.4 EXISTING FACILITIES – OPPORTUNITIES & THREATS**

This section identifies the key opportunities and threats of relevance to Olympic Park’s future that, together with the strengths and weakness summarised in the previous section, the Catchment Facility Analysis (Stage 2) and the phase 1 Community Engagement (Stage 3), will guide and underpin the development of the Olympic Park Strategic Plan and Master Plan.

The identified opportunities and threats are based on Council’s desired outcome for a ‘framework for the effective future provision, planning, management and development of facilities and services within the Olympic Park precinct’ and the specific findings of this Stage 1 review.

They encompass the key requirements for ensuring that Olympic Park remains and grows as a destination of choice for both existing and future populations, including:

1. High quality visitor attractions, activities and programs relevant to demonstrated needs
2. High quality and fit-for-purpose spaces, buildings and equipment to facilitate the provision of desired activities and programs
3. Sustaining and enhancing Olympic Park’s values, benefits and resources – social, economic and environmental

The key specific opportunities and potential threats are summarised below:

Component	Opportunities	Threats
<b>High quality visitor attractions, activities &amp; programs</b>		
All Olympic Park facilities	<ul style="list-style-type: none"> <li>• Review findings and implications, for activities and programs, of the community engagements being undertaken in this and later stages of this study</li> <li>• Consider potential of social media to increase community awareness of Olympic Park programs and opportunities</li> <li>• Ensure that all communications include messages in relevant languages</li> <li>• Lobby for implementation of Olympic Park-related elements of the Ryde Integrated Transport Strategy 2016-31 (e.g. closer bus stops, safer and more legible cycleway, pinch point improvements on Victoria Rd)</li> <li>• Ensure alignment of Park tenancies with the <i>Community Buildings Licensing Policy 2013</i></li> <li>• Consider options for ‘Telling Olympic Park’s Stories’ via public art installations in the Park</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to meet and/or adapt to changing needs and aspirations will result in declining attractiveness and visits and loss of patrons/ customers to ‘competing’ spaces &amp; facilities</li> <li>• Failure to generate sufficient revenue/funds to sustain fit-for-purpose asset condition</li> </ul>
RALC	<ul style="list-style-type: none"> <li>• Explore a variety of family fun theme days</li> <li>• Further dry programming - daytime netball, corporate lunchtime sport, kids programs.</li> <li>• Continue to provide preventive health programs for seniors and increase as population ages and needs grow</li> <li>• Optimise distribution of ‘active lifestyle information from RALC and Next Gen</li> <li>• Consider implementing recommendations of the Disability Inclusion Action Plan (i.e. reduced fees, targeted programs, special days)</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing/increasing parking difficulties at peak times</li> <li>• Growth in competitors and their programs including Macquarie University Sport and Aquatic Centre, Lane Cove Aquatic Centre Swim School, Carlile Swimming, Fitness First, Ryde Eastwood Leagues, West Epping Aquatic Centre and Next Generation competing for same market share (e.g. Learn to Swim)</li> <li>• Parramatta Stadium is to be redeveloped and provision of a new aquatic facility is planned within 15km of the RALC</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 2**

Component	Opportunities	Threats
		<ul style="list-style-type: none"> <li>Indirect programs based at the RALC (e.g. sports hall hirers; lane hirers) have the potential to damage the reputation of the RALC via poor programming, poor relationships with their clients, and manipulating facts to extract more revenue from participants, and misrepresenting the RALC/Council via various public mediums</li> <li>Ryde Community and Sports Centre offers similar dry program opportunities to RALC, directly competing for market share in the local community.</li> <li>Frequent suggestions of new aquatic facilities being constructed in the catchment area (e.g. Rhodes, Georges Park, West Lane Cove).</li> </ul>
Next Generation	<ul style="list-style-type: none"> <li>Opportunity to adapt gym floor to constantly changing fitness trends and fads</li> <li>Need to clarify roles and responsibilities under the lease – particularly with respect to obtaining annual visitation data in accordance with apparent lessee obligations under Clause 4 of the Lease</li> <li>On-going collaborations between Next Gen, RALC and Ryde Tennis Centre</li> <li>Optimise distribution of 'active lifestyle' information from RALC and Next Gen</li> </ul>	<ul style="list-style-type: none"> <li>Increasing access difficulties and congestion and safety issues with increasing population if vehicular access and parking issues are not addressed</li> </ul>
Ryde Tennis Centre	<ul style="list-style-type: none"> <li>Review tenancy arrangements with RTC to identify opportunities for increasing tennis participation</li> <li>Encourage further development of partnerships between RTC and Next Gen</li> <li>Review long-term viability of courts and options for relocating club members and casual hirers to other centres</li> </ul>	<ul style="list-style-type: none"> <li>Competition from Next Gen and other courts in City of Ryde</li> <li>Declining community interest in tennis as a sport or recreational pastime</li> </ul>
<b>High quality spaces, buildings &amp; equipment</b>		
All Olympic Park facilities	<ul style="list-style-type: none"> <li>Review findings and implications, for building, space and asset management programs, of the community engagements being undertaken in Stage 3 of this study</li> <li>Align the Strategic Plan and Master Plan with the Greater Sydney Commission's urban design and 'safe and healthy built environments' guidelines (forthcoming)</li> </ul>	<ul style="list-style-type: none"> <li>Failure to meet and/or adapt to changing technology, spatial needs and aspirations will result in declining attractiveness and visits and loss of patrons/ customers to 'competing' spaces &amp; facilities</li> </ul>
RALC	<ul style="list-style-type: none"> <li>Increase programming capacity with additional/more flexible space (i.e. larger stadium, additional pool space, more general storage)</li> <li>Improve visitor experience (e.g. revamp Reception Area; further enhance the quality of pool water via improved UV sterilisation systems; revamp sound system for background music and public address announcements)</li> </ul>	<ul style="list-style-type: none"> <li>Governance decisions that potentially restrict commercial opportunities</li> <li>The costs for utilities and labour are increasing at a rate significantly greater than fee increases</li> <li>Risk of compliance failures (e.g. water quality, signage, electrical safety, plant maintenance etc.)</li> </ul>
Next Generation	<ul style="list-style-type: none"> <li>Adapt/repurpose the upstairs function area (under-used)</li> <li>Reconfigure hairdresser/day spa space (due to</li> </ul>	<ul style="list-style-type: none"> <li>Less than optimal growth if profile/identity issue is not addressed</li> </ul>

**ITEM 12 (continued)**

**ATTACHMENT 2**

Component	Opportunities	Threats
	<p>day spa low use)</p> <ul style="list-style-type: none"> <li>Profile/identity enhancement as part of any reconfiguration of Olympic Park</li> <li>Better use of outdoor access and circulation space – ingress and egress solutions</li> </ul>	
Ryde Tennis Centre	<ul style="list-style-type: none"> <li>Review tenancy arrangements with RTC to identify opportunities for improving asset renewal and disability access and to review the fairness/reasonableness of the lease fees (in accordance with the Community Buildings Licensing Policy 2013)</li> <li>Review adequacy of spectator provision</li> </ul>	<ul style="list-style-type: none"> <li>Declining/stagnant membership and revenue could inhibit ability to maintain and renew assets at a satisfactory level (there is already a backlog of required renewals)</li> <li>Inadequate succession planning – given ages of coach and Executive Committee members</li> </ul>
Playground and off-leash area	<ul style="list-style-type: none"> <li>Monitor use of playground and off-leash area</li> <li>Implement playground upgrade in accordance with <i>Children's Play Implementation Plan</i></li> <li>Consider additional facility options (e.g. children's cycle circuit to better link playground and off-leash area with rest of Park; a small outdoor exercise gym; 'skate spot' to connect via the green grid/web to larger skate parks elsewhere)</li> <li>Review adequacy of current maintenance regime in the Park</li> </ul>	<ul style="list-style-type: none"> <li>Resident opposition to facilities due to noise, litter etc.</li> <li>Risk of injuries and accidents requires due diligence with inspections and maintenance</li> </ul>
<b>Access, circulation &amp; parking</b>		
Olympic Park	<ul style="list-style-type: none"> <li>Provide sufficient additional car parking to meet peak demand requirements</li> <li>Improve legibility of circulation within the Park (paths, signs, sightlines etc.)</li> <li>Improve disability access in accordance with the NSW Disability Inclusion Act and Council's Disability Inclusion Action Plan and in compliance with DDA requirements</li> <li>Optimise connectivity with City of Ryde's green grid and green web, to both the north and south, so that the Park becomes a more attractive and accessible destination by 'active transport'</li> <li>Improve access across Victoria Road</li> </ul>	<ul style="list-style-type: none"> <li>Population growth increases transport congestion and reduces accessibility to Olympic Park</li> <li>Increasing parking problems with threat to user experience and overall reputation of the Park</li> </ul>
<b>Social &amp; Economic Sustainability</b>		
Olympic Park as a whole	<ul style="list-style-type: none"> <li>Leverage the increasing high density residential construction and growing catchment population to sustain and grow demand for Olympic Park facilities and activities</li> <li>Prior to or in conjunction with new investment, optimise the use of what already exists in Olympic Park (more or modified programs, extended hours, multi-use etc.)</li> <li>Continue to drive cost efficiencies and new sources of revenue (e.g. additional synergies between the different Park facilities; 'smart' technologies in waste management and parking)</li> </ul>	<ul style="list-style-type: none"> <li>Failure to meet and/or adapt to changing needs and aspirations will result in declining attractiveness and visits and loss of patrons/customers to 'competing' spaces &amp; facilities</li> <li>Diversion of Council attention and resources to centres and higher growth precincts of the LGA (e.g. Gladesville Town Centre, which Olympic Park is close to)</li> </ul>

**ITEM 12 (continued)**

**ATTACHMENT 2**

Component	Opportunities	Threats
	<ul style="list-style-type: none"> <li>• Consider options for encouraging additional small businesses in Olympic Park (e.g. bike hire in conjunction with green grid/green web connectivity)</li> <li>• Explore options for sharing childcare and gym markets with Next Gen</li> <li>• Provide WiFi access in the Park</li> <li>• Work with existing facility managers to target low participation groups (i.e. seniors, CALD, people with disability)</li> </ul>	
<b>Environmental Sustainability</b>		
Olympic Park as a whole	<ul style="list-style-type: none"> <li>• Continue to set good examples in sustainability management (e.g. in RALC utility consumption, WSUD, urban forestry)</li> <li>• Develop a planting and landscape master plan for the whole Park to improve attractiveness, provide shade and protect/ enhance natural values</li> <li>• Align SP &amp; MP with any relevant updates to Community Land Plans of Management</li> <li>• Explore opportunities to increase bio-diversity in the Park (consistent with the Tree Management Plan &amp; Biodiversity Plan) and ensure that the Park's remnant, 'conservation-significant' vegetation is adequately protected and interpreted</li> </ul>	<ul style="list-style-type: none"> <li>• Population growth and increased use of Olympic Park could undermine the enhancement of the Park's natural values</li> </ul>

**7.5 IMPLICATIONS & NEXT STEPS**

The issues identified by the Background Study will influence and inform all future stages of the Study.

For example, and as indicated above, the issues identified in Stage 1 will be subject to further refinement and elaboration through Stages 2 (Catchment Analysis) and 3 (Community Engagement) of the Study.

Following those stages, options for appropriately responding to and resolving the issues will then be explored in detail through Stages 4 (Draft Strategic Plan) and 5 (Master Plan Concept Development and Community Engagement Phase 2) of the study process, prior to preparing the Final Strategic Plan and Master Plan in Stage 6.



## ITEM 12 (continued)

## ATTACHMENT 2

### APPENDIX 1: STATE AND NATIONAL STATUTORY FRAMEWORKS

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The recreation planning and management initiatives of councils operate within a statutory framework at both State and National levels. The key statutes include the NSW Local Government Act, the NSW Crown Lands Act, the NSW Environmental Planning & Assessment Act, the NSW Anti-Discrimination Act, 1994 the Commonwealth Disability Discrimination Act 1992, the NSW Disability Inclusion Act 2014 and the NSW Companion Animals Act 1998.

#### **NSW Local Government Act (1993)**

Councils derive their basic authority from the Local Government Act (1993). Section 8 of the Act - the Local Government Charter - comprises a set of governance principles to guide councils in carrying out their functions.

The Act also requires councils to identify, classify (as 'operational' or 'community') and manage land that it owns. Parks and other open spaces are generally classified as 'community land'.

Councils are also required to categorise community land as natural area (foreshore, watercourse, wetland, and bushland), sportsground, park, area of cultural significance, or general community use and to prepare Plans of Management for community land. The Act provides core management objectives for each of these community land categories.

#### **NSW Local Government Amendment (Planning and Reporting) Act 2009**

This Regulation requires all Councils in NSW to prepare a Community Strategic Plan (and associated Delivery Programs, Operational Plans and Annual Reporting). The broad purpose is to promote the integration of social, economic and environmental planning at the local level to ensure more effective outcomes, including for open space and recreation matters.

#### **Crown Land Management Act 2016**

This Act was passed in November 2016 and, with the Crown Land Legislation Amendment Act 2017, will come into effect in early 2018. Until then the NSW Crown Lands Act 1989 remains in place.

The new Act will replace the NSW Crown Lands Act 1989 and other legislation and will provide a consolidated, modern piece of legislation to govern the management of all Crown land in NSW.

The new Act will reduce red tape and duplication by allowing councils to manage Crown land under the provisions of the Local Government Act 1993(LGA) for public land.

Under the new regime, Crown reserves managed by councils will generally be classified as community land under the LGA and categorised (as 'sportsground', 'park' etc.) under the LGA, with the Minister for Lands' approval.

With the Minister's consent councils may seek to classify Crown land which they manage as operational, where the land does fall within the categories of community land under the LGA or where classification as operational is required to allow the current land use to continue



## ITEM 12 (continued)

## ATTACHMENT 2

Councils will generally manage the Crown reserves under the requirements for community land under the LGA without the need for Ministerial approval.

The requirement under the Local Government Act to have plans of management for all community land (and therefore for each Crown reserve) will be phased in over time.

### **NSW Environmental Planning and Assessment Act 1979**

The Environmental Planning and Assessment Act (1989) and the Environmental Planning and Assessment Regulation 2000 establish the land use and environmental planning framework for NSW. They specify the requirements for the preparation of land use planning instruments (including State Environmental Planning Policies and Local Environmental Plans) and processes for the assessment and approval of development applications - including the impacts of development on the provision of public amenities and services.

Impacts on public amenities and services that arise from new development are usually addressed through the imposition of conditions of consent requiring development contributions under S94 of the Act.

Development contributions (towards the cost of public services and amenities generated by the proposed development) can be a monetary contribution, the dedication of land free of cost or the provision of a material public benefit.

A key purpose of the current study is to update relevant knowledge of recreation facility needs and demands – particularly as they relate to the Ryde Olympic Park - thereby providing an improved basis for understanding the nexus between future development and demands for additional recreation infrastructure. This, in turn, provides a more certain basis for selecting projects to be levied for under S94.

Development contributions in Ryde may be obtained through the imposition of a condition on a consent requiring either section 94 contributions or section 94A levies, or (under Council's Voluntary Planning Agreement Policy, adopted July 2015) they may be provided through an agreement negotiated between the developer and the Council (i.e. 'voluntary planning agreement').

### **NSW Companion Animals Act 1998**

The aim of the Act is to protect the rights of animals and their owners in balance with the rights and needs of others in the community.

Specifically, it promotes responsible animal ownership by requiring that dogs in public places must be on-leash (and under the effective control of a competent person) except in specified off-leash areas.

Additionally, dogs are prohibited from places within 10 metres of children's play areas, food preparation/consumption areas and any other recreation areas where dogs are prohibited by a council.

### **Commonwealth Disability Discrimination Act 1992**

The Disability Discrimination Act 1992 covers all of Australia and seeks to eliminate discrimination against people on the ground of disability and also to promote community recognition and acceptance of the principle that people with disabilities have the same rights as everyone else. It provides the underpinning for accessibility initiatives, including the widespread adoption of 'universal design' and 'access for all' principles.



## ITEM 12 (continued)

## ATTACHMENT 2

### NSW Disability Inclusion Act (DIA) 2014

The DIA Act commenced on 3 December 2014 and has the following purposes:

- To make it clear that people with disability have the same human rights as others
- To promote the inclusion of people with disability by requiring government departments and local councils to engage in disability inclusion action planning
- To support people with disability to exercise choice and control through individualised funding wherever possible

The Act defines disability as 'the long-term physical, mental, intellectual or sensory impairment which in interaction with various barriers may hinder the full and effective participation in society on an equal basis with others.'

This is a social model of disability which focuses on the interaction between people with impairments and their physical and social environment. It is as much about the whole community removing participation barriers as it is about individuals or their impairments.

The DIA's person-centred approach provides the legal foundation for regulating supports, services, and funding to people with disability until full transition to the National Disability Insurance Scheme (NDIS) by mid-2018.

The DIA mandates the development of the NSW Disability Inclusion Plan and individual State agency and Local Government disability inclusion action plans.

These plans are complementary to the NDIS, have a broader remit and will play critical roles in identifying and delivering on practical measures to transform intent into action.

Under the *Disability Inclusion Regulation 2014*, councils must prepare a disability inclusion action plan by 1 July 2017. The timing is designed to dovetail with councils' 2017-20 Community Strategic Planning and Delivery Program cycle.

### Other legislation and requirements

Other Acts, Regulations and Standards of relevance to local government park and recreation planning and management include:

- Regulations relevant to environmental management requirements (e.g. Bushland Management SEPP, Noxious Weeds Act, Heritage Act, Pollution Control Act).
- Regulations relevant to facility safety and fitness for purpose (e.g. Australian Standards for sports surfaces, lighting, play equipment etc.) and the Building Code of Australia.

## ITEM 12 (continued)

## ATTACHMENT 2

### APPENDIX 2: NATIONAL SPORT & RECREATION POLICY FRAMEWORK

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Council's recreation roles and initiatives also take place within policy frameworks established at National and State levels.

The Commonwealth Government is responsible for national co-ordination of sport and active recreation policy and for the delivery of a range of policy and programs through the Department of Health and Parks Australia.

The key relevant initiatives are summarised in the following sections.

#### National Sport and Recreation Policy Co-ordination

The Australian Government co-ordinates and guides the development of government public policy programs for the Australian sport and active recreation sectors via the *National Sport and Active Recreation Framework (2011)*.

The purpose of the Framework are to achieve better co-ordination of sport and active recreation planning across all Australian governments and to maximise the effectiveness of current and future investments in sport and active recreation.

The *Framework* comprises 14 objectives (within seven priority areas) for intergovernmental collaboration.

At least 4 of these objectives are relevant to Council's open space management and planning (including for Olympic Park) and are:

- Increase participation in sport and active recreation
- Increase participation of particular sub-groups under-represented in sport and active recreation
- Increase the capacity, diversity and capability of organisations within the sport and active recreation system
- Support participation through well planned, designed and managed facilities and open space

#### Department of Health – Sport and Recreation Policy and Programs

At the national level, sport and recreation policy is administered by the Department of Health and three of its portfolio agencies – the Australian Sports Anti-Doping Authority, Australian Sports Commission (ASC), and Australian Sports Foundation (ASF).

The focus is on sport and health rather than on broader recreation pursuits. Key programs include sports participation, sports pathway development, social inclusion, coaching, sports administration, elite player support and elite facility development.

The Department of Health's overall desired outcome for sport is:

"Improved opportunities for community participation in sport and recreation, and excellence in high-performance athletes, through initiatives to help protect the integrity of sport, investment in sport infrastructure, coordination of Commonwealth involvement in major sporting events, and research and international cooperation on sport issues"



**ITEM 12 (continued)**

**ATTACHMENT 2**

The portfolio agency desired outcomes are:

Agency	Outcomes
Australian Sports Commission	Outcome 1. Improved participation in structured physical activity, particularly organised sport, at the community level, including through leadership and targeted community-based sports activity.  Outcome 2. Excellence in sports performance and continued international sporting success, by talented athletes and coaches, including through leadership in high performance athlete development, and targeted science and research.
Australian Sports Foundation Ltd	Outcome 1. Improved Australian sporting infrastructure through assisting eligible organisations to raise funds for registered sporting projects.
Australian Sports Anti-Doping Authority	Outcome 1. Protection of athlete health and the integrity of Australian sport, including through deterrence, detection and enforcement to eliminate doping.

The Department of Health delivers sport and recreation programs via its Population Health and Sport Division and is committed to:

- Improving the health and wellbeing of Australians
- Reducing preventable mortality and morbidity caused by chronic conditions
- Supporting sport in Australia from grassroots to elite levels

The Division aims to achieve this through:

- Evidence based promotion of healthy lifestyles, including good nutrition and regular exercise
- Increasing participation in physical and recreational activities to promote physical and mental health
- Staging world class major sporting events and protecting the integrity of sport

The Division is pursuing these objectives and strategies through two branches - the Office for Sport and the Preventive Health Policy Branch – as summarised in the following table.

Overall goals and commitments	Strategy	Programs
<b>Population Health and Sport Division - Office for Sport</b>		
Through the Office for Sport, the Government is committed to: <ul style="list-style-type: none"> <li>• Supporting sport in Australia from grassroots to elite;</li> <li>• Increasing participation in physical and recreational activities to promote physical and mental health,</li> <li>• Staging world class major sporting events, and</li> <li>• Protecting the integrity of sport".</li> </ul> These commitments are expected to "encourage greater participation in sport	Enhancing grassroots participation	The Office works with the ASC, other Gov't agencies, the States and Territories, academia and other stake-holders to support increased participation in sport and, through it, to build healthy and active communities. Specifically, the Office: <ul style="list-style-type: none"> <li>• Supports the ASC to implement its new participation strategy (<i>Play. Sport Australia</i>) and participation programs</li> <li>• Assists national sporting organisations to encourage community-based sporting activity and to increase participation.</li> </ul> The ASC participation strategy & participation programs are particularly relevant to local government and detailed in a separate section, below
	Assisting facilities development	The Office indicates, on its web page, that it will continue to contribute to the Sport and Recreation objectives by "supporting the development and upgrading of critical sport and recreation infrastructure from major stadia through to community facilities". There is however no current program for assisting sports and recreation facilities at the community level.
	Facilitating High performance sport	<ul style="list-style-type: none"> <li>• Working closely with states and territories and key Commonwealth agencies to support and coordinate Australian Government's involvement in staging major international sporting events.</li> <li>• Supporting the development and upgrading of critical sport and recreation</li> </ul>



ITEM 12 (continued)

ATTACHMENT 2

Overall goals and commitments	Strategy	Programs
by all Australians and contribute to a competitive and clean Australian sports sector, based on the pursuit of excellence, integrity and leadership <sup>15</sup> .		infrastructure from major stadia through to community facilities
	Protecting the integrity of sport	<ul style="list-style-type: none"> <li>Implementing initiatives and strategies to protect the integrity of Australian and international sport.</li> <li>Supporting the Australian Government to meet its international anti-doping commitments and assist the Australian Sports Anti-Doping Authority to deliver a world leading domestic anti-doping regime including the development of measures to further strengthen Australia's regime.</li> </ul>
<b>Population Health and Sport Division - Preventive Health Policy Branch</b>		
<p>There is an increasing focus on preventive health programs, at all levels, in response to the well documented global crisis in obesity and overweight-related illness.</p> <p>Accordingly, the Australian Government has been implementing a range of preventative health initiatives of relevance to recreation activity management at the local level.<sup>16</sup></p>	Physical Activity Guidelines	<p>The Department of Health encourages healthy lifestyles through promotion of the National Physical Activity Guidelines for Australians<sup>16</sup>.</p> <p>The Guidelines outline the minimum levels of physical activity required to gain a health benefit and ways to incorporate incidental physical activity into everyday life (with specific guidelines established for 0-5 yr. olds, 5-12 yr. olds, 12-18 yrs., adults and older Australians).</p> <p>The Guidelines are supported by 'strong consistent epidemiological evidence linking a wide range of important health and social benefits to participation in regular moderate-intensity physical activity' and are available at <a href="http://www.health.gov.au/internet/main/publishing.nsf/Content/health-pubhlth-strateg-phys-act-guidelines">http://www.health.gov.au/internet/main/publishing.nsf/Content/health-pubhlth-strateg-phys-act-guidelines</a>.</p>
	Healthy Spaces and Places	<p>The Department of Health also funded the Healthy Spaces and Places project - an urban design improvement partnership between the Australian Local Government Association, the National Heart Foundation of Australia and the Planning Institute of Australia.</p> <p>The project promotes the adoption of active living principles in built environment planning and design via a web-based national planning guide (with practical tools, case studies and guidelines). The guide is at: <a href="http://www.healthylives.org.au/site/">http://www.healthylives.org.au/site/</a></p> <p>There is a note on the Healthy Spaces and Places website that the program has been concluded, but was deemed "a success for planning, designing and creating sustainable communities".</p> <p>However design and planning materials are still available at <a href="http://healthylives.org.au/site/">http://healthylives.org.au/site/</a> and the Heart Foundation continues to advocate for healthy built environments on its website<sup>17</sup>.</p>
	CO-OPS Collaboration	<p>The Department of Health funded the Collaboration of Community-based Obesity Prevention Sites (CO-OPS Collaboration). This was an initiative to support community-based obesity prevention through collaborative best practice and knowledge sharing, networking and support.</p> <p>The goal is to identify and analyse valuable lessons learned from community-based obesity prevention initiatives and to share the knowledge with other communities.</p> <p>The program concluded in June 2015 due to a lack of ongoing funding.</p>

Australian Sports Commission Participation Programs

The ASC participation strategy and participation programs are of particular relevance to local government.

They include policy (PlaySport Australia), a range of recreation participation initiatives and the national AusPlay Participation Survey, as summarised below.

<sup>15</sup> Taking Preventative Action — A Response to Australia: The Healthiest Country by 2020 — The Report of the National Preventative Health Taskforce 2010

<sup>16</sup> Through the Obesity and Physical Activity Section of the Department's Population Health Division 2010

<sup>17</sup> <https://www.heartfoundation.org.au/for-professionals/built-environment>

## ITEM 12 (continued)

## ATTACHMENT 2

### Play Sport Australia

*Play Sport Australia* is the Australian Government's blueprint for increasing sports participation.

The Plan aims to increase the attractiveness of 'playing sport' in order to reverse the increasingly sedentary lifestyles of both young and old Australians.

The Plan is underpinned by the recognition that "more relevant sporting products will help attract more people to sport and keep them playing sport. Our research is telling us sports need to develop or adapt their products to cater for the more socially oriented participant. These new products will be less about competition and more focused on playing for fun, flexible timing, fitness and with friends"<sup>18</sup>.

The broad strategies for achieving higher participation include improved understanding of sports trends and issues, promoting life-long participation through a focus on young people and the strengthening of national sporting organisations.

Two of these broad strategies (i.e. those on life-long participation and stronger sporting organisations) require, for success, a diverse and adequate facilities base.

### ASC Participation Programs

On-going ASC programs of relevance to grass-roots participation (and therefore to local government) include the Sporting Schools Initiative, Local Sporting Champions, the Women Leaders in Sport Grant Program, the Junior Sport Framework and the Elite Indigenous Travel and Accommodation Assistance Program.

The overall role of these sports participation policies is to build 'healthy and active Australian communities'. The specific program purposes are summarised in the following table.

**Table 1: Summary of sports participation policies**

Component	Program purpose
Sporting schools Initiative	<p>This is a \$160M initiative to help schools to increase children's participation in sport, and to connect children with community sport.</p> <p>It is a partnership between ASC and more than 30 national sporting organisations (NSOs) to deliver free sports before, during and after school hours (via a network of aligned organisations, coaches and teachers).</p> <p>The program aims to:</p> <ul style="list-style-type: none"> <li>• Provide quality organised sporting experiences;</li> <li>• Connect 860,000 children with NSO endorsed sporting opportunities;</li> <li>• Increase children's participation in sport;</li> <li>• Nurture children's lifelong love of sport; and</li> <li>• Create stronger links between children and local sporting clubs.</li> </ul> <p>The program includes a range of learning resources and professional development opportunities for coaches and teachers. Over 6,000 schools have registered for the program.</p>

<sup>18</sup> Australian Sports Commission, Mar 2015, *Play Sport Australia*, page 7

**ITEM 12 (continued)**
**ATTACHMENT 2**

<b>Component</b>	<b>Program purpose</b>
Local Sporting Champions	<p>A grants program for young people 12-18 years - towards the cost of travel, accommodation, uniforms or equipment when competing, coaching or officiating at:</p> <ul style="list-style-type: none"> <li>• An official national sporting organisation (NSO) endorsed state, national or international sporting championships, or</li> <li>• A School Sport Australia state or national championships</li> </ul>
Women Leaders in Sport Grant Program (WLIS)	<p>The WLIS program commenced in 2002 and has supported over 23,000 women in sport for leadership development. It is managed by the ASC in partnership with the Office for Women.</p> <p>The program objective is to provide women with development opportunities to reach their leadership potential in the sports industry.</p> <p>In 2017 the program comprises individual Development Grants, Organisation Leadership Development Grants, and Stepping In program.</p>
Junior Sport Framework	<p>The Junior Sport Framework was developed to assist sports to develop and implement their junior sport policy. It comprises 11 Briefing Papers, 9 Guidelines and a suite of templates and checklists (Toolkit).</p> <p>The purpose is to assist all sports organisations to build safe, fun, quality and inclusive environments for the delivery of junior sport.</p> <p>By developing junior sport policies based on the Framework, sporting organisations can encourage the best possible sporting experiences for young people at all levels - from social recreation to the elite level.</p> <p>It also encourages links between sporting organisations, schools and government sport and recreation agencies to ensure a consistent approach for junior sport growth and delivery in Australia.</p> <p>The Framework is regularly updated as new research and ideas become available.</p> <p>National sporting organisations can use and modify the Framework to suit their particular needs.</p> <p>Several national junior policies have been developed using the Framework – including for Cycling, Cricket, Netball and Swimming</p>
Elite Indigenous Travel and Accommodation Assistance Program (EITAAP)	<p>The EITAAP is jointly managed by the ASC and the Department of the Prime Minister and Cabinet.</p> <p>Funding is available for Aboriginal or Torres Strait Islander athletes, coaches, managers or officials to assist with out-of-pocket travel and accommodation expenses when attending eligible national championships or international competitions.</p>
National Coaching Accreditation Scheme (NCAS)	<p>The NCAS is a coach education program (with over 70 participating sports) offering courses at various levels.</p> <p>Accredited coaches are recognised by national and state sporting organisations and the ASC (as required by increasing numbers of sporting clubs and organizations).</p>
National Officiating Accreditation Scheme (NOAS)	<p>The NOAS is an official's education program (with over 40 participating sports).</p> <p>Accredited officials are recognised by national and state sporting organisations and the ASC (as required by increasing numbers of sporting clubs and organizations)</p>

## ITEM 12 (continued)

## ATTACHMENT 2

### AusPlay Participation Survey

AusPlay is a participation tracking survey led by the ASC. It commenced in October 2015 and makes a distinction between structured sports (e.g. team sports, athletics, golf) and non-sport physical recreation (e.g. gym activities, bushwalking).

The survey includes both adult and child participation and is a key part of the Federal Government's 'Play Sport Australia' participation strategy.

The ASC is working closely with stakeholders, including Government and National Sporting Organisations, to make the most of the data generated from the survey and for the benefit of the whole sport and recreation sector.

ASC recently convened a Working Party of local government recreation managers and planners to explore options and opportunities to improve the survey for local government purposes – including the planning for iconic sites such as Ryde Olympic Park.

### **National Sports Plan**

The Minister for Sport recently (on 22 May 2017) announced the development of a National Sports Plan to guide the Turnbull Government's initiatives in sport and physical recreation. As the Minister stated at the launch of the consultation process for the Plan, "the Plan will be a long term strategy for the whole of sport and will examine four key pillars of participation, performance, prevention through physical activity and integrity."<sup>19</sup>

The Plan is unlikely to be released prior to completion of the current study, but it is likely to have policy and funding implications for local government sports infrastructure (e.g. with potential funding opportunities via a proposed Sports Lottery)

### **Parks Australia - Healthy Parks Healthy People**

Through Parks Australia, the Commonwealth provides support to the 'Healthy Parks Healthy People' initiative.

Parks Australia (a division of the Commonwealth Department of Sustainability, Environment, Water, Population and Communities) is actively supporting the Healthy Parks Healthy People program.

The Healthy Parks Healthy People program, initially developed by Parks Victoria, promotes the connection between healthy environments and healthy communities.

The increasing evidence base is that, apart from their obvious benefit in providing locations for physical activity, parks can be 'sanctuaries from urban stress, places for people to connect and havens for children to explore the wonders of the natural world. Parks help provide us with a sense of place, cultural identity and spiritual nourishment. We experience a greater sense of health and wellbeing, of connection and meaning when immersed in the living systems that sustain us'.

<sup>19</sup> Hon Greg Hunt, Minister for Sport, 22 May 2017, 'Minister for Sport Announces National Plan for Elite Sport and Participation, [www.sport.gov.au](http://www.sport.gov.au)

## ITEM 12 (continued)

## ATTACHMENT 2

The Government has funded an online resource (<http://www.hphpcentral.com/>) to share the latest research and innovations, on the health benefits of human contact with the natural world, with the 'Healthy Parks Healthy People' global community.

### **National Disability Strategy (NDS) 2010-2020**

The NDS sets out a national plan for improving life for Australians with disability, as well as their families and carers. The Plan is a partnership between the Commonwealth, State, Territory and all Australian local governments.

The purpose of the NDS is to:

- Establish a high level policy framework to give coherence to, and guide government activity across mainstream and disability-specific areas of public policy
- Drive improved performance of mainstream services in delivering outcomes for people with disability
- Give visibility to disability issues and ensure they are included in the development and implementation of all public policy that impacts on people with disability
- Provide national leadership toward greater inclusion of people with disability

The Strategy is Australia's response to ratification of the United Nations Convention on the Rights of persons with Disabilities (CRPD) in 2008.

It will play an important role in protecting, promoting and fulfilling the human rights of people with disability. It will help ensure that the principles underpinning the Convention are incorporated into policies and programs affecting people with disability and their carers.

The Strategy complements the National Disability Insurance Scheme (NDIS), which is being rolled out across the whole of NSW by mid-2018.

NDIS will deliver a national system of disability support focused on the individual needs and choices of people with disability. It gives participants more choice and control over how, when and where supports are provided. Funding is allocated to each eligible individual, rather than block funding being allocated to service providers.

The role of councils in the NDIS will vary depending on their community, their relationship with local disability interests, and role within disability service provision.

But local Government also has a much broader role than NDIS services delivery – particularly in disability inclusion action planning aimed at breaking down local barriers to full participation by people with disability in the community.

Under the NDS, the following six policy areas are relevant to local government disability inclusion action planning:

- Inclusive and accessible communities (including parks and social, sporting, recreational and cultural life)
- Rights protection, justice and legislation
- Economic security
- Personal and community support
- Learning and skills
- Health and wellbeing



**ITEM 12 (continued)**

**ATTACHMENT 2**

**Commonwealth Government funding**

Government funding of community-based sport is limited and currently confined to funding through Australian Sports Commission grants (grants to national sporting associations and individual athletes) and sponsorship of the Australian Sports Foundation (ASF).

The ASF provides an important funding opportunity for community-based sport. The Foundation was established by the Australian Government and generates funds from the community and business sectors to assist schools and community groups develop sport.

As mentioned above, there may, in future years, be additional funding opportunities associated with a proposed national Sports Lottery.



**ITEM 12 (continued)**

**ATTACHMENT 2**

**APPENDIX 3: NSW SPORT & RECREATION POLICY FRAMEWORK**

At the State level the focus is broader than at national level with focus areas including sport and recreation participation, volunteering, sports development, land use planning, recreation and open space planning, urban design, health promotion, healthy built environments, active transport, safety, and natural areas protection and enhancement.

State Government strategies and initiatives in these policy areas, at the metropolitan and regional levels, have shaped and/or are continuing to shape City of Ryde’s land use and recreation planning visions and implementation.

The State (and Sydney metropolitan) level strategies provide a key policy framework for the current study and are detailed below with respect to:

- Overall Directions
- Sport and Recreation Development
- Metropolitan Strategy
- Park and Open Space Planning – Regional
- Park and Open Space Planning – Sub-Regional
- Healthy Built Environments

**1. OVERALL DIRECTIONS**

A State-wide plan, *NSW 2021: A Plan to Make NSW Number One*, sets the overall policy agenda for the Government for the 10-year period to 2021. It was developed and adopted by the new Liberal State Government in September 2011.

The Plan has 32 goals. Eight (8) of these goals are of particular relevance to local area open space and recreation planning and management, as follows:

Goal	Target	Sub-target
Grow patronage on public transport	Increase walking and cycling	More than double the mode share bicycle trips by 2016 Increase mode share of walking trips to 25% by 2016
Invest in critical infrastructure	Increase expenditure on critical NSW infrastructure	Establish a local infrastructure renewal scheme to provide interest subsidies to councils to assist in unlocking resources for upgrading halls, libraries, parks, sportsgrounds etc.
Build livable centres	Planning policy to encourage job growth in centres close to where people live	Deliver a metropolitan strategic planning framework
Protect Our Natural Environment	Protect and restore priority land, vegetation and water habitats	Manage weeds and pests Protect and conserve land, biodiversity and native vegetation Protect rivers, wetlands and coastal environments



**ITEM 12 (continued)**

**ATTACHMENT 2**

Goal	Target	Sub-target
Increase opportunities for people to look after their own neighborhoods and environments	Increase the devolution of decision making, funding and control to groups and individuals for local environmental and community activities (including Catchment Management and Landcare)	Increase the number of volunteer—based local groups undertaking bush regeneration projects for their local communities by 15% by 2015
Make it easier for people to be involved in their communities	Increase volunteering	Increase the proportion of the NSW population involved in volunteering, to exceed the national average by 2016
	Increase community participation	Increase the proportion of the NSW population involved in local community organisations, to exceed the national average by 2016
	Improve our sense of community	Increase the proportion of the population who have weekly social contact with family or friends, to exceed the national average by 2016  Increase the proportion of the population who feel they have someone to turn to in times of crisis, to exceed the national average by 2016
Enhance cultural, creative, sporting and recreation opportunities	Increase participation in sport, recreational, arts and cultural activities in Sydney from 2010 to 2016 by 10%	Increase opportunities for children and young people to connect with other groups in their communities through sport  Develop a NSW Stadium Strategy guiding government investment in facilities to deliver improved community access, cater for multi-purpose usage, offer improved facilities for participants and spectators and improve the competitive position of NSW when bidding for events  Develop partnerships to enhance the participation of people with a disability or disadvantaged backgrounds - through access to sport & recreation facilities & development program
Involve the community in decision-making on government policy, services and projects	Increased proportion of people who feel able to have a say on issues that are important to them  Increase opportunities for people to participate in local government decision -making	Reform the NSW planning system  NSW Government to increase opportunities for local decision making  NSW Government to encourage people to, via councils, have a real say on local planning decisions

The main agencies for delivering State level policy and programs are the NSW Sport and Recreation Unit (within the Office of Communities), the Departments of Planning and Environment, Transport and Health, the Greater Sydney Commission and the Government Architect's Office.



## ITEM 12 (continued)

## ATTACHMENT 2

### 2. SPORT AND RECREATION DEVELOPMENT

The Sport & Recreation unit (of the Office of Communities) seeks to increase participation in sport and recreation activities via a wide range of relevant initiatives, including:

- Assistance with the development of sports infrastructure,
- Talent identification and development,
- Sports development programs,
- Targeted programs for groups currently under-represented in sport and recreation (including women, indigenous people, youth and older people), and
- Behaviour in sport initiatives (e.g. anti-doping and 'sports rage' management).

Of particular relevance are the Department's *Future Needs of Sport Infrastructure Study* and its infrastructure development grants (Capital Assistance Program and Regional Sports Facility Program).

*The Future Needs Study* commenced in June 2014 and is investigating sport infrastructure needs in NSW. While a final report is still forthcoming, the study has:

- Established a database of infrastructure x sport,
- Identified sport and council facility priorities, and
- Developed an assessment framework to prioritise new projects.

Information was provided by 39 sports on the facilities they use for competition. The data can be viewed in a geo-spatial format on NSW Globe.

More recently, in April-May 2017, data on sports infrastructure priorities was collected from local councils throughout NSW.

The Office of Sport is expecting to complete Stage 1 of the study (listing of priorities) by the end of August 2017. Stage 2, comprising a comprehensive list of existing facilities for each sport and council is planned for completion by the end of calendar 2017<sup>20</sup>.

### 3. SYDNEY METROPOLITAN STRATEGY

#### 3.1 A Plan for Growing Sydney

*A Plan for Growing Sydney* is the NSW Government's plan for the future of Greater Sydney over the next 20 years. The Plan provides key directions and actions to guide Sydney's productivity, environmental management and livability – including the delivery of housing, employment, infrastructure and open space.<sup>21</sup>

The Plan has four (4) core goals, one of which – "A great place to live with communities that are strong, healthy and well connected" (Goal 3) – is particularly relevant to the current study.

The stated intent for this goal is to build "on Sydney's reputation of a vibrant cosmopolitan culture by requiring quality public spaces, green spaces, sports facilities and precincts that engage people and reflect the City's heritage and history".

<sup>20</sup> Personal communication from Brad Billett (Principal Advisor, Facilities Strategy and Planning, Sport Infrastructure Group, Office of Sport) on 19 May 2017.

<sup>21</sup> NSW Department of Planning, December 2014

**ITEM 12 (continued)**

**ATTACHMENT 2**

Specific Directions and Actions include:

- Deliver the Sydney Green Grid project
- Investigate options for a bushland renewal program
- Deliver guidelines for a healthy built environment

More specific actions for delivering these outcomes at the regional and sub-regional levels are detailed in the supporting District Plans (including the *North District Plan*, as summarised below).

**3.2 Draft Amendment to: A Plan for Growing Sydney, 2017**

The Greater Sydney Commission is currently reviewing *A Plan for Growing Sydney* and, to this end, recently issued a draft amendment (*Towards Our Greater Sydney 2056*) which it placed on formal public exhibition until the end of March 2017. The final amendment had not been released at the time of writing.

The draft amendment envisages Greater Sydney as three cities (Eastern Harbour, Central Parramatta and 2nd Sydney Airport precincts) and comprises a 40- year vision 'to enable a more productive, livable and sustainable Greater Sydney'.

**4. REGIONAL PLANNING**

**4.1 Draft Sydney North District Plan, 2017**

The Greater Sydney Commission has also issued Draft District Plans for the six districts of Greater Sydney – including for the *Sydney North District* (encompassing Ryde as well as Willoughby, Ku-ring-gai, Hornsby, North Sydney, Lane Cove, Mosman, Northern Beaches and Hunter’s Hill Councils).

The Draft Plan has a 20-year vision (to 2036). This and many of the Plan’s priorities and actions are relevant o and have implications for the current study – as summarized below:

The Draft 20-year vision includes the following for parks and open space:

“The North District’s expansive national parks, natural water ways and beaches and its vibrant, connected and productive centres, will interact to create opportunity and amenity”

“Community facilities, open space and cultural facilities will be available to all, linked by more public transport options and safe walking and cycling routes”

To support the achievement of these and other elements of the Vision, the Draft Plan identifies a range of priorities and actions, including *livability* and *sustainability* Actions.

These Actions, the desired Outcomes, Lead Agency and Partners are summarized in the following table.

Priorities	Actions	Outcome	Lead Agency	Partners
Facilitate the development of safe and healthy places Facilitate enhanced walking and cycling connections	L11: Provide design-led planning to support high quality urban design	Contribute to improved sustainability, productivity and liveability outcomes	OGA	GSC
	L12: Develop guidelines for safe and healthy built environments	Contribute to improved health outcomes and increased walking and cycling	GSC	DPE
Priorities	Actions	Outcome	Lead Agency	Partners
Create opportunities for more recreation and community facilities	L14: Develop a North District sport and recreation participation strategy and sport	Contribute to informed decision making for sport and recreation infrastructure	Office of Sport	Councils

**ITEM 12 (continued)**

**ATTACHMENT 2**

	and recreation facility plan	and increased participation		
Share resources and spaces	L15: Support planning for shared spaces	Increase in the provision of community facilities, including open space	GSC, DEC	State agencies, organisations, providers
Protect, enhance and extend the urban canopy	S3: Use funding programs to deliver the North District Green Grid priorities	Delivery of the green grid priorities	GSC, TfNSW,	Councils
Align strategic planning to the vision of the Green Grid	S6: Develop support tools and methodologies for local open space planning	Improved utilisation of open space and increased provision of open space	GSC	–

L = Livability Action; S = Sustainability Action

**4.3 Metropolitan Greenspace Program**

The Metropolitan Greenspace Program (MGP) was established in 1990 as a partnership between the NSW Government and councils to acquire and/or enhance regional parks and significant open space corridors (such as Western Sydney Parklands).

The MGP is currently managed by the Greater Sydney Commission (GSC). The GSC has developed a long-term vision for Sydney's Green Grid including the blue grid of estuaries and waterways and has been working with councils to identify priority Green Grid projects across the city to be funded by the MGP.

The Government's contribution to the 2016-17 MGP is \$4 million (up from \$3 million in 2015-16). Since its inception, the Program has provided \$41 million for more than 600 projects.

Current and recent MGP projects are being funded to support Sydney's Green Grid – to link open spaces, tree-lined walkways and cycle ways to create a network of green connections from people's homes to local centres, workplaces and recreational areas.

**4.4 Open Space Planning Guidelines**

The *Recreation and Open Space Planning Guidelines* (2010) are of particular relevance to this study. They were developed to promote a standard approach across NSW to assessing the demand for and supply of open space and recreation facilities, highlight the major issues to be addressed by councils in preparing recreation and open space plans and generally provide a best practice guide for recreation planning.

**4.5 Open Space Audit**

The Sydney Open Space Inventory was compiled by the NSW Department of Planning in 2004. It entailed a comprehensive stock take of all local and regional open space in metropolitan Sydney. It extended and built upon the metropolitan inventory completed in 1982.

Responsibility for the data was later transferred to the Government Architects Office (GAO) which prepared the Sydney Open Spaces Audit in 2014 to identify all public open space within the Sydney metropolitan area.

The GAO categorised the open space according to **hierarchy** (local, district and regional open space) reflecting the likely catchment and the facilities provided and **function** (active, passive and bushland) to reflect primary use. The categories are defined as follows:



**ITEM 12 (continued)**

**ATTACHMENT 2**

Category type	Category	Sub-category	Catchment
Hierarchy	Regional		City-wide metropolitan
	Non-Regional	District	Multiple neighbourhoods that may extend beyond LGA boundaries
		Local	Single neighbourhood located close to or within residential areas
Function	Active		Land set aside for the primary purpose of formal outdoor sports for the community. Active open space supports team sports, training and competition and typically features sports facilities such as playing fields, change rooms, grandstand and car parks.
	Passive		Land set aside for parks, gardens, linear corridors, conservation bushland and nature reserves. These areas are made available for passive recreation, play and unstructured physical activity.
	Bushland		Passive open space that includes vegetation which is either a remainder of the natural vegetation of the land or, if altered, is still representative of the structure and floristics of the natural vegetation. Bushland can include biodiversity corridors, reserves, national parks and wetlands. Many of these spaces provide more limited recreation or public access opportunities than other open space types.

The current supply of open space – in terms of total space, hierarchy and functional types - is summarised in the following Table for the North District and Sydney’s five other metropolitan planning districts.

Open Space Attribute	Sydney Planning District					
	North	West Central	West	Central	South West	South
Total open space (Ha)	<b>50,300</b>	11,570	327,900	2,600	175,800	21,780
<b>Hierarchy</b>						
Regional (Ha)	43,617	6,468	322,153	1,439	170,599	19,058
District/Local (Ha)	6,656	5,102	5,758	1,165	5,247	2,716
<b>Function</b>						
Active	1,189	1,645	778	966	1,066	853
Passive - developed	2,519	4,311	4,274	1,373	9,021	2,452
Passive - bushland	46,568	5,614	322,859	265	165,759	18,469
OS % of District area	<b>56</b>	14	71	14	51	48
Population	853,150	1,036,850	327,500	819,400	638,800	610,550
Total OS/1,000 pop (Ha)	<b>58.96</b>	11.16	1,001.20	3.17	275.20	35.67
Non-bush OS/1,000 pop (Ha)						
Active	<b>1.39</b>	1.59	2.38	1.18	1.67	1.40
Passive – developed	<b>2.95</b>	4.16	13.25	1.68	14.12	4.02
Total	<b>4.34</b>	5.75	15.63	2.86	15.79	5.42

**4.6 NSROC Sport and Recreation Officers Group**

The Northern Sydney Regional Organisation of Councils (NSROC) facilitates a variety of cross-council, professional officer groups, including one for sport and open space.

*The Sports Officers Group* recognises the cross-LGA boundary nature of sports organisation and participation and, accordingly, collaboratively addresses a range of sports coordination and management issues across the region.



**ITEM 12 (continued)**

**ATTACHMENT 2**

The Sports Group produced, in 2011, a *Regional Sportsground Management Strategy* to address regional issues, including the substantial shortfall of sportsgrounds and options for addressing shortfalls for both existing and future populations.

The Strategy is not directly relevant to the current study except in recommending that 'Councils should complement the supply of sportsgrounds with indoor facilities'.

Specifically, the report observed that "the lack of supply of sportsgrounds is compounded by the lack of indoor sporting facilities.

The report therefore recommended the following 'key principle':

*"NSROC member Councils recognise the relationship between indoor and outdoor sports, and the lack of supply of playing fields is compounded by the lack of indoor sporting facilities in the northern Sydney region"*

The report did not elaborate or investigate this issue any further, but the clear inference is that many people may be playing outdoor sports as a second (or even third) preference because they cannot comfortably access their 'preferred' indoor activities.

The Strategy is currently being reviewed with a draft updated Strategy expected to be released in late 2017.

**4.7 Northern Districts Ageing Strategy**

The purpose of this Strategy is to provide a regional planning framework to ensure that seniors can fully participate in community life.

The Strategy is based on the NSW Ageing Strategy and extensive regional consultations. It encompasses 7 key priority areas covering information, sector collaboration, life planning, housing, transport, healthy active lifestyles and social connectivity.

The latter two priorities – healthy active lifestyles and social connections - are the priorities of most relevance to OP – as summarised in the following table:

Key priority	Actions	Desired outputs	Desired outcomes	Implications for Olympic Park SP & MP
Supporting the community to be healthy and active	Deliver health promotion strategies that increase physical activity and social inclusion, and reduce harmful behaviour	A range of preventive health programs (physical activity, social inclusion) are delivered to older people	The Northern Sydney environment enables older people to live a more active and healthy lifestyle	Ensure that OP meets DDA requirements for universal access (i.e. parking, toilets, pool access, continuous paths of travel, slope, handrails etc.)
Providing opportunities for older people to connect with their communities	Deliver a range of programs to enhance cultural, creative, sporting and recreational opportunities for older people	Increased rates of participation by older people in cultural, creative sporting and recreational events and activities	Cultural, creative, sporting and recreational programs delivered	Ensure that RALC, Next Gen and the Tennis Centre target seniors in their activity and event programming



## ITEM 12 (continued)

## ATTACHMENT 2

### APPENDIX 4: LOCAL (LGA) POLICY & STRATEGY FRAMEWORKS

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This Appendix details the City of Ryde policy and strategy context for Council's park and recreation planning generally and, specifically, for the Ryde Olympic Park Strategic Plan and Master Plan.

The policy and strategic context is provided by:

- The Integrated Planning and Reporting Framework
- The statutory land use planning framework
- Non-statutory plans, policies and strategies

These three elements are detailed in the following sub-sections

#### 1. Integrated Planning and Reporting

The City of Ryde's strategic initiatives are governed (as they are for all Councils in NSW) by the NSW Government's Integrated Planning and Reporting Framework as set out in the Local Government Act.

The framework comprises a *Community Strategic Plan (CSP)* and a range of implementation plans - *Delivery Plan 2017-21*, *Operational Plan 2017-18* and *Resourcing Strategy 2014-24 (comprising Asset Management Plan, Workforce Plan and Long Term Financial Plan)*.

The *CSP* and the *Delivery Plan* are discussed below in terms of their relevance and implications for the current study. Relevant aspects of the *Resourcing Strategy 2014-24 (i.e. Asset Management Plan and Long Term Financial Plan)* were discussed above, in Chapter 6 of the report.

#### Community Strategic Plan 2015-25

Council's vision and long-term goals for recreation and open space are set out in the *Community Strategic Plan 2015-25* which was developed in partnership with the community and key stakeholders and based upon extensive consultation).

#### Delivery Plan 2017-2021 & Operational Plan 2017-2018

Council's relevant delivery program goals, strategies and projects and their implications for the OP SP & MP are summarised below for each of Council's seven desired outcomes.

**ITEM 12 (continued)**
**ATTACHMENT 2**
**OUTCOME 1: CITY OF LIVEABLE NEIGHBOURHOODS**

Goal	Strategy	Projects 2017-21	Implications for OP SP
All residents enjoy living in clean, safe, friendly and vibrant neighbourhoods	To support a variety of uses and activities in our neighbourhoods which contribute to a desirable lifestyle	N/A	Continue to support existing activities in OP and review the business case for new uses (consistent with Council's priorities and OP's capacities) as needs and demands arise
	To collaborate with our partners to increase social and recreational opportunities in our neighbourhoods	N/A	Continue to collaborate with NG, Ryde Tennis Centre and other stakeholders in promoting social and recreational opportunities in OP
Our neighbourhoods thrive and grow through sustainable design, planning and regulation that support community needs	To create active public places and spaces through good planning and design	Update Open Space Plans of Management and Site Masterplans	Maintain watching brief on PoM updates and adjust OP Strategic Plan and Master Plan, to align and comply, if and when required

**OUTCOME 2: CITY OF WELLBEING**

Goal	Strategy	Projects 2017-21	Implications for OP SP
Our residents are encouraged and supported to live healthy and active lives	To offer a range of cultural, sport, recreational and leisure facilities to meet the needs of all	RALC asset renewal	Implement 2017-18 to 2020-21
		Olympic Park Strategic Plan and Master Plan	Implement 2017-18 and 2018-19
	To provide a variety of activities that encourage social interaction and stimulate every day wellbeing	Passive parks improvement and expansion	Assess OP's capacity and suitability to accommodate skate facilities and/or other 'activities that encourage social interaction'
		Construction of skate facilities within City of Ryde	
	To collaborate with our partners to encourage more people to lead healthy and active lives locally	N/A	Continue to collaborate with NG and Ryde Tennis Centre in promoting sport and active recreation participation
Residents feel secure and included in an environment where they can connect socially and are supported by neighbours	To provide safe community spaces and places for people to meet and get to know each other	N/A	Ensure that OP existing facilities (play, off-leash, tennis, aquatic, fitness and indoor recreation) and any new or expanded facilities are safe, well-maintained, inviting and convivial

**ITEM 12 (continued)**

**ATTACHMENT 2**

**OUTCOME 3: CITY OF PROSPERITY**

Goal	Strategy	Projects 2017-21	Implications for OP SP
Our community and businesses across the City flourish and prosper in an environment of innovation, progression and economic growth	To create a strong economic direction, with incentives that encourages new and diverse business investment & opportunities	N/A	Assess opportunities for additional small business development in OP – café, bike hire etc.
	To work with relevant partners to share our brand, provide facilities and services to attract and retain local business in our City	N/A	Continue to work collaboratively with NG in delivering best practice aquatic, fitness and recreation opportunities at OP
Macquarie Park is recognised globally and locally as an innovative education and technology hub	To brand, design and activate Macquarie Park as a distinctive, attractive and sustainable high technology centre of regional excellence	Wireless services and smart technologies implementation in Macquarie Park	Monitor development of smart technologies at Macquarie Park and assess their applicability to RALC and OP

**OUTCOME 4: CITY OF ENVIRONMENTAL SENSITIVITY**

Goal	Strategy	Projects 2017-21	Implications for OP SP
Our residents, businesses and visitors collaborate in the protection and enhancement of our natural environment	To raise awareness in our community on the future challenges to our natural environment and the actions required to mitigate them	N/A	Olympic Park to lead by example with environmental sustainability initiatives
	To actively collaborate with our community and businesses to care for and enhance our environment	N/A	Encourage/require OP tenants to adopt sustainability initiatives
To encourage and enable all residents to live a more environmentally sensitive life	To promote and offer education on the benefits and savings that can be achieved by supporting sustainable lifestyles	N/A	Consider distributing sustainability literature from RALC
We protect and enhance the natural and built environments for future enjoyment and manage any impacts of climate change	To lead by example and demonstrate environmental sensitivity in all that we do	RALC – Solar Energy	Ensure that best/latest tech is adopted/installed
		Park & open space tree planting program	Explore tree planting initiatives in the Park in accordance with Council's Tree Management Plan, 2016



**ITEM 12 (continued)**
**ATTACHMENT 2**
**OUTCOME 5: CITY OF CONNECTIONS**

Goal	Strategy	Projects 2017-21	Implications for OP SP
Our residents, visitors and workers are able to easily and safely travel on public transport to, from and within the City of Ryde	To improve transport connections between our centres, neighbourhoods and work places that are accessible and safe	<ul style="list-style-type: none"> <li>• Cycle ways construction program</li> <li>• Footpath construction renewal &amp; expansion</li> <li>• PAMP Implementation works</li> </ul>	Identify OP visitor catchment details - places of origin and mode of journey to the Park to support business case for connectivity investments
	To encourage the use of environmentally friendly transport options	N/A	Promote/distribute information on active transport access to OP – signs, maps & brochures
Our community has the option to safely and conveniently drive, park, cycle or walk around their City	To improve car parking options in our busiest centres	Car park renewal	Assess need for car park renewal and/or expansion
Our residents, visitors, workers and businesses are able to communicate locally and globally	To create publicly available spaces that offer access to communication technologies	N/A	Provide Wi-Fi access within RALC and OP generally

**OUTCOME 6: CITY OF HARMONY & CULTURE**

Goal	Strategy	Projects 2017-21	Implications for OP SP
Our residents are proud of their diverse community, celebrating their similarities and differences	To bring people together in their local neighbourhoods to encourage connection and belonging	N/A	Explore additional opportunities for events in OP with the potential to bring together people from different backgrounds
	To create a distinct local identity built on our City's character and cultural heritage	N/A	Explore opportunities for branding and public art in OP to better reflect the City of Ryde's cultural diversity
People living in and visiting our City have access to an inclusive and diverse range of vibrant community and cultural places and spaces	To create and activate diverse cultural spaces and places for people to come together	N/A	Ensure culturally sensitive programming is in place in RALC, Next Gen and the Tennis Centre



**ITEM 12 (continued)**

**ATTACHMENT 2**

**OUTCOME 7: CITY OF PROGRESSIVE LEADERSHIP**

Goal	Strategy	Projects 2017-21	Implications for OP SP
The City of Ryde will deliver value for money services for our community and our customers	To optimise value for money and deliver responsible spending across all of our services	N/A	Continue to manage RALC to ensure optimal targeting of services (to meet priority needs) and fit-for-purpose assets
	To provide our customers with a continuously improving best practice service	N/A	Continue emphasis on customer service monitoring at RALC and adjust services as required
Our residents trust their council, feel well informed, heard, valued and involved in the future of the City	To make our community aware of things happening in their City that impact on their daily lives	N/A	Optimise marketing of RALC and distribute other recreation and sports information from RALC and Next Gen
	To engage and consult with the whole community to ensure they have a voice, and that feedback is captured and considered	N/A	Ensure all relevant target populations are consulted as part of the SP & MP project

**2. Statutory Land Use Plans**

The statutory land-use framework for recreation-related developments and improvements in the City of Ryde comprises the Local Environmental Plan (LEP), Development Control Plan (DCP), Section 94 Contributions Plan and Crown and Community Land Plans of Management.

Local Environmental Plan (LEP)

The LEP provides the framework for managing development in Ryde via zoning, permissible uses and planning controls (with respect to densities, scale, floor space ratios etc.). Specifically, the Plan determines the limits to, and the locations of, different types of development.

The goals of the LEP are based on local opportunities and the targets and objectives established within the NSW Government's metropolitan strategies, policies and guidelines.

The following LEP aims are particularly relevant to the current study:

- To encourage a range of development, including housing, employment and recreation, that will accommodate the needs of the existing and future residents of Ryde,
- To foster the environmental, economic, social and physical development of Ryde so that it develops as an integrated, balanced and sustainable city,

The whole of Olympic Park is zoned RE1 'public recreation'. The objectives and the permitted and prohibited uses of the RE1 zone are detailed in the following table:



**ITEM 12 (continued)**

**ATTACHMENT 2**

Item No.	Item name	Detail	Definitions
1	Objectives	To enable land to be used for public open space or recreational purposes. To provide a range of recreational settings and activities and compatible land uses. To protect and enhance the natural environment for recreational purposes.	N/A
2	Permitted without consent	Environmental protection works	
3	Permitted with consent	Business identification signs	
		Community facilities	A building or place: (a) owned or controlled by a public authority or non-profit community organisation, and (b) used for the physical, social, cultural or intellectual development or welfare of the community, but does not include an educational establishment, hospital, retail premises, place of public worship or residential accommodation
		Environmental facilities	A building or place that provides for the recreational use or scientific study of natural systems, and includes walking tracks, seating, shelters, board walks, observation decks, bird hides or the like, and associated display structures.
		Kiosks	Premises that are used for the purposes of selling food, light refreshments and other small convenience items such as newspapers, films and the like.
		Recreation areas	A place used for outdoor recreation that is normally open to the public, and includes: (a) a children's playground, or (b) an area used for community sporting activities, or (c) a public park, reserve or garden or the like, and any ancillary buildings, but does not include a recreation facility (indoor), recreation facility (major) or recreation facility (outdoor).
		Recreation facilities (indoor)	A building or place used predominantly for indoor recreation, whether or not operated for the purposes of gain, including a squash court, indoor swimming pool, gymnasium, table tennis centre, health studio, bowling alley, ice rink or any other building or place of a like character used for indoor recreation, but does not include an entertainment facility, a recreation facility (major) or a registered club.
Recreation facilities (outdoor)	A building or place (other than a recreation area) used predominantly for outdoor recreation, whether or not operated for the purposes of gain, including a golf course, golf driving range, mini-golf centre, tennis court, paint-ball centre, lawn bowling green, outdoor swimming pool, equestrian centre, skate board		

**ITEM 12 (continued)**

**ATTACHMENT 2**

Item No.	Item name	Detail	Definitions
			ramp, go-kart track, rifle range, water-ski centre or any other building or place of a like character used for outdoor recreation (including any ancillary buildings), but does not include an entertainment facility or a recreation facility (major).
		Restaurants or cafes	A building or place the principal purpose of which is the preparation and serving, on a retail basis, of food and drink to people for consumption on the premises, whether or not liquor, take away meals and drinks or entertainment are also provided. Note: Restaurants or cafes are a type of food and drink premises—see the definition of that term in this Dictionary.
		Roads	
4	Prohibited	Any development not specified in item 2 or 3	

Development Control Plan (DCP)

The DCP provides the specific details on the LEP’s planning provisions. It fleshes out the ‘desired future character of areas’ - with specific objectives, principles and planning controls.

Its objectives encompass matters of general relevance to Olympic Park – including ecologically sustainable development, amenity and character, creating vibrant, viable and economically sound employment and living centres, site appropriate and quality development and quality urban design.

The DCP also covers performance provisions for signage, disability access, parking and tree preservation.

The DCP does not include urban design principles but these are included in Council’s Public Domain Technical Manual – as summarised in the ‘Other Relevant Plans and Strategies’ sub-section, below.

Public Domain Technical Manual (2015)

This Manual is a guide for the future planning and design of the public domain for the town centres of the City. It is a non-statutory support document for the LEP and DCP.

Because OP is not located within a town centre, the Manual is not directly relevant to the OP SP & MP.

However, given the absence of urban design principles for ensuring good public environments elsewhere in the City of Ryde<sup>22</sup>, it seems reasonable to infer that the Manual’s objectives and principles have broader applicability in accordance with sound planning practice and Council’s overall strategic directions and desired outcomes.

The potential benefits of correctly and comprehensively applying the principles include improved access, increased use of active transport, improved activation of public places, the facilitation of active healthy lifestyles, more use of facilities, improved cost-effectiveness of facilities, more legible public domain, improved social connections and conviviality, and the celebration of cultural diversity.

The following 8 objectives underpin Council’s *Public Domain Technical Manual*:

- Promote design solutions that enhance the amenity and character of the local area

<sup>22</sup> Such principles are not included in Council’s DCP



## ITEM 12 (continued)

## ATTACHMENT 2

- Encourage the development of spaces that are attractive and safe for all users
- Promote better access and new connections that provide improved pedestrian and vehicular networks
- Create active public spaces that are flexible to encourage diverse and different uses over time
- Facilitate high quality design solutions that encourage social interaction, a range of sensory experiences and functionality
- Protect heritage elements and precincts
- Encourage sustainable practices and environments
- Encourage access to appropriate outdoor dining areas

The above objectives are appropriate guideposts for all public domain enhancement works in the City of Ryde and will, accordingly, be referenced in the current strategic and master planning process for Olympic Park.

### Ryde S94 Contributions Plan

Under the provisions of Section 94 of the Environmental Planning and Assessment Act (EP&A Act) councils are able to obtain development contributions as a means of funding local infrastructure required as a result of the new development(s).

Council's current S94 Contributions Plan was adopted in 2007 and updated in 2014. It provides the mechanism for developers to meet the cost of public services (including parks and open space) needed by the occupants of new developments completed in the 25-year period from 2006 to 2031.

The S94 Plan forecasts the residential population to grow from 96,948 in 2006 to 122,330 by 2031. That is an increase of 25,402 residents (including 12,122 new residents outside of Macquarie Park) in the 25-year period<sup>23</sup>.

The S94 Plan forecasts the worker population to grow by 28,689 workers in the same period (with 78% of these new workers within the Macquarie Park Corridor).

The Plan includes a range of public services Strategy Plans – including an *Open Space and Recreation Facilities Strategy Plan* – which outline the demand for and proposed provision of public services required to meet the needs generated by the new development.

The *Open Space and Recreation Facilities Strategy Plan* is a strategic approach to meeting the nexus requirements of the S94 legislation, including adoption of the following principles:

- Reflects anticipated demand and preferences
- Considers quality and quantity of open space
- Matches existing levels of provision where possible or otherwise increases carrying capacity to cater to demand
- Compatible with the corporate and strategic aims of council
- Compatible with current trends in open space planning
- Meets accepted accessibility criteria

Despite these principles (especially dot point 3), Council has determined that matching existing levels of provision is unaffordable and would 'impose an unreasonable burden on future residents'.

<sup>23</sup> This has turned out to be a substantial under-estimate, given that the City's 2017 population is already higher than the 2031 estimate, at an estimated 123,841 (forecast.id.com.au/ryde)

**ITEM 12 (continued)**

**ATTACHMENT 2**

The approach, instead, is to focus on increasing the carrying capacity of the open space network supplemented by strategic acquisitions (i.e. where carrying capacity cannot be increased in other ways).

Specific strategies to increase carrying capacity include improved facilities and improved catering to an ageing population (e.g. improved bush walking tracks and bush regeneration).

There are no improvement works of relevance to Olympic Park in the current S94 Contributions Plan 2007 (2014 Interim Update).

Council is currently preparing a new Contributions Plan and, according to the LTFP, is considering changing to a Section 94A Plan to allow greater flexibility to the spending of funds (in order, for example, to allow allocation to capital renewal work backlogs)<sup>24</sup>.

Council advises that it has built cost and asset replacement into the Draft Contributions Plan as follows<sup>25</sup>:

Item	Year	\$
Development of Olympic Park Strategic Plan and Masterplan	2017	300,000
Olympic Park embellishment of off leash dog area	2017	70,000
Construction of multi-deck car park	2019	8,000,000
Implementation Olympic Park Strategic Plan and Masterplan <sup>26</sup>	2036	60,000,000

**Public Land Classification**

Under the Local Government Act, Councils are required to classify all non-Crown public land as either 'community' or 'operational'.

*Community land* is land such as parks and sportsgrounds intended for general community. It cannot be sold and cannot be leased for more than 21 years (or more than 5 years if there are objections and the Minister's consent is not given).

*Operational land* is not generally open to the public but may be used for public purposes such as works depots or garages. It may also be held as a temporary asset by the Council.

In some instances, public recreation facilities such as RALC are sited on operational land.

Operational Land can be sold or developed for private use. There are no restrictions on its development or use other than those regulations applying to all land.

Olympic Park is partly 'operational' (Lots 1 and 2 DP1033170) and partly 'community' (Lot 101 DP1014145).

The 'operational' component comprises 3.21 Ha (61% of the 5.27Ha Olympic Park) and accommodates RALC, Next Gen and the access road and car park.

The 'community' component comprises 2.06 Ha and accommodates Ryde Tennis Centre, the playground and the off-leash area.

Council's must prepare a Plan of Management for all 'community' land and categorise the land as 'natural area', 'park', 'sportsground', 'area of cultural significance' or 'general community use'.

<sup>24</sup> LTFP, page 13

<sup>25</sup> Personal communication, City of Ryde Open Space Planner 1 August 2017

<sup>26</sup> The budget estimate of \$60M to be revised in accordance with final Strategic Plan and Master Plan

## ITEM 12 (continued)

## ATTACHMENT 2

Natural areas must be further sub-categorised as 'bushland', 'wetland', 'escarpment', 'watercourse', 'foreshore' or 'a category prescribed by regulations'.

The nature and use of the land cannot be changed unless prescribed in a Plan of Management.

Most of the City's parks and open space is managed under the *Generic Plan of Management Sportsgrounds, Parks, Natural Areas, General Community Use* which prescribes objectives, performance targets, programs and performance measures for 197 open space areas within the City, including Olympic Park's 'community' land component.

The Plan of Management's objectives for 'Parks' include parks maintenance, access and planning for future needs. The latter includes 'reviewing trends in parks use', obtaining population predictions', establishing deficiencies in recreation supply, establishing best use for available resources' – all matters being addressed by the current study.

### 1. Other Relevant Plans and Strategies

Other relevant context documents include:

- City of Ryde Sport and Recreation Strategy 2016-26
- Ryde Disability Inclusion Action Plan, 2017
- Integrated Transport Strategy 2016-31 (2017, in Draft form)
- Ryde Biodiversity Plan (2016)
- City of Ryde Road Safety Plan (2015)
- City of Ryde Economic Development Plan 2015-19
- City of Ryde Bicycle Strategy (2014)
- Community Buildings Licensing Policy (2013)
- Children's Play Implementation Plan (2013)
- City of Ryde Integrated Open Space Plan (2012)
- Sportsgrounds Best Value Review (2011)
- Community Facilities: Future Directions (2010)
- Public Art Implementation Guide (2008)

The purposes, relevant recommendations and major implications of these studies are summarized below.

#### **City of Ryde Sport and Recreation Strategy 2016-26**

The purpose of this Strategy is to 'provide a framework for the provision, management and co-ordinated development of recreation facilities and services across the City of Ryde.

The Strategy builds on the findings and directions of the earlier *Sportsground Best Value Review (2012)* and the *Integrated Open Space Plan (2012)*.

It is based upon a detailed research program, including a policy and strategy context review, facility inventory, facility management models, sport and recreation trends, community and stakeholder surveys, population profiling and sport and recreation participation estimates.



**ITEM 12 (continued)**

**ATTACHMENT 2**

The Strategy articulates a vision and commitment to sport, recreation and open space and provides a strategic framework (goals, strategic focus and actions) underpinned by seven thematic priorities (i.e. optimal use, accessibility, diversity, fit for purpose, inclusive, awareness of opportunity and sustainability).

The seven themes are reflected in the Strategy's 7 goals, as follows:

1. Make the most of what we have
2. Equitable access for all
3. We understand and respond to the needs of our diverse community
4. Our facilities are fit for purpose
5. We provide inclusive and accessible sport and recreation
6. Our community will be aware of our facilities and programs
7. Sustainable management of facilities and sport

Most of these goals and some of the strategies and actions under each of them are relevant to the planning and management of OP. The key implications for the OP SP & MP are summarised in the following table:

Strategic focus	Recommended Actions	Implications for OP
<b>Goal 1: Make the most of what we have</b>		
Review layouts of all major open spaces to identify areas where additional recreation or sporting opportunities can be realised	Prepare a Strategic Plan and Master Plan to investigate upgrading of Olympic Park including RALC - possibly including additional indoor courts, pool, futsal, a skate / youth facility, more car parking, tennis and the existing open space.	Consider feasibility of Olympic Park improvement options identified in the Strategy
Establish new recreation opportunities within the existing open space network	Prepare a combined <i>Walking and Cycling Plan</i> to include: <ul style="list-style-type: none"> <li>• Walkability audit</li> <li>• Shared paths and children's cycle circuits in identified parks to encourage cycling</li> <li>• <i>Recreational Corridor Network Plan</i> (based on the proposed network identified in the Open Space Structure Plan) linking natural corridors (green web) with street linkages and connections (green grid) and generators/attractors</li> </ul>	Consider how OP can; <ul style="list-style-type: none"> <li>• Accommodate children's cycle circuit</li> <li>• Link with the green grid-green web corridor</li> <li>• Promote and encourage use of the corridor</li> </ul>
	Plan and design open space to meet the recreational, social and leisure needs of seniors recognising the increasing demand for physical activity by seniors	Consider options - walking circuits, shade, seating, access from public transport, disability access, community gardens
<b>Goal 3: We understand and respond to the needs of our diverse community</b>		
Provision of recreation opportunities for youth	Undertake consultation with youth to gain a clearer picture of their recreation needs (re social gathering spaces, passive recreation needs, park design issues) and integrate findings into Plans of Management, Masterplans and urban design guidelines	Consider options for integrating identified youth needs in OP
	Develop an <i>Outdoor Youth and Family Recreation Space Implementation Program</i> for the City that addresses the need for permanent and temporary skate facilities, skateable spaces that may have other uses (stages for bands, temporary art installations, event spaces, etc.).	Consider options for integrating a "skate spot" in OP in conjunction with <i>Recreational Corridor Network</i> development

**ITEM 12 (continued)**
**ATTACHMENT 2**

Strategic focus	Recommended Actions	Implications for OP
Facilitate a range of sport and recreation programs that will appeal to the diverse Ryde Community	<p>Establish partnerships to develop recreation programs that target low participation groups (e.g. Mum's and Bub's, Elderly, CALD, People with a disability)</p> <p>Increase participation opportunities through reviewing location, timing and cost barriers</p>	Assess options for removing or reducing participation barriers in OP and identify appropriate partners
Commitment to "Girls make your move" initiative of the Commonwealth Government	<p>Consistent with the "Girls make your move" campaign (targeting young women aged 15-18 to increase participation in physical activities and sport);</p> <ul style="list-style-type: none"> <li>• Undertake a study to understand the needs, preferences and barriers to participation for women in sport and recreation.</li> <li>• Develop a <b>Women in Sport policy</b> to eliminate barriers to participation in sport and recreation</li> </ul>	Consider options for increasing young female participation in OP in conjunction with development and implementation of the Women in Sport policy
Offer a diverse range of sport and recreation opportunities for the CALD community	<p>Integrate recreational needs specific to CALD communities into the planning and design of public spaces, places and reserves, e.g:</p> <ul style="list-style-type: none"> <li>• Multi-use indoor facilities that can accommodate social, dance, tai chi, performance or sporting activities</li> <li>• Shade and shelter for large social groups and gatherings</li> </ul>	Consider CALD specific needs and, where appropriate initiate and/or extend both indoor and outdoor activity options in OP
Creation of sport and recreation facilities that support participation of a diverse community	Review the design and location of sports amenity buildings to ensure appropriate physical access to facilities	Ensure that all buildings in OP comply with Council and State Government accessibility standards and policies
Increase the awareness of the sport and recreation facilities provided by Council and how to access them	Prepare information on sport and recreation (facility locations, how to join a club etc.) in different languages	Consider dissemination of information from RALC and Next Gen
Become more responsive to the changing needs of the community with after hours and casual sport and recreation	Investigate alternate methods of providing for sport and recreation at indoor facilities (such as the RALC and the RCSC) before and after work	Review feasibility of extended hours at RALC
Commitment to creating flexible and adaptable spaces for sport and recreation	Consider the community's future recreation needs during preparation of park masterplans and ensure adaptability to user needs and preferences	Future needs (trends, population projections, community engagement) and adaptability are being considered as part of the SP/MP process for OP
	Undertake a feasibility study for the development of an indoor sport and recreation centre.	<p>RALC to maintain a watching brief to ensure that, in terms of location, facility mix and programming, the proposed centre complements rather than competes with RALC.</p> <p>Consider whether any of the options proposed for the new centre could be more cost-effective at RALC</p>
Commitment to the Provision of Sporting Facilities to cater for the needs and demands of the Community	Undertake a recreation facilities demand study	OP to be included in Study
	Establish an <b>Asset Management Plan</b> for all of Council's recreation and sporting facilities	OP to be included in Plan

**ITEM 12 (continued)**

**ATTACHMENT 2**

Strategic focus	Recommended Actions	Implications for OP
<b>Goal 4: Our facilities are fit for purpose</b>		
Integration with Other Studies	Implement the recommendations of the Integrated Open Space Plan (2012), the Children's Play Implementation Plan (2013) and the Parks Access Review (2013).	Implications of these studies for OP detailed in relevant sections, below
Facilitate cycling and walking across the City	The Integrated Open Space Plan (2012) recommendations on undertaking a walkability audit and developing a green grid-green web walking network were addressed under Goal 1, above	See Goal 1 comments
<b>Goal 5: We provide inclusive and accessible sport and recreation</b>		
Design of open spaces that support passive recreation to ensure access of people of all abilities	Create picnic areas that allow for adequate movement space for people who use wheelchairs, crutches, motor scooters or walkers etc.	Provide the required accessibility in conjunction with the 'major upgrade' (including BBQ's, picnic shelters) recommended in the Ryde Play Implementation Plan
Modify existing park buildings to provide for improved access to people of all abilities	Undertake a review of park amenity buildings against accessibility principles.	Review disability access at OP – with respect to accessible toilets, access to buildings, gradients, continuous routes of travel etc.
Provision of adequate accessible car parking	Review the provision of accessible car parking spaces within or near to open spaces	Review adequacy of on and off-street accessible parking in & adjacent to OP
Support the accessibility of sport and recreation opportunities through adequate maintenance	Increase maintenance frequency of key open spaces to ensure access to facilities is maintained.	Review adequacy and appropriateness of current maintenance regime at OP
Continue to make play walkable for the majority and to encourage physical activity and mental wellbeing	Ongoing implementation of the Children's Play Implementation Plan	Upgrade OP playground as recommended when funds become available
Provide areas that enable people with mobility limitations to exercise their dogs through the creation of enclosed dog off leash areas	Creation of enclosed free running dog parks (with associated facilities such as seating, picnic tables, landscaping, trees, shade, dog water bowls) with Olympic Park being a designated 'high priority focus location'	Stage 1 has been implemented with Stage 2 (fencing) imminent
Provide the community with a range of viewing areas of community sport for the elderly and for people with access limitations.	During the masterplanning of open spaces, consider what opportunities there are to offer spectator seating from vehicles or near car parking areas	Review spectator seating adequacy at the Ryde Tennis Centre
Offer opportunities for people of all abilities and ages to participate in recreation/sport	Review and expand existing programs to encompass people of all ages and abilities.	Review options to expand/modify programs at OP - equipment used, rules/playing environment and mentoring/support
Encourage and support local clubs to include all (regardless of age, gender, race & ability)	Work with local sport and recreation clubs to improve inclusiveness with respect to: <ul style="list-style-type: none"> <li>• Appropriate physical access to facilities</li> <li>• Promote a welcoming attitude amongst members</li> <li>• Consider access and other special needs</li> </ul>	Consider options for improving 'inclusiveness' initiatives at OP facilities (RALC, Ryde Tennis Centre, Next Gen)
Pro-active planning for sport and recreation opportunities for an ageing community	Undertake community consultation to understand the needs of older people for sport and recreation. Use the findings to develop a program for improving access and opportunity across the City.	Consider applicability of findings to OP on completion of the consultations

**ITEM 12 (continued)**

**ATTACHMENT 2**

Strategic focus	Recommended Actions	Implications for OP
<b>Goal 6: Our community will be aware of our facilities and programs</b>		
Increase community and stakeholder engagement with sport and recreation decision making	Encourage clubs, associations and stakeholder groups to distribute sport and recreation communiqués to their members and promote events and activities and participation opportunities.	Liaise with sports clubs and associations that use OP to encourage optimally effective communications
Inform the community on a regular basis using a variety of methods to increase awareness of sport and recreation	Increase the use of social media as a platform for communication of programs, ground closures, opportunities to comment on upgrades and so on.	Use of social media to promote community participation in SP & MP process and on-going promotion of activities and programs
Increase communication of sport and recreation opportunities with the CALD Community	Increase and diversify the communication methods to ensure the messages reach all people in our community.	Ensure communication methods used by OP tenants and occupants include information in the main community languages
Maintain commitment to the Active in Ryde program and plan for further expansion into low participation groups (e.g. CALD)	Undertake a review of the <i>Active in Ryde</i> program to ensure that it is adequately resourced and sustainable into the future.	RALC, Next Gen and Ryde Tennis Centre to respond to outcomes of the Review as appropriate
Support local clubs and associations to operate their clubs sustainably.	Develop a program for supporting the administration of local clubs and associations through training programmes.	Ensure that any programs developed are delivered to sports clubs (tennis, swimming) that use O P
Increase information provided to the community about the City's unstructured recreation opportunities	Update Council's web page to provide additional information on unstructured recreation opportunities including, playgrounds, water based recreation, dog of leash areas, outdoor fitness areas etc.	Ensure relevant opportunities within OP are included on the web page
Improve communication of opportunities for walking and cycling	Prepare a Wayfinding Plan in keeping with the Walking and Cycling Strategy	RALC and Next Gen to distribute brochures and/or maps when available
<b>Goal 7: Sustainable management of facilities and sport</b>		
User Group Contributions to Capital Improvements	Consider granting of licences (up to 5 years) for club/ association funded development of canteens/ clubhouses/ amenities.	Ensure that Ryde Tennis Centre license complies with this strategy, Council's Community Building Licensing Policy and the provisions of Local Government Act 1993 (including S47A)

**City of Ryde Integrated Open Space Plan (2012)**

This Plan provides a framework to assist in optimising the benefits and values of the City's park and open space system.

The Plan is a response to Council's requirements (to increase knowledge of the types, distribution and values of open space, identify stakeholder and community needs, improve open space linkages, ensure sustainability and identify enhancement priorities) and is based on a detailed research program.

The research included a baseline study of policy context, open space and recreation trends, population growth and change, transport issues, environmental context and issues, existing open space assets (quantity, size, distribution, diversity, accessibility, connectivity), community needs, open space use, community attitudes and concerns and service gap analysis.

The Plan articulates a vision ('Commitment for the City's Open Space') and a strategic framework underpinned by the following five thematic priorities:



**ITEM 12 (continued)**

**ATTACHMENT 2**

1. Optimisation – making more of what we have
2. Consolidation and acquisition – more equitable access to open spaces
3. Integration and adaptation – ensuring the whole is greater than the sum of parts
4. Connection – linking parks with the natural environment and history
5. Organisation – planning from top down and bottom up

The Plan’s more specific objectives flow from the vision and the five thematic priorities and are grouped under the following five themes:

1. Ample, accessible open space
2. Shared and enjoyed by all
3. Founded on a healthy natural environment
4. Conserving our rich history, culture and local character
5. Managed sustainably now and for future generations

Objectives and actions of relevance to OP and their implications for the OP SP & MP are summarised in the following table:

Theme	Topic/action	Implications for OP SP & MP
Ample, accessible open space	Increase the amount of open space through optimisation of existing sites	Review OP ‘optimisation’ opportunities via more efficient layout, clearer definition of uses/spaces, designing for multi-use
	Improve accessibility via all modes (public transport, walking, cycling, car)	Consider opportunities to improve proximity of bus stops, adequacy of parking, active transport links
	Promote walking via a walkability audit, integration of all parks into walking corridors (green web-green grid)	Consider how OP can: <ul style="list-style-type: none"> <li>• Link with the green grid-green web corridor</li> </ul>
	Incorporate children’s cycle circuits in identified parks to encourage cycling	<ul style="list-style-type: none"> <li>• Promote and encourage use of the corridor</li> <li>• Accommodate children’s cycle circuit</li> </ul>
	Universal access	Update access audit for OP
	Enhance open space connectivity	Assist in distributing wayfinding media (maps, brochures at RALC and Next Gen)
	Enhance wayfinding around the City	
Shared and enjoyed by all	Optimise planning, management and design of open space settings	Consider opportunities to improve OP opportunities with a focus on ‘addressing most fundamental needs first’ (i.e. paths, seating, picnic/bbq, shade, planting, playground and kickabout areas)
	Develop Action Plans for specific recreation needs – children’s play, skate, youth, CALD, seniors, dog exercising	Consider the appropriate range of activities for OP as part of the SP and MP process
	Prepare <i>Open Space Design Guidelines</i> for provision or replacement of all recreation facilities and structures in parks	Implement Guidelines at OP, as appropriate, following their completion and adoption by Council
	Upgrade amenity and safety across the City’s open space system with respect to	Consider appropriate amenity upgrades for OP as part of the SP and MP process



**ITEM 12 (continued)**

**ATTACHMENT 2**

Theme	Topic/action	Implications for OP SP & MP
	safety, microclimates, lighting, planting, technology	
	Continue to improve the landscape design quality of the City's parks and open spaces (e.g. via improved space definition and place making approaches that bring out local character and identity)	Consider potential landscape improvements (linked to local character and heritage) for OP as part of the SP and MP process
	Optimise the availability of recreation opportunities via collaborations with other recreation providers	Continue to work effectively with current partners (Next Gen and Ryde Tennis Centre) and seek to identify potential future partners
Founded on a healthy natural environment	Integration and conservation of natural values	Continue to protect the 'medium priority' natural values in the SE corner of OP
	Best practice sustainability	
Conserving our rich history, culture and local character	Promote awareness and recognition of Aboriginal and non-Aboriginal cultural heritage	Consider one-off and on-going opportunities to provide recreation facilities and activities (including public art and cultural performance) which reflects and which is tailored to the City's cultural diversity
	Reflect the City's cultural diversity through the planning, design and management of open space	
	Ensure Ryde's landscape character and values are reflected in parks and open space through a <i>Landscape Character Study</i>	
Managed sustainably now and for future generations	Administration, planning and management	Ensure that all operations and enhancement works are consistent with relevant policies, guidelines, plans of management, asset management plans and masterplans
	Review all leases and licenses in line with the findings and recommendations of the <i>Best Value Review: Allocation and Management of Sportsgrounds</i>	Review the Ryde Tennis Centre and Next Generation leases in accordance with the recommendation
	Develop a partnering strategy for collaborations with the City's park and open space stakeholders (Government, private and community) in order to optimise values & benefits	Continue to partner with Next Gen and the Ryde Tennis Centre to maximise the quantity and quality of recreation opportunities WITHIN op

**Ryde Draft Disability Inclusion Action Plan**

The purpose of this Plan is to provide a framework to assist Council in the planning and implementation of accessible and inclusive services and facilities and to respond effectively to State legislative requirements.

The Plan framework is based on Council's Social Justice Charter, a baseline study of assets and policies, population profiling and community and stakeholder consultations.



**ITEM 12 (continued)**

**ATTACHMENT 2**

The Plan articulates a vision, goals and strategies within four focus areas – attitudes and behaviours, liveable communities, meaningful employment and better systems and processes.

Strategies of relevance to OP and their implications for the OP SP & MP are summarised in the following table:

Focus area	Strategy	Implications for OP SP & MP
Developing positive community attitudes and behaviours	Facilitate the provision of activities by community organisations through discounted venue hire fees	Review needs and consider discounted group booking fees at RALC for eligible organisations if needs exist
	Review and facilitate provision of sport and recreation programs for people with a disability	Consider options for accessible 'wet' and 'dry' area programs at RALC
	Provide an exclusive day and free entry for people with a disability at major Council facilities such as RALC	Consider implementing on a suitable low-use day
Creating liveable communities	Review the design of parks and playgrounds to cater to a range of age groups and allow for multi-generational enjoyment	Review options for a perimeter trail and bbq/picnic facilities within OP
	Audit and review disability access and infrastructure requirements in parks, leisure and recreational facilities renewal and upgrade program	Undertake audits in line with Council's policies and State and Federal Government requirements
	Review the functions and services provided at RALC to support better access and inclusion	Undertake review
	Develop an <i>Access Protocol &amp; Checklist</i> that provides guidance on accessibility standards (that reflect Universal Design principles and best practice) for public domain and infrastructure works	Review indoor and outdoor accessibility at OP in accordance with the <i>Access Protocol &amp; Checklist</i> when completed and adopted
	Audit and deliver program of upgrades and renewals to Council's portfolio of building assets	Undertake audits as above and deliver upgrades in accordance with statutory requirements, Council's budget capability and Delivery Plan priorities
	Upgrade and renew the provision of public accessible toilets in key facilities and recreation spaces such as aquatic centres and regional parks	
Supporting access to meaningful employment	N/A	
Improving access to services through better systems and processes.	Create a newsletter which provides regular information on activities and services for people with disability in the local area	Ensure that OP relevant information is included in the newsletter
	Develop a digital and physical mobility map to display information on inclusive and accessible Council facilities – parks, playgrounds and community buildings	Ensure that OP is included on the maps (where it meets the accessibility criteria) with RALC/Next Gen being a distribution point for the physical mobility maps
	Investigate opportunities to reduce fees for people with a disability for Council facilities and services	Review needs and consider discounted fees at RALC for eligible persons

**ITEM 12 (continued)**

**ATTACHMENT 2**

Focus area	Strategy	Implications for OP SP & MP
	Undertake a childcare strategy to identify whether existing services provide sufficient support for children with a disability	Next Gen to respond to strategy findings if and when the strategy is undertaken and adopted by Council

**Children's Play Implementation Plan (2013)**

The purpose of this Plan is to ensure the provision of safe, accessible, high quality playgrounds that are equitably distributed throughout the City.

The need for the Plan was highlighted in the Integrated Open Space Plan 2012.

The Plan is based upon population profiling, facility audits, play area maintenance and development budgets, a review of play theory, community consultation and public exhibition.

The Plan's framework comprises a Strategic Framework, a Design Framework and a Playground Matrix. The key details for each of these components and the implications for the OP SP & MP are summarised in the following table:

Framework component	Detail	Implications for the Olympic Park SP & MP
Strategic Framework	The Plan includes five key themes to underpin play area development and management: <ul style="list-style-type: none"> <li>• safe play for all</li> <li>• convenient everyday play (including access to nature)</li> <li>• exciting and challenging destination play</li> <li>• child's right to play</li> <li>• sustainable play</li> </ul>	The Plan identified the OP playground as catering to children 1- 12 years.
Design Framework	The framework comprises two broad playground types and 4 hierarchical levels as follows: <p><u>Everyday Playgrounds</u></p> <ul style="list-style-type: none"> <li>• Local (level 1)</li> <li>• Neighbourhood (level 2)</li> </ul> <p><u>Destination Playgrounds</u></p> <ul style="list-style-type: none"> <li>• District (level 3)</li> <li>• Regional (level 4)</li> </ul>	The Plan identified OP playground as one of 16 regional parks in the existing (2013) park hierarchy. The Plan re-classified the playground as 'neighbourhood' and recommended a 'major upgrade' to compensate for the closure of nearby Tygarah Pak playground. The rationale for the 'major upgrade' (to also include BBQ's, picnic shelters) was "high usage play facilities and location near RALC"



**ITEM 12 (continued)**

**ATTACHMENT 2**

Framework component	Detail	Implications for the Olympic Park SP & MP
Playground Matrix	<p>Recommendations are made on:</p> <ul style="list-style-type: none"> <li>• Locations for new playgrounds</li> <li>• Playground removal</li> <li>• Major upgrade</li> <li>• Minor upgrade</li> </ul> <p>Priorities for the above are based on several criteria:</p> <ul style="list-style-type: none"> <li>• Safety (condition)</li> <li>• Distribution walkability and equitable distribution)</li> <li>• Site suitability (opportunities and constraints)</li> <li>• Cost efficiencies (rationalising, maintainability)</li> </ul>	In terms of opportunity, the Plan identified OP as an area with proximity to high proportions of youth (12-17 years) and with a good supply of quality playgrounds.

In summary, the Plan reviewed Council's 110 playgrounds and recommended the following hierarchical mix:

Playground type	Level	Quantity	Decommission
Destination	Regional	5	0
	District	17	1
Everyday	Neighbourhood	28	5
	Local	38	17
<b>Total</b>		<b>88</b>	<b>23</b>

The planning parameters used in the Plan for 'neighbourhood' playgrounds such as the OP playground are as follows:

Attribute	Parameter
Age group	0-12 years
No. of children	8-25
No. of carers	4-12
Approximate size	240-750m <sup>2</sup>
Access	Within 1km walking distance of adults with young children
Design considerations	Play experience, access, CPTED, shade, bubbler, bike rack, attractive design, imaginative, landscape integration, originality, legibility

**City of Ryde Economic Development Plan 2015-19**

The purpose of this Plan is to provide a strategic framework to stimulate the local economy and support jobs and business growth in the City of Ryde.

The framework is based on a SWOT analysis of the Ryde economy, economic and demographic profiling and consultation with businesses and residents.

The Plan articulates a vision, goals and objectives for economic development in the City off Ryde and identifies key programs, delivery partners, governance structures, KPI's and specific projects.



**ITEM 12 (continued)**

**ATTACHMENT 2**

While none of the Economic Development Plan's projects are directly relevant to the OP Strategic Plan and Master Plan, the former Plan does emphasise the importance of Ryde continuing to be an attractive area – in order to attract businesses, employees and visitors – and parks and recreation facilities (such as RALC and Next Generation) play an important role in ensuring that attractiveness.

**Ryde Integrated Transport Strategy 2016-31**

The purpose of this Strategy is to provide a framework 'for a more cohesive transport network to 2031'. It encompasses the following key aims:

- Increase public transport use, walking and cycling
- Reduce frequency and length of trips
- Improve local traffic access and parking

The Strategy is based upon detailed assessments of transport 'challenges', including population growth and change, travel patterns, road network structure, parking capacity and issues, public transport, active transport and transport technology and trends.

It articulates a vision, policies and objectives for transport in the City of Ryde across five integrated policy areas – Integrated Land Use, Parking, Public Transport, Active transport and Roads and Freight.

For each of these 5 policy areas, the Strategy articulates a set of key objectives and strategic actions. Those relevant to OP and their implications for the OP SP & MP are summarised in the following table:

Policy component	Objectives	Implications for OP SP & MP
Integrated Land Use	Maximise walking & cycling and improve access to public transport in centres	Potential for improved active and public transport access to OP
	Prioritise investment in public and active transport at major employment or mixed use development areas and enhance accessibility across Ryde	
Parking	Embrace new parking technologies that use real time information & disruptive technologies	Potential for future apps and pricing to distribute use of OP away from peak times
Active transport	Provide a legible connected and accessible layered network of cycle facilities	Potential for improved cycle access to OP
	Provide appropriate and sufficient end of trip facilities	
	Use walking and cycle programs to encourage more people to use active transport	Potential role for RALC and Next Gen to offer and/or provide information on walking and cycling education programs
Public Transport	Create a simple and direct bus network with equitable access for all users	Lobby for improved bus access – in terms of direction and frequency of services and proximity of stops
Roads and Freight	Invest in road infrastructure targeting value for money pinch point improvements	Potential for improved access with pinch point improvement works on Victoria Road



**ITEM 12 (continued)**

**ATTACHMENT 2**

**City of Ryde Road Safety Plan (2015)**

The purpose of the Road Safety Plan is to provide a framework (with guidance, tools and strategies) to implement the Safe System approach to road safety in the City of Ryde.

The Plan complements the Integrated Transport Strategy with respect to road safety elements of the Strategy and entails a whole of Council approach.

The Plan is based on a detailed assessment of the type, location and frequency of road crashes in the City and application of the State Government's Safe System approach to road safety and its 4 basic elements – 'safer roads', 'safer people', 'safer vehicles' and 'safer speeds'.

For each of these 4 elements, the Plan articulates a set of key objectives and strategic actions. Those relevant to OP and their implications for the OP SP & MP are summarised in the following table:

Plan element	Required action	Implications for OP SP & MP
Safer roads	Provide a safe physical environment including safe crossings, lighting, and signage placement and vegetation control	Ensure traffic entering and leaving OP is safe in terms of traffic speed and sight lines
Safer people	Encourage use of active transport – walk or ride a bike especially for short journeys	Promote and encourage active transport via bicycle parking, safe walking route maps, health benefits etc.
Safer vehicles	Promote active modes of transport to reduce motor vehicle use	
Safer speeds	Audit and identify roads where lower speeds are required	Identify walking and cycle routes to OP and ensure traffic speed controls are appropriate to encourage

**Ryde Biodiversity Plan 2016**

The purpose of this Plan is to provide the overarching framework for the management, enhancement and protection of natural areas and biodiversity in the City to 2021.

The Plan articulates a vision, goals and objectives for biodiversity protection in the City off Ryde and is based on 5 interconnected themes – native vegetation, urban waterways, urban habitat, corridors and connectivity and public spaces.

The latter two themes are relevant to OP.

The south-eastern section of Olympic Park has been categorised as having 'moderate' conservation priority in the Plan. Additionally, the threat value (e.g. from edge effects, recreation activities, domestic pets and increased run-off) to this conservation value has been rated as 'high'.

The Plan has identified a range of wildlife corridors which currently provide a 'degree of connectivity' between bushland reserves in the City. One of these is the Parramatta River Regional Corridor which includes OP and multiple reserves with 'high' to 'very high' conservation priorities (including Tyagarah Park and Morrison Bay Park to the south and Aitchander, Pidding and Barton Parks to the north).



**ITEM 12 (continued)**

**ATTACHMENT 2**

The implications for the OP SP & MP are that:

- The 'moderate' conservation priority components of OP need to be managed in accordance with the Plan's objectives and strategies
- Opportunities for enhancing linkages both north and south to the high conservation reserves in the Parramatta River Regional Corridor need to be investigated

The potential enhancements also include streetscape habitat improvements to provide 'stepping stones' for fauna movement between regional and local corridors. These enhancements are to be consistent with the *City of Ryde Urban Forest Plan, 2013*.

**City of Ryde Bicycle Strategy 2014**

The Bicycle Strategy is a 10-year comprehensive plan to improve opportunities for people who ride bicycles for transport, health, recreation and/or fitness.

The Strategy is based upon technical assessment of existing plans, saddle survey of existing and potential routes, stakeholder engagement and integration with surrounding LGA routes.

It comprises a bicycle network plan and a bicycle use support plan. The implications of these two plans for the OP SP & MP are summarised in the following table:

Plan component	Strategy	Implications for the OP SP & MP
Bicycle network plan	Build a coherent network	Ensure OP is connected to the network
Bicycle use support plan	Encourage bicycle travel	Consider distribution of bicycle encouragement literature from RALC and Next Gen
	Improve and expand the level and quality of bicycle parking in the public domain	Ensure adequacy of bike parking in OP
	Improve integration of cycling provision and support into Council's planning, design and engineering processes	Consider cycling needs (network connections, parking etc.) during all strategic and master planning and park/building upgrade initiatives

**Community Facilities: Future Directions, 2010**

The purpose of this Plan is to provide a strategic framework to guide decision-making on the use and future development of Council-owned community buildings

The Plan encompasses 66 community buildings (halls, community centres, heritage buildings' libraries, sports club houses). It excludes consideration of RALC (as it is a distinct service unit of Council) but includes OP's tennis facility (Ryde Tennis Centre).

The Plan articulates a range of objectives (future directions) and an implementation plan.

The Plan's proposed directions are based on a review of the existing situation, trends in facility use, best practice principles and funding opportunities.

The existing situation review identified a range of issues, including:

- Lack of information on facility use



**ITEM 12 (continued)**

**ATTACHMENT 2**

- Spare capacity/under-use of some facilities but insufficient capacity overall to meet the needs of current and future populations
- Inappropriate design of many facilities, not fit-for-purpose
- Ageing/poor condition of many facilities
- Potential for extended use – evenings, weekends
- Exclusive use of many facilities (leases and licenses)
- Poor, non-visible locations of many facilities
- Poor distribution in terms of access across the City
- Few programs/activities offered for youth, CALD and Arts/cultural interests

The OP tennis courts were not specifically condition rated or otherwise assessed as part of this review.

The key identified improvement opportunities included:

- Upgrading of buildings and changes of use
- Inclusion of iconic contemporary community facilities in major development centres (Macquarie Park, West Ryde and Ryde Town Centre)
- Partnership opportunities (Macquarie University, commercial)
- Significant growth profile of the City

The Plan articulates five key future directions on locational priorities, co-location, access and use, asset renewal, and collaboration.

Most of these key directions are relevant to OP. Council's strategies and the implications for the OP SP & MP are summarised in the following table:

Key Direction	Strategy	Implications for the OP SP & MP
Create community hubs, inclusive of multi-purpose community facilities	Co-locate services in community hubs to optimise activation and facilitate synergies and collaborations	As part of the Strategic and Master planning process for OP, consider additional co-location opportunities
Maximise access and use of community buildings	Adopt appropriate policies to ensure facilities are 'welcoming' and fit for purpose, well maintained, have equity of access (e.g. review of tenancy arrangements as they expire to ensure that facilities are allocated 'for the benefit of the broader community, assets are well managed and maintained and that partnership opportunities are explored' (p118)	Review OP leases (Next Gen and Ryde Tennis Centre) in accordance with Council's policies
Enhance and invest in sustainable community buildings	Rationalisation (disposal) and new investment in purpose built facilities	Consider rationalisation options as part of the Strategic and Master planning process for OP
Use a whole of Council and partnership approach to planning and delivering community facilities	Ensure community building planning is integrated with Council's corporate planning and the planning by other stakeholders	Ensure the recommended integration occurs as part of the Strategic and Master planning process for OP



## ITEM 12 (continued)

## ATTACHMENT 2

### **Community Buildings Licensing Policy 2013**

The purpose of this Policy is to optimise the contribution of community buildings in sustaining the City's not-for-profit sector. It is a 'child' policy of the Community Facilities Future Directions policy.

The Policy provides a framework to ensure consistent, equitable and transparent processes in the allocation and management of community buildings.

More specifically, it addresses:

- Mechanisms to ensure the right balance between community service obligations and cost recovery/financial sustainability
- Licensing and tenant continuation/replacement processes
- Tenant occupancy evaluation
- Allocation of tenant and Council responsibilities for building renewals, maintenance, asset management and service delivery
- Optimising facility occupancy and use

The Policy is based on a range of principles (quality services, equitable access, accountability, co-location, optimising use, building social capital and community collaboration), a best practice review of other council policies and detailed engagements with existing tenants of Council buildings and the community services sector.

While public buildings in OP (RALC, Next Generation and the Ryde Tennis Centre club rooms) are not included in the Policy, it does establish principles and approaches to tenancy management of relevance to all Council facilities leased or licensed to community and/or commercial organisations.

The following matters are particularly relevant for the OP SP & MP:

- Establishing fair and equitable license/lease fees
- Ensuring clarification of tenant and Council roles and obligations
- Optimising facility use and investment – including a detailed review of service quality and relevance at least 12 months prior to license expiry
- Delivering transparent and equitable licensing and relicensing processes

### **Public Art Implementation Guide**

The purpose of this Guide is to support implementation of Council's Arts Development Framework. That Framework, adopted in 2007, includes a theme of 'Telling Ryde's Stories' – of celebrating 'Ryde's specialness, distinctiveness, identity and interesting cultural heritage' through art and public art.

The Guide provides guidance, through public art case studies and example projects, to assist Council departments in delivering quality public art projects.

Specifically, the Guide articulates the values and benefits of public art, describes the different types of public art, the importance of community engagement, and the processes for initiating, commissioning and assessing the value of a public art project.



**ITEM 12 (continued)**

**ATTACHMENT 2**

The public art initiation process is integrated into the community land, public domain and street upgrade strategies under the 10 percent scheme. This requires that, where an upgrade project is \$500,000 or more, 10% must be added to the project budget for public art.

The implications for the OP SP & MP are that the Ten Percent Scheme will be triggered if and where the Master Plan includes "passive recreation development and management" initiatives valued at \$500,000 or more.



**ITEM 12 (continued)**
**ATTACHMENT 2**
**APPENDIX 5: RALC VISITOR TRENDS – 2011/12 TO 2016/17**

Year	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
<b>Casual Entry</b>						
Swim - Spectator	18,946	19,698	18,235	17,140	17,980	17,359
Spa/Swim/Sauna	8,143	7,463	6,648	6,139	6,255	6,103
Swim - Adult	42,098	42,221	39,856	35,393	36,848	38,594
Swim - Child	35,579	38,196	34,042	28,959	33,696	32,850
Swim - Family	33,460	33,521	28,215	24,723	26,835	26,273
Under 4 Free	13,042	12,186	15,098	11,259	11,795	12,194
Multi Visit Pass Entry	13,343	13,508	12,007	11,128	11,675	11,607
Concession Pass Entry	8,769	8,752	9,108	9,885	10,705	11,571
Swim - Concession	15,827	16,501	14,788	12,435	12,381	11,794
Membership Entry	22,704	21,493	18,955	16,315	16,392	15,699
Complimentary Visit	195	314	439	344	315	1,240
Promotional Visits	3,525	3,920	4,692	4,063	4,236	4,568
LTS Spectator	928	751	837	687	690	807
Carlisle Entry	26,311	25,043	25,122	22,969	33,047	34,984
Surf Ryder		0	0	5,164	5,451	4,514
Surf Ryder Spectator		0	0	125	176	159
Surf Ryder Extra		0	0	1,337	1,333	927
Discount swim		21,342	25,571	28,084	33,829	36,286
<b>Total</b>	<b>242,870</b>	<b>264,909</b>	<b>253,613</b>	<b>236,149</b>	<b>263,639</b>	<b>267,529</b>
<b>Swim School</b>						
Preschool	45,438	49,855	52,492	51,540	45,438	50,428
School Age	69,557	76,902	82,178	83,332	69,557	90,271
Adult	870	1,127	1,594	1,313	870	1,703
Private Lessons	3,029	3,836	3,837	3,290	3,029	4,401
Special Needs	1,619	2,000	2,790	2,997	1,619	2,976
Swim School Parent	83,506	85,752	86,749	87,151	89,684	93,005
Intensive Program	5,322	6,003	5,689	6,325	7,155	8,042
Schools LTS	38,830	40,587	40,292	37,105	38,830	44,889
Schools	2,584	2,870	3,585	1,761	1,739	1,124
Carnivals	11,535	12,074	12,964	12,898	11,535	12,993
<b>Total</b>	<b>262,290</b>	<b>281,006</b>	<b>292,170</b>	<b>287,712</b>	<b>269,456</b>	<b>309,832</b>
<b>Parties</b>						
# Birthday Party	389	396	365	358	376	341
Birthday Party #'s unsupervised	622	414	380	254	239	456
Birthday Party #'s super	4,408	4,765	4,602	4,584	4,911	4,212
Holiday Camp #'s	0	0	0	0	0	1,269
<b>Total</b>	<b>5,419</b>	<b>5,575</b>	<b>5,347</b>	<b>5,196</b>	<b>5,526</b>	<b>6,278</b>
<b>Programs &amp; Facility Hire</b>						
Aquarobics	0	0	0	0	0	0
Casual Court Hire	8,022	8,639	7,905	5,606	5,225	5,614
Casual Stadium	653	729	1,026	814	1,118	1,621
Badminton	6,703	9,400	10,314	10,580	12,870	17,075

**ITEM 12 (continued)**
**ATTACHMENT 2**

Year	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Netball	9,300	9,936	8,892	8,880	9,420	10,156
Other Dry Programs	13,422	11,185	0	0	0	0
Holiday Camp Program	0	0	0	0	0	0
Junior Soccer	3,180	0	7,495	10,810	4,980	11,280
Futsal Soccer	8,544	8,750	8,575	8,805	8,575	8,575
Basketball - Ryde Bulls	12,115	11,807	11,220	11,545	9,000	10,320
Sydney Indoor Hockey	0	13,130	13,780	13,605	12,560	11,450
Volleyball Association	12,080	0	240	1,375	420	1,700
Schools Court Hire	0	7,869	8,620	8,586	7,647	7,119
Other Hire	7,504	2,133	5,772	7,750	2,304	17,387
Stadium Spectators	1,280	43,723	42,841	53,803	54,849	59,987
Scuba Diving	47,738	0	5	0	0	0
Lane Hire Groups	0	1,164	1,655	897	751	1,387
Schools Aquatic Hire	687	130	845	1,078	1,236	372
Swim Clubs - Ryde SC	30	3,840	4,450	3,584	3,784	3,437
Swim Clubs - RAMS	2,855	1,961	1,510	1,068	1,180	1,137
Swim Clubs - Hunter's Hill	1,470	0	0	0	0	0
Swim Clubs - Nth Ryde RSL	0	1,086	1,131	899	709	865
Swim Clubs - Nth Ryde RSL Seniors	1,271	4	9	0	2	0
Swim Cubs - Other	26	2,182	2,456	3,731	3,594	5,224
Water Polo - Adult	2,393	5,179	3,789	3,284	2,645	2,617
Water Polo - Child	4,407	11,552	14,319	12,605	12,539	15,218
Water Polo - Spectator	11,236	10,043	11,367	9,752	8,604	9,824
Water Polo - Concession	9,483	0	0	0	0	0
Water Polo - Schools	0	0	1,066	1,137	1,673	887
Physiotherapy	0	23	82	44	54	80
Other Aquatic Hire	6	789	807	782	799	605
<b>Total</b>	<b>164,405</b>	<b>165,254</b>	<b>170,171</b>	<b>181,020</b>	<b>166,538</b>	<b>203,937</b>
<b>Total Entry</b>	<b>674,984</b>	<b>716,744</b>	<b>721,301</b>	<b>710,077</b>	<b>710,685</b>	<b>787,576</b>

**ITEM 12 (continued)**

**ATTACHMENT 2**

**APPENDIX 6: VISITOR, PARTICIPATION & SATISFACTION SURVEYS**

A range of visitor and satisfaction surveys have been conducted in recent years – particularly for RALC but also for parks and recreation more generally. The most relevant findings are summarised in the sections below

**General sport and recreation studies**

The most recent of these studies have included the following:

- Leisure and Recreation Needs Study 2009
- Integrated Open Space Plan surveys 2011
- Sport and Recreation Strategy 2016-26 surveys

The key findings of relevance for the OP SP & MP are summarised in the following table:

Study/survey	Key relevant findings
2009 Leisure and Recreation Needs Study (377 respondents)	<ul style="list-style-type: none"> <li>• Most regularly used recreation facilities were parks (13.7%), libraries (13.4%), walking tracks (7.9%), halls (7.7%), bike paths (7.4%) and swimming pools, including RALC (7.2%)</li> <li>• The top 'lacking or inadequate facilities' were bike paths, off-leash areas, swimming venues, parks and gardens, playgrounds and walking paths</li> <li>• Highest priorities for Council spending next 5-10 years – parks and open space, bike paths and BMX</li> <li>• CALD population has a higher demand for indoor facilities, dance socials, natural areas, and social gathering public spaces, seniors activities</li> </ul>
2011 Integrated Open Space Plan surveys	<ul style="list-style-type: none"> <li>• Loss of any open space highly undesirable</li> <li>• Need for flexibility in facilities to adjust to rapid population and other changes</li> <li>• High importance of natural environment preservation</li> <li>• Need for more vibrant community hubs</li> <li>• Increasing recognition of health and mental health needs of groups in the community</li> <li>• Need to address access difficulties (major roads and heavy traffic) and more pedestrian/cycle and open space links</li> <li>• Need for more partnerships with corporations to improve open space in new developments</li> </ul>
2016 Sport and Recreation Strategy -Community on-line survey (214 on-line responses)	<ul style="list-style-type: none"> <li>• Satisfaction with facilities and services is highest for aquatic centres, parks and playgrounds</li> <li>• Lowest performance-importance scores are for older youth activities, older adult activities, young children activities and indoor recreation (not affordable, insufficient facilities)</li> <li>• Only 38% of respondents nominated something that Council was doing well (with maintenance of fields and facilities being highest)</li> <li>• Major barriers to participation are cost of activities, overcrowding and lack of close</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 2**

Study/survey	Key relevant findings
	<p>to home opportunities</p> <ul style="list-style-type: none"> <li>Highest priorities for improvement are sports field quality, cycling routes, walking/cycling linkages and creation of tai-chi friendly areas</li> </ul>
<p>2016 Sport and Recreation Strategy -Community intercept survey (138 responses)</p>	<ul style="list-style-type: none"> <li>Highest response for things Council was doing well are parks and park facilities, playgrounds and RALC (which is 'well supported and liked by the community')</li> <li>Highest priorities for doing things better are Tai Chi provision, more toddler level playgrounds, shade in parks, fitness equipment in parks, park upgrades, improved maintenance, more car parking</li> <li>RALC considered 'too busy' and 'too expensive'</li> <li>Highest 5 priorities for new facilities/services are playgrounds, water play features in parks, programs/classes, parks and swimming pool</li> </ul>
<p>2016 Sport and Recreation Strategy -CALD survey (102 responses)</p>	<ul style="list-style-type: none"> <li>Highest response for things Council was doing well are activities/events/programs, playgrounds and parks generally</li> <li>Highest priorities for doing things better are Tai Chi suitable places, more indoor facilities, outdoor fitness areas, more sports courts and more activities/events/programs (e.g. Tai chi, activities for seniors, more frequent events)</li> <li>Highest priorities for new facilities/services are activities/places for seniors, more activities, more indoor/undercover facilities, and more places for Tai chi</li> </ul>
<p>2016 Sport and Recreation Strategy - Schools survey (6 of 29 schools approached)</p>	<ul style="list-style-type: none"> <li>Two of the 6 schools responding to the survey use RALC and both rated their satisfaction level at 5 ('very satisfied')</li> </ul>
<p>2016 Sport and Recreation Strategy - State Sports organisations survey</p>	<ul style="list-style-type: none"> <li>There is a shortfall in facility provision in the City for basketball and gymnastics</li> <li>There is a forecast adequate provision of tennis facilities in Ryde to at least 2015</li> </ul>

The key implications for the OP SP & MP of these various studies and surveys include the following:

- There is a strong expressed demand for the facilities/activities currently provided in Olympic Park
- There are high levels of satisfaction with RALC and the City's parks generally
- Despite these satisfaction levels, there are still unmet needs for a range of activities with the potential to be accommodated in Olympic Park, including more indoor sport courts, programs for seniors, more community events, Tai chi suitable space, links to walking and cycling networks, more/better playgrounds, shade and more car parking
- There is a strong recognition of the importance of protecting and enhancing the City's open space natural values

**RALC visitor surveys**

RALC conducts regular market research through Micromex, including quarterly visitor surveys and occasional mystery shopper surveys.

The surveys measure trends in activities undertaken at the Centre, travel mode to the Centre, parking, satisfaction with Centre presentation, operations, programs and water quality and suggestions for



**ITEM 12 (continued)**

**ATTACHMENT 2**

improvement. Information is also collected on the age, gender, suburb of residence and ethnicity of respondents.

The Quarterly Visitor Surveys were conducted for the last three quarters of 2012/13, all of 2013/14, the last quarter of 2015/16 and the first three quarters of 2016/17. The questions vary slightly, with an ethnicity question added to the more recent surveys and a question on 'the helpfulness of staff' dropped from those recent surveys.

Important trends in types of participation and satisfaction with the Centre are summarised in the table below<sup>27</sup>.

Participation & performance measures	Percent (%) responses		
	2012/13	2013/14	2016/17
<b>Activities :</b>			
Recreational swimming	79	63	53
Swim lessons	72	45	42
Lap swimming	45	21	22
<b>Court sports</b>			
Soccer	8	3	3
Netball	9	2	0
Basketball	9	3	4
Hockey	6	1	1
Birthday party	12	8	7
Sauna	3	10	10
Spa	6	8	9
Cafe	58	39	32
<b>Mode of transport:</b>			
Car	n/a	n/a	92
Other	n/a	n/a	8
<b>Parking</b>			
RALC carpark	n/a	n/a	79
Other	n/a	n/a	21
<b>Satisfied/very satisfied with:</b>			
Helpfulness of staff	92	86	n/a
Cleanliness	76	79	67
Range of facilities	81	84	89
Range of activities	86	83	91
Standard of catering	39	59	39
Availability of catering	44	58	68
Availability of parking	40	46	35
Availability of facilities	78	79	74
Pricing	43	62	53
Water quality	57	83	80
Lap swimming	85	81	74
Recreational swimming	87	91	92
Swimming lessons	93	92	90
Safety	85	86	92

<sup>27</sup> The Quarterly Surveys have used very small samples (of around 50 respondents) so, to increase their statistical robustness, they have been aggregated into annual responses. The aggregated samples for each of the three years is 143 (for last 3 quarters 2012/13), 213 (for 2013/14) and 244 (for 2016/17) for a total sample of 600



**ITEM 12 (continued)**
**ATTACHMENT 2**

Participation & performance measures	Percent (%) responses		
	2012/13	2013/14	2016/17
Water temperature	61	79	85
Cleanliness of change rooms	42	64	46
Overall quality of service	86	86	91
<b>Age group</b>			
18-34	32	38	17
35-54	56	55	65
55+	12	8	17
<b>Speak another language at home</b>			
Yes	n/a	n/a	34
No	n/a	n/a	66
<b>Gender</b>			
Male	43	42	48
Female	57	58	52
<b>Suburb – in Ryde LGA</b>			
Denistone - Denistone West	3	4	1
Denistone East	1	0	1
East Ryde	6	3	5
Eastwood	8	4	3
Gladesville - Tennyson Point	8	5	6
Macquarie Park	5	4	1
Marsfield	4	1	2
Meadowbank - Melrose Park	16	4	0
North Ryde - Chatswood West	21	10	3
Putney	2	3	2
Ryde	8	12	20
<b>Suburb – not in Ryde LGA</b>			
Canada Bay LGA			10
Inner West LGA			4
Hornsby LGA			10
Parramatta LGA			6
Hunter's Hill LGA			2
Strathfield LGA			3
Warringah (Northern Beaches) & Manly			3
Other LGA	18	50	8

ITEM 12 (continued)

ATTACHMENT 3



## CITY OF RYDE

### Ryde Olympic Park Strategic Plan and Masterplan

#### Community Stakeholder Engagement Report | Project Stage 3

PART 1 | Report

Prepared by Michael Davies Architecture and  
Flagship Communications for the City of Ryde.

November 2017

**ITEM 12 (continued)**

**ATTACHMENT 3**

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Ryde Olympic Park Strategic Plan and Masterplan | Community Stakeholder Engagement Report | Project Stage 3

**ITEM 12 (continued)**

**ATTACHMENT 3**

# Contents

## Part 1 | Report

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Executive summary	4
Background	5
Engagement timeline	7
Engagement approach	8
Engagement methods	9
Engagement results	11
Theme 1   Getting to the site	15
Theme 2   Site profile & layout	16
Theme 3   Aquatic facilities - usage	17
Theme 4   Aquatic centre facilities	18
Theme 5   Aquatic centre services	19
Theme 6   Behind the scenes - aquatic centre	20
Theme 7   Open space	21
Theme 8   Hard court surfaces	22
Theme 9   Sustainability	23
Theme 10   Impacted residents	24
Recommendations	25
Appendices	27

## Part 2 | Collected Data

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Data aggregation	4
Online survey data	24

**ITEM 12 (continued)**

**ATTACHMENT 3**

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# Executive summary

Council engaged Michael Davies Architecture to “better understand the current and likely future sporting, recreational and leisure needs of the Ryde community and to develop a framework for the effective future provision, planning and management and development of facilities and services within the Olympic Park precinct. This includes the development of a strategic plan and masterplan for the precinct.

Under Michael Davies Architecture, Flagship Communications, a specialist stakeholder engagement company has undertaken the engagement phases of this project.

From 23 August to 25 September, a stakeholder engagement period was open for stakeholders to provide their feedback on the existing precinct and what their thoughts are for the future of the site.

The engagement period was promoted through Council’s website and dedicated Have Your Say page, social media, letters and DL flyers to targeted stakeholders and residents and posters distributed throughout the City of Ryde.

Stakeholders had many opportunities to provide their feedback including an online survey, resident’s workshop, resident’s interviews, stakeholder interviews, intercept surveys and drop-in sessions.

A dedicated phone number and Council’s email address were also promoted as methods for stakeholders to provide input to the project.

Council received significant feedback from many stakeholders including local residents, precinct users, and relevant council staff.

Engagement interaction included approximately 80 one-on-one interactions at drop-in sessions with over 170 comments provided by participants; 50 intercept surveys of precinct users; 149 online surveys completed; five local residents participating in a workshop; 12 staff members and stakeholder groups interviewed and; ten in-depth door-knock interviews with residents adjacent to the precinct.

The following key themes came out of the stakeholder engagement process:

**Theme 1 | Getting to the site**

Preferred mode of transport is private vehicle. Traffic congestion and parking are very problematic and there is strong support for additional parking on the site.

**Theme 2 | Site profile & layout**

The profile of the site is considered poor with poor access and interconnectedness of facilities. The interior layout of the aquatic centre is considered good.

**Theme 3 | Aquatic facilities - usage**

Heavily utilised site by families where main activities are taking children to the pool, squad and recreational swimming.

**Theme 4 | Aquatic centre facilities**

Run down condition with average to poor air quality. Pools are well regarded and there is strong support for additional pools – especially an outdoor pool. The change rooms do not support the demand and require expansion.

**Theme 5 | Aquatic centre services**

Many competing uses for the pools where casual swimmers have poor lane availability. Requests for longer opening hours and a greater number of leisure activities.

**Theme 6 | Behind the scenes**

The café could be relocated to increase revenue and to provide learn to swim staff with an office space in a good location. Staff facilities could use some improvement.

**Theme 7 | Open space**

Natural areas are highly regarded by users and adjacent residents. The playground is run down and hidden from the rest of the site.

**Theme 8 | Hard court surfaces**

The tennis courts are considered to be under utilised with opportunity to improve this. The indoor courts are heavily used with high demand. There is scope to expand to address the demand.

**Theme 9 | Sustainability**

The aquatic centre is the biggest energy consumer of all Council facilities. There is a strong push to reduce this. Consideration is requested to reducing operational costs of energy and water consumption.

**Theme 10 | Impacted residents**

Poor experiences with excessive traffic and overflow parking impacting their properties.

**ITEM 12 (continued)**

**ATTACHMENT 3**

# Background

City of Ryde delivers a wide range of sport and recreation services to both its 117,000 residents and visitors who work or play within the local government area. These services are provided through a network of regional, district, neighbourhood and local open space, parklands, sportsgrounds and indoor and outdoor facilities.

One of the more significant facilities within this network is the Ryde Olympic Park Precinct (the Precinct) at 504 Victoria Road, Ryde. The Precinct is bounded by Victoria Road, Weaver Street, Potts Street and Margaret Street as shown in the map below. The Precinct includes the Ryde Aquatic Leisure Centre, Next Gen Health Club, car park, tennis courts and park.

While the site has served the community well for many years, Council recognises that, within the context of a rapidly growing and changing area, the roles and functions of this and other sites need to be constantly reviewed in line with the evolution of the community's needs.

As outlined in the Project Brief, City of Ryde's aspirations for this project are:

**For Ryde Olympic Park to continue to play a leading role in the active and passive recreational needs within the broader catchment**

Council has engaged Michael Davies Architecture to "better understand the current and likely future sporting, recreational and leisure needs of the Ryde community and to develop a framework for the effective future provision, planning, management and development of facilities and services within the Olympic Park precinct. This will include the development of a strategic plan and masterplan for the precinct.

Under Michael Davies Architecture, Flagship Communications, a specialist stakeholder engagement company has undertaken the engagement phases of this project.



## ITEM 12 (continued)

## ATTACHMENT 3

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### Consultation objectives

The overall goal of our team during the consultation phases of the project are to: work with stakeholders to ensure they are informed and engaged, potential issues are identified and effective two-way communication is developed and maintained throughout the project.

The objectives of the consultation are to:

- create stakeholder awareness of the Ryde Olympic Park Strategic Plan and Masterplan and the associated consultation process
- encourage stakeholder participation in the consultation process
- establish and maintain effective two-way communication between the project team, City of Ryde Council and stakeholders
- ensure stakeholder issues are identified and recorded
- ensure appropriate consultation tools and activities are used, taking into account demographic elements such as language, literacy, disability and access to the internet
- provide timely feedback to the stakeholders about engagement outcomes
- ensure opportunities are identified and recorded

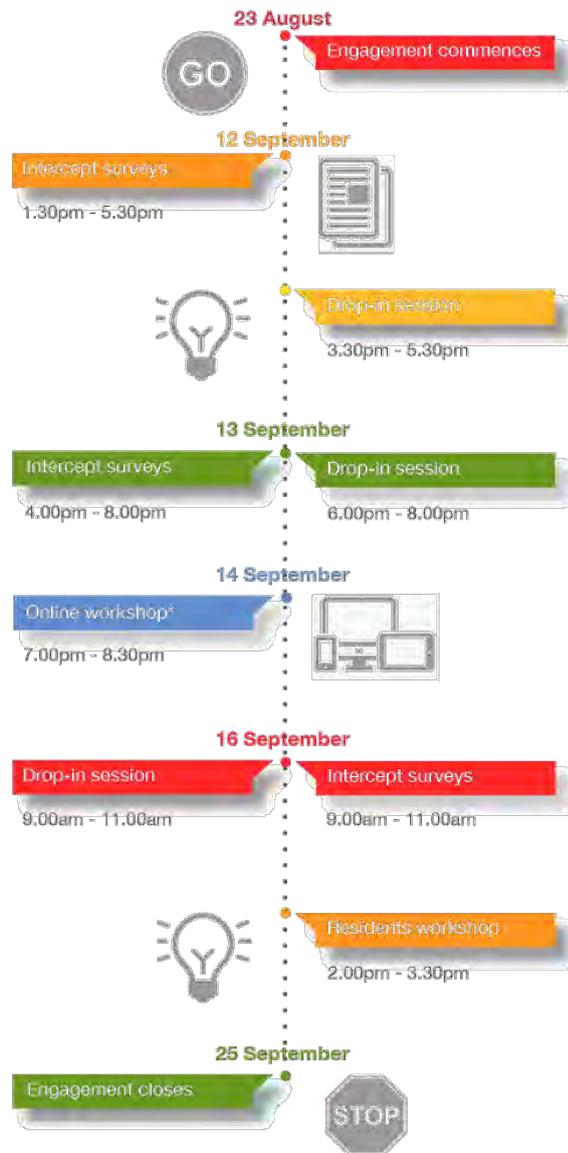


Residents' workshop held at Next Gen meeting rooms

ITEM 12 (continued)

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# Engagement timeline



\*Online workshop was offered but no stakeholders attended

**ITEM 12 (continued)**

**ATTACHMENT 3**

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# Engagement approach

## Principles

Flagship Communications understands City of Ryde’s commitment to open, transparent and active relationships between Council and the community. The engagement process supports City of Ryde’s strategic aim for community engagement that fosters:

**Meaningful engagement opportunities whereby community feedback is sought and considered as part of the decision making process.**

The following principles and key messages were applied through the engagement process:

Principles	Example principles key messages
<b>Be informative</b> provide clear and accurate information in a timely manner	<p>City of Ryde is seeking feedback to inform the future development of the Ryde Olympic Park Precinct.</p> <p>The ‘Ryde Olympic Park Precinct’ includes both the existing RALC, sporting facilities and Next Gen, as well as the green space within this site.</p> <p>City of Ryde has appointed Michael Davies Architecture to deliver a community engagement program.</p>
<b>Be collaborative</b> ensure all views are recorded and acknowledged	<p>Different users use the Ryde Olympic Park site differently. We want to understand what would help the community enjoy the site even more, now and 20 years from now.</p> <p>It’s unlikely that all current and future users of the site will agree on priorities for the Ryde Olympic Park site. Understanding the range of community priorities and expectations will help us prioritise and plan for the future of the site.</p>
<b>Be sensitive</b> understand the needs of the local community	<p>The current Ryde Olympic Park site may not meet your needs for recreation and play. How can we improve on what we already offer on this site?</p> <p>Are there facilities you’d expect to be able to use at the RALC that you can’t?</p> <p>What do you value about the existing RALC?</p>
<b>Be flexible</b> respond to community needs	<p>Getting to a Community Information Drop-In session might be difficult for you. To help you to be involved by learning more about the project and providing your feedback, you can find out more via phone, online or email.</p>
<b>Establish realistic expectations</b> manage stakeholders’ expectations so they understand the influence they have in the decision making process and how their input has been addressed.	<p>By ‘Masterplan’ we mean the visual rendition of the strategic plan which shows the relationship of all the physical components with each other on the Ryde Olympic Park Precinct and how the site is placed in regards to neighbouring sites.</p> <p>The Masterplan will provide a 20 year plan for the site – this means that the Ryde Olympic Park Precinct will continue to grow and evolve during this time.</p> <p>There are constraints on what City of Ryde can “do with the site”. The Masterplan will be developed in accordance with Council’s policies and plans.</p>

**ITEM 12 (continued)**

**ATTACHMENT 3**

# Engagement methods

The following engagement techniques and tools were used as part of the project.

Engagement tool	Stakeholder	Overview
<b>Stakeholder Engagement Plan</b>	Project team	CSEP outlining approaches, stakeholders, engagement tools and techniques.
<b>Briefings</b>	Project team	Briefings are held to ensure Council's key project team are informed and kept up to date on the engagement process.
<b>Stakeholder consultation workshops</b>	All	A day and online community workshop was offered to stakeholders to allow an open forum to provide input into the project.
<b>Stakeholder drop-in sessions</b>	All	Three casual drop in sessions at varying times of the day allowed stakeholders to have one-to-one time with the project team to provide their thoughts and ideas.
<b>Promotional materials</b>	All	A DL flyer, poster, sorry we missed you flyer, newspaper advertisement, letter template, email and social media posts were used to promote the project and engagement opportunities for all stakeholders. Examples are shown in appendix A.
<b>Stakeholder interviews</b>	All	Interviews were conducted with residents who live adjacent to the Ryde precinct via door knocks. In addition, facility users were interviewed by intercept surveys on three occasions and key council staff and usergroups were interviewed via telephone.
<b>Council website</b>	All	Provision of a website banner on the main council website promoted the project and lead traffic to the Have Your Say website.
<b>Have Your Say website</b>	All	Dedicated website for engagement with a wide range of stakeholders. The site included context for the project with background information, images of the existing site, survey, details of engagement events and reference to a dedicated 1300 number and email address for any enquiries or feedback. Example is shown in appendix B.

**ITEM 12 (continued)**

**ATTACHMENT 3**

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Engagement tool	Stakeholder	Overview
<b>Information line and email</b>	All	A dedicated 1300 number was provided exclusive to the project. The number was manned 9am - 5pm weekdays with a message bank for out of hours calls. The Council's main email address was be used for the purpose of this project
<b>Social media</b>	All	Project promotion and key messaging through Council's social media pages and through third party sites at the discretion of Council. Examples shown in Appendix A.
<b>Survey</b>	All	A survey enabled the project team to get standardised information from all participating stakeholder groups. Options to fill out the survey included online at Council's Have your Say page, at stakeholder interviews and workshops.



Drop-in session outside the Leisure Centre on Saturday morning.

**ITEM 12 (continued)**

**ATTACHMENT 3**

# Engagement results

## Project promotion

A range of methods were used to promote the engagement period and the opportunities for engagement available to stakeholders. (See appendix A and B) This included:

Method	Stakeholders	Distribution
<b>Stakeholder letter</b>	Distributed to impacted stakeholders of the precinct	Schools and other organisations
<b>Resident letter</b>	Distributed to residents surrounding the precinct who are considered to be impacted by the precinct. (Appendix C)	181 distributed (see Appendix A for distribution area)
<b>DL flyer</b>	Delivered to residents within a one kilometre radius of the precinct	5,500 flyers delivered to residents (see appendix B for distribution area)
<b>Sorry we missed you flyer</b>	Delivered to residents directly adjacent to the precinct who were not home at the time of door knocks	37 distributed (see appendix C for distribution area)
<b>Poster</b>	The poster was distributed to various council locations including the RALCP	Approximately 25 posters distributed
<b>eNewsletter</b>	The eNewsletter was delivered to stakeholders of the site.	136 eNewsletters distributed 67 eNewsletters were opened
<b>Facebook</b>	A Facebook message was posted on Council's Facebook page.	Reach of 4,616 143 post engagements
<b>Have Your Say</b>	Dedicated web page with information about the project and online survey. (Appendix B)	347 page views

**ITEM 12 (continued)**

**ATTACHMENT 3**



**Project engagement**

A range of methods were used to engage with stakeholders during the engagement period. This included:

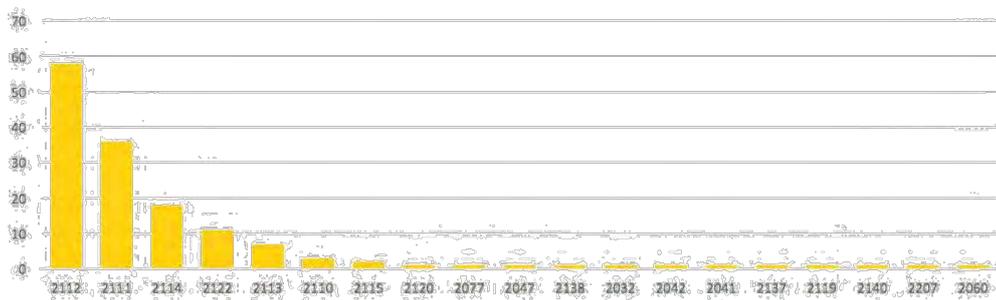
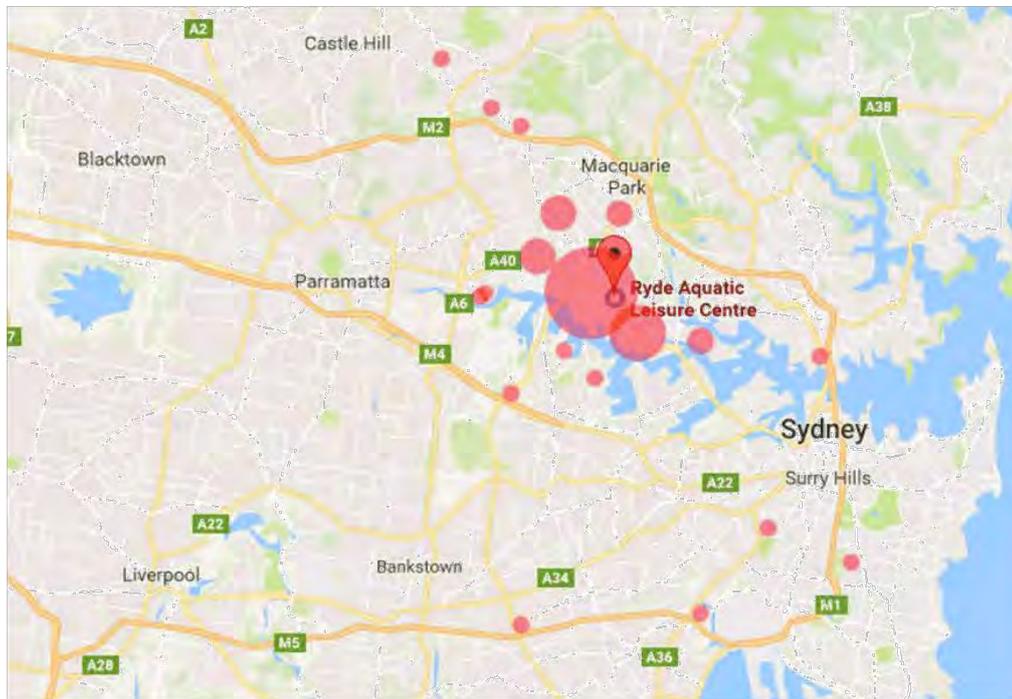
Method	Stakeholders	Engagement
<b>Drop-in sessions</b>	Three drop-in sessions were held at various times and days throughout the engagement period.	Approximately 80 one-on-one interactions 173 comments provided by participants
<b>Intercept surveys</b>	Intercept surveys were undertaken around the times of the drop-in centres which co-incident with peak usage times of the site.	50 surveys completed
<b>Online survey</b>	Online survey was open to all stakeholders throughout the entire engagement period.	149 surveys completed 100% completion rate of surveys
<b>Resident workshop</b>	All residents within the distribution area in appendix A were invited to the workshop, held at Next Gen.	181 invitations distributed 5 stakeholders attended
<b>Stakeholder interviews</b>	Key Council staff members and external stakeholder groups were contacted by telephone or email for interviews.	22 staff members contacted 10 staff members responded 55 stakeholder groups contacted 2 stakeholder groups responded
<b>Adjacent residents interviews</b>	Properties identified in appendix C were interviewed to ascertain how living in close proximity to the precinct impacted them.	47 properties door knocked 10 interviews completed

**ITEM 12 (continued)**

**ATTACHMENT 3**

**Respondents**

The majority of respondents lived within close proximity of the precinct, with a few exceptions throughout the Sydney metropolitan area. The survey was completed by predominantly females aged 30-59 with dependent children.



Number of respondents per post code.

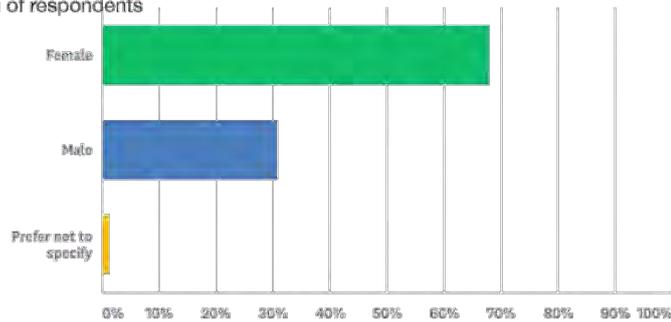
**ITEM 12 (continued)**

**ATTACHMENT 3**

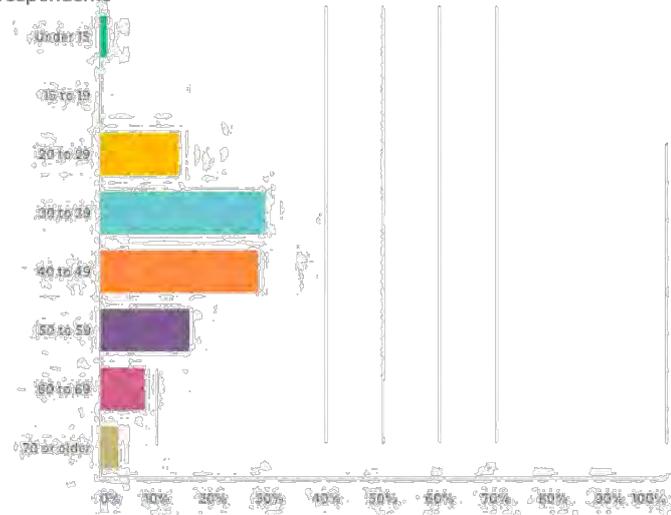


**Respondents**

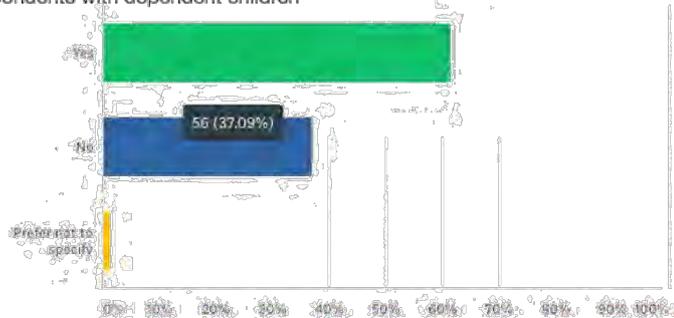
Gender breakdown of respondents



Age breakdown of respondents



Percentage of respondents with dependent children



ITEM 12 (continued)

ATTACHMENT 3

## Response themes

The following themes were identified with the aggregation of all the data collected from the online surveys, intercept surveys, adjacent residents' interviews, stakeholder interviews and residents' workshop. The aggregated data can be found in appendix C.

### Theme 1 | Getting to the site

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Overwhelmingly the preferred mode of transport to get to the site is private vehicle (76%). Walking was the only other notable option (16%). The likelihood of other forms of transport being used is quite low with 40% of online survey responses and 84% of intercept survey responses indicating a different form of transport would not be used. The only other alternative form of transport that rated a mention was walking with 25% of respondents saying they could walk to the site.

The comments of the experience of getting to the site were predominantly poor with the exception of those facility users who use the site outside of peak times who have quite a positive experience in accessing the site and finding parking.

#### Traffic

There are major problems with traffic flow to the site in peak times. This seems to be in relation to the streets being too narrow to support both increased traffic flow and the parking on either side of the street which reduces the width of the roads down to a single lane. One resident has counted up to five times she has picked up side mirrors from cars in her street that have been damaged by passing traffic.

#### Parking:

53% of responses indicated a desire for more car parking. The car park is busy and the car spaces are considered narrow. The rear to curb parking along the tennis courts generally isn't supported with some of the reasons being that it is very difficult to get prams etc out of the boot of the car. The residents surrounding the site and the users of the site agree that there is not enough parking provided for the facility. The issue of spillover parking into the residential streets is also exacerbated by commuters parking on weekdays and tradesmen for the surrounding developments in the area. Close and convenient parking is important for those with young children. Respondents say it is quite difficult getting children to the site safely if they cannot park within the car park with navigating children through traffic. In addition to the general peak times for swimming, if an event is being held at the indoor sports centre there can easily be over 1000 people attending. The car park fills quickly and remains full for the whole day. This is a negative for the centre and can be a deterrent for users.

Overwhelmingly the response has been quite positive to the idea of providing more parking on the site.

#### Pedestrian access:

Moving throughout the carpark is considered a fairly poor experience - especially for those with children with 42% of respondents wanting access from the car park improved and 28% wanted undercover access from the car park. Navigating through the car park with children seems to be a bit difficult and is considered, at times, unsafe. The steps up to the entrance are considered quite large and is difficult with children and toddlers in tow. For those who cannot use the steps (prams, wheelchairs), they find they need to travel quite a distance to avoid the stairs. One respondent, a mother with a teenage daughter in a wheelchair parked her car across the road from the centre because it was acually easier for her to bring her daughter in from across the road rather from down in the car park.

At night the carpark is quite dark with limited lighting. 21% would like to see better external lighting and security.

#### Public transport:

The response to public transport was also quite poor. It seems there are limited public transport options to the site. One respondent said they could ride their bike to the site in under seven minutes, but it would take around 30 minutes to use public transport. The poor public transport options have also impacted youth patronage of the site. Adolescents generally do not visit because of the difficulty in accessing the site without a private vehicle. It is not considered a 'destination' like a large shopping centre which generally has multiple public transport options.

## ITEM 12 (continued)

## ATTACHMENT 3

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### Theme 2 | Site profile and layout

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Generally respondents thought the profile of the site was quite poor. The site really can't be seen well from Victoria road and it was considered that a better interface with Victoria road could be beneficial for the site - especially if it improves public transport access.

The facade of the site could potentially be transparent for not only passive surveillance but for marketing the site. Passers-by could see the users inside, see the activities they're doing and the enjoyment those users are getting from the site.

Some respondents also indicated it would be nice to have more public art and also to recognise the history of the site.

The interconnectedness of the various components of the site is poor. Generally most users of the site visited one discrete area only (ie, aquatic centre users did not use any other facilities on the site). Many users of the aquatic centre were unaware that there was a park and playground within the precinct. There was a need for a clearer path between the aquatic centre and the green space and there was a need for greater integration and interconnectedness of all the facilities on the site.

Access throughout the site needs improving. The stairs into the aquatic centre are too large and too steep which makes it difficult accessing the site for those with young children or those with mobility issues. There was also a request for steps into the pool to assist those with mobility issues and also a request for swim classes for those children with developmental needs. Another rehabilitation pool was also requested because the existing one gets too busy on weekends.

Users of the site feel it is unsafe to move children throughout the carpark and request safer methods of moving throughout the car park (ie, crossings).

The layout of the interior of the aquatic centre is quite good. It is considered quite spacious and light and it is easy to see kids from anywhere within the centre. Respondents like the open access of it, that it is quite large and that there are dry and wet areas throughout the site.

**ITEM 12 (continued)**

**ATTACHMENT 3**

**Theme 3 | Aquatic facilities - usage**

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Between 85% and 92% of respondents have used the precinct in the past twelve months. Other facilities that they have predominantly used include the Sydney Olympic Park (31%), Macquarie University (15%) and Next Gen facilities (8%).

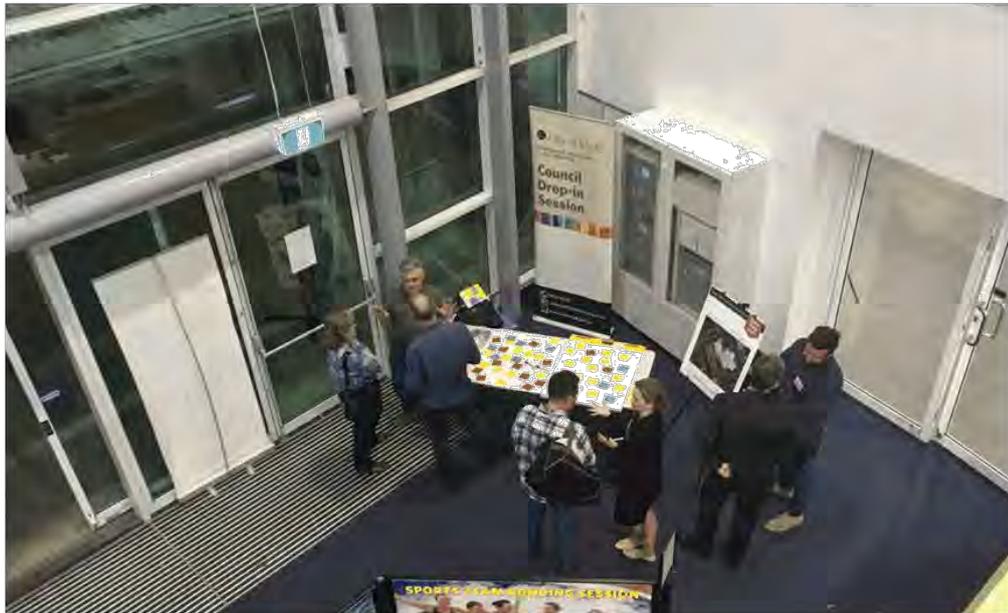
The reasons for not using an aquatic centre included the expense, they go to a beach or have their own pool, or the facilities are too busy or considered unhygienic.

The reasons that respondents attend their preferred aquatic centre is overwhelmingly the convenience of the location (68%) and ease of access (23%) followed by the quality and range of facilities (45%) and activities available (27%).

The main activities undertaken at the centre they use the most were to take children to the pool (42%) followed by recreational use (40%) and squad swimming (39%). Respondents regularly attended fitness programs and classes (26%) and competition activities (15%).

The precinct is generally used weekly by respondents (31%) with 6pm - 9pm weekdays being the most popular time to visit (91%).

83% of respondents would like to use the precinct more often in the future.



Evening drop-in session at the Ryde Aquatic Leisure Centre

## ITEM 12 (continued)

## ATTACHMENT 3

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### Theme 4 | Aquatic centre facilities

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The overall thoughts on the facility are very positive. Both site users and adjoining residents consider the site to be a good facility. It is a well-liked site for families, with kids enjoying the facilities and services available.

#### Condition and cleanliness

The facility is considered run down and tired. This may have led to a higher response to an unclean feel of the pool and changerooms with 50% of respondents wanting cleaner/more hygienic facilities.

#### Change rooms

The change rooms on the site are considered poor. There are not enough change rooms available - especially the family change rooms where a wait of up to 20 minutes has been experienced at peak times. In addition, they are considered run down, small and unclean. 39% of respondents wanted more family changerooms and 24% want larger changerooms.

There is no opportunity for males to change their children with no baby changing facilities within the men's change rooms. There are also no door or coverings to the showers within the men's change rooms. One respondent commented that her husband no longer brings his daughters swimming on his own because he has no where he can change them afterwards.

#### Surf Ryder

The Surf Ryder area is considered to be underutilised. The grassed area is considered substandard and gets very hot in summer, the hill is quite steep and there is a lot of noise from Victoria Road. There were many suggestions to replace Surf Ryder with a facility that would be used more by the patrons of the site.

#### Air quality

There are a lot of comments about the poor air quality of the site. The air temperature is considered to be quite hot and stuffy with a strong chlorine smell. This may be exacerbated by the roof insulation being incomplete and the amount of heat which enters the site through the large glazed areas of the building. However, there are some comments that the change rooms are not warm and that the air around the babies area is quite cold with 9% of respondents wanting warmer internal air temperatures. Overall there is a request for more ventilation, particularly in summer when it can get quite hot and stuffy inside.

#### Pools

The pools themselves are well regarded - both the lap pools and the children's swimming pools. However there are mixed reactions to the pool temperatures with some patrons saying the water temperatures are too cold, and others saying they are too warm. There is an overwhelming request for an outdoor pool to be reinstated at the site and more swimming pools in general to cater for the growing competition for space within the existing pools. There was a significant response to wanting a diving pool, waterslides and a children's outdoor splash park/wet play area. However, not just an increase in pool surface area is important, but also the depth of the pools so that they can accommodate a range of interests such as underwater hockey, diving and synchronised swimming.

#### Internal noise

The internal noise of the site is considered quite poor at peak times. The site can be quite noisy when it is crowded.

#### Cafe

There is a mixed response to the cafe. Some respondents like the cafe and the service it provides. Others believe the food selection and quality is quite poor and the seating area is too small. 42% of respondents wanted more food options, 35% would like more social and food areas and 14% would like a bar. There is a strong request for a larger selection of food outlets with more of an indoor/outdoor cafe available to more than just the patrons of the aquatic centre. Operationally, the existing site of the cafe would be an ideal location for the learn to swim staff, if the cafe could be relocated elsewhere.

#### Seating

Seating at the site is considered inadequate around the lower area of the site. There is a request for more seating options throughout the site both indoor and outdoor with more comfortable seating options being available.

Ryde Olympic Park Strategic Plan and Masterplan | Community Stakeholder Engagement Report | Project Stage 3

**ITEM 12 (continued)**

**ATTACHMENT 3**

**Theme 5 | Aquatic centre services**

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**Competing uses**

There seems to be a growing issue of competing uses on the site. What Council can supply is falling short of the demand now. Pool space is always at a minimum for the public. Respondents have mentioned that lane availability is poor with school groups, squads and swim lessons taking up the majority of pool space. There are limited options for casual swimming and leisure. 24% of respondents would like an outdoor leisure pool/play pool and 15% would like an indoor leisure pool. The legacy of the water polo at the site has created a priority for the water polo services over other services offered at the site. Some respondents felt that it would be hard to grow the swim school while accommodating water polo with the loss of a 25m pool 4-5 days per week for water polo.

**Hours of operation**

There has been some requests (18%) for later opening hours for swimming, including longer opening hours for the smaller heated pool in the facility. In addition, there is a request for longer opening hours on weekends.

**Leisure**

Respondents would like to see more activities for children outside of the school holiday periods. They would like to see the waterslide open more often. 13% of respondents want greater variety of activities and programs.

**Cost of services**

The costs for entry into the aquatic centre are considered high by some respondents - particularly pensioners and seniors. There have been some comments of providing subsidised admissions for self-funded retirees. It is considered that the entry price is quite high for a casual visit. However only one respondent of the online survey thought the site did not provide value for money. 43% of respondents would like membership packages and discount offers.

**Staff and centre interaction.**

Some respondents consider the website to be a little unclear, for example, they found it difficult to see when the indoor courts are available.

Respondents noted a positive working relationship with the aquatic centre staff and Carlisle swim school.

The overall response to the staff and swim teachers is very positive.

**Classes**

The swimming class options are considered quite good however some suggested that perhaps the timetabling of classes and events could be staggered to reduce the impact on traffic and parking outside the venue. There is also a request for later swim classes for working parents who can't get their children to the earlier classes at the pool.

Respondents would also like to see a gym with fitness, dance and martial arts classes.

## ITEM 12 (continued)

## ATTACHMENT 3

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### Theme 6 | Behind the scenes - aquatic centre

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#### Existing facilities

The current location of the cafe is an issue. It can only be accessed by aquatic centre users which limits its income potential and access to more community members. In addition, the site is too small and equipment and supplies for the cafe cannot be stored on site and instead are stored under the grandstand. This requires cafe staff to wheel their supplies to and from the grandstand across the pool deck, interfering with swimming lessons and events.

It would be good to relocate the cafe to a more purpose built area and allow the existing site to be used by the staff of the learn to swim classes.

There is sun glare on the water at particular times of day through the large glass windows. This makes it difficult for the lifesavers to properly monitor the water for swimmers.

The staff car park is not well utilised because it is in an inconvenient location. The staff room could be a more suitable size (it is too small currently) and of better quality.

The front reception could be better designed to allow for more free movement of patrons and also reduce the incidents of non-paying patrons entering the facility.

The storage for the learn to swim classes and pool deck is very poor. There is not enough storage space for all the equipment. Staff are struggling for more deck storage space for water sports.

#### Income considerations

The relocation of the cafe could increase revenue by providing access to the cafe to patrons not using the aquatic centre.

There is the potential for income generation through advertising at the site.

Whole day bookings of the pool for competitions could generate significant income for the facility. There is demand for this and could be taken advantage of by Council.

An outdoor pool would generally be a loss making facility with additional costs in heating, rodent and bird challenges and additional staff resources, however this could be offset by the profit generating components of the site.

If there was a larger meeting/party room, it could very easily be booked out with the amount of enquiries received. The existing party room is well liked for its vista and position, but it is prohibitively small which restricts its use.

#### Maintaining the facilities

The aquatic centre is a very harsh environment which makes it challenging to maintain the quality and condition of the site, for example the corrosion on all of the railings around the site has been problematic and difficult to solve.

The centre has never been closed for maintenance. All maintenance is conducted after hours. This makes it challenging to undertake large scale maintenance. There will need to be a time in the next few years where there will need to be a one month shutdown of the facility to undertake major maintenance at the site.

**ITEM 12 (continued)**

**ATTACHMENT 3**

**Theme 7 | Open Space**

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**Playground**

The play ground is well hidden from the aquatic centre side of the facility and few people are aware of its actual existence. Generally respondents who use the playground feel the playground needs to be updated and could be more centrally located on the site with better passive surveillance. 23% of respondents wanted playground equipment onsite and 18% would like a BBQ in the park. The playground area does have drainage issues with stormwater frequently leaving the area boggy.

There is also a request to fence the playground to prevent children running onto the road. Youth would like to see more play equipment better suited to an adolescent demographic such as a flying fox, running track and skate park. They would also like to see an outdoor stage where they could practice performances without having to book a hall or venue.

**Natural areas**

The natural areas are highly valued by the residents who live in close proximity to the site. They enjoy having this green space as an intermediary between the residential areas and the build environment on the precinct. The residents consider it important to keep the natural areas on the site.

It is seen as a key bird habitat with effort spent over the previous years improving this habitat. There is also good connectivity opportunities with the Parramatta River.

Water sensitive urban design would be considered valuable to reduce the impact of runoff on the lower parts of the site and the Parramatta river.

**Dog park**

Many respondents at this point were not aware that the dog park had been fenced off. They would like to see the fencing be completely enclosed and have a separation with the childrens play area.

**ITEM 12 (continued)**

**ATTACHMENT 3**



**Theme 8 | Hard court surfaces**

**Tennis courts**

The tennis courts are considered an underutilised facility which could be getting greater use. Many respondents have attributed this to the management of the site rather than the facilities themselves and that an improvement in management would increase the patronage of the site.

There are mixed feelings as to whether it should stay as exclusively tennis courts or whether there is an opportunity on the site to have mixed use including basketball and futsal.

Some respondents have requested that the facilities be provided for free considering they are not being used much at the moment. This is particularly evident with youth who find it too much effort to book online and would like the opportunity to turn up and have an impromptu game.

**Indoor courts**

There is generally not enough indoor courts available in the City of Ryde. There is a strong demand for more indoor sports spaces. To make this indoor sports centre commercially viable, the site would possibly need approximately three more full sized courts.

The stadium is fully booked on weekends. There is limited opportunity for residents to have casual games. The stadium is really well looked after and has a great sprung floor which is good quality. Some competitions held at the site are turning away teams because there is not enough room for them. Storage is pretty good at the site - most groups store their equipment comfortably.

Accessing the courts is very convoluted and they are not well sign posted. Many users of the aquatic centre would not be aware of the indoor courts' existence.



Evening drop-in session at Ryde Aquatic Leisure Centre



Comments provided by participants at drop-in session

## ITEM 12 (continued)

## ATTACHMENT 3

### Theme 9 | Sustainability

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Some respondents wish to see sustainability considered in any changes to the site especially with energy and water consumption and waste management.

Key staff stakeholders have recommended considering the requiring of a 4 Star Green Star Design and As Built Performance which incorporates many different elements of site management including, indoor air quality, energy consumption, sustainable transport options, material selections, ecology preservation and enhancement, emissions reduction, innovation and ongoing sustainable operation of the site.

#### Energy

The aquatic centre is Council's largest energy consumer and Council wishes to reduce the operating costs of the site. A cogeneration plant has been installed and although problematic at times, when it works, it is a key benefit to reducing costs at the site. A new supplier of the maintenance of the system has been engaged and so far this seems to have reduced many of the previous breakdowns.

A 312PV solar cell will be installed on the roof of the centre. This will be Council's largest solar project. Council wish to ensure that any future changes to the site do not overshadow these cells or in any way impact their efficiency.

The roof pitch should be designed to allow greater natural ventilation and reduction in cooling costs, accessing natural lighting and cooling through redesign.

If a GreenStar rating system is used, this may well result in these elements being included, however consider specific energy efficient building design elements such as:

- Double Glazed Windows
- Automated Pool Blankets
- Heat pumps/heat recovery units
- Energy efficient LED outdoor lighting for site (eg, car park and tennis court lighting)

#### Transport

Consider providing an E-bike sharing station to encourage users from Top Ryde to ride to the site and from the site along Victoria road. Encouraging of this would see users from school groups, residential or other satellite sites reducing pressures of on-site parking.

There was also the suggestion to provide on-site car share parking and prioritisation and a car charging point.

#### Water

It was recommended to consider Sydney Water Best Practice Guidelines for Water Management in Aquatic Centres and consider specific elements such as; greywater reuse for toilet flushing/landscaping; monitoring and sub-metering and; achieve at a minimum an average WELS ratings (in accordance with NSW Government Resource Efficiency Policy, July 2014).

Increase water tank capacity for RALC and on site watering usage. This could also be utilised for water play integration in playground.

#### Water sensitive urban design

It was recommended that the future design consider WSUD for sedimentation and on site water retention – given the slope of the site and ability for on-site detention that could have shared passive and recreation functionality as well as water quality value and storage for on-site use.

Consideration should be given to permeability in low traffic use areas to capture overland flow on the site and reduce water demand for landscaped areas.

## ITEM 12 (continued)

## ATTACHMENT 3

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### Theme 10 | Impacted residents

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Overall the residents surrounding the precinct are generally quite happy to be living in close proximity to the site.

The residents find they generally have a positive experience living near to the precinct. Especially those residents living adjacent to the bushland areas of the site who appreciate the natural interface between themselves and the built environment on the site.

However, there were some recurrent themes with the negative impacts of living in close proximity to the precinct. Predominantly, these included traffic, parking congestion and noise.

Residents found it very difficult to access their properties during peak usage times with precinct users either parking across their driveways or blocking the view of oncoming cars. The surrounding residential streets also became quite congested during peak times, exacerbated by excess street parking reducing the flow of traffic down to a single lane at times. In addition to parking congestion from precinct users, commuters also park in these residential streets throughout the week.

The impacted residents would still like the site to remain and would like to see an outdoor pool reinstated at the site. They would like to keep the green screening between the residential areas and the built environment within the precinct. The residents are in strong support of increased parking accommodated on the site to alleviate the parking congestion on the surrounding residential streets. They are generally happy with the idea of a multi deck car park but would like to see an interface which is sympathetic to the surrounding residential areas, including aesthetic green screening and screening for traffic noise and lights.

Some simple measures were also offered by the residents to alleviate the parking issues they experience in the street including the painting of a large "X" in a box on the road in front of their driveways to minimise the incidents of site users impacting their access to driveways.

Generally noise is not a significant issue for adjoining residents, however there are a few incidents where it has had a negative impact. This includes, noise from players on the tennis courts late at night and noise of whistles and shouting from the indoor sports facilities. There can also be some additional noise from the indoor sports facility when users are leaving the site of an evening.

Residents would like the impact of noise generation to be a consideration for any design or usage change of the site in the future.

The residents are very supportive of the masterplan and strategic plan process and were very complimentary to Council's inclusion of them in the decision making process.

**ITEM 12 (continued)****ATTACHMENT 3**

# Recommendations

Based on the information received throughout the initial stage of stakeholder engagement for the Ryde Olympic Park Precinct, the following recommendations are provided for the development of the draft strategic plan and masterplan. There are no recommendations specifically linked to Theme 3 - Aquatic Facilities - Usage.

**Theme 1 | Getting to the site**

- Provide for additional parking within the precinct through a multi-deck car park.
- Ensure parking provisions are screened from the adjacent residential properties to provide quality aesthetics, reduced noise and light spill
- Ensure clear and safe pedestrian access throughout the precinct
- Consider removing or providing an alternate entrance into the facility than the existing large stairwell
- Ensure adequate parking and access for buses
- Consider providing pedestrian and vehicle access direct from Victoria Road

**Theme 2 | Site profile & layout**

- Improve site profile from Victoria Road
- Ensure greater profile and interconnectedness of all elements of the precinct
- Consider the use of transparent walls of the indoor facilities to allow for passers-by to see the facility 'in action' and also to improve passive surveillance of the precinct.

**Theme 4 | Aquatic centre facilities**

- Consider a rejuvenation of the entire facility to update the 'run down' appearance
- Increase the capacity of the change room facilities - especially the family/disabled facilities
- Consider removing the Surf Ryder facility and using the space for an alternate use
- Provide greater opportunities for fresh air ventilation
- Provide an outdoor pool, with consideration for its design for use for either, swim lessons, diving, water polo, underwater sports and/or synchronised swimming
- Install an outdoor splash park/wet play area for children
- Consider methods of reducing the internal noise at the facility
- Relocate the cafe to a position which allows indoor and outdoor use and which can service members of the public who are not users of the aquatic centre
- Reuse the existing cafe site as an office for the swim school instructors
- Consider providing more and varied seating throughout the facility (inside and outside), especially to the lower pools within the facility
- Consider incorporating more community meeting space

**Theme 5 | Aquatic centre services**

- Provide an additional pool(s) to alleviate the issues with competing uses at the site
- Consider extending the hours of operation at the site
- Consider the introduction of discounts to self-funded retirees and membership options
- Consider staggering swim school timetables to alleviate the spike in car parking issues at each half hour interval

**Theme 6 | Behind the scenes**

- Consider sun glare on the water surfaces and provide life guard vantage points which address this
- Consider upgrading the size and quality of the existing staff rooms
- Redesign the entrance/reception area of the aquatic centre to improve access
- Provide greater storage in the vicinity of the main pool for water sports and training equipment

## ITEM 12 (continued)

## ATTACHMENT 3



### Theme 7 | Open space

- Consider relocating the existing playground to a more prominent position
- Upgrade the existing play equipment and consider including equipment more suitable to adolescents.
- Retain the existing amount of natural area and the existing natural interface between the adjacent residential properties
- Consider water sensitive urban design to control stormwater and alleviate existing stormwater issues throughout the park area.
- Ensure bird habitat is retained and where possible, enhanced.

### Theme 8 | Hard court surfaces

- Consider improving the usage of the external hard court surfaces either through improved management structure or through multi-use surfaces. Care needs to be taken with this considering stakeholder opinion on this was divided between making the courts multi-use (ie, including futsal) or keeping them dedicated to tennis only.
- Investigate expanding the indoor court areas to include at a minimum an additional three full sized courts.
- Improve the access and profile of the indoor court area
- Ensure parking is provided close to the indoor courts for disabled players

### Theme 9 | Sustainability

- Ensure the solar cells are retained at the site and that there is no overshadowing from any additional structures
- Ensure all new lighting at the site (both internal and external) is energy efficient (ie, LED lighting)
- Complete the existing unfinished roof insulation to improve ambient air temperatures
- Ensure the continued operation of the existing cogeneration plant and effective maintenance program is in place to ensure maximum reliability
- All new structures or redevelopment of existing structures should adhere to the Green Star rating system.
- Consider providing space for an E-bike system and space for electric cars to charge.
- Provide space for priority parking for ride share vehicles
- Consider Sydney Water's Best Practice Guidelines for Water Management in Aquatic Centres in any design or management of the facility
- Where possible, improve permeability of hard surfaces in accordance with WSUD practices.

### Theme 10 | Impacted residents

- Increase the parking capacity on site to reduce parking in adjacent streets
- Investigate relocating the main entrance to the site to Victoria Road to remove traffic from the residential streets
- Mark the spaces in front of adjacent residential driveways with an "x" in a box to deter precinct users parking across driveways
- Ensure a natural buffer is retained between the built assets and the residential interface
- Ensure all design changes consider any noise and light spill impacts on adjacent land users.

**ITEM 12 (continued)**

**ATTACHMENT 3**

# Appendices

A | Promotional materials

B | Website and social media

C | Residents letter and distribution area

**ITEM 12 (continued)**

**ATTACHMENT 3**

Michael Davies **Architecture** |  **Flagshipcommunications**

Promotional materials

DL flyer Front



DL flyer back

**We want to hear from you**

City of Ryde is seeking community input to create a vision for the Ryde Aquatic Leisure Centre Precinct. This will be used to develop a Strategic Plan and Masterplan for the site.

The site, located at 504 Victoria Road, Ryde, currently contains the Ryde Aquatic Leisure Centre, Next Gen Health Club, tennis courts, indoor sports centre, park and carpark.

**Have your say from 23 August to 25 September 2017.**

We want to understand what would help you enjoy the site even more, now and 20 years from now.

[Find out more on  
www.ryde.nsw.gov.au/RALCPrecinct](http://www.ryde.nsw.gov.au/RALCPrecinct)

Image: Ryde Aquatic Leisure Centre Precinct

Visit us at one of our face-to-face events

**Get involved!**

**Drop-in sessions**  
Tuesday 12 September 3.30pm - 5.30pm  
Ryde Aquatic Leisure Centre  
Wednesday 13 September 6.00pm - 8.00pm  
Ryde Aquatic Leisure Centre  
Saturday 16 September 9.00am - 11.00am  
Ryde Aquatic Leisure Centre

**Online workshop**  
Thursday 14 September 7.00pm - 8.30pm  
Online (RSVP via email or phone)

**Online survey**  
Wednesday 23 August to Monday 25 September  
Online at [www.ryde.nsw.gov.au/RALCPrecinct](http://www.ryde.nsw.gov.au/RALCPrecinct)

Talk to us or RSVP for an event on 1300 103 446 or [cityofryde@ryde.nsw.gov.au](mailto:cityofryde@ryde.nsw.gov.au)

**ITEM 12 (continued)**

**ATTACHMENT 3**

Promotional materials

Promotional poster



**Vision - Ryde Aquatic Leisure Centre Precinct**

**Have Your Say!**

**Get involved!**

City of Ryde is seeking community input to create a vision for the Ryde Aquatic Leisure Centre Precinct. This will be used to develop a Strategic Plan and Masterplan for the site.

The site, located at 504 Victoria Road, Ryde, currently contains the Ryde Aquatic Leisure Centre, Next Gen Health Club, tennis courts, indoor sports centre, park and carpark.

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**Next Gen Health Club** **Ryde Aquatic Leisure Centre**

**Olympic Park** **Tennis Courts** **Car Park**

Image: Ryde Aquatic Leisure Centre Precinct

ITEM 12 (continued)

ATTACHMENT 3



Website and social media

Have Your Say website



Facebook post



**ITEM 12 (continued)**

**ATTACHMENT 3**

**Residents letter and distribution area**

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23 August 2017

Dear Sir/Madam

**Have Your Say: Vision for the Ryde Aquatic Leisure Centre Precinct**

City of Ryde delivers a wide range of sport and recreation services through a network of regional, district, neighbourhood and local open space, parklands, sportsgrounds and indoor and outdoor facilities.

One of the more significant facilities within this network is the Ryde Aquatic Leisure Centre Precinct at 504 Victoria Road, Ryde. The Precinct includes the Ryde Aquatic Leisure Centre, Next Gen Health Club, car park, tennis courts and the Ryde Olympic Park.

While the precinct has served the community well for many years, Council recognises that, within the context of a rapidly growing and changing area, the roles and functions of this and other sites need to be constantly reviewed

**Have your say on a vision for the Ryde Aquatic Leisure Centre Precinct from 23 August to 25 September 2017.**

Since you live near the precinct, we want to understand how the facilities impact you and what would help you enjoy the precinct even more, now and twenty years from now. Your input will be used to develop a Strategic Plan and Masterplan for the site.

**We would like to invite you to a workshop for residents who live close to the precinct:**

**Date:** Saturday 16 September 2017

**Time:** 2.00pm - 3.30pm

**Where:** Ryde Aquatic Leisure Centre

**RSVP:** [cityofryde@ryde.nsw.gov.au](mailto:cityofryde@ryde.nsw.gov.au) or 1300 103 446

If you are unable to attend this workshop there are many other ways you can be involved:

**Drop-in sessions**

We will be at the Ryde Aquatic Leisure Centre to listen to your comments or answer any questions you may have at the following dates and times:

Tuesday 12 September - Anytime between 3.30pm - 5.30pm

Wednesday 13 September - Anytime between 6.00pm - 8.00pm

Saturday 16 September - Anytime between 9.00am - 11.00am

**Online workshop**

If you can't make it to the Centre, but would still like to be involved, join us for an online workshop where you can talk directly to our panel about your thoughts on the site.

Thursday 14 September 7.00pm - 8.30pm (To RSVP, email [cityofryde@ryde.nsw.gov.au](mailto:cityofryde@ryde.nsw.gov.au) or call 1300 103 446)

**Online survey**

Wednesday 23 August to Monday 25 September (Online at [www.ryde.nsw.gov.au/RALCPrecinct](http://www.ryde.nsw.gov.au/RALCPrecinct))

For more information, please visit our website at [www.ryde.nsw.gov.au/RALCPrecinct](http://www.ryde.nsw.gov.au/RALCPrecinct) or call us on 1300 103 446.

Yours sincerely

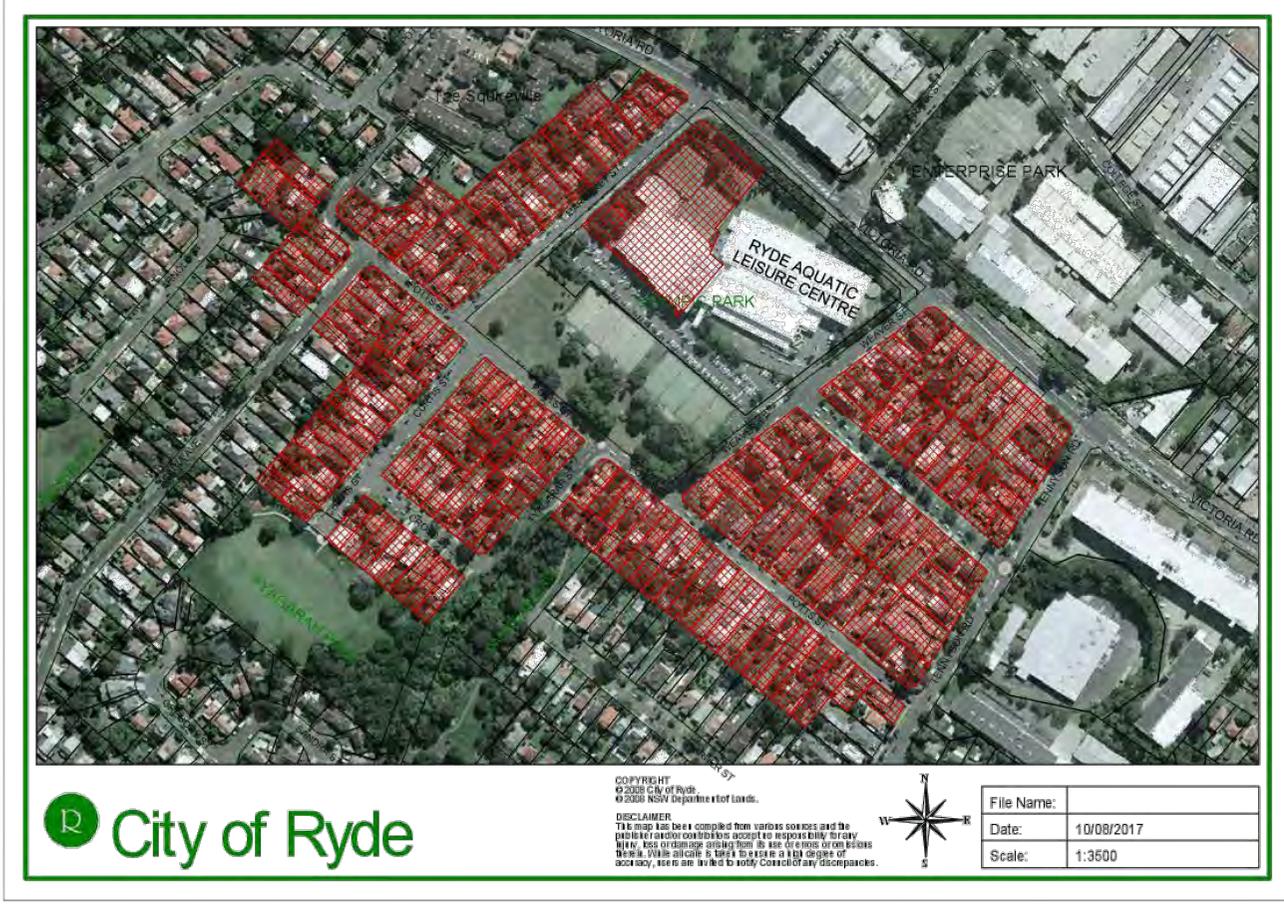


Louise Pilkington  
Senior Communications Adviser

**ITEM 12 (continued)**

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Residents letter and distribution area



Ryde Olympic Park Strategic Plan and Masterplan | Community Stakeholder Engagement Report | Project Stage 3

**ITEM 12 (continued)**

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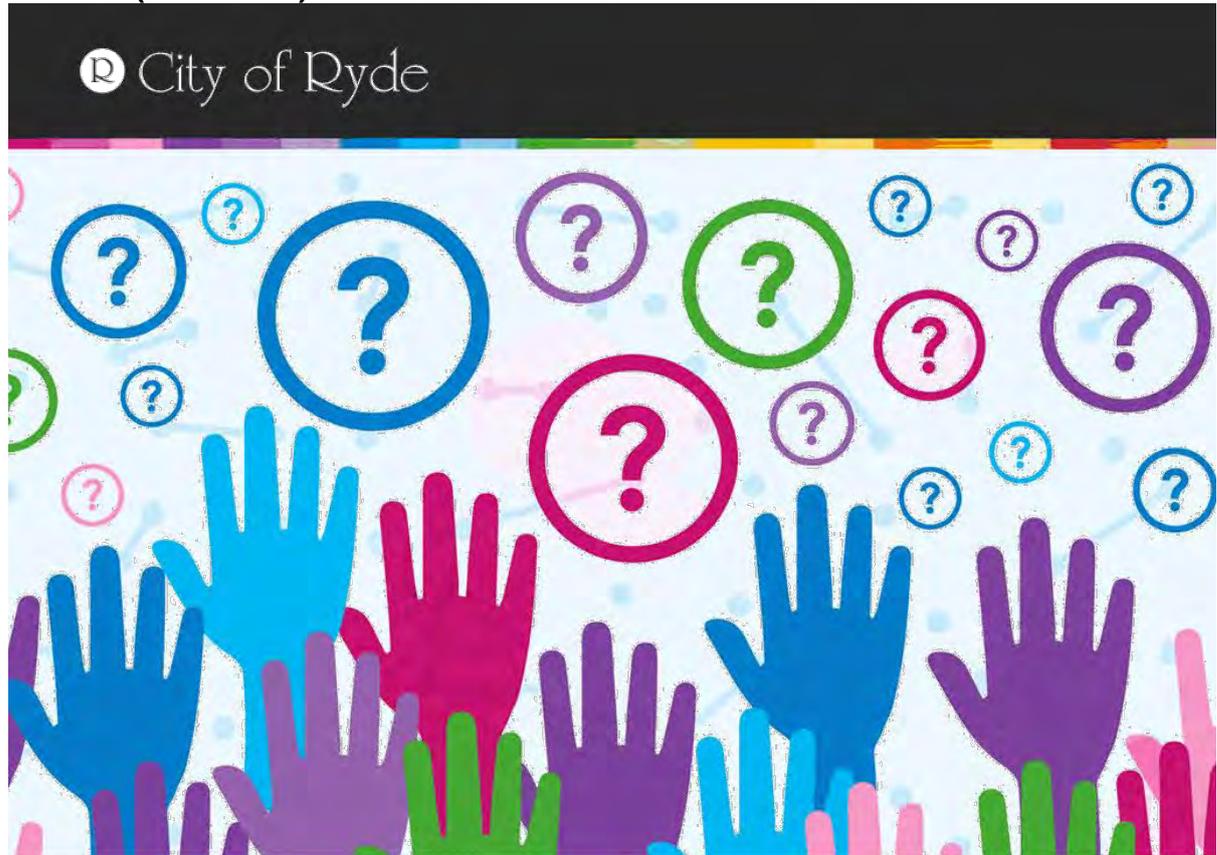
Door knock area



Prepared for the City of Ryde | October 2017 | PAGE 31

**ITEM 12 (continued)**

**ATTACHMENT 3**

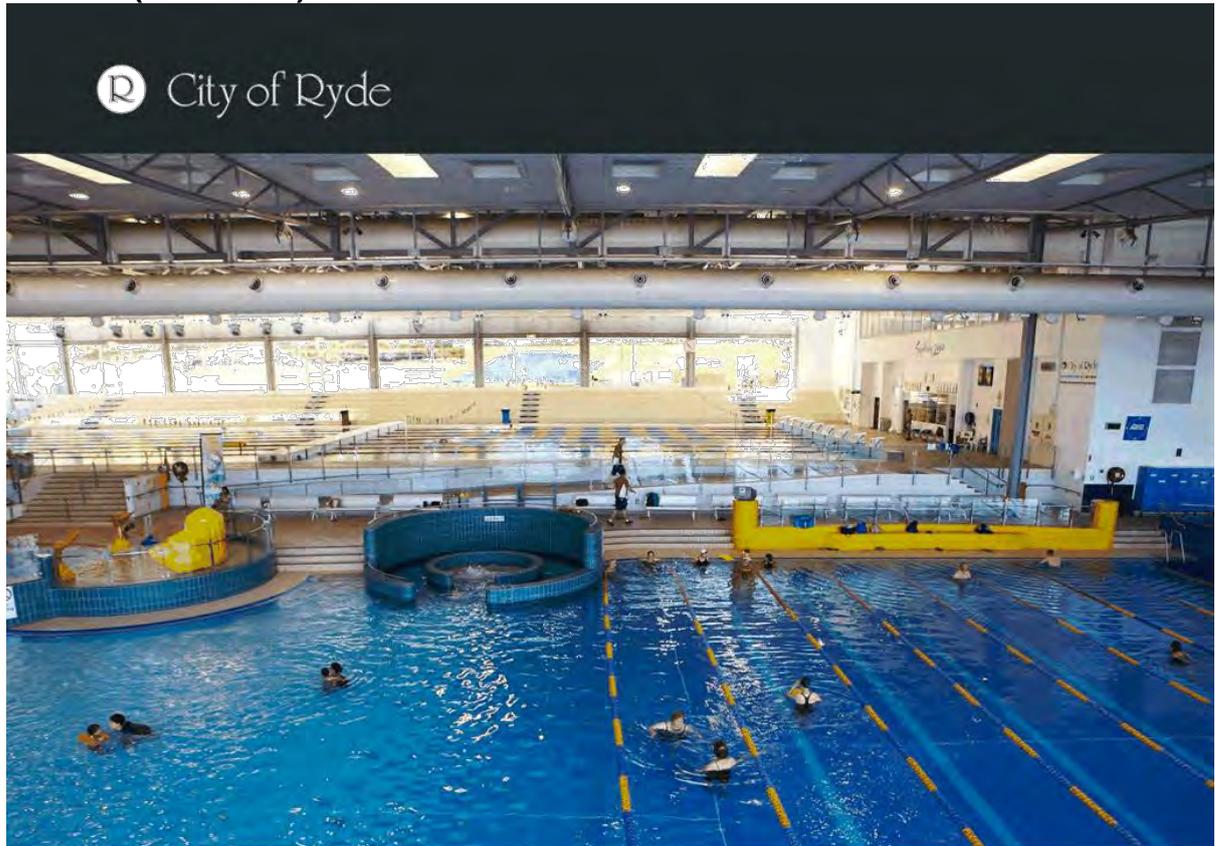


Prepared by Michael Davies Architecture and  
Flagship Communications for the City of Ryde.

**November 2017**

**ITEM 12 (continued)**

**ATTACHMENT 4**



# CITY OF RYDE

## VISION – RYDE AQUATIC LEISURE CENTRE PRECINCT

### Ryde Olympic Park Strategic Plan and Masterplan Stage 2 : Catchment Facility Analysis

Prepared by Michael Davies Architecture and  
Recreation Planning Associates for the City of Ryde.

December 2017

**ITEM 12 (continued)**

**ATTACHMENT 4**

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**ITEM 12 (continued)****ATTACHMENT 4****ACKNOWLEDGEMENTS**

The Consultants would like to acknowledge the contribution of several Councils and Macquarie University Sports and Aquatic Centre for their inputs into this Report. Specifically, we acknowledge:

- Richard Pascoe, Council of the City of Gold Coast
- Malcolm Kuhn, City of Greater Geelong
- Mark Taylor and Matthew Joyce, Kur-ring-gai Council
- Nick Wright, Macquarie University Sport and Aquatic Centre
- Jane Gornall and Alex Cuthbertson, Lane Cove Council
- Norm Boyle, North Sydney Council
- Roz Neville, Willoughby City Council
- Dan Skakavac, Northern Beaches Council
- Scott Hewitt, Hornsby Council

**ITEM 12 (continued)**

**ATTACHMENT 4**

**TABLE OF CONTENTS**

<b>TABLE OF CONTENTS</b> .....	<b>4</b>
<b>CHAPTER 1</b> .....	<b>6</b>
<b>PRELIMINARIES</b> .....	<b>6</b>
1.1 BACKGROUND .....	6
1.2 STAGE TWO - PURPOSE & SCOPE .....	6
<b>CHAPTER 2</b> .....	<b>7</b>
<b>SPORT &amp; RECREATION INDUSTRY TRENDS</b> .....	<b>7</b>
2.1 INTRODUCTION .....	7
2.2 HEALTH & WELLBEING .....	7
2.3 SOCIAL CAPITAL & COHESION .....	8
2.4 ECONOMIC SUSTAINABILITY .....	8
2.5 ENVIRONMENTAL SUSTAINABILITY .....	9
2.6 GOVERNANCE .....	9
<b>CHAPTER 3</b> .....	<b>10</b>
<b>SPORT, FITNESS &amp; RECREATION PARTICIPATION TRENDS</b> .....	<b>10</b>
3.1 INTRODUCTION .....	10
3.2 CURRENT PARTICIPATION .....	10
3.3 CHANGING PARTICIPATION PATTERNS .....	13
3.4 POTENTIAL FUTURE TRENDS IN PARTICIPATION .....	17
<b>CHAPTER 4</b> .....	<b>21</b>
<b>AQUATIC LEISURE &amp; FITNESS FACILITY TRENDS</b> .....	<b>21</b>
4.1 INTRODUCTION .....	21
4.2 AQUATIC LEISURE & FITNESS FACILITY TRENDS .....	21
<b>CHAPTER 5</b> .....	<b>27</b>
<b>CATCHMENT &amp; POPULATION REVIEW</b> .....	<b>27</b>
5.1 INTRODUCTION .....	27
5.2 CATCHMENT AREAS FOR AQUATIC LEISURE CENTRES .....	27
5.3 OLYMPIC PARK CATCHMENT AREA .....	28
5.4 REVIEW OF CATCHMENT POPULATION .....	30
5.5 CITY OF RYDE POPULATION FORECASTS .....	35
5.6 CITY OF RYDE WORKER POPULATION .....	37
5.7 POPULATION STRUCTURE & RECREATION NEEDS .....	37
5.8 POPULATION GROWTH/CHANGE & RECREATION NEEDS .....	37
5.9 IN-MIGRANT WORKERS & RECREATION NEEDS .....	39
5.10 CONCLUSIONS ON CATCHMENT POPULATION ISSUES .....	40
<b>CHAPTER 6</b> .....	<b>42</b>
<b>RYDE AQUATIC LEISURE CENTRE/NEXT GENERATION COMPETITOR ASSESSMENT</b> .....	<b>42</b>
6.1 INTRODUCTION .....	42
6.2 AQUATIC & LEISURE FACILITIES .....	42
6.3 COMPETITOR ANALYSIS .....	71
6.4 COMPETITOR ANALYSIS - PROPOSED FACILITIES .....	78
6.5 OTHER POTENTIALLY COMPETING FACILITIES .....	78
6.6 CONCLUSIONS - MARKET COMPETITION .....	80



**ITEM 12 (continued)**

**ATTACHMENT 4**

<b>CHAPTER 7</b>	<b>82</b>
<hr/>	
<b>REVIEW OF BEST PRACTICE STRATEGIC &amp; MASTER PLANNING</b> .....	<b>82</b>
7.1 INTRODUCTION .....	82
7.2 NORTHERN ARC GEELONG .....	82
7.3 NORTHERN GOLD COAST SPORTS PRECINCT .....	89
7.4 COMPARISON OF KEY PLANNING ELEMENTS .....	95
7.5 BEST PRACTICE PRINCIPLES .....	97
 <b>CHAPTER 8</b>	 <b>98</b>
<hr/>	
<b>SUMMARY AND CONCLUSIONS</b> .....	<b>98</b>
8.1 KEY FINDINGS .....	98
8.2 IMPLICATIONS FOR ROP STRATEGIC & MASTER PLAN .....	101
8.3 NEXT STEPS.....	103
 <b>APPENDIX 1</b>	 <b>104</b>
<hr/>	
<b>SPORT &amp; RECREATION INDUSTRY TRENDS &amp; BEST PRACTICE</b> .....	<b>104</b>
 <b>APPENDIX 2</b>	 <b>107</b>
<hr/>	
<b>KEY DRIVERS OF GYM &amp; FITNESS PARTICIPATION</b> .....	<b>107</b>
 <b>APPENDIX 3</b>	 <b>113</b>
<hr/>	
<b>AQUATIC LEISURE CENTRES BENCHMARKING - CENTRE VISITS</b> .....	<b>113</b>
 <b>APPENDIX 4</b>	 <b>114</b>
<hr/>	
<b>AQUATIC LEISURE CENTRES BENCHMARKING - FEES</b> .....	<b>114</b>



## ITEM 12 (continued)

## ATTACHMENT 4

### CHAPTER 1

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#### PRELIMINARIES

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##### 1.1 BACKGROUND

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The City of Ryde seeks to “better understand the current and likely future sporting, recreational and leisure needs of the Ryde community and to develop a framework for the effective future provision, planning and management and development of facilities and services within the Olympic Park precinct.”

The current study is to provide the basis for this enhanced understanding of Olympic Park through:

- Leveraging the findings of the recently undertaken City of Ryde Sport and Recreation Strategy, the City of Ryde Integrated Open Space Strategy and other relevant plans and strategies
- Undertaking new comprehensive research on needs, issues, constraints and opportunities,
- Generating creative and innovative ideas and solutions,
- Providing sound financial feasibility modelling,
- Concept master planning, and
- Innovative and thorough community engagement

Council’s desired final outcome for the current study is a detailed and costed Strategic Plan and Master Plan that details the strategic direction of the Olympic Park Precinct.

The Study comprises six stages, as follows:

- Stage 1 – Current Situation Analysis
- Stage 2 – Catchment Facility Analysis
- Stage 3 – Stakeholder Consultation (Phase 1)
- Stage 4 – Draft Strategic Plan & Component Brief
- Stage 5 – Master Plan Concept Development & Stakeholder Consultation (Phase 2)
- Stage 6 – Master Plan and Strategic Plan (Final)

This Catchment Facility Report addresses Stage 2 of the Study – Catchment Facility Analysis.

##### 1.2 STAGE TWO - PURPOSE & SCOPE

---

The purpose of Stage 2 is to review aquatic and leisure industry and facility trends and to analyse the catchment population and comparable facilities/precincts (within local, sub-regional and metropolitan contexts) with the aim of identifying and clarifying:

- Community expectations, and
- Industry best practice

The Report comprises the following elements, as required by Council’s brief:

1. Review of relevant sporting, recreation and leisure participation trends
2. Review of aquatic and leisure industry and facility trends
3. Identification and mapping of aquatic leisure facilities within neighbouring local government areas (LGA’s)
4. Review of ‘best practice’ in aquatic and leisure centre planning and operations

## ITEM 12 (continued)

## ATTACHMENT 4

### CHAPTER 2

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#### SPORT & RECREATION INDUSTRY TRENDS

---

##### 2.1 INTRODUCTION

---

This chapter reviews overall trends in the sport and recreation industry in Australia and globally.

It provides the context for more specific explorations of trends in the aquatic leisure and fitness industries (Chapter 3) and in sport and recreation participation (Chapter 4).

The relevant industry-wide changes and trends cover a broad range of areas, including the following:

- Health and wellbeing
- social capital and cohesion
- Economic sustainability
- Environmental sustainability
- Governance

The changes and trends present both challenges and opportunities. Those of most relevance to the current study are detailed at Appendix 1 and summarised in the following sub-sections:

##### 2.2 HEALTH & WELLBEING

---

There has been an evolving policy shift in recent times, with a focus on sport and physical recreation for its own sake being replaced with a promotion of sport and physical activity for social purposes (e.g. health promotion and reduction of anti-social activity and crime)<sup>1</sup>.

The key significant change has been the rise of the active lifestyle/wellness industry, prompted by opportunities and concerns surrounding the poor health outcomes of modern lifestyles (inadequate exercise, poor nutrition, overweight and obesity).

Associated with this has been the increasing recognition that traditional parks, recreation and sports facilities are not well suited to addressing these contemporary recreation and health issues and needs.

In particular, it is now widely recognised that parks should be better integrated with the public domain, that they should maximise contact with nature, and be managed with more inclusive policies and programming.

The key specific health and wellbeing policy and management trends include the following:

- Increasing recognition of the health, social and economic impacts of inactive lifestyles
- Increasing recognition of the potential role of the primary health sector in promoting and 'prescribing' physical activity and 'food as medicine' as an alternative or complement to prescription drugs<sup>2</sup>

<sup>1</sup> See, for example, Vicki-Ann Ware and Veronica Meredith, Dec 2013, *Supporting healthy communities through sports and recreation programs*, Australian Institute of Health and Welfare

<sup>2</sup> E.g. the Exercise is Medicine® (EIM) global initiative (established by the American College of Sports Medicine in 2007 and globalised from 2010 and managed in Australia by Exercise & Sports Science Australia (ESSA) aims 'to make physical activity and exercise a standard component of chronic disease prevention and management'. It encourages GPs and other health care providers to review and assess every patient's physical activity levels at every visit and, where appropriate, provide them with an exercise prescription or referral to an accredited exercise physiologist, accredited exercise scientist or appropriately qualified allied health professional.

## ITEM 12 (continued)

## ATTACHMENT 4

- Increasing acceptance by local government of its potential roles in improving health outcomes through park and recreation services
- Increasing recognition of the importance of *public domain design* in encouraging healthy active lifestyles
- Increasing recognition of the importance of – and demand for - *nature experience* for personal health and wellness

### 2.3 SOCIAL CAPITAL & COHESION

---

There is increasing recognition that sport and recreation facilities and activities can provide significant opportunities for building social capital (both bonding and bridging) and for improving social cohesion.

Specific social capital/cohesion policy and management trends include the following:

- Increasing recognition of the need for greater equity through *inclusive* policies and programming and improved *balance* in the provision of both traditional and emerging recreation opportunities
- Increasing recognition of the role of sport and recreation in providing healthy options for at-risk youth, thereby reducing crime and, in the longer term, the fear of crime and safety in public places
- Widespread use of 'cafe culture' as a catalyst for facility and program use
- Growth in community interest in natural and cultural heritage as a leisure activity (and the need for interpretive initiatives to respond to this)
- Broad adoption of social media and mobile internet as sources of information (about recreation opportunities) and means of social connectivity

### 2.4 ECONOMIC SUSTAINABILITY

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The key significant trend has been the on-going and increasing need to 'do more with less'. That is, community expectations have continued to increase (with the indoor recreation facilities 'boom' and the broadening of outdoor sports offerings being recent examples) while council budgets have not generally increased in 'real' terms.

The key economic sustainability policy trends and challenges include the following:

- Partly in response to higher standards provided in private sector facilities, communities are demanding higher standards for public recreation facilities, and abandoning facilities that are not high quality<sup>3</sup>
- In conjunction with these rising expectations, councils have been experiencing declining budgets (in 'real' dollar terms). This has increased the need to find new ways to generate revenue (e.g. Special Rates Variation's, user pays) in order to minimise/avoid deferred maintenance and asset renewal backlogs
- Increasing reliance on community volunteers (e.g. in facility management, caretaking and bush regeneration) to leverage available resources
- Associated policy shift – with key government (including council) roles transitioning from 'provider' to 'facilitator' or 'enabler'
- Stronger emphasis on evidence and business cases to justify and underpin investments in public infrastructure – including sport and recreation assets and facilities

---

<sup>3</sup> People bring their experiences of other buildings - notably retail and entertainment - into community facilities with them. The need for visual appeal has led to a 'retail' approach in public buildings. Many lessons learned from retail shopping design have been successfully applied to public facilities design

## ITEM 12 (continued)

## ATTACHMENT 4

- Stronger focus on collaboration – across Council departments, between Councils and their community organisations and across Council borders – in order to optimise resources and share knowledge/skills
- Increasing cost and scarcity of land in urban areas is making it increasingly difficult to acquire additional land for parks and associated facilities and has increased the necessity to optimise the usability of existing spaces and facilities
- Increased entrepreneurship by public agencies (including in leisure facility development and management)
- Growth in non-government recreation provision – private health clubs, shopping malls and 'private' open space in gated subdivisions
- The rising costs of mobility (with increasing cost of fuel and energy)

### 2.5 ENVIRONMENTAL SUSTAINABILITY

---

There is increasing recognition of the importance of natural environmental systems in underpinning the quality of life and the associated need to sustain biodiversity.

This understanding has been endorsed by the City of Ryde in its *Ryde Biodiversity Plan* and its vision “to assist management, enhancement and protection of natural areas and biodiversity in the Ryde LGA”.

The key specific trends have included:

- Increased concern for the environment, from local (e.g. neighborhood creek) to global (e.g. climate change) scales
- Increasing recognition that remnant vegetation, apart from providing important heritage and biodiversity functions, can also provide for increasingly popular recreation opportunities - including nature and heritage study and appreciation and the provision of attractive settings for, walking, cycling, picnics and outdoor gatherings
- Increasing recognition of the potential impacts of recreation activities on the integrity of natural processes
- Increasing recognition of the need for WSUD and water conservation (e.g. use of drought resistant dry grasses and turf species where appropriate; 'smart' irrigation systems)

### 2.6 GOVERNANCE

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A major trend has been the development of new models of service delivery – e.g. contract management and cooperative agreements with non- profit groups.

An allied trend – to better leverage limited funds and gain synergies - has been the formation of new and more partnerships. Joint ventures between recreation agencies and the health system, education, corporate sector, and community service agencies.

With no abatement of the continuing escalation of overweight and obesity-related health issues (such as diabetes and heart disease), the need for partnerships between all levels of government and allied health agencies will become increasingly necessary for the better promotion of community wellness.

## ITEM 12 (continued)

## ATTACHMENT 4

### CHAPTER 3

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#### SPORT, FITNESS & RECREATION PARTICIPATION TRENDS

---

##### 3.1 INTRODUCTION

---

This chapter reviews sport and recreation participation trends of relevance to the strategic and master planning of Ryde Olympic Park.

Specifically, it reviews:

- Current participation (type and quantity) in sport and recreation activities
- Barriers to greater sport and recreation participation
- How sport and recreation participation patterns have changed and evolved in recent years – with a focus on activities of relevance to Olympic Park (i.e. aquatic and fitness activities and tennis)
- Potential future trends in sport and recreation participation

##### 3.2 CURRENT PARTICIPATION

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###### Participation Rates

Australian and NSW participation rates in physical recreation activities – including those activities of relevance to Ryde Olympic Park – were most recently measured in the 2016 *AusPlay Survey*<sup>4</sup>.

The survey found that 87% of Australians aged 15 years and over participated in at least one physical activity for exercise, recreation or sport in the previous 12 months.

The survey also found that nearly 3.2 million children (69%) aged 0 to 14 years participated in some form of organised sport or physical activity outside school hours.

Up to the age of around 25 years, sport is the major form of physical activity, with non-sport options becoming increasingly dominant with increasing age.

Male and female adult participation rates are very similar

###### Frequency and Duration of Participation

With respect to the frequency of activities, the *AusPlay Survey* found that a majority of adults, 59%, were participating three or more times per week and that 38% participated five or more times per week.

With children, the participation frequency (out of school hours) was significantly lower, with only 19% (0.9 million) of children active at least three times per week, and 7% participating 5 or more times per week. The average duration of both sport and non-sport activity is around 50-80 minutes for children and adults, but varies across the life cycle, with sports participation having longer duration.

Based on these activity frequency and duration findings, the *Intergenerational Report* concluded that 62% of adults do not meet the minimum weekly physical activity levels recommended in the Commonwealth Department of Health Guidelines.<sup>5</sup>

<sup>4</sup> The *AusPlay Survey* is an initiative of the Australian Sports Commission. It is a rolling survey, first conducted in October 2015 with results biannually (with next release in October 2017). The random telephone-based Survey collects information on the frequency, nature and type of activities of both adults and children during the 12 months prior to interview.

<sup>5</sup> 150 to 300 minutes of moderate intensity physical activity or 75 to 150 minutes of vigorous intensity physical activity, or an equivalent combination of both moderate and vigorous activities, each week

## ITEM 12 (continued)

## ATTACHMENT 4

The Intergenerational Report also found that only 19% of 5-17 years met the recommended guidelines of 60 minutes of moderate to vigorous physical activity daily<sup>5</sup>.

### Motivations for Participation

'Physical health or fitness' is the main motivation for non-sport physical activity for 78% of respondents, followed by 'fun/enjoyment' (20%) and 'lose weight/keep weight off/tone' (17%).

'Physical health or fitness' is also the lead motivation for playing sport (with 63% of respondents nominating this), 'fun/enjoyment' (55%) and social aspects (32%) also figure strongly.

Other significant motivators include 'psychological/mental health/therapy' and 'walking the dog'.

Women are more likely than men to participate in sport or physical activity for 'physical and mental health reasons' and 'to lose or maintain weight'. Men are more likely than women to be motivated by 'fun/enjoyment' and 'social reasons'.

### Barriers to Participation

The main barriers for adults include 'not enough time/too many other commitments', 'increasing age/too old', 'poor health or injury', 'don't like sport/physical activity' and 'too lazy'.

For adults up to middle-age (45-54 years), 'not enough time' is the main barrier to participating in sport or physical activity. After middle age, 'poor health or injury' becomes the main factor (particularly after 65 years).

The main barriers for children up to age 8 is 'wrong age/too old/too young'. For all children, other significant barriers include 'not enough time/too many other commitments', 'can't afford it/can't afford transport' and 'don't like physical activity'.

### Use of Fitness Technology

The use of technology to support sport and/or physical recreation activities is increasing – with the most popular tech being 'Apps for tracking activity or training' (17% of adult sport and physical recreation participants), 'wearable technology such as Fitbit, watches, heart rate monitors' (14%) and 'Websites (not including social media sites) or online tools' (9%).

Overall, around 40% of participants use technology supports, with the greatest use by younger adults, particularly younger women (e.g. more than 50% of women aged 15 to 34 years).

Other support technologies include 'Play music/listen to headphones' (8%), 'Free social media site such as Running Mums Australia or Urban Rec' (4%), 'Watching video sessions of physical activities/fitness/exercise' (2%), 'Apps for music' (1%) and 'Apps for maps and GPS training' (1%).

### Most Popular Activities - Adult (15 years+)

Participation rates for the most popular activities are shown in Table 3.1.

Across both Australia and NSW, the most popular activities include several of direct relevance to Olympic Park - including swimming, aerobics/fitness, tennis, indoor court sports (basketball, netball, soccer) and wellness programs (yoga, pilates).

Aerobics/fitness and swimming are two of the three most popular activities in NSW.

<sup>5</sup> According to the Intergenerational Report this result, together with a 30% fall between 2004-10 in the proportion of Year 6 students meeting the Activity Guidelines, is most likely due to increasing 'screen time' and a significant decline in 'active commuting'.

ITEM 12 (continued)

ATTACHMENT 4

Table 3.1: Recreation participation (at least once in previous 12 months), Australia & NSW, 2016

Activity	Participation Rate (%)					
	NSW			Australia		
	All	Males	Females	All	Males	Females
Walking	42.8	33.0	52.2	42.6	32.8	52.3
<b>Aerobics/fitness</b>	33.0	29.5	36.4	32.1	28.6	35.4
<b>Swimming</b>	<b>16.4</b>	<b>15.4</b>	<b>17.3</b>	<b>14.5</b>	<b>13.0</b>	<b>16.0</b>
Running	15.6	16.9	14.2	15.8	17.8	13.9
Cycling	10.5	13.7	7.4	11.7	14.3	9.2
<b>Soccer</b>	<b>7.0</b>	<b>11.1</b>	<b>3.1</b>	<b>5.8</b>	<b>9.1</b>	<b>2.6</b>
Bush walking	6.8	7.6	6.0	5.4	5.3	5.4
Golf	5.7	9.7	1.7	5.2	8.7	1.7
<b>Tennis</b>	<b>5.2</b>	<b>5.8</b>	<b>4.7</b>	<b>4.8</b>	<b>5.5</b>	<b>4.1</b>
<b>Yoga</b>	<b>4.6</b>	<b>1.8</b>	<b>7.4</b>	<b>4.4</b>	<b>1.3</b>	<b>7.4</b>
Cricket	2.7	4.7	0.7	3.3	5.9	0.7
<b>Basketball</b>	<b>2.7</b>	<b>4.7</b>	<b>0.7</b>	<b>3.4</b>	<b>4.8</b>	<b>2.2</b>
<b>Netball</b>	<b>2.5</b>	<b>0.4</b>	<b>4.6</b>	<b>3.2</b>	<b>0.7</b>	<b>5.6</b>
<b>Pilates</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>2.5</b>	<b>0.6</b>	<b>4.4</b>
Touch Football	2.3	2.9	1.7	2.0	2.6	1.4

Most Popular Activities - Children (0-14 years)

Participation rates for children's most popular 'organised' recreation activities are shown in Table 3.2.

As with adults, the most popular activities – as highlighted at Table 3.2 - include several of relevance to the activities provided or potentially provided at Olympic Park - including swimming, tennis, indoor sports court (basketball, netball) and studio (dancing, gymnastics) activities.

Table 3.2: Children's 'organised' participation in top 10 recreation activities, Australia & NSW, 2016

Activity	Participation Rate (%)			
	NSW			Australia
	All	Males	Females	All
<b>Swimming</b>	<b>30.2</b>	<b>29.7</b>	<b>30.8</b>	<b>30.0</b>
Soccer	21.9	32.1	11.5	14.7
<b>Dancing</b>	<b>9.2</b>	<b>1.0</b>	<b>17.5</b>	<b>7.2</b>
<b>Gymnastics</b>	<b>8.2</b>	<b>4.1</b>	<b>12.4</b>	<b>7.4</b>
<b>Netball</b>	<b>5.9</b>	<b>0.0</b>	<b>12.0</b>	<b>7.2</b>
<b>Tennis</b>	<b>4.7</b>	<b>5.2</b>	<b>4.3</b>	<b>6.1</b>
Cricket	4.5	8.5	0.3	5.6
Running/athletics	4.2	3.2	5.1	4.4
<b>Basketball</b>	<b>4.2</b>	<b>5.8</b>	<b>2.5</b>	<b>6.5</b>
Rugby League	3.5	6.8	0.1	2.8
AFL	n/a	n/a	n/a	2.8

**ITEM 12 (continued)**

**ATTACHMENT 4**

**3.3 CHANGING PARTICIPATION PATTERNS**

Participation rates in recreation activities are not static. They change with changes in the age profile and other characteristics of the population. They also change in accordance with changing fashion and the influence of the industry trends identified in Chapter 2, above.

Recreation participation trend data is available from 2001-2016 and is based on three separate recreation participation survey series - the *Exercise, Recreation and Sport Survey* (CASRO, 2001-10), *Participation in Sport and Physical Recreation Survey* (ABS, 2011/12 and 2013/14) and the *AusPlay Survey* (Australian Sports Commission, 2016).

The surveys used different methodologies in interviewee selection, sample design, sample size, questionnaire design and how the survey was conducted. Because of this, the Australian Sports Commission cautions that 'any comparison of survey data should take these methodological differences into account'.

With respect to this, the results of the two ABS surveys (with significantly lower participation levels) appear anomalous with the results of both the ERASS and AusPlay surveys. As these ABS surveys were just one module of larger Multi-Purpose Household Surveys – unlike ERASS and AusPlay which were both 'stand-alone' surveys – and because they provided only limited data at the State level, their findings are not included in this analysis.

The following sub-sections summarise trends in adult and child participation in activities of most relevance to Olympic Park, including swimming, aerobics/fitness tennis and basketball. The surveys identify participation in activities at least once in the 12 months immediately prior to the survey.

**Adult Swimming**

The 10-year trend between 2001-2010 in both NSW and across Australia was down – both in terms of numbers and participation rates. In NSW, the participation rate in 2001 was 19% but had fallen to 13.6% by 2010 – as illustrated in Table 3.3.

**Table 3.3: Adult participation trends - Swimming – NSW & Australia (2001-2016)**

YEAR	NSW		Australia
	No. ('000)	%	%
2001	967.4	19.0	16.0
2004	961.8	18.3	16.5
2007	737.7	13.8	12.0
2010	771.2	13.6	13.0
2016	1,025.6	16.4	14.5

This decline was most probably due to the waning of the Sydney 2000 Olympic Games effect but also the continuing high immigration levels (and the usual lower participation rates of CALD populations).

However the first round of the AusPlay survey indicates that there has been a renaissance in swimming participation levels in recent years – with participation in NSW up from 13.6% in 2010 to 16.4% in 2016.

While difficult to precisely pinpoint the reasons for this increase, it most likely reflects:



**ITEM 12 (continued)**

**ATTACHMENT 4**

- Successes in the promotion of 'structured' swimming – with Swimming Australia's initiatives in promoting participation (through, for example, Junior Dolphins and Sporting Schools) resulting in significant increases in swim club membership<sup>7</sup>
- The greater attraction of 'unstructured' swimming flowing from the significant capital investment, in recent years, by councils across the State in new aquatic leisure centres and swimming pool refurbishments

**Adult Aerobics/Fitness**

In contrast to adult swimming trends, the 10-year trend between 2001 and 2010 was strongly up – both in terms of numbers and participation rates – as illustrated in Table 3.4. Both in NSW and Australia, the participation rate almost doubled (from around 13% to over 23%) in the 9 years from 2001 to 2010.

**Table 3.4: Adult participation trends - Aerobics/Fitness – NSW & Aust (2001-2016)**

YEAR	NSW		Australia
	No.('000)	%	%
2001	636.8	12.5	13.0
2004	842.0	16.0	17.1
2007	1,062.6	19.8	20.2
2010	1,270.5	22.4	23.5
2016	2,067.4	33.0	32.1

The strong growth has continued since 2010, with the 2016 AusPlay findings showing that participation in fitness/gym activities in NSW had increased from 22.4% to 33%.

Frequency of participation is also high – with around 40% participating at least twice per week and 65% participating at least once per week.

Females participate in fitness activities significantly more than do males (36.4% compared to 29.5% in NSW in 2016) and the 18-34 years age groups participate at significantly higher levels than do other age groups<sup>8</sup>.

The strong growth in fitness participation is largely explained by greater awareness of fitness benefits and growth and innovations within the health and fitness industry (such as more venues and more flexible and varied fitness delivery models), more appealing and user-friendly gym equipment and, more recently, policies and programs aimed at addressing the obesity/overweight epidemic.

The major drivers encompass both demand and supply-led factors and include the following:

- Greater awareness of health issues and the benefits of fitness
- Government promotional campaigns
- Growth in number of gyms and fitness centres
- New fitness service delivery models (e.g. 24/7 gyms, 'efficient' fitness, remote fitness delivery)
- Greater diversity of fitness activities and programs
- Technology innovations
- Subsidised fitness and wellness

These drivers are discussed in detail at Appendix 2.

<sup>7</sup> With Swimming NSW membership up 9.6% (2,000 swimmers) in just 2016-17 alone - <https://nsw.swimming.org.au/>

<sup>8</sup> Fitness Australia, 2016, *Profile of the Fitness Industry in Australia: Fitness Industry Consumers*, page 7

**ITEM 12 (continued)**

**ATTACHMENT 4**

**Tennis**

The 10-year trend between 2001-2010 in both NSW and across Australia was strongly down – both in terms of numbers and participation rates. In NSW, the participation rate in 2001 was 11% but had fallen to 6.8% by 2010 – as illustrated in Table 3.5.

**Table 3.5: Adult participation trends - Tennis – NSW & Aust (2001-2016)**

YEAR	NSW		Australia
	No.('000)	%	%
2001	559.6	11.0	9.2
2004	518.1	9.8	8.4
2007	359.4	6.7	5.8
2010	384.9	6.8	6.0
2016	328.1	5.2	4.8

The 2016 AusPlay survey shows that the decline in tennis participation has continued in recent years – with participation in NSW down a further 1.6% to 5.2% in 2016.

The evidence suggests that the decline is a result of several factors, including decline in the number of courts, a shift of focus at the junior level from the grass roots to elite players, strong competition at the junior level from a raft of alternative, ‘cooler’, sports (e.g. soccer, oztag, touch rugby, Auskick etc.), and the lack of appeal of facilities (courts with sheds) for young people

More recent efforts by Tennis Australia to boost grassroots tennis (e.g. launch of the MLC Hot Shots introductory program for children in 2008 and roll out of the National School Partnership Program in 2012) have had only limited success.

**Indoor Court Sports**

The 10-year trend between 2001 and 2010 was up strongly (off a low base) for futsal, was steady for Basketball and down for Volleyball and Badminton both in terms of numbers and participation rates.

**Table 3.6: Adult participation trends – Indoor Court Sports – NSW & Aust (2001-2016)<sup>9</sup>**

YEAR	Basketball			Futsal			Volleyball*			Badminton		
	NSW		Aust	NSW		Aust	NSW		Aust	NSW		Aust
	No. ('000)	%	%	No. ('000)	%	%	No. ('000)	%	%	No. ('000)	%	%
2001	138.9	2.7	3.5	40.8	0.8	1.2	75.9	1.5	1.7	n/a	n/a	0.6
2004	137.6	2.6	3.2	90.3	1.7	1.9	55.6	1.1	1.5	31.6	0.6	0.9
2007	145.4	2.7	3.0	73.5	1.4	1.5	27.0	0.5	0.8	30.6	0.6	0.7
2010	145.9	2.6	3.5	93.2	1.6	1.9	33.6	0.6	1.2	20.8	0.4	0.7
2016	168.8	2.7	3.4	n/a	n/a	n/a	n/a	n/a	3.4	n/a	n/a	0.9

The 2016 AusPlay survey shows that, in terms of participation rates, Basketball has remained stable in recent years (at around 2.7 % in NSW) but, in terms of numbers of players, is modestly up (+22,000 in NSW between 2010-2016) due to the relatively high population growth in that period.

Volleyball and Badminton participation across Australia also seem to have increased since 2010 (although the changed survey methodology may have contributed to these differences).

<sup>9</sup> Indoor hockey participation was also measured but was very low – 0.2% in Australia in 2001, down to 0.1% in 2010; indoor netball was not measured in the ERASS surveys

**ITEM 12 (continued)**

**ATTACHMENT 4**

**Other Relevant Indoor Recreation Activities**

The 15-year trend between 2001-2016 in both NSW and across Australia was strongly up for Yoga, relatively stable for Martial Arts and Table Tennis and down for Squash, in terms of both numbers and participation rates.

Yoga is the most popular indoor recreation after aerobics/group fitness and swimming. In NSW, the participation rate for Yoga in 2001 was 1.5% but had grown significantly to 4.4% by 2016, with an additional 200,000 participants across NSW – as illustrated in Table 3.7.

**Table 3.7: Adult participation trends – Indoor Recreations – NSW & Aust (2001-2016)**

YEAR	Yoga			Martial Arts			Table Tennis			Squash/raquetball		
	NSW		Aust	NSW		Aust	NSW		Aust	NSW		Aust
	No. ('000)	%	%	No. ('000)	%	%	No. ('000)	%	%	No. ('000)	%	%
2001	95.0	1.9	1.5	113.8	2.2	2.1	n/a	n/a	0.5	114.6	2.2	2.2
2004	182.5	3.5	3.4	104.2	2.0	2.0	24.7	0.5	0.5	124.4	2.4	1.9
2007	163.9	3.1	2.8	62.6	1.2	1.9	19.3	0.4	0.4	62.0	1.2	1.2
2010	190.6	3.4	3.5	103.8	1.8	2.1	21.0	0.4	0.6	89.3	1.6	1.4
2016	289.7	4.6	4.4	n/a	n/a	3.4	n/a	n/a	0.4	n/a	n/a	1.0

It is noted that Pilates has recently surged in popularity as an indoor wellness activity.

While not included in the 2001-2013 ERASS and ABS recreation surveys (due to the low participation), Pilates was the equal 15<sup>th</sup> most popular adult activity (with AFL) in the 2016 AusPlay survey, with a 2.5% participation rate.

**Children 'Organised' Participation**

Table 3.8 shows changes, between 2000 and 2016, in children's participation in seven the ten most popular 'organised' sports that are relevant to Olympic Park<sup>10</sup>.

Overall, there was an apparent 10% increase in children's 'organised' sports participation between 2000 and 2016 – up from 63 to 69% - but some of this difference may be due to the different survey methodologies.

Additionally, the overall figure disguises significant shifts amongst individual sports.

As illustrated in Table 3.8, swimming was not only the most popular 'organised' activity for children throughout this period, it also experienced the highest growth rate between 2006 and 2016 (+74%).

**Table 3.8: Children's 'organised' sports participation, Australia, 2006-2016**

Activity	2006	2009	2012	2016	Change 2006/2016
Swimming	17.4	17.8	18.2	30.2	+74
Dance - recreational	14.5	15.1	16.3	9.2	-37
Gymnastics	n/a	n/a	4.4	8.2	na
Netball	9.1	7.5	8.1	5.9	-35

<sup>10</sup> ABS, *Children's Participation in Cultural and Leisure surveys 2006, 2009 and 2012; AusPlay 2016*

**ITEM 12 (continued)**

**ATTACHMENT 4**

Activity	2006	2009	2012	2016	Change 2006/2016
Tennis	6.4	7.0	6.8	4.7	-27
Martial arts*	4.4	6.1	5.2	4.7	+7
Basketball	3.8	3.3	5.1	4.2	+11
All sports*	63.0	-	60.2	69	+10

\*Figures for 2016 are for Australia – as NSW figures are not available

Two other popular children’s sports of relevance to Olympic Park – basketball and martial arts – also experienced growth over the past ten years, up 11% and 7%, respectively.

As with adults, child tennis participation also experienced a significant decline in participation over the ten-year period (-27%).

**3.4 POTENTIAL FUTURE TRENDS IN PARTICIPATION**

In a 2013 report on the future of Australian sport, the Australian Government identified key trends which it expected to shape the sports and recreation sectors over the following 30 years.<sup>11</sup>

The report identified six ‘megatrends’ likely to shape the Australian sports sector.

Two of these trends (‘New Wealth New Talent’, ‘Tracksuits to Business Suits’) are more specific to national and international sport issues.

The other four concern community-based sport and recreation and are highly relevant to the consideration of options for modernising and/or upgrading Council’s swimming pools.

The key attributes of these four megatrends are summarised in Table 3.9.

**Table 3.9: Megatrends Shaping the Sports Sector**

Megatrend	Key Forecast Trends
A Perfect Fit	<ul style="list-style-type: none"> <li>Individualised sport and fitness activities are on the rise</li> <li>People are fitting sport into their increasingly busy and time-fragmented lifestyles to achieve personal health objectives.</li> <li>Participation rates in aerobics, running, walking, along with gym membership, have all risen sharply over the past decade while participation rates for many organised sports have held constant or declined (Standing Committee on Recreation and Sport, 2010).</li> <li>People are increasingly opting to go for a run with headphones and a music player when the opportunity arises rather than commit to a regular organised sporting event.</li> <li>Expenditure on healthcare as a proportion of total expenditure has been, and is forecast to continue, rising (Australian Government, 2010).</li> <li>Australians are becoming more health conscious. We are increasingly playing sport to get fit, rather than getting fit to play sport</li> </ul>

<sup>11</sup> CSIRO for the Australian Sports Commission, April 2013, *The Future of Australian Sport – Megatrends Shaping the Sports Sector over Coming Decades*

**ITEM 12 (continued)**

**ATTACHMENT 4**

Megatrend	Key Forecast Trends
From Extreme to Mainstream	<ul style="list-style-type: none"> <li>• Rise of lifestyle, adventure and alternative sports which are particularly popular with younger generations.</li> <li>• These sports typically involve complex, advanced skills and have some element of inherent danger and/or thrill-seeking.</li> <li>• They are also characterised by a strong lifestyle element and participants often obtain cultural self-identity and self-expression through these sports.</li> <li>• These sports are likely to attract participants through generational change and greater awareness via online content (e.g. YouTube, Facebook, Twitter).</li> <li>• There is strong viewer demand for extreme sports videos on the internet and television.</li> <li>• These sports are also finding their way into the Olympic Games; with a recent addition being BMX cycling, introduced at the Beijing 2008 Olympics. International associations for skateboarding and rock climbing are making substantial efforts to have these included as Olympic sports in the future</li> </ul>
More than Sport	<ul style="list-style-type: none"> <li>• The broader benefits of sport are being increasingly recognised by governments, business and communities.</li> <li>• Sport can help achieve mental and physical health, crime prevention, social development and international cooperation objectives (Cameron &amp; MacDougall, 2000; Schmitz et al., 2004).</li> <li>• Sport for children and adults is an effective means of reducing the rising rates of obesity and chronic illness.</li> <li>• If managed appropriately, it can be an effective mechanism to help achieve social inclusion for marginalised groups and reduce crime rates.</li> <li>• Sport can build bridges to other countries and achieve overseas aid, peace and foreign policy objectives.</li> </ul>
Everybody's Game	<ul style="list-style-type: none"> <li>• Australia and other countries of the Organisation for Economic Cooperation and Development (OECD) face an ageing population. This will change the types of sports we play and how we play them.</li> <li>• There are indications that Australians are embracing sport into their old age. To retain strong participation rates, sports of the future will need to cater for senior citizens.</li> <li>• They will also need to cater for the changing cultural make-up of Australia. Australian society has become, and will continue to become, highly multicultural. Different cultures have different sporting preferences and recreation habits.</li> <li>• Sporting organisations will be challenged with capturing the interest and involvement of diverse cultures</li> </ul>

A more recent report – the *Intergenerational Review of Australian Sport* - has identified concerning recent trends in sports participation in Australia, as well as potential solutions.<sup>12</sup>

More specifically, the Report expressed concern that “the return enjoyed by Australia from money spent in the sports sector is predicted to decline, with a rise in the return on sport as entertainment masking a large decrease in the return from participation in sport”.

The Report concluded that, without corrective action, Australia “will transition from a nation of active sports participants to a nation of passive sports consumers.”<sup>13</sup>

This transition is predicted to entail a 15% fall in sports participation by young adults by 2036 together with further declines in the number of sports clubs in sports other than the ‘big commercial sports’ and sports volunteers.

The Report identified the following seven (7) causes of this trend to ‘passive sports consumption’:

<sup>12</sup> Boston Consulting Group for the Australian Sports Commission, 2017, *Intergenerational Review of Australian Sport*

<sup>13</sup> Ibid. page 19

**ITEM 12 (continued)**

**ATTACHMENT 4**

- The declining focus on sport in schools
- General inactivity and obesity
- Demographic and social change
- Increasing commercialisation of sport
- Higher investment in sport by competitor countries
- The impact of new technology
- Structural challenges impacting sport's ability to adapt

**Table 3.10: Intergenerational Report – causes of trend to passive sports consumption**

Broad trend	Specific trends
Decline of sport in schools	<ul style="list-style-type: none"> <li>• Falling numbers of PE trained teachers</li> <li>• Disbanding of specialist support units in State Government Education Departments</li> <li>• Fall in proportion of students achieving WHO recommended 60 mins of activity per day</li> <li>• Higher emphasis on literacy/numeracy –</li> <li>• Higher proportion of children reaching adulthood with lower rates of physical literacy</li> </ul>
Increasing inactivity and obesity	<ul style="list-style-type: none"> <li>• AusPlay survey – 62% adults do not meet min physical activity levels Department of Health Guidelines</li> <li>• Only 19% 5-17 years meet recommended guidelines of 60 m mod/vigorous physical activity daily – due to increase in screen time between 2004-10 30% fall in year 6 students meeting guidelines – also due to fall in active commuting</li> <li>• Obesity &amp; OW – 65% of adults and nearly 25% of children – and rising with current trends 33% of children by 2025 - \$88B of extra health costs over next 10 years</li> </ul>
Demographic and social change	<ul style="list-style-type: none"> <li>• Ageing – by 2036, 33% more people over 65 years</li> <li>• Only 27% of 65+ participate in sport</li> <li>• Cultural diverse – 29% born overseas – growing to 34% by 2036 –</li> <li>• Leisure time – longer work hrs and more dual income families – requires modified sports offerings to suit time-poor world</li> </ul>
Increasing commercialisation of sport	<ul style="list-style-type: none"> <li>• Increasing polarisation of financial strength between big national leagues and smaller sports – with potential impacts on sports diversity and growth potential</li> </ul>
Investment by competitor countries	<ul style="list-style-type: none"> <li>• Falling investment in elite sport – Australia now out of top 10 – many countries using sports lotteries + sugar tax to fund sport</li> </ul>
New technology	<ul style="list-style-type: none"> <li>• On-line sports communities (e.g. runkeeper, strava)</li> <li>• Fitness tracking tech</li> <li>• Integrated athlete management and coaching – video and biometric feedback using smart phones</li> </ul>
Structural challenges impacting sport's ability to adapt	<ul style="list-style-type: none"> <li>• Fragmentation of sport and recreation sector - lack of agreed goals and metrics across national, state and local responsibilities for government and sports organisation sectors</li> <li>• Need for a single management model for sports e.g. Netball Australia – single national management model – enabled increased sponsorship and national rollout of product innovations</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**

The *Intergenerational Review* recommends an approach to reversing these trends, including an aspirational vision and four core goals – ‘becoming the most active sporting nation’, ‘developing thriving sports organisations’, ‘achieving outstanding international success’ and ‘creating a world-leading sports industry’.

The first of these objectives – ‘becoming the most active sporting nation’ – is to be achieved by driving ‘sustained participation growth among all Australians via sporting organisations’.

This participation growth is to be achieved through a range of actions, including modernisation of sports products (e.g. AFL’s AusKick, Netball’s Net Set Go and Tennis’ Hot Shots), and removal of barriers to participation for specific target populations

Proposed actions relevance to the future management of Ryde Olympic Park, include the following:

Intergenerational Report - Proposed Action	Potential Implications for Ryde Olympic Park
Making sport more affordable for low income families	<ul style="list-style-type: none"> <li>• Review of subsidy and assistance policies</li> </ul>
Making sport more accessible to migrant groups	<ul style="list-style-type: none"> <li>• Partnerships with relevant community organisations to address needs and opportunities</li> </ul>
Making sport more attractive to women	<ul style="list-style-type: none"> <li>• Ensure safety and security and consider female-focused programming</li> </ul>
Reducing/minimising sports participation drops at known points (teen years, end of school)	<ul style="list-style-type: none"> <li>• Provide fun, social fitness programs and modified sports for people with limited time (e.g. Cardio Tennis, AFL Active, MoveMyWay)</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**

**CHAPTER 4**

**AQUATIC LEISURE & FITNESS FACILITY TRENDS**

**4.1 INTRODUCTION**

This chapter reviews specific trends in the planning and management of aquatic leisure and fitness facilities and services.

**4.2 AQUATIC LEISURE & FITNESS FACILITY TRENDS**

Most of the recent trends in the planning, provision and management of aquatic leisure and fitness facilities and services are consistent with broader social and organisational responses to the economic, social and environmental sustainability and governance agendas being set at all levels of government.

The trends also reflect increasing recognition of the very broad markets for aquatic and leisure facilities and services and the way those markets are continuously evolving and adapting and the need to respond to them to remain relevant.

Collectively, the trends have resulted in improved outcomes with the development, in recent years, of more responsive, appealing and sustainable facilities that are more effectively meeting the needs of facility users and other stakeholders.

The relevant trends are related to economic sustainability, social capital building, health and wellbeing, customer service, environmental sustainability and innovation.

The key specific trends are summarised in the following sub-sections.

**Economic sustainability**

Consistent with the widespread increase in community expectations for quality sport and leisure experiences and the associated need to 'do more with less' and generate additional streams of revenue, aquatic leisure centres have become more customer focused, business-like and agile in their offerings, as summarised in Table 4.1.

**Table 4.1: Aquatic & Fitness Industry Trends**

Key trend	Details
On-going replacement and or redevelopment of older, ageing facilities (a process that commenced in the 1980's and continues apace in Sydney with recent examples in West Pymble, Hornsby, Manly, Auburn, Ashfield and Parramatta)	<ul style="list-style-type: none"> <li>Many LGA's across Australia still have ageing facilities built for aquatic requirements and preferences 40-60 years ago and are experiencing lower visitation and increasing costs to operate the facilities.</li> <li>While some people are attached to these older facilities (because they learnt to swim and/or taught their own children there) and campaign against their replacement, other communities are now demanding contemporary standard, higher quality all-weather facilities and services</li> </ul>
An increasing focus on financial sustainability via prioritising spaces and activities that can generate high revenues + avoidance of high cost	<ul style="list-style-type: none"> <li>The high return elements can support centres' ability to cross-subsidise the low-revenue, high-operating aquatic (lap swimming, leisure pool) elements</li> <li>High return per m<sup>2</sup> elements include gyms/health clubs, food and beverage, merchandising and small learn to swim (LTS) pools. These components also increase community safety, health and welfare.</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**

Key trend	Details
components	<ul style="list-style-type: none"> <li>• There is an emerging trend to dedicated LTS pools (e.g. Aquanation in Melbourne which opened 2015)</li> <li>• Trend away from providing deep water to meet specialist sport needs (e.g. water polo) except at regional/metropolitan-scale facilities, due to high operating costs and low programming flexibility</li> <li>• Trend to facilities (e.g. family oriented play destinations) that encourage longer stays and secondary spend</li> <li>• Trend to 'efficient fitness' in the health club business (i.e. less equipment and smaller spaces)</li> </ul>
Optimising space and programming flexibility	<ul style="list-style-type: none"> <li>• Trend to building for a shorter functionally effective life (i.e. 25 rather than 50 years – to facilitate more timely refit/reconfiguration to meet changed needs)</li> <li>• Trend to space saving design (e.g. linking multiple water slide systems to the one entry platform and one exit splash down pool to minimise space and staff costs)</li> <li>• Trend to more flexible pools (e.g. moveable booms and floors) – with Melbourne Sports &amp; Aquatic Centre the first in Australia to install a combined movable floor (zero to 2.75m) and boom (4m) in 2008 (for the Water Polo World Ch'ships)</li> <li>• Trend to twin boom pools – e.g. the 2015-built Aquanation in Melbourne includes a 66.5m pool with twin booms (to optimise range of activities occurring at any one time - lap swimming, carnivals, club activities, diving, water polo, synchronised swimming, underwater hockey etc.)</li> <li>• Trend to providing more flexible and/or expandable spaces in gyms for agility and adaptability in programming (e.g. up to 3+ separate group fitness rooms , including 'freestyle areas')</li> <li>• Such spaces needed for emerging types of group training (functional training, spin classes, HIIT etc.) with additional optionality to accommodate community meetings, workshops, health and wellness services, special needs groups etc.</li> <li>• By facilitating tailored response to specific needs, these spaces contribute to customer retention, facilitate social interaction and enhance the financial performance of centres</li> </ul>
Co-locating aquatic leisure centres in community hubs	<ul style="list-style-type: none"> <li>• Co –location of facilities generates multiple benefits – economies of scale, operational efficiencies, enhanced programming options and spaces and cross-promotion</li> <li>• Provides a 'destination experience' when combined with libraries, parks, shopping, community centres etc.</li> <li>• With rising costs but with on-going community service obligations, there is increasing need to aggregate facilities for economies of scale (e.g. ARC and Northern Gold Coast projects)</li> <li>• Likely impact of this trend on preferred management model (e.g. internal commercial management v contract management)</li> </ul>

**Customer Service**

High quality customer service is imperative in the highly competitive sport and recreation industries in order to attract and retain customers. Consistent with this, there has been a trend for aquatic leisure centres to become more customer- focused, as summarised in Table 4.2.

**ITEM 12 (continued)**

**ATTACHMENT 4**

**Table 4.2: Aquatic & Fitness Industry Trends**

Key trend	Details
Enhanced focus on customer retention via consistent service, patron comfort and convenience	<ul style="list-style-type: none"> <li>Increasing focus on customer acquisition/retention through a 'customer journey-life cycle' approach using connected marketing and business intelligence platforms to predict and tweak marketing interventions to optimise customer service and retention (e.g. Next Gen's Salesforce Journey Builder and Goodlife Health Club's Domo business intelligence and analytics platform)</li> <li>Stronger focus on accessibility – including adequate parking (close to and with level access to facilities)</li> <li>Stronger focus on quality food, beverage and merchandising – to encourage patrons to stay longer (e.g. by providing lounge areas and comfortable seating – close to both the pools and serving areas - and internal/external accessible cafes)</li> <li>Tailoring change room design to the expectations of different patrons with stronger focus on privacy, security, family-friendliness and space efficiency (e.g. combining smaller traditional M/F change rooms with pool deck showers and 'change villages' which allow children and their parents/carers to change together)</li> <li>Providing sun-smart outdoor areas – with shade trees/shade sails – for a more diverse experience in the warmer months</li> </ul>
Extended operating hours	<ul style="list-style-type: none"> <li>Flexibility in the times when people recreate - as demands on people's time increases and work practices change people are seeking to take their recreation at different times, over a broad spread of hours and at facilities that offer multiple activities under the one roof (such as indoor pools and health and fitness facilities as many are open 12 to 16 hours, 7 days a week).</li> <li>Changing employment structures, trading and work hours – requiring facilities to be open longer hours, indoors and with multiple activity options at the one site.</li> </ul>

**Social capital**

Consistent with councils' community service obligations (under the various State Government Local Government Act charters), councils across Australia have been addressing the broader equity aspects and social capital building potential of their local services and programs. The key impacts of this trend on aquatic leisure and fitness facilities design and management is summarised in Table 4.3.

**Table 4.3: Aquatic & Fitness Industry Trends**

Key trend	Details
Associated with the replacement of older facilities, identified in the previous section, an increasing recognition of the needs of all potential centre users – including the 'silent majority' and their broader leisure preferences	<ul style="list-style-type: none"> <li>Swim clubs and associations have traditionally dominated the discussions about priorities on the types and configuration of pools (i.e. 25m and 50m lap pools) despite the fact that the majority use pools for fun and recreation, therapy or learn to swim – not lap training and competitive sport</li> <li>There has however been an increasing acceptance of the equal need to meet the needs of non-competitive users - for multi-use leisure water areas, water play, slides and therapy pools - for people of all abilities</li> <li>Stronger focus on the family/child (1-15 years) leisure market with a range of interactive play installations (e.g. sprays, tipping buckets, fountains), slides, wave pools, wave riders, lazy rivers, giant inflatables, outdoor splash pads etc.</li> </ul>

**ITEM 12 (continued)**

**ATTACHMENT 4**

Key trend	Details
Trend to more multi-use facilities	<ul style="list-style-type: none"> <li>• With the recognition of broader needs, together with the increasing requirement for sustainable business models, there has been a trend to more multi-use facilities with a variety of pools, 'dry' program spaces and a greater variety of activities and programs</li> <li>• Additionally, the programs are offered over a greater range of timeframes and cater to a broader range of target markets (age, gender, cultural diversity, ability etc.)</li> <li>• Providing this variety is now widely considered as a standard requirement for contemporary aquatic leisure centres</li> <li>• Recognition of complementarity of pools and gym – i.e. aquatic fitness</li> <li>• Leisure fitness destination – wet, dry, play, fitness, adventure (e.g. indoor rock climbing)</li> <li>• A family health and wellbeing 'destination'</li> </ul>
Universal design and accessibility	<ul style="list-style-type: none"> <li>• Trend to 'universal design' in public domain and all public facilities for equity, social inclusion and (given the ageing of a large proportion of the client group) economic reasons.</li> <li>• Ramp and rail access into pools, hoists and accessible toilets and change facilities are required by legislation and are now standard in modern facilities</li> <li>• Increasing support and expectation that programs/activities must cater to all abilities, physical conditions and skill levels (from elite to those with special needs)</li> </ul>

**Environmental sustainability**

Consistent with the increasing recognition of the need to sustain biodiversity and reduce greenhouse gases (as well as to reduce utility costs), aquatic leisure centres have become part of the trend to build green credentials, including Environmentally Sustainable Design (ESD) and other initiatives, as summarised in Table 4.4.

**Table 4.4: Aquatic & Fitness Industry Trends**

Key trend	Details
Increasing attention to ESD and environmental management	<ul style="list-style-type: none"> <li>• Trend to exceeding mandatory environmental standards such as seeking Green Star Building certification as a measure of performance and best practice in ESD (e.g. the proposed Gunyama Park Aquatic and Recreation Centre at Green Square is targeting a 5 star Design and As-built Green Star rating (via 'green bling', passive design, waste and water management strategies, rooftop photovoltaic panels, natural gas fuel cogeneration system and rain gardens)</li> <li>• Increasing focus on improving energy and water efficiency and reducing utility costs in a context of rapidly rising and unsustainable utility costs</li> <li>• Increasing use of energy efficient tech – Combined Heat and Power (CHP); water harvesting; water recycling; solar heating ; ultrafine filtration; led lighting, insulation; voltage optimisation</li> <li>• E.g. Melbourne's Aquanation – optimum use of natural light and ventilation, energy efficiency, water harvesting/conservation</li> </ul>
Environmental leadership	<ul style="list-style-type: none"> <li>• Trend to councils demonstrating leadership in their communities in sustainability and climate change adaptation (e.g. through reducing the environmental impacts of constructing and operating aquatic leisure centres and other buildings; providing healthier indoor environments; reducing reliance on non-renewable grid power)</li> </ul>



## ITEM 12 (continued)

## ATTACHMENT 4

### Health and Wellbeing

Consistent with the increasing and wide recognition of the health, social and economic impacts of inactive lifestyles, aquatic leisure centres have become part of the trend to a stronger focus on health and wellness facilities and programs, as summarised in Table 4.5.

**Table 4.5: Aquatic & Fitness Industry Trends**

Key trend	Details
Enhanced focus on health, fitness and wellness	<ul style="list-style-type: none"> <li>Aquatic leisure centres are increasingly being seen and presented as 'health and wellness centres' in the context of the overweight/obesity crisis and increasing recognition of the strong links between physical activity and improved health and wellbeing</li> <li>Increasing focus on mental as well as physical health (e.g mindfulness training such Headstrong program delivered by Equinox Health Clubs)</li> <li>Trend to include space for allied health (e.g. sports science, physiotherapy, dietician/weight loss specialists) and wellness (e.g. massage, beauty therapy, hairdressing, life coaching) services as an integral component of centres</li> <li>2,856 gyms and fitness businesses in Australia in 2013 – grew to 3,356 in 2015<sup>14</sup></li> </ul>
Stronger focus on warm water therapy and rehabilitation	<ul style="list-style-type: none"> <li>Increased awareness of benefits of low-impact exercise</li> <li>Most new facilities now incorporate hydrotherapy or warm water exercise pools to meet the needs of older people, people with chronic conditions and people with sports or other injuries.</li> <li>Population ageing is increasing the demand for warmer water and pools suitable for therapy and older adult gentle exercise classes</li> <li>Health professionals (Physios, GP's) and personal trainers are increasingly prescribing aquatic exercise programs for therapy and rehabilitation</li> <li>People with chronic musculo-skeletal problems (e.g. arthritis) can improve their health through the movement and flexibility that warm water facilitates</li> <li>Trend to develop these pools separate from the main pool hall in spaces with lower ceilings and own change facilities – due to high pool temperature (33-36°) and high cost of energy</li> </ul>

### Technology & Innovation

Consistent with the rapid technological change in the economy generally, there has been a very strong trend to greater and more sophisticated use of Information and Communications Technology (ICT) by aquatic, health, fitness and wellness facilities, as summarised in Table 4.6.

**Table 4.6: Aquatic & Fitness Industry Trends**

Key trend	Details
Emerging use of smart city technologies and Internet of Things (IoT) for park and open space management	<ul style="list-style-type: none"> <li>Early initiatives are emerging to apply smart cities tech to parks – to improve liveability and asset management efficiencies and responsiveness</li> <li>E.g. current City of Joondalup (WA) and Telstra partnership trialling IoT-enabled tech (environmental sensors, smart bins and smart parking) in Tom Simpson Park<sup>15</sup>.</li> <li>The 'smart' car park in the trial is connected to the Telstra mobile network and shows people travelling to the Park how many spaces are available and where they are</li> <li>The trial also includes an analytics tool and dashboard providing data on how the Park and its various facilities are being used, thereby facilitating real time</li> </ul>

<sup>14</sup> Fitness Australia, 2016, Profile of the Australian Fitness Industry, page 3

<sup>15</sup> <https://thelink.space/joondalup-telstra-internet-of-things/>

ITEM 12 (continued)

ATTACHMENT 4

Key trend	Details
Increasing use of connected tech and cloud computing for fitness facility and patron management	<p>monitoring and an improved ability to respond to issues and needs as they arise</p> <ul style="list-style-type: none"> <li>• Rapid uptake of cloud based facility management software (e.g. PerfectGym) and gym member retention and management software (e.g. FitDesk, PerfectGym's member tagging and Salesforce Marketing Cloud used by Next Generation)</li> <li>• The tech facilitates tailored memberships i.e. enables full service clubs to unbundle their offerings and repackage them 'into curated, personalised, differentiated experiences for each and every member of the facility'<sup>18</sup></li> <li>• Trend to centre self-entry – with members swiping RFID cards over scanners at foyer entry gates. Generates efficiencies (less entry space required, less staff required, shorter queues at peak times, improved capacity to field casual visitor enquiries) and streamlines entry for centre members</li> <li>• Increasing use of edge and cloud-based analytics to optimise processes and for enhanced targeting of member services and promotions (e.g. VMO's Digital Outdoor Audience in Real Time (DART) tech that has an Audience Measurement Device which detects viewers facial features to assess age, gender and engagement – to enable improved targeting of advertising)</li> </ul>
Increasing use of connected tech and cloud computing for personal fitness tracking and digital entertainment	<ul style="list-style-type: none"> <li>• Technogym launched the first web-enabled fitness equipment in 2007 and the first cloud-based fitness platform ('MyWellness') in 2012</li> <li>• Cloud-based platforms facilitate full connectivity between gym goers, personal trainers, facilities and equipment (via cloud-based platform, apps and wearables and multi-channel digital communications – email, text messaging and social media)</li> <li>• Gyms and health clubs are adopting increasingly sophisticated personal fitness tracking and measurement tech – ranging from touch pad consoles on cardio equipment to fully connected gyms.</li> <li>• E.g. recent opening, at Barangaroo, of Australia's first 'connected' gym (Fitness First's first Titanium Club) with state of art fitness tracking. Tech includes My Fitness First app (with auto connection to the Club's cardio and resistance equipment; fitness sessions automatically recorded and synced with instant feedback; personalised fitness programs and demos on video; InBody Scanners (body composition mapping); and Bioscore (holistic health assessment)</li> <li>• Fitness as entertainment - trend to using digital technology for sound and light shows, projection walls for movies, reality games such as Pokemon Go and other digital content, multi-media screens to remind members re programs, promotions food and merchandising specials etc., display workout instructions and motivational material and other engaging content. (e.g. Titanium Club's Digital Out of Home (DOOH) tech, including 17 Val Morgan Outdoor (VMO) screens linked to Netflix, Youtube and other social media)</li> <li>• Early developments in Artificial Intelligence (AI) suggest that AI personal trainers (capable of responding to sensors on a member's body and providing real time advice using natural language) are a likely development in the near future (e.g. recent announcement of Technogym-IBM partnership to integrate IBM Watson's cognitive computing and Internet of Things (IoT) technologies with Technogym's MyWellness platform)</li> <li>• Potential growth in non-gym memberships i.e. where gyms provide a no-frills package of just providing fitness trackers and regular fitness/health advice</li> </ul>

<sup>18</sup> Fitness Foresight: The Key Fitness Trends of 2017 in *Health Club Management*, 13 Sep 2017

## ITEM 12 (continued)

## ATTACHMENT 4

### CHAPTER 5

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#### CATCHMENT & POPULATION REVIEW

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##### 5.1 INTRODUCTION

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This Chapter estimates the likely current and future catchment area for Ryde Olympic Park, reviews the key population data for the catchment and draws out the main implications with respect to the Olympic Park Strategic Plan and Master Plan.

##### 5.2 CATCHMENT AREAS FOR AQUATIC LEISURE CENTRES

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The catchment area for Ryde Olympic Park, as for all parks, is the geographical area from which visitors to the Park are drawn.

The actual size of park catchments depends upon many matters including the intrinsic qualities of the park and its facilities, its uniqueness, marketing campaigns, programs and activities, management skills and the presence or otherwise of competing opportunities in the broader catchment.

Post code surveys are the most reliable method for identifying catchment areas. In lieu of these, the delineation of precise catchment boundaries is more art than science but reasonable estimates can still be made based on industry benchmarks and knowledge.

The major attractors to Olympic Park are RALC and Next Generation Health Club. Taken together, with their combination of sophisticated aquatic, indoor sport and health club facilities, the Centres comprise an aquatic leisure facility of regional significance.

Research undertaken both in Australia and elsewhere<sup>17</sup> has demonstrated that the primary catchment area (i.e. the geographical area containing 70-80% of potential users) for such facilities is up to 20 minutes travel time from the facility.

This roughly translates to a maximum of 5-12 kilometres in urban areas (depending on levels of congestion, existence of barriers and/or access to freeways).

The 'secondary' catchment – beyond the 20 minutes travel zone – is still important as it comprises, on average, a still significant minority of pool users (more than 20%).

Individual centre catchments may be larger or smaller than the notional (or average) catchments, depending on specific local circumstances (such as the uniqueness and/or quality of the facility, the location and qualities of competing facilities, perceived access difficulties and the 'pulling power' of individual managers, coaches and trainers).

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<sup>17</sup> Melbourne's western growth area Councils, 1999, *Western Metropolitan Region Aquatic Leisure Centre Study 1999; Usage Patterns of Ten Outdoor Swimming Centres in Victoria*, Department of Sport & Recreation Victoria, 1987; *Aquatic Pools Visitors Survey Stage 1*, Hepper Marriott & Associates, 1994-95; Kil Campbell, Fred Coalter and Brian Hatfield (1998), *The Facilities Planning Model - a planning tool for developing sports facilities*, London: English Sports Council.

**ITEM 12 (continued)**

**ATTACHMENT 4**

One Victorian study<sup>18</sup> identified the following catchment pattern for regional-scale aquatic leisure facilities:

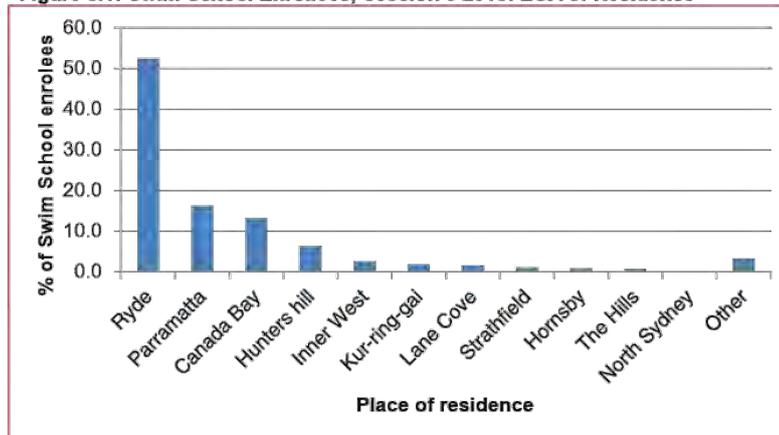
Time of Travel	Percentage of Users	Accumulative
5 -10 minutes	25%	25%
11-15 minutes	26%	51%
16-20 minutes	20%	71%
21-30 minutes	19%	90%
30 + minutes	10%	100%

**5.3 OLYMPIC PARK CATCHMENT AREA**

While there are no overall post code surveys for visitors to RALC and the Next Generation Health Club, RALC has undertaken occasional post code surveys of Swim School attendants. While not representative of all Olympic Park visitors – or even all RALC visitors – they do provide a strong indicator of the likely extent of both the primary and secondary visitor catchments for RALC.

The place of residence of RALC’s 2015 (session 3) Swim School enrollees is illustrated at Figure 5.1. This shows that the primary catchment for RALC’s Swim School (i.e. comprises the City of Ryde and at least parts of Canada Bay, Parramatta and Hunter’s Hill LGA’s.

**Figure 5.1: Swim School Enrollees, Session 3 2015: LGA of Residence**



Analysis of the data at suburb level (as detailed in Table 5.1), reveals that 80% of Swim School enrollees travel from 22 of the most proximate suburbs to Olympic Park and that most of these are in the central and southern precincts of the City of Ryde and bordering precincts within the Hunter’s Hill, Parramatta and Canada Bay LGA’s.

Table 5.1 also illustrates that just half of these suburbs (as shaded in the Table) account for 62% of the enrollees.

<sup>18</sup> Western Metropolitan Region Aquatic Leisure Centre Study, 1999

ITEM 12 (continued)

ATTACHMENT 4

Table 5.1: Swim School Enrolees, Session 3 2015: Suburb of Residence

LGA	Suburb	Swim School Students		
		No.	%	
City of Ryde <sup>19</sup>	Ryde	369	12.1	
	Gladesville	301	9.9	
	West Ryde	204	6.7	
	North Ryde	169	5.5	
	Eastwood	151	4.9	
	Putney	98	3.2	
	Meadowbank-Melrose Park	87	2.8	
	Denistone East	53	1.7	
	East Ryde	51	1.7	
	Denistone	48	1.6	
	Hunter's Hill	Hunter's Hill	160	5.2
	Parramatta	Ermington	128	4.2
Epping		93	3.0	
Rydalmere		78	2.6	
Dundas/Dundas V		66	2.2	
Carlingford		49	1.6	
Canada Bay	Drummoyne	128	4.2	
	Concord/Concord West	102	3.3	
	Rhodes/Liberty Grove	64	1.3	
	Russell Lea	31	1.0	

The significant level of visits from those suburbs reflects not just their proximity but also the absence of competing facilities in those areas. The lower level of visits from the City of Ryde's northern precincts and from LGA's to the north no doubt reflects the availability of alternate quality facilities at Macquarie University, West Pymble, Lane Cove, Willoughby, North Sydney and Hornsby as well as the perceived distance to Ryde Olympic Park.

It is reasonable to assume that the Swim School postcode survey results provide a proxy measure of RALC's catchment area. If anything, the catchment for other users will be a little smaller as it is not unusual for swim school and squad participants to seek out quality instructors/coaches irrespective of travel distance.

The following conclusions are made with respect to the catchment area for the RALC/Next Generation Health Club:

- It comprises most of the City of Ryde (with the exception of the Macquarie University, Macquarie Park and Marsfield precincts due to the local availability of the MUASC and West Pymble facilities)
- It comprises the whole of Hunter's Hill LGA and significant parts of Parramatta and Canada Bay LGA's, as summarised in Table 4.1, above)

<sup>19</sup> The north and north-western areas of City of Ryde (comprising ) are close to equi-distant to Macquarie University and Kur-ring-gal Aquatic Centres). The 'effective' population for Ryde Olympic Park is therefore deemed to be ? (or ?% of the population of this area of ??? people).



**ITEM 12 (continued)**

**ATTACHMENT 4**

- The current population of this catchment is around 240,000. Based on Forecast.id forecasts for the four LGA's, the catchment population is forecast to grow 42% (or more than 2% per annum) to nearly 350,000 by 2036
- The Parramatta and Canada Bay components of the catchment may be increasingly impacted by new and/or refurbished facilities within or adjacent to those areas (e.g. Ashfield Aquatic Centre's \$20M redevelopment, the recently re-opened Auburn Ruth Everuss Aquatic Centre and the potential new regional-scale aquatic leisure centre proposed for Parramatta City).

**5.4 REVIEW OF CATCHMENT POPULATION**

The catchment population's size and its characteristics (age structure, family type, incomes, mobility and ethnicity) are key indicators of recreation needs, including needs of relevance to the current and potential uses of Ryde Olympic Park.

While the City of Ryde's population forms a large part of the catchment for Olympic Park, it does not include all of the catchment (as discussed in the previous section).

However, due to the difficulties of accurately delineating the true catchment boundaries and the broadly similar populations in surrounding LGA's, it is considered reasonable to analyse the City of Ryde population as a 'proxy' for the 'true' catchment population for Ryde Olympic Park<sup>20</sup>.

**Population Size and Structure**

At the 2016 Census, the City of Ryde had a population of 116,298 persons.

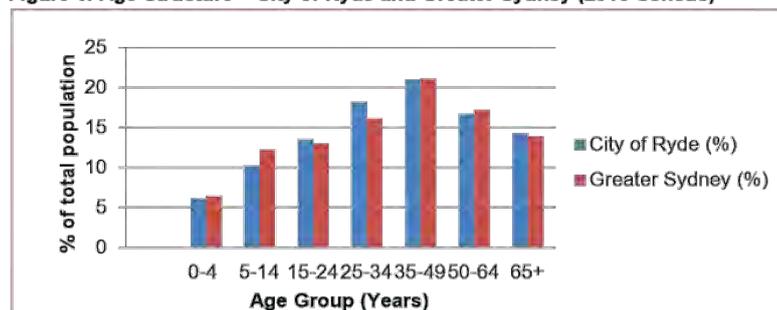
The population is close to the metropolitan average for some characteristics (age structure, incomes, household type) but quite different in other respects (ethnicity, dwelling type and car ownership), as illustrated in the following sub-sections.

**Age Profile /Generations**

The City of Ryde has a slightly lower than average proportions of children (0-14 years) and older adults (50-64 years) than Sydney as a whole – as illustrated in Figure 1.

The City also has a significantly above-average proportion of young adults aged 25-34 years (an age group which is mostly independent, in its 'prime' and likely to be significant users of parks and recreation facilities).

**Figure 1: Age Structure – City of Ryde and Greater Sydney (2016 Census)**



<sup>20</sup> The population figures in this Section are based on Profile.id and Forecast.id for Ryde City. Some of the figures are based on the first release data from the 2016 Census. Some of the data, on employment status and qualifications, is based on the 2011 Census but will be updated on the 2<sup>nd</sup> release, expected in October 2017.



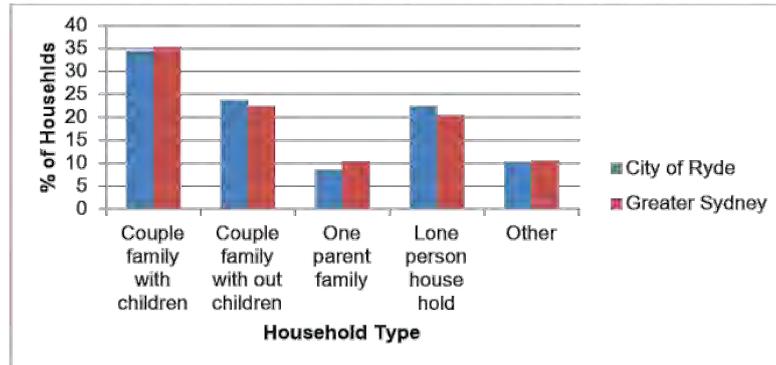
**ITEM 12 (continued)**

**ATTACHMENT 4**

**Households**

City of Ryde has a fairly average households structure but with a lower than average proportion of *one parent families* and a higher proportion of *lone person households* – as illustrated in Figure 2.

**Figure 2: Household Structure – City of Ryde & Greater Sydney (2016 Census)**



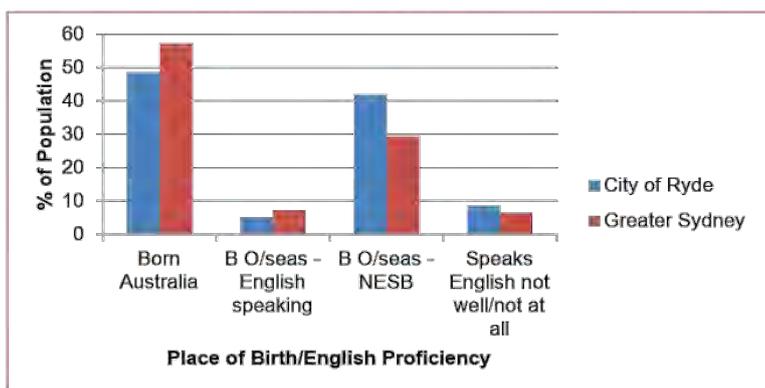
The above-average proportion of 'lone person' households in City of Ryde – may reflect the large number of city working 'young adults' in the area.

There is an above-average proportion of *couple families without children* - again reflecting the larger than usual numbers of young adults and the increasing trend to either delay having children or not have them at all.

**Cultural Diversity**

The City of Ryde has an above average level of ethnic diversity - with more than 40% of residents born in a non-English speaking country (compared with 28% in Greater Sydney as a whole).

**Figure 3: Country of Birth – City of Ryde & Greater Sydney (2016 Census)**



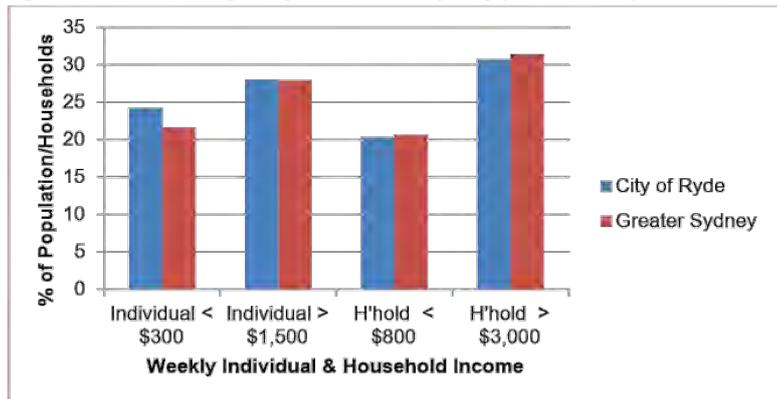
**ITEM 12 (continued)**

**ATTACHMENT 4**

**Incomes**

In 2016, households in City of Ryde had fairly average *individual* and *household* incomes - in part reflecting the high proportion of professional/managerial workers in the LGA. However, around 20% of households are low income (household income less than \$800), which is average for Sydney.

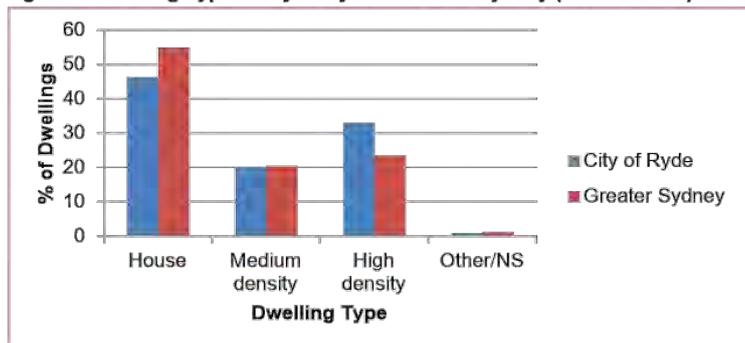
**Figure 4: Incomes – City of Ryde & Greater Sydney (2006 Census)**



**Living Arrangements**

Figure 5 indicates that City of Ryde has a much lower proportion of separate houses (46% compared to 55% for Greater Sydney) and a much higher proportion of high density living. Home ownership is slightly below-average for Sydney with 56.6% of homes owned or being purchased compared to 59.2% for Greater Sydney – reflecting the higher proportion of renters in high density precincts.

**Figure 5: Dwelling Type – City of Ryde & Greater Sydney (2016 Census)**



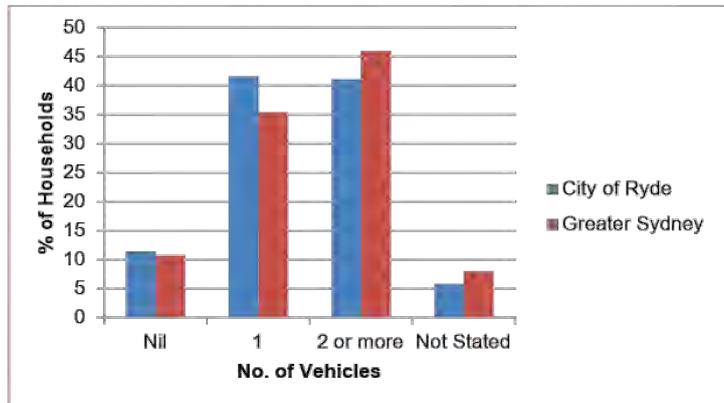
**Access to Private Vehicles**

Figure 6 indicates that vehicle ownership is lower in the City of Ryde than Greater Sydney as a whole. 11.4% of the City's households have no car (compared to 10.7% in Sydney) and only 41% of households own two or more vehicles compared to the Sydney average of 46%.

**ITEM 12 (continued)**

**ATTACHMENT 4**

**Figure 6: Private Vehicles – City of Ryde & Greater Sydney (2016 Census)**



**Population differences within City of Ryde**

The population averages identified above ‘disguise’ a range of significant variations in population characteristics *within* the City of Ryde.

For example, Macquarie Park and Eastwood (with 55% and 53.4% of their respective populations having a CALD background) have much more ethnic diversity than many parts of the City – particularly East Ryde (with 17.9%), Gladesville (19.7%) and Putney (20.4%).

Car ownership also varies significantly – with only 15.2% and 27.2%, respectively, of Macquarie Park and Top Ryde households having 2 or more cars compared to the overall City of Ryde’s 41.1%. Couple families with children households are well above-average in East Ryde (52.1%), Denistone East (51%) and Denistone (50%) compared to the City’s average of 34.5%.

East Ryde and Santa Rosa have the highest proportion of older people over 65 years (with 18.1% and 18.3% respectively) compared to Macquarie Park’s 8.4%, Meadowbank’s 8.2% and 14.2% in the City of Ryde, overall.

**Population Growth and Change: 2006-2016**

The City of Ryde population of 116,298 persons (in 2016) has grown by nearly 20,000 persons (20%) since 2006. This was higher than the overall growth for Greater Sydney, of 18.2% in the same period and was largely a consequence of redevelopment of former industrial and commercial sites in North Ryde, Meadowbank and Top Ryde.

As illustrated in Table 4.1, this growth was accompanied by modest changes in the age structure of the population.

The only notable change was the significant increase in the 25-34 years age group – up from 15.4% to 18.2% of the population and with 6,260 additional persons.

All age groups experienced significant increases in numbers, as shown in Table 5.2.

**ITEM 12 (continued)**

**ATTACHMENT 4**

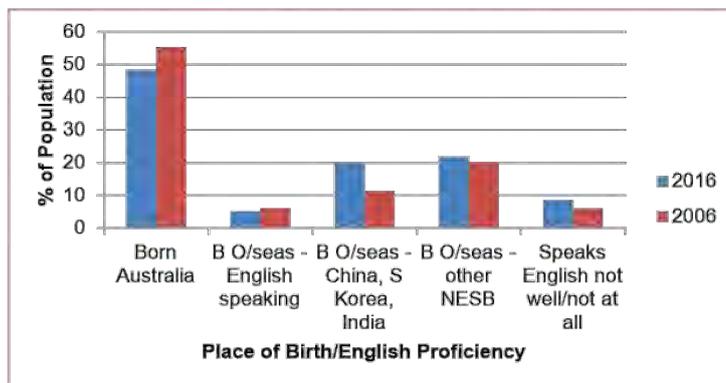
**Table 5.2: Population Growth x Age Group – City of Ryde 2006 -2016**

Age	2006		2016		Change 2006-2016	
	City of Ryde		City of Ryde		%	No.
	No.	%	No.	%		
0-4	5,596	5.8	7,118	6.1	27.2	1,522
5-14	10,582	10.9	11,846	10.2	11.9	1,264
15-24	13,851	14.3	15,737	13.5	13.6	1,886
25-34	14,920	15.4	21,180	18.2	42.0	6,260
35-49	22,153	22.8	24,441	21.0	10.3	2,288
50-64	15,742	16.2	19,383	16.7	23.1	3,641
65+	14,107	14.6	16,593	14.3	17.6	2,486
<b>TOTAL</b>	<b>96,951</b>	<b>100</b>	<b>116,298</b>	<b>100</b>	<b>20.0</b>	<b>19,347</b>

There have also been significant changes, in the last 10 years, in the City's cultural diversity and dwelling types.

Fig 7 illustrates the significant change in cultural diversity since 2006 – with a significant decline in the proportion born in Australia (down from 55.4% to 48.5%) and the marked increase in the proportion born in a NESB country – with those born in China, South Korea and India (up from 11.3% in 2006 to 20% in 2016).

**Figure 7: Country of Birth/English proficiency – City of Ryde 2006 & 2016**



Associated with the increasing proportion of overseas born populations was an increase in the number of people with poor English language proficiency (up from 5,795 in 2006 to nearly 10,000 in 2016).

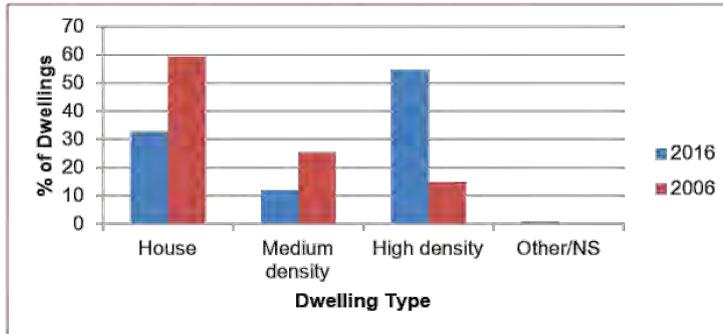
Fig 8 illustrates the significant change in dwelling type since 2006 – with a significant increase in high density housing and a parallel decrease in separate houses.



ITEM 12 (continued)

ATTACHMENT 4

Figure 8: Dwelling Type – City of Ryde 2006 & 2016



This change was particularly marked in some of the precincts surrounding Ryde Olympic Park - with for example the proportion of separate houses in both South Ryde and Top Ryde down significantly between 2006 and 2016 (i.e. from 59.5% to 32.7% in South Ryde and from 31.3% to 21.4% in Top Ryde).

5.5 CITY OF RYDE POPULATION FORECASTS

The City of Ryde's population is expected to continue to grow and change.

Current population forecasts for the City anticipate growth of more than 50,000 (43%) from 116,298 (in 2016) to 166,431 (in 2036)<sup>21</sup>. This implies that the City will have to accommodate a significant proportion of the additional 97,000 dwellings required in Sydney's North District over the next 20 years.<sup>22</sup>

The majority of the anticipated growth (78%) is expected to occur in the 15-49 and 65+ age groups, as illustrated in Table 5.3.

Table 5.3: Population Forecasts 2016 to 2036 – City of Ryde

Age	2016		2036		Change 2016-36	
	No.	%	No.	%	%	No.
0-4	7,118	6.1	9,738	5.9	36.8	+2,620
5-14	11,846	10.2	15,569	9.4	31.4	+3,723
15-24	15,737	13.5	25,644	15.4	63.0	+9,907
25-34	21,180	18.2	30,341	18.2	43.3	+9,161
35-49	24,441	21.0	34,438	20.7	40.9	+9,997
50-64	19,383	16.7	23,910	14.4	23.4	+4,527
65+	16,593	14.3	26,792	16.1	61.5	+10,199
<b>TOTAL</b>	<b>116,298</b>	<b>100</b>	<b>166,431</b>	<b>100</b>	<b>43.1</b>	<b>50,133</b>

As noted in the previous section of this Chapter, the City of Ryde's *existing* population is close to average for the Sydney metropolitan area, with some noted exceptions (i.e. larger proportion of young adults, 25-34 years, greater cultural diversity and more people living in high density dwellings).

<sup>21</sup> Based on Forecast ID figures for Ryde City - <http://forecast.id.com.au/ryde/population-households-dwellings>

<sup>22</sup> Greater Sydney Commission, Draft North District Plan

**ITEM 12 (continued)**

**ATTACHMENT 4**

These age structure similarities are forecast to continue into the future, although the City of Ryde's population is not forecast to age as rapidly as for Sydney overall (with the proportion of 65+ year-olds increasing from 14.3% to 16.1% in the City of Ryde compared to Greater Sydney's much larger increase from 13.9% to 17.6%)

The population forecasts are *not* uniform across the LGA. In fact, most of the growth (69%) is forecast to occur within Macquarie Park, Top Ryde and South Ryde – as illustrated in Table 5.4.

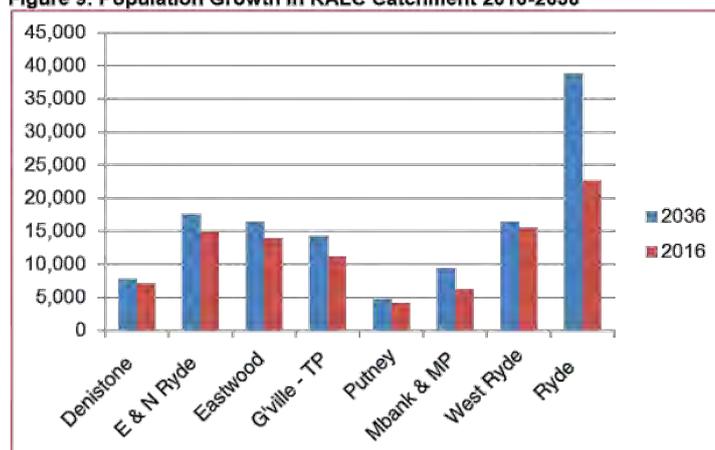
These growth 'hot spots' will experience substantial net increases across all age groups to 2036. Their populations are also likely to age more slowly than the other (lower growth) areas due to the likely in-migration of younger families, as the infill development takes place.

**Table 5.4 – Population Distribution – City of Ryde 2016-36**

Suburb/precinct	2016		2036		Increase 2016-36	
	No.	%	No.	%	No.	%
Denistone - Denistone West - Denistone East	7,114	6.1	7,749	4.6	635	8.9
East Ryde - North Ryde - Chatswood West	14,935	12.8	17,580	10.5	2,645	17.7
Eastwood	13,936	11.9	16,478	9.9	2,542	18.2
Gladesville - Tennyson Point	11,208	9.6	14,222	8.5	3,014	26.9
Macquarie Park	8,172	7.0	27,853	16.7	19,681	240.8
Marsfield	12,970	11.1	13,712	8.2	742	5.7
Putney	4,191	3.6	4,732	2.8	541	12.9
Meadowbank - Melrose Park	6,225	5.3	9,410	5.6	3,185	51.2
West Ryde	15,534	13.3	16,445	9.8	911	5.9
Top Ryde	4,886	4.2	10,312	6.2	5,426	111.1
Ryde (South)	5,285	4.5	14,654	8.8	9,369	177.3
Ryde (Santa Rosa)	6,011	5.1	6,592	3.9	581	9.7
Ryde (Field of Mars)	6,455	5.5	7,293	4.4	838	13.0
<b>TOTAL</b>	<b>116,922</b>	<b>100.0</b>	<b>167,032</b>	<b>100.0</b>	<b>50,110</b>	<b>42.9</b>

Fig 9 illustrates the significant growth in population to 2036 within the key catchment suburbs for RALC— with growth particularly high in Ryde (up 72% from 22,637 to 38,851).

**Figure 9: Population Growth in RALC Catchment 2016-2036**



## ITEM 12 (continued)

## ATTACHMENT 4

### 5.6 CITY OF RYDE WORKER POPULATION

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The City of Ryde has a large and growing non-resident (in-migrating) worker population, some of whom will add to the demand for local recreation facilities, including RALC and other facilities within Ryde Olympic Park.

In 2015/16, there were 96,507 jobs in the City of Ryde – up from 72,858 in the 10 years since 2006/06. Many of these workers are concentrated in the Macquarie Park-Macquarie University and North Ryde precincts, but there are also around 9,000 jobs in Top Ryde and the other precincts within the immediate Olympic Park catchment.<sup>23</sup>

Around 80% of the 96,507 jobs are occupied by in-migrating workers. That is, around 77,000 workers in the City overall and around 7,000 workers in the immediate Olympic Park catchment travel to the City of Ryde to work.

### 5.7 POPULATION STRUCTURE & RECREATION NEEDS

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The population characteristics discussed above (*size, distribution, age structure, incomes, household structure, ethnicity and growth*) are all major determinants of recreation needs – including needs for the activities undertaken within Olympic Park, both indoor and outdoor.

For example, an area's population size is a major determinant of its ability to sustain support for a wide range of activities and facilities and the quality and diversity of those activities and facilities.

The population's *age structure* is a key determinant of the level and type of demand for specific recreation opportunities and services. Very youthful populations have a greater need for child and family oriented opportunities while those with a large proportion of families with teenagers seek sporting and social opportunities to a greater extent.

Changes in age structure are more significant, in some ways, than changes in population size. The latter, while important, simply means more of the same, but a significantly changing age structure requires major adjustments in the type and mix of recreation services - because of the differing recreation preferences of, and *rates of participation* by, different age groups in recreation activities.

Other factors including individual and household incomes, ethnic/cultural background and vehicle ownership also impact resident's preferences for and ability to access to recreation facilities.

### 5.8 POPULATION GROWTH/CHANGE & RECREATION NEEDS

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It is difficult to accurately predict the characteristics of the incoming population in the growth areas - mainly due to the lack of consistent information on the characteristics of populations attracted to medium and high density developments.

However, based on an analysis of a cross-section of infill development across Australian cities in 2010-11<sup>24</sup>, the common or typical characteristics of populations moving into urban growth precincts include the following:

- Smaller proportions of:
  - children 0-14 years
  - couple families with children

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<sup>23</sup> Based on Economy.id <http://economy.id.com.au/ryde/local-jobs>

<sup>24</sup> Research undertaken for the City of Charles Sturt in Elton Consulting 2011, Planning Infrastructure and Community Services for Urban Growth Areas – Theme Document, pp 7-13

**ITEM 12 (continued)**

**ATTACHMENT 4**

- one-parent families
- unemployed
- Larger proportions of:
  - young adults and middle age groups (25-54 years)
  - couple families without children
  - lone person households
  - high income households
  - university qualified
  - homes being rented
  - CALD people

If these patterns occur in the City of Ryde, the LGA will see increasing proportions of young adults, more people renting, fewer older people and more CALD background people.

These changes already appear evident, based on the population changes between 2006 and 2016 (with, for example, the 25-34 age groups increasing by 42% or 6,260 persons and modest decreases in the proportion of children and youth).

The forecast additional population of 50,000+ people (by 2036) is significant and will place substantial additional demands on public open space and recreation facility resources - including all the facilities within Ryde Olympic Park.

Specific needs and demands – according to the major age groupings (children, young adults and older adults) – are summarised in Table 5.5.

**Table 5.5: Required open space and recreation opportunities x new resident age profile**

Age profile	Age profile trends	Key activities	Open space & recreation facility needs
0-14 years	<ul style="list-style-type: none"> <li>• Declining <i>proportions</i> of 0-4 years and 5-14 years across City of Ryde between 2016-2036</li> <li>• <i>Absolute</i> increase of +6,343</li> </ul>	<ul style="list-style-type: none"> <li>• The recreation needs of children vary according to age – but all require safe, familiar environments, multi-sensory stimulation, challenge, opportunities for creativity</li> <li>• For children 0-4 years, recreation primarily centres around the home, playgroups and small local parks</li> <li>• Children 5-14 years will also use local parks but less as they grow older if equipment is not challenging. Some will play in streets, vacant lots, natural areas</li> <li>• Many will get more involved in structured activities (e.g. participation in sports clubs and activities)</li> </ul>	<ul style="list-style-type: none"> <li>• Local and regional playgrounds and parks – with appropriate provision for both young children and adults (seating, shade) and located near schools, shops and community centres</li> <li>• Outdoor sports fields and courts</li> <li>• Swimming pools</li> <li>• Safe cycle and pedestrian links between homes and parks and within parks</li> <li>• Indoor sports courts (for basketball, netball, futsal etc.)</li> <li>• Indoor program rooms (for gymnastics, dance, physical culture etc.)</li> <li>• Youth facilities (skate parks, half-court basketball)</li> </ul>
15-34 years	<ul style="list-style-type: none"> <li>• Increasing <i>proportion</i> of 15-34 years across City of Ryde between 2016-2036</li> <li>• Substantial <i>absolute</i> increase of +19,068</li> </ul>	<ul style="list-style-type: none"> <li>• Young people, in general, have a high rate of participation in recreation – both structured and unstructured.</li> <li>• Participation by young people (up to 25 years) in most recreation activities (including sport and physical activities) is significantly higher than it is for older age groups</li> <li>• Youth-friendly public space and skate facilities are particularly important for young people not interested in structured activities</li> <li>• Participation in sport declines slightly after 25 years but is offset by higher participation in family activities in the child-rearing years</li> </ul>	<ul style="list-style-type: none"> <li>• Sports fields &amp; courts</li> <li>• Cycle paths and walking trails</li> <li>• Swimming pools</li> <li>• Large park and or natural area settings for picnics and social activities</li> <li>• Large park areas for informal play</li> <li>• Indoor sports courts</li> <li>• Indoor program rooms (for gymnastics, dance, martial arts etc.)</li> <li>• Youth facilities (skate parks, half-court basketball)</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**

Age profile	Age profile trends	Key activities	Open space & recreation facility needs
35-49 years	<ul style="list-style-type: none"> <li>Slightly decreasing <i>proportion</i> of 35-49 years in City of Ryde between 2016-2036</li> <li>Substantial <i>absolute</i> increase of +9,997</li> </ul>	<ul style="list-style-type: none"> <li>Participation in structured sport and recreation activities declines steadily with age</li> <li>Family recreation activities – such as visits to district scale parks – is popular for the 40-55 age groups</li> <li>Many less structured activities – walking, walking the dog, golf – remain popular through all age groups</li> </ul>	<ul style="list-style-type: none"> <li>Cycle paths and walking trails</li> <li>Large park and or natural area settings for picnics and social activities</li> <li>Community gardens and land care</li> <li>Swimming pools</li> <li>Dog 'off leash' areas</li> <li>Golf courses</li> <li>Indoor sports courts</li> <li>Indoor program rooms (for social dance, yoga, gentle exercise etc.)</li> </ul>
50+ years	<ul style="list-style-type: none"> <li>Decreasing <i>proportion</i> of 50-64 years and increasing proportion of 65+ years in City of Ryde between 2016-2036</li> <li>Substantial <i>absolute</i> increase in 50+ years of +14,726 (70% of whom will be 65+)</li> </ul>	<ul style="list-style-type: none"> <li>Many less structured activities - walking, walking the dog, social gatherings, gentle exercise remain popular through all age groups</li> <li>Some people over the age of 55 years will be regular users of 'mainstream' recreation facilities and programs. Others will require various levels of assistance – including transport, facilities designed and constructed in accordance with 'access for all' requirements and/or special programs</li> </ul>	<ul style="list-style-type: none"> <li>Cycle paths and walking trails</li> <li>Large park and or natural area settings for picnics and social activities</li> <li>Community gardens and land care</li> <li>Swimming pools</li> <li>Dog 'off leash' areas</li> <li>Golf courses and lawn bowls</li> <li>Indoor program rooms (for social dance, yoga, gentle exercise etc.)</li> </ul>

**5.9 IN-MIGRANT WORKERS & RECREATION NEEDS**

Survey work undertaken during the 1990's in City of Botany Bay<sup>25</sup>, investigated the existing and future demands placed on services (including parks and recreation facilities) by non-residential (i.e. in-migrant) workers.

The survey found that, while the use of parks and recreation facilities was less common (and less frequent) for in-migrant workers than for resident workers, the use of facilities by the former was still significant. This was particularly so for local parks (with 20% of in-migrant workers using these, compared to 70% of resident workers).

Overall, the use of both local parks and regional-scale sports facilities by in-migrant workers (in terms of the percentage of workers using the facilities x average frequency of use) was found to be around 20% of that of resident workers.

The methodology used in the Mitchell McCotter study is sound, but dated. There is reason to believe that in-migrant worker recreation participation in and near workplaces may have increased in recent years - due to a range of employer and local council health initiatives.

There has, for example, been increasing recognition of the productivity benefits of healthy and happy workforces. As a consequence, there is more encouragement of work place-based health and fitness activities and more flexibility in working arrangements to facilitate participation. Much of this increasing activity takes place within work places but some of it 'spills over' into public parks, swimming pools, pathways and other public domain areas.

<sup>25</sup> Mitchell McCotter, 1992 *Section 94 Study for Commercial and Industrial Development*

**ITEM 12 (continued)**

**ATTACHMENT 4**

Many councils are working to make local environments more supportive of low key physical activities (such as walking and cycling). Initiatives include the upgrading of commercial and other employment areas (with landscaped pedestrian areas, lighting, shade, seating, shelter, art works, outdoor cafes and other items of interest).

These improvements, together with improved linkages to parks and open space areas (via cycle and walking routes) are generally improving the appeal of areas and successfully encouraging more people to 'get out and about' during lunch breaks and after/before work.

It is likely, therefore, that the levels of open space/recreation facility use by in-migrant workers identified by Mitchell McCotter have at least remained stable and may have increased since the 1990's.

This implies that up to 1,400 in-migrant workers (i.e. 9,000 workers x 80% in-migrant x 20%) are potential users of Olympic Park facilities and programs (during lunch-breaks or after/before work).

**5.10 CONCLUSIONS ON CATCHMENT POPULATION ISSUES**

This Chapter has reviewed the key characteristics of the Olympic Park catchment area and the City of Ryde population, in order to identify the actual and potential markets for the Ryde Olympic Park.

Currently, the City of Ryde comprises around 123,000 people. This forms a large part of the primary catchment population for Olympic Park (particularly RALC and Next Generation and the Tennis Centre to a lesser extent).

There is also a significant primary catchment within Hunter's Hill, Canada Bay and Parramatta LGA's and a secondary catchment within the wider sub-Region (comprising populations living within an approximate 20 minute drive of Ryde Olympic Park).

(It is noted that this wider user catchment may reduce in the future if Parramatta City builds a modern aquatic leisure centre on part of the old Parramatta Golf Course, and if the recently redeveloped Ashfield Aquatic Centre and Auburn Ruth Everuss Aquatic Centres are successful in extending their visitor catchments).

Based on current population forecasts, the primary catchment population is expected to grow from a current 240,000 to 350,000 in the next 20 years to 2036.

This significant growth, together with changes in the population's age structure and other characteristics, have significant implications and are key considerations in the visioning, strategic planning and master planning of Ryde Olympic Park's future.

The key implications - for the Olympic Park Strategic Plan and Master Plan - of the catchment's current and changing population size and characteristics are summarised in Table 5.6.

**Table 5.6: City of Ryde Population Characteristics/Growth & Implications for Ryde Olympic Park**

Population Characteristics	Implications for Olympic Park
<p><b>Population Size</b></p> <p>116,295 in the LGA in 2016 (Census 2016) and estimated wider catchment population of 240,000 for Ryde Olympic Park</p>	<ul style="list-style-type: none"> <li>The existing catchment population is large enough to support at least two large aquatic/wellness facilities with indoor and outdoor components</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**

Population Characteristics	Implications for Olympic Park
<p><b>Age Structure:</b></p> <p>Slightly below-average proportion of children (0-14 years)</p> <p>Above-average proportions of youth/young adults (15-24 years)</p> <p>Significantly above-average proportion of adults 25-34 years</p> <p>Above-average proportion of 'older' people (aged over 65 years)</p>	<ul style="list-style-type: none"> <li>The higher than average proportion of youth/young adults implies higher than average demand for sport and physical recreation activities (such as lap swimming, gyms and group exercise)</li> <li>The above-average proportion of over 65's implies a greater than average level of need/demand for warm water therapy pools, spas and saunas and comfortable meeting areas</li> </ul>
<p><b>Family Type:</b></p> <p>Slightly below-average <i>proportion</i> and <i>number</i> of households with children (both single parent and couple households)</p> <p>Above-average proportion of <i>couple families without children</i> and <i>lone person</i> households</p>	<ul style="list-style-type: none"> <li>Children and adults with children are, typically, the high use markets for learn to swim, slides, leisure pools, birthday parties</li> <li>The population profile implies a slightly below-average (but growing with rising population) demand for these activities</li> <li>The above-average proportion of families without children implies strong demand for lap swimming and gym/health clubs</li> </ul>
<p><b>Income:</b></p> <p>Slightly below-average <i>individual</i> incomes and average <i>household</i> incomes.</p> <p>Around 20% of households low income</p>	<ul style="list-style-type: none"> <li>The below-average individual incomes imply that some residents will have a below-average capacity to pay for recreation (particularly expensive options - such as indoor sport and aquatics activities)</li> <li>Those on low incomes – and around 20% of households are in this category - are more likely to be restricted to local, lower cost and home-based activities</li> </ul>
<p><b>Ethnicity:</b></p> <p>Well above-average and increasing level of cultural diversity</p>	<ul style="list-style-type: none"> <li>People from different cultural backgrounds may have different recreation interests and preferences</li> <li>Both national and local level surveys have found that people born overseas in non-English-speaking countries are less likely to play sport than people born in Australia<sup>26</sup></li> <li>The CALD population requires consideration in terms of cultural preferences for 'non-traditional' sports and culturally-responsive access to facilities</li> </ul>
<p><b>Population Growth:</b></p> <p>Significant population increase (20,000 people or 2% per annum) between 2006 and 2016.</p> <p>An additional 50,000+ forecast in the next 19 years (to 2036)</p>	<ul style="list-style-type: none"> <li>Any increase in the population implies parallel increases in recreation demands and need (unless offset by declining rates of participation)</li> <li>The substantial forecast population increase will underpin the viability of existing and any expanded or new centres</li> </ul>

<sup>26</sup> The ABS 2006, *Migrants and Participation in Sport and Physical Activity*, for example, found that people who reported their birthplace to be "other than main English-speaking" had lower participation rates in sport and physical activities (51.4%) than those born in English-speaking countries (70.7%). Subsequent ABS surveys have continued to confirm this finding. For example, in the ABS 2011-12 *Participation in Sport and Physical Recreation* survey, the comparative figures for NSW were 53.6% and 76.9% respectively.

**ITEM 12 (continued)**

**ATTACHMENT 4**

**CHAPTER 6**

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**RYDE AQUATIC LEISURE CENTRE/NEXT GENERATION COMPETITOR ASSESSMENT**

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**6.1 INTRODUCTION**

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This chapter reviews the potential market competition from other aquatic facilities in the City of Ryde and in surrounding LGA's (i.e. the public pools in Kur-ring-gai, Hornsby, Lane Cove, North Sydney, Manly and Willoughby local government areas) and proposed aquatic leisure centres (i.e. proposed centre in Parramatta City).

Specifically, the chapter addresses the market risks and competitive threats, and the potential synergy benefits, these other facilities pose for RALC.

**6.2 AQUATIC & LEISURE FACILITIES**

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The RALC's user catchment overlaps with facilities in the City of Ryde (Macquarie University Aquatic Centre and a range of commercial swim schools) and several facilities in neighbouring Councils – Kur-ring-gai Aquatic Centre (Kur-ring-gai), Hornsby Aquatic Centre (Hornsby), Willoughby Leisure Centre (Willoughby City), Lane Cove Aquatic Centre (Lane Cove), Leichhardt Aquatic Centre (Inner West), North Sydney Pool (North Sydney) and the Andrew 'Boy' Charlton Pool (Manly).

The location, age, ownership and management of these facilities (and RALC and Next Generation) is summarised below.

**Ryde Aquatic Leisure Centre**

The Ryde Aquatic Leisure Centre (RALC) is a regional aquatic facility with an Olympic standard pool, program pools, learn to swim and aquatic programs, slides, a Wave Rider and indoor sports courts.



The Centre is owned and operated by the City of Ryde.

The Centre was rebuilt between 1998-2000 to host 2000 Olympic Games water polo events and occupies the northern section of Ryde Olympic Park fronting Victoria Road.



**ITEM 12 (continued)**

**ATTACHMENT 4**

The facility mix encompasses both 'dry' and 'wet' facilities, as summarised below:

**Dry areas**

Health club	Other
<ul style="list-style-type: none"> <li>Not included due to adjacent Next Generation Health Club</li> </ul>	<ul style="list-style-type: none"> <li>2 x multi-purpose courts (available for various indoor sports)</li> <li>Cafe</li> </ul>



**Wet areas**

Indoor	Outdoor
<ul style="list-style-type: none"> <li>51.06m x 22m pool with movable boom</li> <li>25m x 40m wave pool</li> <li>Wading pool (30m<sup>2</sup>)</li> <li>12.5m x 7.6m Program/therapy pool (with 12.5m x 1.2m space for the ramp &amp; stairs)</li> <li>Rapid River/bubble whirl pools (70m<sup>2</sup>)</li> <li>56m giant water slide (18m<sup>2</sup>)</li> <li>Steam room/Sauna/turbo pool/spa</li> </ul>	<ul style="list-style-type: none"> <li>Surf Ryder (184.5m<sup>2</sup>)</li> </ul>



The Centre-based programs encompass both dry and wet areas, as follows:



**ITEM 12 (continued)**

**ATTACHMENT 4**

**Dry area programs**

Sports Hall	Other
<ul style="list-style-type: none"> <li>• In-house netball competitions</li> <li>• Ready Steady Go Kids</li> <li>• Sports club &amp; school programs</li> </ul>	<ul style="list-style-type: none"> <li>• Birthday parties</li> <li>• Physiotherapy</li> </ul>



**Wet area programs**

Fitness/sport	LTS	Recreation
<ul style="list-style-type: none"> <li>• Lap swimming</li> <li>• Water polo</li> <li>• Aquatic Exercise Program</li> <li>• Child squads</li> <li>• Masters squad</li> <li>• Carlisle Swim Club</li> <li>• School carnivals</li> </ul>	<ul style="list-style-type: none"> <li>• Baby swimming</li> <li>• LTS – Pre-School</li> <li>• LTS – School aged</li> <li>• Stroke development</li> <li>• Holiday Intensive</li> </ul>	<ul style="list-style-type: none"> <li>• Giant Slide (w/ends 10.00am-5.00pm)</li> <li>• Wave Pool (w/ends 12.15-4.40pm)</li> <li>• Surf Ryder (as per bookings)</li> </ul>



Key elements of the Centre's accessibility and support services, are summarised below:



**ITEM 12 (continued)**

**ATTACHMENT 4**

Accessibility	Level of service
Opening hours	Mon–Thu: 5:30am–8.45pm (to 7.45pm Fri) Sat: 6:30am– 5.45pm; Sun 8:00pm-5.45pm Public Holidays: 7:30am – 5.45pm
Parking	Free on-site parking for 182 cars (with another 56 under Next Generation)
Active transport	Bus services on Victoria Rd (<100 m) at intersections with Weaver and Margaret Streets
Universal design	Access ramps into Centre and pools – with guide rails into the water; 'Wet Wheelchair'; accessible change rooms; disabled parking spaces
Support and hospitality services	
Café	Café (outsourced)
Other social areas	Limited – around pools
Merchandising	At reception area
Creche	Not provided but available at Next Generation

**Next Generation Ryde**

Next Generation Ryde occupies Stage 2 of the Ryde Aquatic Leisure Centre. Built in 2001-2, the Centre was funded by and leased to health and lifestyle club operator Next Generation Australia Pty Ltd for a term of 50 years (until August 2051).

The Centre comprises indoor and outdoor pools, tennis and squash courts, fitness facilities and bars.



The Centre's facility mix encompasses both 'dry' and 'wet' facilities, as summarised below:



**ITEM 12 (continued)**

**ATTACHMENT 4**

**Dry areas**

Health club	Other
<ul style="list-style-type: none"> <li>• Fitness gym (cardio, free weights, TRX)</li> <li>• Dance studio</li> <li>• Group fitness room</li> <li>• Hairdresser</li> <li>• Health suites (physiotherapist, skin clinic/day spa)</li> <li>• Bike spinning room</li> </ul>	<ul style="list-style-type: none"> <li>• Squash (4) and Tennis courts (4)</li> <li>• Retail facilities</li> <li>• Meeting rooms</li> <li>• Café, licensed restaurant and bars (2)</li> <li>• Function areas (flexible - up to 3 rooms)</li> <li>• Outdoor sun terrace</li> <li>• Crèche</li> </ul>



**Wet areas**

Indoor	Outdoor
<ul style="list-style-type: none"> <li>• Indoor 25m x 13m pool</li> <li>• Children's 4.5m x 2.5m pool</li> <li>• Wet spa</li> </ul>	<ul style="list-style-type: none"> <li>• Outdoor 25m x 9m (6 lane) pool</li> </ul>



The Centre-based programs encompass both dry and wet areas, as follows:



**ITEM 12 (continued)**

**ATTACHMENT 4**

**Dry area programs**

<b>Fitness</b>	<b>Wellness</b>	<b>Other</b>
<ul style="list-style-type: none"> <li>• Personal training (one-on-one and group),</li> <li>• 75+ studio classes per week (BodyBalance, Hiit VO2, Cxwork, BodyPump, Zumba)</li> <li>• High Intensity Interval Training (metabolic, plyometric, VO2 max, core)</li> <li>• Next Step</li> </ul>	<ul style="list-style-type: none"> <li>• Health suites (physiotherapist, skin clinic/day spa)</li> <li>• Hairdresser</li> <li>• Yoga</li> <li>• Pilates</li> <li>• Tai Chi</li> </ul>	<ul style="list-style-type: none"> <li>• Functions</li> <li>• Birthday parties</li> <li>• Social events</li> <li>• Weddings</li> <li>• Tennis coaching</li> <li>• School holiday programs</li> </ul>



**Wet area programs**

<b>Fitness</b>	<b>LTS</b>	<b>Wellness</b>
<ul style="list-style-type: none"> <li>• Lap swimming</li> <li>• Aqua fitness – Aqua Fit; Aqua Strong; Aqua X-Train</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-school LTS</li> <li>• School aged LTS</li> <li>• Adult private lessons</li> </ul>	<ul style="list-style-type: none"> <li>• Therapeutic spa</li> <li>• Sauna/steam</li> </ul>



Key elements of the Centre's accessibility and support services, are summarised below:

<b>Accessibility</b>	<b>Level of service</b>
Opening hours	Mon–Fri: 5:30am– 10:00pm Weekends: 7:00am– 8:00pm Public Holidays: 8:00am – 8:00pm
Parking	56 spaces under Next Generation with additional free on-site parking for 182 cars within Olympic Park
Active transport	Bus services on Victoria Rd (<100 m) at intersections with Weaver and Margaret Streets
<b>Support and hospitality services</b>	
Café	Café with healthy food options and licensed bar
Other social areas	Landscaped sitting areas adjacent to tennis courts
Merchandising	At cafe area
Creche	Yes (free to members)

**ITEM 12 (continued)**

**ATTACHMENT 4**

**Macquarie University Aquatic Centre**

The Centre is a modern fully integrated, wet-dry facility at 10 Gymnasium Rd, Macquarie University. It was opened in July 2007 after a \$17M build which replaced existing sporting and gymnasium facilities. It has an outdoor FINA standard 50m heated pool – as shown in the picture below – as well as indoor pools, health club and sports courts.



The Centre is owned by Macquarie University with operational management by an internal business unit (Macquarie University Sport & Recreation). The facility mix encompasses both wet and dry facilities, as summarised below:

**Wet areas**

Indoor	Outdoor
<ul style="list-style-type: none"> <li>• 25 metre programme pool, heated to 29-30 C</li> <li>• Spectator seating</li> </ul>	<ul style="list-style-type: none"> <li>• 50 metre FINA-compliant competition pool, heated to 26-27 C</li> </ul>



**Dry areas**

Health club	Other
<ul style="list-style-type: none"> <li>• Cardio-theatre (80 items of the latest MATRIX cardio range) + weight training area</li> <li>• Group fitness studio - Stretching/ flexibility area + Cycle studio + Dedicated areas for martial arts, personal training</li> <li>• Female only fitness studio</li> </ul>	<ul style="list-style-type: none"> <li>• Gymnastics studio</li> <li>• Sports hall (1 x basketball, futsal or netball or 4 badminton)</li> <li>• Recreation Hall (1 x netball, volleyball or 3 badminton)</li> <li>• Squash courts x 6</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**



The Centre-based programs and activities encompass wet and dry areas, as follows:

**Wet area programs**

<b>Fitness</b>	<b>LTS</b>	<b>Sport</b>
<ul style="list-style-type: none"> <li>• Lap swimming</li> <li>• Squad swimming</li> <li>• Aqua classes (7/week)</li> </ul>	<ul style="list-style-type: none"> <li>• Water safety skills</li> <li>• Adult LTS (stroke correction, stroke development, Swimfit)</li> <li>• Child LTS (infants, pre-school, school age, teen)</li> <li>• Holiday Swim Vac</li> </ul>	<ul style="list-style-type: none"> <li>• School swimming carnivals</li> <li>• Water polo</li> <li>• Underwater hockey</li> <li>• Swim Club</li> </ul>



**Dry area programs**

<b>Fitness</b>	<b>Wellness</b>	<b>Other</b>
<ul style="list-style-type: none"> <li>• Gymnastics Club (adult/child)</li> <li>• Martial arts (adult/child)</li> <li>• Group fitness (90+ classes - HIIT, Bootcamp, Core, Boxing, Spin , Bodyweight, Abs, Butt &amp; Tummy)</li> <li>• Fitness Programs (Fit360, BootyCamp – for women)</li> <li>• Personal Training</li> </ul>	<ul style="list-style-type: none"> <li>• Fit4Life program (Yoga, Tai Chi, Aqua)</li> <li>• Weight Loss Warriors (exercise and nutrition)</li> <li>• Exercise Physiologist</li> </ul>	<ul style="list-style-type: none"> <li>• Birthday parties (in gymnastics hall on Sundays (x 2 sessions)</li> <li>• Parkour training</li> <li>• Acrobatics training</li> <li>• Cheerleading squads</li> <li>• School hol camps</li> <li>• School sport</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**



Key elements of the Centre's accessibility and support services, are summarised below:

Accessibility	Level of service
Opening hours	Mon-Fri 5.30 am-10 pm Sat, Sun & Public holidays 6 am-7 pm
Parking	Substantial shared parking (2 hours free)
Active transport	Bus service; cycle paths; Macquarie Uni rail
Support and hospitality services	
Café	Crunch Cafe (located at the entrance – with healthy food and beverage options)
Other social areas	Ample outdoor seating and grassed areas
Merchandising	Swim shop
Creche	Mini Mac Kidz Club (for 6 mths to 5 years); Mon-Fri 8.45- 1.45am. (2-hour limit) \$4.50 casual; \$30/10 visits



**ITEM 12 (continued)**

**ATTACHMENT 4**

**Ku-ring-gai Fitness & Aquatic Centre**

The Centre is within Pymble Bicentennial Park, off Lofberg Road, West Pymble. The traditional outdoor seasonal pool, built in 1971, underwent a \$12.9M refurbishment in 2013-14 (with the addition of an indoor building with play and lap pools, gym and café) and is now is a modern, fully integrated wet/dry complex.



The Centre is owned by Ku-ring-gai Council with operational management outsourced to the YMCA.

The facility mix encompasses both wet and dry facilities – indoor and outdoor – as summarised below:

**Wet areas**

Indoor	Outdoor
<ul style="list-style-type: none"> <li>• 25m x 8 lane lap pool</li> <li>• Warm water 10.5 x 9m program pool (for water-based exercise)</li> <li>• Toddler pool (30m<sup>2</sup>)</li> <li>• Splash deck</li> </ul>	<ul style="list-style-type: none"> <li>• 50m x 6 lanes heated (with spectator seating for 250)</li> <li>• Child/toddler/program pool (15 x 12m)</li> </ul>



**Dry areas**

Health club	Other
<ul style="list-style-type: none"> <li>• Health Club</li> <li>• Program rooms (x2)</li> </ul>	<ul style="list-style-type: none"> <li>• Creche</li> <li>• Cafe</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**



Centre-based programs also encompass both wet and dry areas, as follows:

**Wet area programs**

Fitness/health	LTS	Sport
<ul style="list-style-type: none"> <li>• Lap swimming</li> <li>• Aqua -13 scheduled weekly class options (Aqua Aerobics; Pryme Aqua; SwimFit; AquaDeep)</li> </ul>	<ul style="list-style-type: none"> <li>• Swim School</li> <li>• SwimAbility (special needs)</li> <li>• School Swim Program</li> </ul>	<ul style="list-style-type: none"> <li>• Child Squads (4 levels)</li> <li>• Adult squad</li> <li>• Swim Club</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**

**Dry area programs**

<b>Fitness</b>	<b>Wellness</b>
<ul style="list-style-type: none"> <li>Group fitness (more than 100 scheduled weekly class options – 14 different activities HIIT, Body Pump, Body Combat, cross circuit, teen gym etc)</li> <li>Pryme Movers for seniors (3 classes/week)</li> </ul>	<ul style="list-style-type: none"> <li>Yoga (Halha)</li> <li>Pilates</li> <li>Brightside (60 day free program for people with mental health issues)</li> <li>Exercise Physiologists</li> </ul>

Key elements of the Centre's access and support services, are summarised below:

<b>Accessibility</b>	<b>Level of service</b>
Opening hours	Mon-Fri 5.30 am-9 pm Sat, Sun & Public holidays 7 am-6 pm
Parking	Shared with general park users
Active transport	Bus services on Yanko and Ryde roads (400m)
Universal design	Lift from entry to upper level; 2 new indoor pools have access ramps/handrails; additional accessible car parks provided; continuous paths of travel from carpark;
<b>Support and hospitality services</b>	
Café	Café for pool patrons plus a takeaway service for park users
Other social areas	Ample outdoor seating and grassed areas
Merchandising	Sports shop
Creche	Casual \$5.30 or \$3.70 for members for max 1.5hrs

**Lane Cove Aquatic Centre**

The Centre is located at the edge of the Lane Cove town centre, at 2 Little Street, Lane Cove, as shown below. It is a modern, multi-level indoor and outdoor facility built in 2001, retaining the original 50m Lane Cove Pool (built in 1961) and is now is a modern, integrated facility with indoor and outdoor 'wet' facilities and indoor 'dry' facilities.



The Centre is owned by Lane Cove Council with operational management out-sourced to Bluefit.



**ITEM 12 (continued)**

**ATTACHMENT 4**

The facility mix encompasses both wet and dry facilities, as summarised below:

**Wet areas**

Indoor	Outdoor
<ul style="list-style-type: none"> <li>• 25m x 8 lane - 28°</li> <li>• Warm water program pool for LTS and rehab</li> <li>• Very large combined leisure &amp; toddler pool with bubbly shallow areas and a tunnel of fountains.</li> <li>• Spa/sauna/steam room</li> </ul>	<ul style="list-style-type: none"> <li>• 50m x 7 lane seasonal pool (Oct-Apr)</li> <li>• Grandstand seating -100</li> </ul>



**Dry areas**

Health club	Other
<ul style="list-style-type: none"> <li>• Cardio, free weights and pin-load machine areas</li> <li>• Group exercise studios</li> <li>• Spin studio</li> </ul>	<ul style="list-style-type: none"> <li>• Creche</li> </ul>



The Centre-based programs encompass both wet and dry areas, as follows:



**ITEM 12 (continued)**

**ATTACHMENT 4**

**Wet area programs**

Fitness	LTS	Sport
<ul style="list-style-type: none"> <li>Lap swimming</li> <li>Aqua aerobics (12 classes/week)</li> </ul>	<ul style="list-style-type: none"> <li>Swim School - Carlisle Swimming until 17 Oct 17, then Bluefit</li> <li>School Swim Program</li> </ul>	<ul style="list-style-type: none"> <li>Squads</li> <li>School carnivals</li> <li>Lane Cove Swim Club</li> </ul>



**Dry area programs**

Fitness	Wellness	
<ul style="list-style-type: none"> <li>Group fitness (44 weekly classes - Body Pump, Zumba, Cardio Boxing, Sculpt, Body Combat, Fit and Fabulous, Body Balance, Cycle, Functional training)</li> <li>Bootcamp program (8 weeks)</li> <li>Personal Training</li> </ul>	<ul style="list-style-type: none"> <li>Yoga (5)</li> <li>Pilates (5)/Reformer Pilates (3)</li> <li>Barre classes (4)</li> <li>Nutritionist</li> <li>Osteopath, Chiropractor, Massage and Physio</li> </ul>	<ul style="list-style-type: none"> <li>Birthday parties (Sat/Sun)</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**

Key elements of the Centre’s accessibility and support are as follows:

Accessibility	Level of service
Opening hours	<u>Aquatics:</u> Mon-Fri 6 am-9 pm Sat, Sun 6 am-8 pm Pub hols 8 am-6 pm <u>Gym:</u> Same except to 10pm Mon-Thu and to 6.30pm Sat & Sun
Parking	No designated parking, use adjacent Council car park
Active transport	Bus service Epping Road (50m) and Phoenix St (200m)
Universal design	Lift to upper levels; hydrotherapy pool with access ramp and rails; disabled toilet and shower
Support and hospitality services	
Café	Café with terrace next to indoor pool with healthy food options
Other social areas	Landscaped outdoor areas
Merchandising	Swim Shop next to reception with wide range of accessories
Creche	Blue Bottles Creche: Mon-Fri 8.45am-1pm - Members: free; Non-mem: \$5

**Willoughby Leisure Centre**

The Centre is an ageing (27 year old) indoor aquatic leisure centre with small gym and 2-court sports hall at 2 Small Street Willoughby and within Hallstom Park. The Centre opened in 1990 and is one of Sydney’s first integrated indoor wet-dry centres. The Centre has recently (2013-14) undergone a strategic and master planning process, but the new plans have not yet been implemented



The Centre is owned by and operated by Willoughby City Council.

The facility mix encompasses both wet and dry facilities – indoor and outdoor – as summarised below:

**Wet areas**

Indoor	Outdoor
<ul style="list-style-type: none"> <li>• 25m x 8 lane -28°</li> <li>• 1.1m deep Toddler Pool</li> <li>• Slide Pool (also used for swimming lessons &amp; recovery sessions)</li> <li>• Spa turbo pool (with benches and air bubbles)</li> <li>• Sauna</li> </ul>	<ul style="list-style-type: none"> <li>• Nil</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**



**Dry areas**

Health club	Other
<ul style="list-style-type: none"> <li>• Yes - cardio and resistance machines and pin loaded and free weights</li> <li>• Spin studio</li> </ul>	<ul style="list-style-type: none"> <li>• Two-court sports hall</li> <li>• Play Club creche</li> </ul>



The Centre-based programs and activities encompass wet and dry areas, as follows:

**Wet area programs**

Fitness	LTS	Sport
<ul style="list-style-type: none"> <li>• Lap swimming</li> <li>• Aqua fitness – 15 scheduled weekly class options: AquaDeep, AquaShallow</li> </ul>	<ul style="list-style-type: none"> <li>• Infants &amp; pre-school LTS</li> <li>• School age LTS</li> <li>• Mini squads</li> <li>• Adult LTS</li> <li>• Holiday Intensive</li> <li>• School Swim Program</li> </ul>	<ul style="list-style-type: none"> <li>• Squads</li> <li>• Willoughby Swim Club</li> </ul>

There is also a Giant Inflatable Obstacle Course (for 5-12 year olds) in the main pool 12-2pm weekdays during school holidays and on Sundays in summer.



**ITEM 12 (continued)**

**ATTACHMENT 4**

**Dry area programs**

<b>Fitness</b>	<b>Wellness</b>	<b>Other</b>
<ul style="list-style-type: none"> <li>Group fitness: 70+ weekly classes - pump, aerobics, outdoor training, boxing, mind-body classes, over 50's, Teen Fitness, cycle, Tabata, Zumba)</li> <li>Personal Training</li> <li>Corporate Group Fitness</li> </ul>	<ul style="list-style-type: none"> <li>Yoga</li> <li>Kids yoga (7-12 years)</li> <li>Pilates</li> <li>Tai Chi Qigong</li> <li>Mobility &amp; Balance</li> <li>Physiotherapist</li> </ul>	<ul style="list-style-type: none"> <li>Kidz Club holiday program</li> <li>Parties (Sat-Sun)</li> <li>Sports hall hire (futsal, badminton, netball, basketball, volleyball)</li> </ul>



Key elements of the Centre's accessibility and support services are summarised below:

<b>Accessibility</b>	<b>Level of service</b>
Opening hours	<u>Aquatics:</u> Mon-Fri 5am-9.45pm Sat, Sun: 7am-6.45pm Pub Hol: 7am-6.45pm <u>Gym:</u> Mon-Fri 6am-10pm Sat, Sun: 7am-7pm Pub Hol: 8am-7pm
Parking	Shared with Hallstrom Park users
Active transport	Bus service on Willoughby Road; on Artarmon to Tunks Park cycle track
Universal design	25m pool is wheel-chair accessible; ramp between levels (but takes up lots of room)
<b>Support and hospitality services</b>	
Café	Blend Poolside Café (has healthy food options)
Other social areas	Lounge area near Café; around pools
Merchandising	Swim shop
Creche	Play Club – Mon-Fri 8.30-12.30; Sat 8-11.30; free for members; casual \$7.50

**ITEM 12 (continued)**

**ATTACHMENT 4**



**Leichhardt Park Aquatic Centre**

The Centre is within Leichhardt Park, adjacent to the Iron Cove Bay Run and the iconic Leichhardt Oval. It is a modern aquatic leisure centre, with the 1960's 50 metre outdoor pool recently (2015) refurbished with the addition of two new indoor pools, a Health Club and play and picnic areas.



The Centre is owned and operated by the Inner West Council.

The facility mix encompasses both wet and dry facilities as summarised below:

**Wet areas**

Indoor	Outdoor
<ul style="list-style-type: none"> <li>• 18m x 4 lanes (depth 0.9m-1.3m) - 31°</li> <li>• 18m x 8m hydro therapy pool (0.9-1.2m) designed for programming &amp; therapy (ramp access, state of art filtration and heating)</li> <li>• Toddlers shallow - 31°</li> <li>• Limited spectator seating</li> </ul>	<ul style="list-style-type: none"> <li>• 50m x 7 lanes (depth 1.1-1.8m) - 27°</li> <li>• Mushroom pool (0m-1.2m)- with mushroom water feature - designed as a children's aquatic playground</li> <li>• Diving/ water polo pool (3.0- 4.9m) - 27° -1m springboard + 5m platform (open summer hols 12-4pm in good weather)</li> </ul>

**ITEM 12 (continued)**

**ATTACHMENT 4**



**Dry areas**

Health club	Other
<ul style="list-style-type: none"> <li>• 1100m<sup>2</sup> Health Club</li> <li>• latest cardio equipment, weights area, cycle studio</li> <li>• 3 spacious studios for group exercise classes</li> </ul>	<ul style="list-style-type: none"> <li>• Creche</li> </ul>



The Centre-based programs also encompass both wet and dry areas, as follows:

**Wet area programs**

Fitness	LTS	Sport
<ul style="list-style-type: none"> <li>• Lap swimming</li> <li>• Aqua fitness - 19 scheduled weekly class options: shallow water (sw) classes, lite pace aqua, deep water (dw) classes, seniors aqua, power aqua, pre-natal</li> </ul>	<ul style="list-style-type: none"> <li>• Infants Water Awareness</li> <li>• Child LTS (10 levels)</li> <li>• Adult LTS (4 levels)</li> <li>• Holiday Intensive</li> <li>• Special Needs</li> <li>• School Swim Program</li> </ul>	<ul style="list-style-type: none"> <li>• 4 development squad levels</li> <li>• 3 competitive squad levels</li> <li>• Adult squad</li> <li>• Leichhardt Swim Club</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**



**Dry area programs**

Fitness	Wellness
<ul style="list-style-type: none"> <li>• Dance classes</li> <li>• Group fitness (100 scheduled weekly class options - Body Pump, Body Combat, Body Balance, CXWorx, RPM, Cardio Boxing, Cycle, Abs Butts and Thigh classes, Seniors Classes, Fit Kid classes, Hard Core Training, Zumba, Bootcamp)</li> <li>• Personal Training</li> </ul>	<ul style="list-style-type: none"> <li>• Yoga (Hatha, Iyengar, Vinyasa, Dru)</li> <li>• Pilates</li> <li>• Core On The Ball</li> <li>• Nutritionist</li> <li>• Exercise Physiologist</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**

Key elements of the Centre’s accessibility and support services, are summarised below:

Accessibility	Level of service
Opening hours	50m pool: Mon-Fri:5:30am-8pm; W/e: 5:30am- 8pm (other pools less hours) Gym:Mon-Thu:5:30am-9pm; Sat, Sun & PH's: 6am-7pm
Parking	Large and sufficient
Active transport	
Universal design	Hydro pool has a ramp and handrails to walk directly into the water. There is a lift and ramps from the foyer to pool level
Support and hospitality services	
Café	Blu Aqua Kiosk – has healthy food options
Other social areas	Landscaped outdoor areas
Merchandising	Swim Shop provides a full range of leading brand swim wear and swimming accessories including Speedo, Zoggs, Vorgee and Eyeline
Creche	Operates from 9am – 1pm, Monday to Friday and 8.30am to 11.30am on Saturday.

**North Sydney Pool**

The Centre is located at a prime harbour side site adjacent to the Sydney Harbour Bridge and Luna Park. It is an ageing “iconic” outdoor pool with significant sports heritage (built in 1936 and to be replaced) with indoor ‘wet’ and ‘dry’ facilities (comprising indoor heated pool and Health Club) added in 2001.

The Centre is owned and operated by North Sydney Council.



The facility mix encompasses both wet and dry facilities, as summarised below:

**Wet areas**

Indoor	Outdoor
<ul style="list-style-type: none"> <li>• 25m x 4 lanes heated 28°</li> <li>• Small Toddler 29°</li> <li>• Spa and sauna (both 5 seats)</li> <li>• Spectator seating - 40</li> </ul>	<ul style="list-style-type: none"> <li>• 50m x 9lanes heated 26-29°</li> <li>• Wading 0.2-0.3m depth,</li> <li>• Toddler 0.5 deep, both heated 25-29°.</li> <li>• Grandstand seating - 1500</li> </ul>

**ITEM 12 (continued)**

**ATTACHMENT 4**



**Dry areas**

Health club	Other
<ul style="list-style-type: none"> <li>Lane 9 Gymnasium with free weights, pin-loaded &amp; hydraulic strength training machines; cardio equipment (elliptical X-trainers, treadmills, concept 2 rowers, steppers, bikes); FTA &amp; Foxtel TV screens with FM transmission; aerobics room with mats, boxing bags, speed ball, floor-ceiling ball, swiss balls, bosu, dura discs.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting room – seats 10, used as creche 9-12pm</li> </ul>



The Centre-based programs and activities also encompass both wet and dry areas, as follows:

**Wet area programs**

Fitness	LTS	Sport
<ul style="list-style-type: none"> <li>Lap swimming</li> <li>Aqua fitness - 17 scheduled weekly classes: aqua aerobics, aqua deep, aqua light)</li> </ul>	<ul style="list-style-type: none"> <li>Badger Swim School - Baby/toddler (5 levels); Child LTS (8 levels)</li> <li>Adult LTS (3 levels)</li> </ul>	<ul style="list-style-type: none"> <li>Badger Swim School Squads – child (4 levels) and adult (Masters)</li> <li>School carnivals (summer)</li> <li>Swim Clubs (North Sydney SC; Masters SC)</li> </ul>

**ITEM 12 (continued)**

**ATTACHMENT 4**



**Dry area programs**

<b>Fitness</b>	<b>Wellness</b>	<b>Other</b>
<ul style="list-style-type: none"> <li>• Group fitness (5 weekly classes - Body Pump, Boxing)</li> <li>• Fitness assessment</li> <li>• Personal Training</li> </ul>	<ul style="list-style-type: none"> <li>• Yoga (4)</li> <li>• Pilates (8)</li> </ul>	<ul style="list-style-type: none"> <li>• Birthday parties</li> </ul>



Key elements of the Centre’s accessibility and support services, are summarised below:

<b>Accessibility</b>	<b>Level of service</b>
Opening hours	Mon-Fri 5.30am-9pm Sat, Sun: 7am-7pm Pub Hols: 7am-7pm
Parking	50-60 spaces on street
Active transport	Accessible ferry wharf at Luna Park (300m); Milson’s Point rail



**ITEM 12 (continued)**

**ATTACHMENT 4**

Accessibility	Level of service
Universal design	station (800m) Two parking bays; accessible toilets and access hoists at 25m and 50m pools; lift between levels; push button change room entry; platform lift for sundeck
Support and hospitality services	
Café	Ripple's Café (leased out)
Other social areas	Sundeck; restaurant
Merchandising	Swimwear, swim accessories, Gym wear, gym accessories available from reception counter
Creche	Mon, Wed & Fri 9-12am - \$5/hour

**Hornsby Aquatic & Leisure Centre**

The Centre is, at 203 Peats Ferry Rd Hornsby, is a modern, indoor-outdoor facility. It opened in 2014 after a major \$26M build, involving replacement of the original 50m Olympic Pool (built in 1962) and the addition of an indoor building with play and lap pools, small gym, slide and café.



The Centre is owned and operated by Hornsby Council.

The facility mix encompasses both wet and dry facilities, as summarised below:

**Wet areas**

Indoor	Outdoor
<ul style="list-style-type: none"> <li>• 25 x 10m heated, indoor pool for LTS activities</li> <li>• Heated leisure pool with zero depth entry + walking zone +fun water features</li> <li>• 2m high enclosed water slide</li> </ul>	<ul style="list-style-type: none"> <li>• 50m x 8 lane heated (lap swimming and water polo)</li> <li>• Outdoor seating for 500 spectators</li> </ul>

**ITEM 12 (continued)**

**ATTACHMENT 4**



**Dry areas**

Health club	Other
<ul style="list-style-type: none"> <li>A leading edge gymnasium</li> </ul>	<ul style="list-style-type: none"> <li>Multi purpose room for club activities, dry recreation activities and creche</li> <li>Licensed function room</li> </ul>



The Centre-based programs encompass both wet and dry areas, as follows:

**Wet area programs**

Fitness	LTS	Sport
<ul style="list-style-type: none"> <li>Lap swimming</li> <li>Aqua fitness – 20+ weekly classes; Aqua Cross-Training, Aqua Shallow, Aqua Deep, Aqua Boost, Aqua Power Flow, <b>Aqua Bootcamp</b>, Gymstick H2O, Aqua Zumba®, Kick Splash Jab</li> </ul>	<ul style="list-style-type: none"> <li>Infants and pre-school (6 levels)</li> <li>School age LTS (4 levels)</li> <li>Adult LTS (3 levels)</li> <li>Private lessons</li> <li>Holiday Intensive</li> <li>School Swim Program</li> </ul>	<ul style="list-style-type: none"> <li>Squads – child and adult (currently being restructured)</li> <li>Swim Clubs (Hornsby SC; Berowra RSL Youth SC)</li> <li>School carnivals</li> <li>Water polo</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**



**Dry area programs**

Fitness	Wellness	
<ul style="list-style-type: none"> <li>• Group fitness (limited weekly classes -, Zumba®, Zumba Gold (seniors), ZumbaKids, Boxing, Gym Circuit</li> <li>• Personal Training</li> </ul>	<ul style="list-style-type: none"> <li>• Yogafit</li> <li>• Stretch/Yoga class</li> <li>• Stretch</li> <li>• Pilates</li> </ul>	<ul style="list-style-type: none"> <li>• Birthday parties</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**

Key elements of the Centre’s accessibility and support services, are summarised below:

Accessibility	Level of service
Opening hours	Mon-Thur: 5:30am - 7:45pm Fri: 5:30am - 6:45pm W/end: 7am-6:45pm Pub hol:7am-6:45pm
Parking	Parking on site for 100 vehicles
Active transport	Hornsby rail station and bus interchange (300m); Hornsby mountain bike trail; Central Coast bike route
Universal design	Lifts to all levels of the complex for people with access needs
Support and hospitality services	
Café	Kiosk and café
Other social areas	Landscaped outdoor areas
Merchandising	At reception counter
Creche	Child minding service Mon, Wed, Fri 9am – 12:30pm (max 1 session x 1.5 hrs per day) \$4/1.5 hour

**Manly Andrew ‘Boy’ Charlton Aquatic Centre**

The Centre is adjacent to LM Graham Reserve, off Kenneth Road, Manly. The traditional outdoor seasonal pool underwent a \$27M refurbishment in 2015-16, reopening in mid-2016 (with the addition of 3 new indoor pools, a gym, spa and sauna) and is now a modern, fully integrated wet/dry complex.



The Centre is owned and operated by Northern Beaches Council.

The facility mix encompasses both ‘dry’ and ‘wet’ facilities, as summarised below:

**Dry areas**

Health club	Other
<ul style="list-style-type: none"> <li>Gymnasium, group fitness and well being rooms; Group fitness studio</li> <li>State of the art fitness equipment (cardio, pin loaded and free weights)</li> </ul>	<ul style="list-style-type: none"> <li>Crèche</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**



**Wet areas**

Indoor	Outdoor
<ul style="list-style-type: none"> <li>• 25m, 8 lane heated lap pool with ramp entry (and spectator seating for 150)</li> <li>• Program pool for exercise and rehabilitation with ramp entry</li> <li>• A fun children's play and leisure pool with a beach entry</li> <li>• Spa pool</li> <li>• Sauna and steam room facilities</li> </ul>	<ul style="list-style-type: none"> <li>• 50m x 8 lane heated pool</li> <li>• 25m x 5 lane heated pool</li> <li>• Baby and heated toddler pools, with seating and shade covers</li> </ul>



The Centre-based programs encompass both dry and wet areas, as follows:

**Dry area programs**

Fitness	Wellness
<ul style="list-style-type: none"> <li>• 20+ weekly classes: HIIT; Express; Cardio; Boxing; Cycle; Circuit; Les Mills Body Pump; Zumba; Stability &amp; Strength</li> <li>• Personal Training</li> </ul>	<ul style="list-style-type: none"> <li>• Yoga (2)</li> <li>• Pilates (6)</li> <li>• Yoga-pilates fusion (1)</li> <li>• Stability/Strength - over 50's (2)</li> </ul>

**ITEM 12 (continued)**

**ATTACHMENT 4**



**Wet area programs**

Fitness	LTS	Sport
<ul style="list-style-type: none"> <li>• Lap swimming</li> <li>• Aqua fitness - 8 weekly classes: Aqua Deep; Aqua Shallow</li> </ul>	<ul style="list-style-type: none"> <li>• Babies(3 levels) and pre-school (5 levels)</li> <li>• School aged (7 levels)</li> <li>• Adult LTS (3 levels)</li> <li>• Holiday Intensive</li> <li>• Swim Stars (special needs)</li> <li>• School Swimming Scheme - LTS (3 levels) + Water Safety Challenge</li> </ul>	<ul style="list-style-type: none"> <li>• Child squads (mini, junior, bronze, gold, master)</li> <li>• Masters squad</li> <li>• Manly Swim Club</li> <li>• School carnivals</li> </ul>

There is also a Giant Pool Inflatable in the main pool during the school Holidays following School Terms 3 and 4.



**ITEM 12 (continued)**

**ATTACHMENT 4**

Key elements of the Centre’s accessibility and support services, are summarised below:

Accessibility	Level of service
Opening hours	Mon–Fri: 5:30am– 9:00pm Weekends: 6:00am– 8:00pm (7:00pm Mar–Sep) Public Holidays: 6:00am – 6:00pm
Parking	On-site parking for 54 cars including 4 accessible and 2 parent-with-pram spaces. Parking also available on Kenneth Road
Active transport	Bus services on Balgowlah Rd (100 m) and Kenneth St (adjacent Centre)
Universal design	Access ramps – with guide rails into the water; ‘Wet Wheelchair’; pool hoist – for indoor and outdoor pools; specific change areas for patrons with disabilities; lift to fitness centre; wheel chair accessible resistance/cardio equipment
Support and hospitality services	
Café	Kiosk
Other social areas	Landscaped gardens
Merchandising	At reception area
Creche	\$6/hour

**6.3 COMPETITOR ANALYSIS**

The Macquarie University Aquatic Centre and the aquatic leisure facilities in surrounding LGA’s provide varying levels of competition to the RALC/ Next Generation facilities through providing alternate swimming, fitness and wellness opportunities for City of Ryde residents.

The nature and scale of competition varies with:

- Travel distance from City of Ryde populations
- Locational attributes and synergies
- Facility quality, size and component mix
- Program range and attractiveness
- Entry fees
- Marketing programs
- Accessibility

These competitive factors are detailed in the following sub-sections together with available information on:

- The catchment areas of competitor facilities
- The number and types of centre visits
- Operational results (surplus/deficit)
- Future development plans

**Locational attributes & travel distance**

The locational attributes of competitor facilities and their distance from City of Ryde populations is summarised in Table 6.1:

**Table 6.1: Benchmark Centres - Locational attributes and travel distance**

Centre	Locational attributes	Co-locational synergies	Travel Distance CoR Boundary
Macquarie University Sports & Aquatic Centre	In parkland setting in Macquarie University campus grounds	University entertainment/ social facilities and outdoor courts/fields (hockey, sports fields, outdoor basketball, 2 Kompan courts)	0



**ITEM 12 (continued)**
**ATTACHMENT 4**

Centre	Locational attributes	Co-locational synergies	Travel Distance CoR Boundary
Ku-ring-gai Fitness & Aquatic Centre	Located in premier park (Bicentennial Park, Pymble). Not visible from main streets	Sports grounds, off-leash area, village green, destination playground Bicentennial Park sports fields/lawn bowls/tennis	4
Lane Cove Aquatic Centre	Close to Lane Cove town centre and close to, but not visible from, intersection of two main roads (Lane Cove Rd and Longueville Rd)	Minimal – adjacent to Synergy Youth Centre and Pottery Green	7
Willoughby Leisure Centre	In attractive parkland setting between two main roads (Willoughby and Alpha Roads)	Hallstrom Park netball, sports fields, destination play ground, cafe and a creative art space	12
Leichhardt Park Aquatic Centre	In a parkland setting next to and overlooking the iconic Bay Run, Iron Cove and Rodd Point	Adjacent Leichhardt Oval, Bay Run and Rozelle Hospital redevelopment area	13
North Sydney Pool	Iconic site on Sydney Harbour with main road visibility and adjacent to the Sydney Harbour Bridge and Luna Park	Bradfield Park and Luna Park	13
Hornsby Aquatic & Leisure Centre	Attractive parkland setting with good main road (Peats Ferry Road) visibility and close to Hornsby CBD	Hornsby Park, Hornsby Mountain Bike Trail, future adventure park (Old Man's Valley-Hornsby Quarry)	18
Manly Andrew 'Boy' Charlton Aquatic Centre	In attractive parkland setting adjacent to a main road (Balgowlah Rd) and close to Manly town centre	LM Graham Reserve sports fields; Kierle Park Tennis Centre; Manly Golf Club	20

**Visitor catchment areas**

An analysis of the market areas (i.e. catchments) served by potential competitor facilities within the City of Ryde and in surrounding Councils was not undertaken as part of the current Study. However a catchment analysis of the sub-region was undertaken in 2009 as part of a Strategy Plan for the Willoughby Leisure Centre<sup>27</sup>.

Some of the findings of that Study – in relation to Willoughby Leisure Centre, Lane Cove Aquatic Centre and the RALC – are relevant to the current Study and are summarised in Table 6.2.

**Table 6.2: Visitor catchment areas – the RALC and 'Competitor' Facilities**

Catchment characteristics*	RALC	WLC	LCAC	WAC
Total members (2009)	4,704	1,451	1,844	642
Inner catchment size (no. of suburbs comprising 50% of members)	6	3	1	7
Primary catchment size and reach (no. of suburbs comprising 80% of members)	22	10	11	20
Primary catchment population (i.e. total population of primary catchment suburbs)	217,513	72,448	74,503	139,593
Primary catchment memberships/ 1,000 residents	17.2	16.3	21.2	
Total (primary and secondary) catchment size (no. of suburbs comprising all members)	97	89	119	56
% members in 'home' LGA	40	75	70	60
% members in other LGA	60	25	30	40

\*Based on the residential suburb address of Centre members

<sup>27</sup> HM Leisure Planning, C Leisure and Suters Architects, October 2009, Aquatic Facility Needs and Provision in Willoughby City Council: A Strategy Plan 2010-2020

**ITEM 12 (continued)**

**ATTACHMENT 4**

Key items of relevance to the current study and summarised in Table 6.2 include the following:

- The primary catchment area for the RALC (and Warringah Aquatic Centre) was (and probably still is) much larger than those for Willoughby Leisure Centre and Lane Cove Aquatic Leisure Centre, in terms of both catchment reach and catchment population size.
- All four facilities had at least a supra-local role, with between 25-60% of members living outside the 'home' Council area of facilities that they were members of.
- With around 60% of members travelling from outside the City of Ryde, the RALC had a more significant regional and sub-regional role than the other centres.
- With respect to this, the RALC's primary catchment comprised 22 suburbs, compared to just 10 for Willoughby Leisure Centre and 11 for Lane Cove Aquatic Leisure Centre.
- The catchment reach of all Centres was stronger where adjacent Councils did not have similar quality facilities (e.g. RALC's reach into Canada Bay and Willoughby Leisure Centre's reach into Ku-ring-gai – probably now changed for the latter with the opening of the new Ku-ring-gai Fitness & Aquatic Centre).
- As observed in the 2009 Study, it is likely that the RALC 'gained its wider clientele from a far more diverse catchment as a result of having facilities which cater for elite and competitive regional needs' as well as from its higher profile from being a Sydney 2000 Olympic Games venue<sup>28</sup>
- As also observed in the 2009 Study, because of its higher profile and elite facilities, the RALC was 'almost certainly able to overcome transport and travel barriers' compared to the other centres

**Centre Visits & Memberships**

Centre visits for the RALC and the eight benchmark Centres, for 2016-17, are illustrated in Table 6.3.

The Table shows total visits as well as disaggregated visits for 'aquatics', 'health club', 'centre programs', 'sports hall' and 'creche'.

**Table 6.3: Centre visits 2016-17 – RALC & Benchmark Centres**

Type of Visit	RALC	M Uni	Kur AC	L Cove	Hornsby	North Sydney	Manly	WLC	Leichhardt
Aquatic	618,874	n/a	220,013	473,735	312,308	280,183	360,000	108,764	n/a
Health club/gym	80	n/a	45,240	240,059	5,265	82,236	45,000	121,273	n/a
Other in-house programs (e.g. b'day parties)	6,278	n/a	n/a	10,403	n/a	n/a	n/a	5,623	n/a
Sports courts	152,128	n/a	n/a	n/a	n/a	n/a	n/a	34,367	n/a
Creche	n/a	n/a	5,214	3,662	6,706	n/a	n/a	n/a	n/a
<b>Total</b>	<b>787,576</b>	<b>1,100,000</b>	<b>270,767</b>	<b>787,421</b>	<b>363,727</b>	<b>362,419</b>	<b>405,000</b>	<b>270,027</b>	<b>n/a</b>

As shown in Table 6.3, the RALC has easily the biggest aquatics program of the nine Centres but, because it does not have a health club/gym, its overall use is less predominant.

In fact, the Macquarie University Sports & Aquatic Centre, which has indoor and outdoor pools, a large health club and two indoor courts, has the highest overall use.

However, the RALC's overall use is very high and similar to the Lane Cove Aquatic Centre with visits around double the 2016 national CERM benchmarks<sup>29</sup>.

<sup>28</sup> Ibid, page 33

## ITEM 12 (continued)

## ATTACHMENT 4

The other benchmark Centres have significantly lower visitation than RALC, but are average for Australia, being all relatively close to the average CERM figures.

### User/entry fees

The entry and program fees and fee structures are complex and vary substantially across the nine centres. Collectively, there are 340 separate fee categories across all functions, users and concession types.

The most common and widely used fee categories are reviewed at Appendix 3 and summarised in Table 6.4.

**Table 6.4: Entry and Membership Fees – Comparison of RALC & Benchmark Centre Fees**

Fee type	RALC fee	Average fee	% difference
<b>Centre memberships</b>			
Swim – 12 Mths Adult	945	785	20
Swim – 12 Mths Conces/child	587	559	5
<b>Aquatic casual</b>			
Adult	8.20	7.71	6
Child	6.30	5.70	11
Pensioner – local	free	4.23	-
Pensioner – other	6.30	5.38	17
Concession (e.g. seniors, students)	6.30	6.03	5
Family	26.50	21.76	22
Swim/Spa/Sauna	15.80	12.84	23
Spectator	3.10	3.28	-5
Multi visit x 20 – adult	137.00	129.81	6
Multi visit x 20 – child	112.00	99.54	13
<b>Swim school</b>			
LTS – 1 <sup>st</sup> child	19.00	18.94	0
School student	8.80	9.29	-5
Private lesson	53.00	53.14	0
<b>Sports stadium</b>			
Casual – basketball (p/p half hr)	8.70	10.57	-18
Badminton/hr	32.00	29.67	8
Court hire – casual/hr	80.00	82.00	-2
<b>Centre programs</b>			
Parties (no food)	28	25.80	9

As illustrated in Table 6.4, the RALC's entry , membership and program fees are relatively high compared to the other eight centres – with just 5 of the most common fees less than the regional average and 12 higher than average, with half of these at least 10% higher.

### Financial sustainability

The annual operating results are a key indicator of overall centre performance as well as financial sustainability.

However only three of the eight benchmark centres (Kur-ring-gai, North Sydney and Manly) were able to provide detailed financial results. Two others (Hornsby and Lane Cove) were able to provide general indications at the broad-brush level (i.e. surplus or deficit). Two other centres (Willoughby and Macquarie University) were unable to provide any information for commercial in-confidence reasons.

<sup>28</sup> 2016 CERM 'Total Visits per Year' for 'indoor/outdoor pools' (such as Lane Cove) and 'indoor pools' (such as the RALC) are 317,648 and 338,219, respectively.

**ITEM 12 (continued)**

**ATTACHMENT 4**

The relative financial results, for the six Centres that were able to provide information, are summarised in Table 6.5.

**Table 6.5: Operating Results Benchmark Centres 2012/13 to 2016/17**

Centre	2012-13	2013-14	2014-15	2015-16	2016-17
RALC	283,048	313,488	299,209	335,550	344,270
Ku-ring-gai Fitness & Aquatic Centre	n/a	n/a	-251,606	-230,794	-468,067
Lane Cove Aquatic Leisure Centre*	700,000	700,000	700,000	700,000	700,000
North Sydney Pool	-274,034	-387,249	-530,471	-554,915	-615,188
Manly Andrew 'Boy' Charlton Aquatic Centre	n/a	n/a	n/a	n/a	-300,000
Hornsby Aquatic & Leisure Centre	n/a	n/a	deficit	surplus	surplus

\*Average result per annum over past 5 years before profit share return to Council (includes all operational costs but not plant and equipment replacement/refurbishment)

As illustrated in Table 6.5, three of the Centres – the RALC, Lane Cove and Hornsby – are securing operational surpluses. This is an extremely good result for these Centres as they are performing well ahead of the CERM financial benchmarks.<sup>30</sup>

The other three Centres (Manly, North Sydney and Kur-ring-gai) have operational deficits but, to place them in context, they are relatively close to or better than the 2016 CERM national average deficits.

**Cost-effectiveness Benchmarking**

Table 6.6 illustrates the relative cost-effectiveness of RALC and the eight benchmark centres – as measured by visits per day and visits per annum per m<sup>2</sup> of programmable space.

The figures demonstrate that the RALC has easily the highest productivity in aquatic visits, as measured by annual visits per m<sup>2</sup> of water space (at 292 visits compared to the average across the nine centres of 141).

**Table 6.6: Visits per day & visits per year/metre, 2016-17**

Performance measure	Aquatics	Health Club/Gym	Sports Hall	Other Centre Programs	Total
<b>RALC</b>					
Visits	629,090	n/a	152,128	6,358	787,576
Programmable space (m <sup>2</sup> )	2,157	n/a	1,445	n/a	3,602
Visits/ yr/metre*	292	n/a	105		219
<b>M Uni S &amp; A Centre</b>					
Visits	n/a	n/a	n/a	n/a	1,100,000
Programmable space (m <sup>2</sup> )	1,700	1,306	1,000	n/a	4,006
Visits/ yr/metre*	?	?	?	n/a	275
<b>Ku-ring-gai F &amp; A Centre</b>					
Visits	220,313	45,240	n/a	5,214	270,767
Programmable space (m <sup>2</sup> )	1,480	586	n/a	73	2,139
Visits/ yr/metre*	149	77	n/a		127
<b>Lane Cove Aquatic Centre</b>					
Visits	533,297	240,059	n/a	14,065	787,421
Programmable space (m <sup>2</sup> )	2,525	775	n/a	72	3,372
Visits/ yr/metre*	211	310	n/a		233
<b>Hornsby A &amp; L Centre</b>					

<sup>30</sup> The 2016 CERM average deficit for 'indoor-outdoor pools' was \$485,145 and for centres with only indoor pools was \$273, 537.



**ITEM 12 (continued)**

**ATTACHMENT 4**

Performance measure	Aquatics	Health Club/Gym	Sports Hall	Other Centre Programs	Total
Visits	351,756	5,265	n/a	6,706	363,727
Programmable space (m <sup>2</sup> )	1,675	100	n/a	100	1,875
Visits/ yr/metre*	210	53		67	194
<b>North Sydney Pool</b>					
Visits	287,836	74,267	n/a	316	362,419
Programmable space (m <sup>2</sup> )	1,736	303	n/a		2,039
Visits/ yr/metre*	166	245			178
<b>Willoughby Leisure Centre</b>					
Visits	108,764	121,273	34,367	5,623	270,027
Programmable space (m <sup>2</sup> )	1,000	204	1,462		2,666
Visits/ yr/metre*	109	594	24		101
<b>Manly 'Boy' Charlton A C</b>					
Visits	n/a	n/a	n/a	n/a	405,000
Programmable space (m <sup>2</sup> )	2,870	460	n/a	150	3,480
Visits/ yr/metre*	0	0	n/a		116
<b>TOTAL</b>					
Visits	2,131,056	486,104	186,495	38,282	4,346,937
Programmable space (m <sup>2</sup> )	15,143	3,734	3,907	395	23,179
Visits/ yr/metre*	141	130	48		188

\*Visits per year per metre is a measure of the total annual visits divided by the m<sup>2</sup> of relevant program space (i.e pool water area, gym floor & sports hall floor space and other program/creche floor space. The measure allows efficiency comparisons of centres of different sizes.

The RALC also has high overall visitor level productivity – with 219 visits per annum/m<sup>2</sup> compared to the average of 188. Only the Macquarie University Sports & Aquatic Centre and the Lane Cove Aquatic Centre (at 275 and 233 visits annum/m<sup>2</sup>, respectively) had higher productivity, as illustrated in Table 6.6.

Six Centres were able to provide financial information. Their financial performance - in terms of surplus/subsidy per use – is illustrated in Table 6.7.

Table 6.7 shows that, in 2016/17, three of the benchmark Centres required a per capita subsidy for each visit ranging from \$1.73 (at Kur-ring-gai) to \$0.74 (at Manly). However, three of the Centres (the RALC, Lane Cove Aquatic Centre and Hornsby Aquatic and Leisure Centre) generated per capita surpluses ranging from \$0.44 (RALC) to \$0.89 (Lane Cove Aquatic Centre).

**Table 6.7: Regional Aquatic Leisure Centres - Financial Performance & Subsidy/Visit, 2016-17**

Performance measure	2016-17	CERM 2016 Benchmark <sup>31</sup>
<b>RALC</b>		
Net Operational surplus/(deficit) (\$)	344,270	
Visits (No.)	787,576	
Surplus/(subsidy) per visit (\$)	0.44	(0.78)
<b>Ku-ring-gai F &amp; A Centre</b>		
Net Operational surplus/(deficit) (\$)	(-468,067)	
Visits (No.)	270,767	
Surplus/(subsidy) per visit (\$)	(1.73)	(1.64)
<b>Lane Cove Aquatic Centre</b>		
Net Operational surplus/(deficit) (\$)	700,000	
Visits (No.)	787,421	

<sup>31</sup> The 2016 CERM average Surplus (Subsidy) per visit is \$0.78 for centres with only indoor pools and \$1.64 for centres with both indoor and outdoor pools



**ITEM 12 (continued)**
**ATTACHMENT 4**

Performance measure	2016-17	CERM 2016 Benchmark <sup>31</sup>
Surplus/(subsidy) per visit (\$)	0.89	(1.64)
<b>Hornsby A &amp; L Centre</b>		
Net Operational surplus/(deficit) (\$)	Surplus	
Visits (No.)	363,727	
Surplus/(subsidy) per visit (\$)	>0.00	(1.64)
<b>North Sydney Pool</b>		
Net Operational surplus/(deficit) (\$)	(-615,188)	
Visits (No.)	362,419	
Surplus/(subsidy) per visit (\$)	(1.70)	(1.64)
<b>Manly 'Boy' Charlton A C</b>		
Net Operational surplus/(deficit) (\$)	(-300,000)	
Visits (No.)	405,000	
Surplus/(subsidy) per visit (\$)	(0.74)	(1.64)

On a 2016 CERM national benchmark basis, the subsidies are average to lower than average – as illustrated in Table 6.7.

**Future Facility Development Plans**

Both the City of Ryde and North Sydney Council are exploring options for major facility enhancements that have the potential to change the competitive landscape in the region.

None of the other seven Centres have major enhancements planned, as illustrated in Table 6.8. The one exception is the Lane Cove Aquatic Centre, which is planning to replace its ageing outdoor pool and grandstand in the near future.

**Table 6.8: Benchmark Facility Upgrade Plans**

Centre	Wet areas	Dry fitness & sports areas	Amenities & Admin areas
RALC	The City of Ryde is exploring options for enhancements to Ryde Olympic Park generally, and the RALC specifically, through the current Strategic Plan and Master Plan process		
Macquarie Uni Sports & Aquatic Centre	Nil	Nil	Nil
Kur-ring-gai Fitness & Aquatic Centre	Nil	Nil	Nil
Lane Cove Aquatic Leisure Centre	Outdoor pool and grandstand to be replaced in next few years	Nil	Nil
Olympic Pool North Sydney	North Sydney Council has been exploring options for a major facility redevelopment for the past two years. It is expected that this project will be revisited by the newly elected Council post September 2017		
Willoughby Leisure Centre	Pool hall upgrade – 2019-20	Nil	Change room refurb – 2017-18
Manly Andrew 'Boy' Charlton Aquatic Centre	Nil	Nil	Nil
Hornsby Aquatic & Leisure Centre	Possible installation of 3 new water slides	Possible expansion of the gymnasium	Nil

Three of the Centres – Hornsby, Kur-ring-gai and Manly – have recently undergone major rebuilds and are therefore unlikely to have major enhancements in the next ten years or so.

## ITEM 12 (continued)

## ATTACHMENT 4

### 6.4 COMPETITOR ANALYSIS - PROPOSED FACILITIES

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The Parramatta Swimming Centre and the Parramatta Football Stadium were demolished in April-May 2017 to make way for the expanded Western Sydney Stadium (a key component of the NSW Government's elite sports facilities strategy).

The NSW Government is now assisting the City of Parramatta to replace the pool with a 'modern aquatic facility' on the former Parramatta Golf Course site (owned by the Parramatta Park Trust).

The Trust is leading the master planning process for the site, while the City of Parramatta Council (CoP) is leading the feasibility assessment and delivery of the new Parramatta Aquatic centre (PAC).

Stage 1 of the Mays Hill precinct master plan is underway and has entailed the preparation of the *Mays Hill Precinct: Site Analysis and Aquatic Site Suitability Report* (dwpSuters, Feb 2017), detailed land capability analysis of the broader precinct, community consultation and a final location for the PAC.

The *Site Suitability Report* identified two suitable sites within the precinct – at the corner of Park Parade and Pitt Street and on the Parramatta High School oval (subject to suitable sites being found for the sports oval relocation).

CoP's feasibility study for PAC is also in progress and is expected to be completed in July 2017, with a report to Council scheduled for 10 July.

In conjunction with this, the State Government has pledged \$30M to the project (to fully fund a 'like for like' replacement of the demolished swim centre). However, through its consultation processes, City of Parramatta recognises that the community expects the PAC to have modern features, beyond a 'like for like' replacement, with substantial additional costs.

Accordingly, CoP resolved, at its meeting of 10 April 2017, to investigate options for additional Council contributions of up to \$30M to the project, with a report on the options required by July 2017.

CoP also resolved to allocate project development costs in the 2017/18 draft Operating Plan and Budget to 'support key actions including detailed design, specification and development application'.

In summary, while a final determination on the siting and scope of the proposed PAC will not be made until July 2017, it appears likely that a year-round indoor-outdoor centre (with a capital budget in the order of \$50-60M) will be built on a site within the Mays Hill precinct and adjacent to Ryde's north-western boundary at Mays Hill.

### 6.5 OTHER POTENTIALLY COMPETING FACILITIES

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#### Tennis Centres

Apart from the 12 courts in Ryde Olympic Park (4 in Next Generation and 8 in the Ryde Tennis Centre) there are eight other tennis centres within the City of Ryde. Three of these are on public open space leased to clubs or associations and five are commercial or private facilities. Collectively, the facilities comprise 48 standard courts and 4 modified (Hot Shots) courts.

The facilities are distributed throughout the City of Ryde between one and eight kilometers from Ryde Olympic Park.

**ITEM 12 (continued)**
**ATTACHMENT 4**
**Table 6.9: Tennis Centres within the City of Ryde LGA**

Facility type	Name	No. courts		Location	Distance from ROP
		standard	modified		
Leased – on public open space	Kotara Park Tennis Courts	8		Abuklea Road, Marsfield	6.0km
	Moore Tennis School (Kings Park)	2		20 Salter Cres, Denistone East	4.5km
	Meadowbank Tennis Centre	8		Constitution Rd, Meadowbank	4.3km
Private/commercial	Tennis World North Ryde	10	4 Hot Shots	16-18 Epping Rd, North Ryde	4.4km
	North Ryde RSL	2		27-41 Magdala Rd, North Ryde	4.5km
	St Anthony's Catholic Church	4		54 Agincourt Rd, Marsfield	6.0km
	Macquarie University	12		Macquarie Park	8.1km
	Royal Rehabilitation Private Hospital	2		235 Morrison Road Ryde	1.5km
<b>Total</b>		<b>48</b>	<b>4</b>		

**Private Learn to Swim Pools**

In addition to the swim schools at RALC and the Macquarie University Sports and Aquatic Centre, there are seven private learn to swim (LTS) schools in the City of Ryde. One of these (Next Generation Swim School) is located adjacent to the RALC in Ryde Olympic Park.

The other six swim schools are variously located in Ryde, West Ryde, East Ryde and Macquarie Park, as summarised in Table 6.10. The swim schools are located at various distances, ranging from 0.2kms to nearly 6kms, from Ryde Olympic Park.

**Table 6.10: Private/Commercial Swim Schools within the City of Ryde LGA**

Name	Pools	Location	Distance from ROP
Next Generation Swim School	Indoor heated pool	Ryde Olympic Park	0.0km
Carlile Swimming	LTS pool	16 Cross Street, Ryde	0.2km
Fitness First Swim School	25m x 5 lane indoor pool	Fitness First, Top Ryde Shopping Centre	1.8km
Ryde Swim School	LTS pool	21 Price Street, Ryde	2.6km
The Fitness Edge	25m indoor pool	Ryde Eastwood Leagues Club, West Ryde	3.6km
Otter's Swim School (up to 8 yrs)	LTS pool	8 Birch St, East Ryde	3.9km
Jason Swimming School	25m x 3 lane indoor pool	7-11 Talavera Rd Macquarie Park	5.7km

**Indoor Sports Centres**

Apart from the two-court sports hall facility within the RALC, There are two other indoor sports halls in the City of Ryde – the two-court Ryde Community Sports Centre in North Ryde and a commercial basketball, squash and indoor climbing facility (i.e. MAASH Sport and Fitness) in Marsfield.

The specific facilities and programs available at these centres are summarised in Table 6.11. The Centres are, respectively, 5 and 8 kilometres travel distance from Ryde Olympic Park and, therefore, not within the immediate user catchment of the RALC/Next Generation complex.

**ITEM 12 (continued)**

**ATTACHMENT 4**

**Table 6.11: Other Indoor Sports Centres within the City of Ryde LGA**

Name	Facilities	Activities	Location	Distance from ROP
Ryde Community Sports Centre	2-court sports hall; cafe	Netball; basketball, futsal; volleyball, table tennis, badminton; lunchtime comps; group fitness	ELS Hall Park 109 Kent Rd North Ryde	4.9km
MAASH Sport & Fitness	Basketball court, 7 squash courts, gym; indoor climbing	Basketball, racquetball, squash; group fitness	Marsfield – next to Macquarie University	8.1km

**6.6 CONCLUSIONS - MARKET COMPETITION**

This chapter has reviewed the potential market competition from aquatic leisure facilities – existing and proposed - within the City of Ryde and surrounding LGA's.

The following sub-sections provide conclusions on the types and levels of market competition and potential future opportunities to address service gaps.

**Current market competition**

While competition exists, it is not likely to be substantial for well-designed and managed facilities such as RALC and Next Generation.

This is because most of the 'competing' facilities in surrounding Council areas are either too distant (from the bulk of Olympic Park's catchment populations) or too limited in their program offerings to be a substantial threat to the viability of the RALC and Next Generation.<sup>32</sup>

However, the surrounding facilities – particularly the closer and more modern facilities such as MUAFC and Ku-ring-gai Aquatic Leisure Centre - are likely to be providing significant competition in the City of Ryde's north and north-west precincts.

Additionally, if City of Parramatta commits to building the new Parramatta Aquatic Centre (PAC) at Westmead – as detailed in Section 6.4, above - the new facility will exert considerable competition for Ryde Olympic Park's current users travelling from Rydalmere, Ermington, Epping and West Ryde.

**Potential market opportunities**

Collectively, the City of Ryde, neighbouring Councils and private operators provide a significant level of aquatic leisure, fitness and sport assets and activities.

There are, for example, 15 venues with 50 and/or 25 metre pools within the City of Ryde or in surrounding Councils.

However, nearly all these facilities (including RALC) have significant limitations on their capacity to meet the full range of contemporary centre-based recreation needs.

Despite the recent introduction of dedicated indoor LTS and warm water therapy pools at the newest Centres (Kur-ring-gai, Manly and Hornsby), there is still a comparative shortage of these pool types compared to the relative abundance of 25 and 50 metre lap pools.

There is also a lack of dry program space at several Centres (including the RALC and the Centres in Hornsby, Willoughby and North Sydney LGA's)

<sup>32</sup> Exceptions to this would include club swimmers 'following' a particular coach (based at one of the other centres) or where a family (or individuals) visit the centre in conjunction with a shopping or business trip (or some other purpose)

**ITEM 12 (continued)**

**ATTACHMENT 4**

However, the gym facilities attached to the benchmark public aquatic centres, whether large or small, are all very well utilised and underline the lost opportunity of not having such spaces within the RALC (to complement those in Next Generation).

The fitness/wellness market is large and growing and, as with learn to swim, large enough to sustain programs at both the RALC and Next Generation.

The opportunities for aquatic play and adventure are also limited across the region, with RALC's slides and Surfryder providing the major opportunity. There is potential to modify and/or build on these opportunities.



## ITEM 12 (continued)

## ATTACHMENT 4

### CHAPTER 7

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#### REVIEW OF BEST PRACTICE STRATEGIC & MASTER PLANNING

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##### 7.1 INTRODUCTION

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Two contemporary exemplar sports precinct master planning projects have been reviewed to identify best practice features and approaches to sports and recreation precinct planning.

The two case studies are the Northern Arc Health and Wellbeing Hub in Geelong, Victoria and the Northern Gold Coast Sports and Community Precinct in Queensland.

They were selected based on:

- Size and multi-purpose function of the sites
- Site profile elements (size, functions, main road connections)
- Range of sports and facility components (number and diversity)
- Quality of facilities (level of development)
- Levels (hierarchy) of competition (local to national)
- Accessibility (links to transport, linear connections)

Both precincts have the potential to be used for higher level state and national activities and events, but each will also have a strong focus on community recreation.

##### 7.2 NORTHERN ARC GEELONG

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###### The Project

The Northern ARC<sup>33</sup> site, corner Princes Highway and Cox Rd in Northern Geelong, comprises the Waterworld Leisure Centre (pictured below), Centenary Hall and Corio Library. It has been an iconic destination for many years (with up to 500,000 annual visits) but is now tiring and in need of renewal to better meet contemporary needs and remain fit for purpose.



Accordingly, the City of Greater Geelong adopted the Northern ARC Health and Wellbeing Hub Master Plan for the existing site (as illustrated below) in 2015.

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<sup>33</sup> ARC = Arts, Recreation and Community

**ITEM 12 (continued)**

**ATTACHMENT 4**



**The Master Plan**

The Master Plan outlines the development of contemporary facilities and integrated health and wellbeing services (comprising a library, medical facility, community hall and aquatic & leisure hub), as illustrated below.



The planning process had a focus on addressing the significant health, social and economic disadvantages and needs in Geelong’s northern precincts, including:

- Population ageing and a growing prevalence of lifestyle risk factors (e.g. obesity, diabetes),
- Evidence of limited supportive social connections amongst the more vulnerable populations, and
- The increasing cost and financial burden of providing aquatic and recreation services and maintaining assets in a low income residential area.



**ITEM 12 (continued)**

**ATTACHMENT 4**

The planning process encompassed significant community and stakeholder engagement - including community and user surveys, listening posts, web site feedback channels and community group forums.

The Master Plan solution provides a significant community landmark, a central meeting place for residents of Northern Geelong and an integrated site for arts, recreation, community, leisure and health services (comprising an integrated aquatic leisure centre, multi-purpose spaces, new library, Barwon Health-North medical facility, a café, outdoor spaces and improved pedestrian links to surrounding streets and neighbourhoods).

**Master Plan Principles**

The Master Plan is underpinned by a range of key principles and drivers as follows:

Desired outcome	Principle
Landmark/iconic site	<ul style="list-style-type: none"> <li>• Create a hub of activity for locals and visitors that reinforces the site as a local landmark destination and a 'beacon' for civic pride and use</li> <li>• Design engaging buildings, public realm, open space and landscape that exhibit best-practice, high quality design</li> <li>• Provide a flexible and adaptive precinct that represents a 'sense of place' for the community</li> </ul>
Central meeting place	<ul style="list-style-type: none"> <li>• Incorporate the key public plaza space at the centre of the 'hub'</li> <li>• Ensure that the public plaza is accessible and visible from Melbourne and Cox Roads and with direct access to the reception areas of the main facilities</li> <li>• Design the precinct to be a natural meeting and gathering place (that encourages formal and incidental social activity and provides a well-loved destination for all ages)</li> </ul>
Addressing disadvantage	<ul style="list-style-type: none"> <li>• Ensure that the gathering places provide equitable and universal access for all ages and backgrounds</li> </ul>
Facility integration	<ul style="list-style-type: none"> <li>• Co-locate and integrate arts, culture, recreation, community and health, activities and uses with clear opportunities for interaction between the uses</li> </ul>
Legibility & accessibility	<ul style="list-style-type: none"> <li>• Create a permeable, safe, inviting and easily accessible hub for all people at all hours by providing legible and enjoyable ways to get around and through the precinct</li> <li>• Provide easily accessible car, public transport, walking and cycling links to, from and through the precinct</li> <li>• Provide direct and universal access between transport modes/car parks and all precinct facilities and services.</li> <li>• Provide easily accessed car parking sufficient to meet increasing demands and which supports business viability and growth</li> </ul>
Sustainability, flexibility & adaptability	<ul style="list-style-type: none"> <li>• Provide a sustainable plan for the future, in environmental, cultural, economic and social terms</li> <li>• Provide an activity hub that can be staged, funded and delivered in a manageable, sustainable and considered way over time</li> <li>• Provide flexible and adaptive internal and external public spaces that are multi-purpose and provide for events or activities of varying scales.</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**



**Design Features and Elements**

The Master Plan is also based on a range of key design, integration and place-making elements as follows:

Desired outcome	Design element
Landmark/ iconic site	<ul style="list-style-type: none"> <li>• A built form presence to the key corner of Melbourne and Cox Roads will feature a contemporary, appropriate and high quality architectural expression suited to this landmark corner</li> <li>• An artistic, sculptural presence to the site of the former Waterworld waterslides on the entry from Melbourne Road (an iconic landmark) is a key visual component of the master plan</li> <li>• The new waterslides will create a new landmark and visual beacon for the local neighbourhood on the Cox Road frontage.</li> </ul>
Facility integration	<ul style="list-style-type: none"> <li>• The buildings and their uses incorporate the principles of co-location and integration to give users and visitors to the site a unified experience with a diverse offering</li> </ul>
Precinct is legible, feels safe, inviting, equitable and is easily accessible	<ul style="list-style-type: none"> <li>• The facilities, buildings, entry points and key public spaces address the main street frontages</li> <li>• The building entry points are in close visual and physical proximity to each other, with clear view-lines to them from the key road frontages, the car park and plaza spaces</li> <li>• The view-lines from Melbourne Road and Cox Road to the central plaza spaces, the cafe, and the associated front doors of the facilities have been reinforced and are celebrated</li> <li>• Creation of a site entry from Melbourne Road, with direct view-lines to the plaza/entry spaces as well as the car parks</li> <li>• A sense of openness, access, visual connection and view-lines from north to south through the centre of the site, linking Cox Road to the foyer and entry spaces of the various facilities</li> </ul>
Parking and circulation	<ul style="list-style-type: none"> <li>• The car parking areas have been designed to meet the precincts peak percentage usage, and are located to enable easy, safe and efficient access to the site and facilities with the least visual impact to the site, and the main street frontages</li> <li>• Inclusion of an integrated east-west 'street' within the master plan to unify access, open space, entry and arrival experiences and allow compartmentalisation of the larger car parking areas (to limit their visual impact and allow for flexible management)</li> <li>• Creation of a separate car parking space adjacent to Moa Street and the new hall facility (west of the entry plaza) which can be closed for events or activities and used as a hard-paved activity or public space.</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**

Desired outcome	Design element
Sustainability	<ul style="list-style-type: none"> <li>Retention of a number of the key existing trees on the site, where they can contribute to the new public spaces and places</li> <li>Incorporation of significant green landscape components within the car parks - including dedicated pedestrian paths between the car parks and buildings/plaza spaces; smaller green open space areas; and tree canopies to the car park areas to ensure shade and shelter ( and reduce the overall heat island effect for the site)</li> </ul>

**The Business Case**

A Business Case for the Hub was undertaken by Deloitte and completed in June 2017. It was adopted at Council's meeting of 20 September 2017.<sup>34</sup>

As indicated in the Business Case report to Council, the vision for Northern ARC is "to create a vibrant community hub for leisure, recreation, cultural and health services to support positive health and wellbeing outcomes for communities in the northern suburbs"

The Business Case was prepared for the following Master Plan concept:



The Business Case "provides the evidence-base for redevelopment of the precinct with contemporary, integrated community facilities".

The Business Case included an *Investment Logic Map* process which assessed a number of high-level strategic options according to their feasibility and capacity to deliver the benefits sought from the Hub.

<sup>34</sup> Greater Geelong City Council, Minutes of Ordinary Meeting 20 Sep 2017, Section B, Northern ARC Health and Wellbeing Hub – Business Case, page 39



**ITEM 12 (continued)**

**ATTACHMENT 4**

Three project scenarios were assessed, as follows:

Option	Strategy
Option 1	<p><b>Business as usual</b></p> <p>Increasing operational and maintenance costs to undertake unavoidable maintenance and upgrades to continue current operations of Waterworld, Corio Library and Centenary Hall.</p>
Option 2	<p><b>Stage 1 Master Plan Implementation</b></p> <p>Construction of a new Health and Wellbeing Hub in the north east corner of the site at a cost of \$61.5 million.</p> <p>Demolish existing community hall and incorporate a multi-purpose community space in the new aquatic and leisure centre. Include consulting suites to provide opportunities for satellite services such as Maternal Child Health.</p> <p>Demolish existing aquatic and leisure centre and replace with expanded car parking.</p>
Option 3	<p><b>Full Master Plan Implementation</b></p> <p>Delivery of the Master Plan vision which involves a new Health and Wellbeing Hub and new library at a total cost of \$105 million.</p>



**ITEM 12 (continued)**

**ATTACHMENT 4**

The Stage 1 Master Plan Implementation (Option 2) was adopted by the City of Greater Geelong Council as the preferred and recommended option, based on the following assessment criteria:

Assessment criteria	Development options		
	Business as Usual (Option 1)	Master Plan Stage 1 (Option 2)	Full Master Plan (Option 3)
Deliverables	Maintenance and upgrades to continue operation of Waterworld including: <ul style="list-style-type: none"> <li>500sqm storage facility to replace storage lost to Barwon Health North project</li> <li>Replace aquatic centre canopy</li> <li>Any other major renewal works identified in condition audits</li> </ul>	New health & wellbeing hub including: <ul style="list-style-type: none"> <li>New aquatic facilities – hydrotherapy pool, learn to swim, 25m lap pool, spa &amp; sauna</li> <li>Early years care</li> <li>Gym</li> <li>Café</li> <li>Multipurpose space (for training courses, meetings, cultural events)</li> <li>Consulting suites (e.g. maternal child health)</li> <li>New car park</li> <li>Improved access between Barwon Health North, Health &amp; Wellbeing Hub and library</li> <li>Minor upgrades to the library</li> </ul>	<ul style="list-style-type: none"> <li>Health and Wellbeing Hub (as per option2, stage1)</li> <li>New library</li> <li>Central plaza spaces</li> <li>Playground</li> <li>Pick-up drop-off zone</li> </ul>
Operating costs (over 10 years)	\$30.3m	\$34.8m	\$34.6m
Present value of benefits (over 10 years)	\$53.7m	\$134.5m	\$134.2m
Net Present Value (10 Year ROI)	\$15.6m	\$59.2m	\$31.7m
Benefit cost ratio	1.41	1.79	1.31
Total cost	\$11.8m	\$61.6m	\$105m

Implementation of the Master Plan is expected to see visits to the site grow from 500,000 per annum to in excess of 1,000,000.

**Moving forward Strategy**

Council's next planning phase for the project - concept and schematic design - is due to commence in October 2017.

It is anticipated that the Hub facilities will be delivered in stages as the older, existing facilities are decommissioned. This will help to ensure continuity of services throughout the master plan implementation.

The Stage 1 Hub implementation is to occur in conjunction with construction of the Barwon Health-North medical facility - a \$33 million project fully funded by the State Government and expected to provide community based health care services (medical imaging, urgent care centre and renal dialysis).



**ITEM 12 (continued)**

**ATTACHMENT 4**

**7.3 NORTHERN GOLD COAST SPORTS PRECINCT**

**The Project**

In June 2017, the Gold Coast City Council announced the development of a \$56.5M aquatic, recreation and sports precinct (as illustrated) off Rifle Range Rd, Pimpama.



With a current population of 75,000, which is expected to grow to 167,000 in the next 20 years, the Northern Gold Coast is the fastest growing residential area within the Council area.

The sports precinct has been planned and designed to meet the needs of the future as well as the current populations.

**The Master Plan**

The Precinct Master Plan is illustrated below:



As shown on the site Master Plan, the Precinct comprises the following components:

- Outdoor 50m swimming pool and indoor 25m pool
- Water play area
- Gymnasium/Health Club

**ITEM 12 (continued)**

**ATTACHMENT 4**

- Four flexible event spaces totaling 1.5 hectares (and capable of accommodating events up to several thousand people)
- A 9-court district level tennis centre
- A 12-court regional netball centre
- Community centre
- Local and district parkland
- Car parking for 700 cars.

**Master Plan Vision & Aims**

The vision for the Precinct is “A destination for residents and visitors wanting to engage, appreciate and connect with the Northern Gold Coast”.

The specific project aims are to:

- Establish an integrated aquatic, sporting and community precinct
- Provide social, community and event infrastructure in the Northern Gold Coast
- Create a true ‘contemporary’ destination for the local community and visitors

**Master Plan Guiding Principles**

The Master Plan is underpinned by a range of key principles and drivers as follows:

Desired outcome	Principle
Landmark/iconic site	<ul style="list-style-type: none"> <li>• The precinct is to reflect a high level of architectural and urban design excellence</li> <li>• The design is to be immersed within the unique Gold Coast climate and lifestyle</li> <li>• Architectural language to be engaging, human scaled, fine grain detailing, high visual appeal, high amenity and visually appropriate</li> </ul>
Central meeting place	<ul style="list-style-type: none"> <li>• The facility is ‘to provide a platform for the local community to meet and participate in sporting, recreational, social, cultural and educational opportunities and events’</li> </ul>
Facility integration	<ul style="list-style-type: none"> <li>• The precinct is to provide ‘playful interaction between outdoor and recreational activities’</li> <li>• The co-location and integration of sport and recreation facilities into a single precinct is based on securing multiple benefits (e.g. economies of scale, collaboration/planning between different sports, management synergies, improved flexibility of space use over time; shared use facilities; increased capacity to stage major events)</li> </ul>
Legibility & accessibility	<ul style="list-style-type: none"> <li>• The project is to incorporate ‘best practice urban design principals addressing active edges, permeability, legibility, functional mix, views and vistas, level treatment, environmentally sustainable design, and generous open space’</li> <li>• Road frontage is to be maximised for facilities that incorporate commercial elements (i.e. health and fitness, aquatic, tennis, retail)</li> <li>• The proposed Community Park is to be located adjacent to road frontage and close to residences</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**

Desired outcome	Principle
ESD, flexibility & adaptability	<ul style="list-style-type: none"> <li>The Precinct is to include built forms that are intrinsically linked to the environment</li> <li>Buildings are to 'reflect the sub-tropical setting and demonstrate the importance of environmental responsibilities through design and sustainable initiatives'</li> <li>Site positioning, building form and materials 'are to be selected with recognition of quality and longevity, reduced maintenance, life-cycle costing and resource management'</li> <li>Aquatic facilities are to be on one level and proximate to maximise sightlines and limit lifeguard costs</li> </ul>
Social sustainability	<ul style="list-style-type: none"> <li>Increasing a 'sense of community' through design</li> <li>Enhancing recreational opportunities</li> <li>Providing space for new cultural expression and community events</li> </ul>

**Design Features and Elements**

Precinct	Key elements
Aquatic	<ul style="list-style-type: none"> <li>Foyer, retail and administration</li> <li>Café and dining space</li> <li>4 swimming pools (50m x 10 lane outdoor pool; 25m x 10 lane indoor pool; Indoor LTS pool; leisure play pool)</li> <li>Amenities</li> <li>Multi-use carnival lawn</li> <li>Health Club</li> </ul>



Precinct	Key elements
Community Centre	<ul style="list-style-type: none"> <li>Multi-purpose hall spaces</li> <li>Activity rooms</li> <li>Meeting rooms</li> <li>Enclosed break-out space</li> <li>Lobby area</li> <li>Storage facilities</li> <li>Amenities</li> </ul>

**ITEM 12 (continued)**

**ATTACHMENT 4**



Precinct	Key elements
Tennis	<ul style="list-style-type: none"> <li>• 8 x tennis courts</li> <li>• 1 x Junior Hot Shots court</li> <li>• Terraced spectator area</li> <li>• Pro Shop</li> </ul>



Precinct	Key elements
Netball	<ul style="list-style-type: none"> <li>• 12 x netball courts</li> <li>• Flexible training lawn</li> <li>• Clubhouse</li> <li>• Terraced spectator area</li> </ul>

**ITEM 12 (continued)**

**ATTACHMENT 4**



Precinct	Key elements
Events	<ul style="list-style-type: none"> <li>• Temporary infrastructure zones</li> <li>• Terraced seating</li> <li>• Flexible use green space</li> <li>• Parking overflow zone</li> </ul>



Precinct	Key elements
Community Park	<ul style="list-style-type: none"> <li>• Elevated views</li> <li>• Natural setting</li> <li>• Playground</li> <li>• Picnic shelters</li> <li>• Kickabout space</li> <li>• Recreational pathway links</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**



**Community Engagement**

Council undertook extensive consultation on the project between late May and the end of June 2017. Methods included direct mail (17,900 postcards), social media advertisements and posts, press releases (newspaper and community TV) and Council’s on-line survey tool (Have Your Say).

Most of the 665 respondents to the on-line survey were highly satisfied with the Master Plan concept (with 79% ‘extremely’ or ‘very’ satisfied, and a further 9% ‘moderately’ satisfied).

With respect to the design elements, the ‘community park precinct’ received the highest support (with 79% of respondents ‘strongly supporting’ this element), followed by the ‘events precinct’ (74%), the ‘community centre precinct’ (72.5%), the ‘aquatic precinct’ (71.5%), the ‘netball precinct’ (65%) and the ‘tennis precinct’ (64%).

**The Business Case**

While the Feasibility Study/Business Case for the project is not currently available, positive outcomes from the study are implied in Gold Coast City Council’s Masterplan Project Briefing document.<sup>25</sup>

This document itemises the significant ‘precinct benefits’ that are anticipated to be generated by the project, as follows:

- Economies of scale savings
- Increased collaboration, communication and planning between organisations
- Increasing awareness of programs and services from shared site use
- Flexibility as trends change over time
- Increased capacity to stage major events

**Moving forward Strategy**

The Gold Coast City Council recently called for Expressions of Interest for the ‘Detailed Design of an Integrated Sports and Community Precinct at the Northern Gold Coast’.

The tender opened on 3 June 2017 and closed 28 June 2017.

<sup>25</sup> Gold Coast City, May 2017, Northern Gold Coast Sports & Community Precinct *Masterplan Project Briefing*



**ITEM 12 (continued)**

**ATTACHMENT 4**

Construction of the Sports Precinct is planned to commence in 2018 and is expected to be completed by the end of 2020.

**7.4 COMPARISON OF KEY PLANNING ELEMENTS**

The main strategic and master planning elements of these two sports and recreation precincts are summarised below:

Planning element	Northern ARC Geelong	Northern Gold Coast Sports Precinct
Site features	<ul style="list-style-type: none"> <li>Highly visible location on the corner of Melbourne &amp; Cox Roads, Norlane</li> <li>Identified as a key development opportunity in the Corio-Norlane Structure Plan (2012).</li> <li>Current uses include Waterworld Leisure Centre, Centenary Hall and Corio Library</li> </ul>	<ul style="list-style-type: none"> <li>Large Heritage Park site off Rifle Range Rd, Pimpama - constrained by steep geography and natural watercourse which splits the site</li> <li>The Masterplan respects the natural setting and celebrates the relationship between the built and natural sub-tropical environment.</li> </ul>
Facility mix and diversity	<ul style="list-style-type: none"> <li>Iconic destination for leisure, recreation, cultural and community wellbeing activities - including integrated aquatic and leisure centre; multi-purpose community venue/hall; new Corio Library; new Barwon Health North medical facility; central plaza spaces; commercial café; open space and public realm areas; pedestrian paths and trails linking the new facilities into the surrounding neighbourhood; bicycle and vehicle access</li> </ul>	<ul style="list-style-type: none"> <li>Major sports and recreation precinct - including aquatic sport and recreation, fitness, dance, tennis, netball</li> <li>Significant shaded and terraced seating areas for spectators</li> <li>Support facilities (amenities, café, family rooms and dining area)</li> <li>Major events space</li> <li>A local Community Park to service the recreational needs of local neighbourhoods and to encourage nature-based play</li> </ul>
Design principles & quality	<ul style="list-style-type: none"> <li>A local landmark destination and 'beacon' for civic pride and use</li> <li>Co-location and integration of arts, recreation, community and health</li> <li>Public plaza space at the centre of the 'hub' - a natural meeting and gathering place</li> <li>Flexible, adaptive multi-purpose internal and external public spaces</li> <li>Equitable and universal access</li> <li>Flexible, adaptive best-practice design providing a 'sense of place'</li> <li>Sustainable in environmental, cultural, economic &amp; social terms</li> </ul>	<ul style="list-style-type: none"> <li>High level of architectural and urban design excellence</li> <li>Active edges</li> <li>Permeability and legibility</li> <li>Optimum functional mix</li> <li>Leverage views and vistas</li> <li>Environmentally sustainable design</li> <li>Quality and longevity</li> <li>Sound asset management (life cycle costing and minimum maintenance)</li> </ul>
Access & connectivity	<ul style="list-style-type: none"> <li>A permeable, safe, inviting and easily accessible hub for all people at all hours</li> <li>Legible links to public transport and walking and cycling paths</li> <li>Car parking provision to meet future growth and support business viability</li> </ul>	<ul style="list-style-type: none"> <li>Connectivity is a key design driver of the precinct - with a pedestrian link looping through the site</li> <li>This link provides a strong connection between all site facilities including parking and drop off zones</li> </ul>
ESD	<ul style="list-style-type: none"> <li>A key design principles is to deliver "a sustainable plan for the future, in environmental, cultural, economic and social terms"</li> <li>The high level costing for the project</li> </ul>	<ul style="list-style-type: none"> <li>ESD a key element - seeking to 'include buildings which are exemplars in contemporary and sustainable design and achieve a four star 'Green Star Rating'</li> </ul>

ITEM 12 (continued)

ATTACHMENT 4

Planning element	Northern ARC Geelong	Northern Gold Coast Sports Precinct
	includes an Ecologically Sustainable Development (ESD) allowance of 2.5% of total construction costs	
Co-location synergies	<ul style="list-style-type: none"> <li>Co-location of the Barwon Health and Northern ARC facilities will provide greater opportunity for an integrated approach to health and wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>A shared use foyer with retail space encourages collaboration with an adjacent community centre and a health and fitness facility at the upper level</li> </ul>
Business Case	<p>The Deloitte Business Case identified the following benefits over 10 years in NPV terms:</p> <ul style="list-style-type: none"> <li>\$111 million of community preventative health benefits</li> <li>\$23 million total revenue benefits</li> <li>600,000 annual visitations ( double the current level)</li> </ul>	<ul style="list-style-type: none"> <li>Not available</li> </ul>
Capital cost	<ul style="list-style-type: none"> <li>\$105 million (full project)</li> </ul>	<ul style="list-style-type: none"> <li>\$56.5m over 4 years</li> </ul>
Funding	<ul style="list-style-type: none"> <li>Council has invested \$300,000 for development of the Masterplan and Business Case and has committed \$1M for the detailed design phase during 2017/18</li> <li>\$20.6 million is included in Council's long-term financial plan in anticipation of securing funding from other levels of government</li> </ul>	<ul style="list-style-type: none"> <li>Council has committed \$5m in the 2017-18 budget for detailed design</li> <li>Construction funding has been notionally committed in the 4-Year Capital Works Program</li> </ul>
Procurement	<ul style="list-style-type: none"> <li>Procurement via the GROW social procurement Toolkit - a series of innovative tools, best practice examples and documents to support social procurement and local economic development in the G21 Region (includes Geelong)</li> </ul>	<ul style="list-style-type: none"> <li>Not yet determined</li> </ul>
City Plan alignment	<ul style="list-style-type: none"> <li>The Northern ARC aligns to the City Plan's priority of <i>Community Wellbeing</i>, encouraging healthy lifestyles and connected communities through active recreation and sport participation</li> </ul>	<ul style="list-style-type: none"> <li>The project aligns with the Northern Gold Coast Co-ordinated Social Infrastructure Strategy 2011-21 desired outcome to contribute to "healthy and safe environments—encouraging physical and cultural activity, community participation and healthy connected lifestyles"</li> </ul>
Current status of project	<ul style="list-style-type: none"> <li>Council resolved at its meeting of 20 September 2017 to endorse the Northern ARC Business Case (on Stage 1 of the Health and Wellbeing Hub), acknowledge a contribution of \$20.6M in the long term financial plan; and continue discussions with the State and Federal Governments regarding co-funding to deliver the project</li> </ul>	<ul style="list-style-type: none"> <li>The project is in the detailed design phase</li> <li>Construction is planned to commence in 2018 and is expected to be completed by the end of 2020</li> </ul>

**ITEM 12 (continued)**

**ATTACHMENT 4**

**7.5 BEST PRACTICE PRINCIPLES**

Based on the case studies, the following best practice principles should be considered for adoption for the Ryde Olympic Park project:

Planning/design element	Best practice
Location	<ul style="list-style-type: none"> <li>• Make optimal presentation use of main road locations with iconic and legible design elements</li> </ul>
Quality	<ul style="list-style-type: none"> <li>• Establish high quality spaces and infrastructure consistent with the regional focus of the precinct</li> </ul>
Design principles	<ul style="list-style-type: none"> <li>• Deliver optimal sustainability solutions - in environmental, cultural, economic and social terms</li> <li>• Provide a locally significant landmark destination which meets user needs, has a strong 'sense of place' and is a 'beacon' for civic pride</li> <li>• Provide multi-purpose internal and external public spaces – to optimise programming flexibility in the present and to facilitate future adaptability as needs and priorities change</li> </ul>
Facility mix and diversity	<ul style="list-style-type: none"> <li>• Provide a balance between higher level/high quality facilities consistent with the precinct's role as a regional 'destination' and more local and community based opportunities</li> <li>• Provide a diversity of sport and recreation facilities and activity opportunities that contribute to a vibrant and viable precinct</li> <li>• Integrate commercial components within the precinct that are consistent with its character (e.g. sports health and retail, healthy food outlets)</li> </ul>
Access & connectivity	<ul style="list-style-type: none"> <li>• Optimise access to the precinct by all modes (motor vehicle, active transport and public transport) and for all people (both able and disabled)</li> <li>• Provide sufficient car parking for existing and potential future visitors to the precinct</li> <li>• Minimise fencing, circulation barriers and exclusive spaces and activities</li> <li>• Ensure that universal design principles are implemented throughout the precinct – indoor and outdoor</li> <li>• Establish excellent pedestrian and cycling connectivity within, to and from the site – with appropriate signage, shade, lighting, seating and legible, continuous pathways to surrounding areas and facilities</li> </ul>
Environmentally Sustainable Design (ESD)	<ul style="list-style-type: none"> <li>• Include trees and vegetation to provide shade and habitat for birds and wildlife and to enhance the character, appeal and visual connection within the precinct</li> <li>• Adopt sustainable practices using latest technology and best practice including energy efficiency, water management and sustainable building design</li> </ul>
Co-location of facilities and opportunities	<ul style="list-style-type: none"> <li>• Optimise shared use and multi-use where possible to broaden the use, value and efficiency of facilities</li> <li>• Co-locate facilities that maximise the 'one-stop shop' principle to reduce travel time and cost requirements</li> <li>• Integrate spaces and activities to optimise incidental social connectivity/meetings (e.g. centrally located cafes/piazas to service all precinct facilities)</li> </ul>
Procurement	<ul style="list-style-type: none"> <li>• Optimise social and local procurement opportunities</li> </ul>

**ITEM 12 (continued)**

**ATTACHMENT 4**

**CHAPTER 8**

**SUMMARY AND CONCLUSIONS**

**8.1 KEY FINDINGS**

This Stage 2 Catchment Analysis Report has reviewed:

- Relevant recreation participation trends in NSW,
- Recreation and aquatic industry and facility trends of relevance to Ryde Olympic Park,
- The Ryde Olympic Park catchment population,
- Comparable and potentially competing facilities (within local, sub-regional and metropolitan contexts), and
- Exemplar community hub facilities in Greater Geelong (Victoria) and Northern Gold Coast (Queensland)

Its purpose has been to identify and clarify community needs and expectations and industry best practice of relevance to the future enhancement and management of Ryde Olympic Park.

Community needs and expectations

The evidence for current and changing community needs and expectations has been compiled from reviews of participation trends; recreation, leisure and aquatic industry trends; population growth and change; and what is working well at other facilities both within the northern Sydney sub-region and exemplar facilities elsewhere in Australia.

The key relevant findings were detailed in earlier chapters of this report and are summarised in Table 8.1, below.

**Table 8.1: Key study findings: Community Expectations**

Key trend	Specific issues, needs and expectations
Changing preferences for sport and recreation activities - adults	<ul style="list-style-type: none"> <li>• Continuing trend to individual, non-team recreations - with walking, aerobics/group fitness, swimming, running and cycling being the most popular activities</li> <li>• Increasing demand for safe and accessible walking and cycling opportunities</li> <li>• Increasing demand for activities appropriate for people and families with busy schedules</li> </ul>
Changing preferences for sport and recreation activities – children/youth	<ul style="list-style-type: none"> <li>• Continuing popularity of team/group activities – with the most popular sport and recreation activities being swimming, soccer, dancing, gymnastics and netball</li> <li>• Rising popularity of adventure/adrenalin activities (e.g. skateboarding, adventure rides/slides, indoor climbing)</li> </ul>
Trends in activities of relevance to Ryde Olympic Park - adults	<ul style="list-style-type: none"> <li>• Swimming participation declined between 2000-2010, but has grown strongly in recent years</li> <li>• Participation in aerobics/fitness has grown strongly over the past 20 years</li> <li>• Tennis participation is experiencing a steady long term decline in participation</li> <li>• Participation in indoor sports (such as basketball and volleyball) has been generally stable in recent years</li> </ul>
Trends in activities of relevance to Ryde Olympic Park - children	<ul style="list-style-type: none"> <li>• Children’s participation has grown strongly in swimming, basketball and martial arts</li> <li>• Tennis participation, as with adults, is experiencing a steady long term decline in participation</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**

Key trend	Specific issues, needs and expectations
Increasing 'passive sports consumerism'	<ul style="list-style-type: none"> <li>• Increasing commercialisation and professionalisation of sport with a proliferation of national leagues for both men and women across a broad range of sports and associated intensive media coverage</li> <li>• Decreasing focus on sport participation in schools and decreasing volunteerism in community sport</li> <li>• Associated with these trends, there is increasing concern that Australia is transitioning from a nation of sports participants to a nation of 'passive sport consumers'</li> </ul>
Insufficient 'active' participation in sport and recreation - adults	<ul style="list-style-type: none"> <li>• The majority of adults (62%) do not meet the Commonwealth Government's minimum weekly physical activity requirements</li> <li>• This is mainly due to personal participation barriers – such as insufficient time and poor health – but partly also due to the above-mentioned rise of passive sports consumerism</li> <li>• The consequences include obesity and overweight (65% of adults) and other lifestyle related illnesses and rapidly increasing public health costs</li> </ul>
Insufficient 'active' participation in sport and recreation - children	<ul style="list-style-type: none"> <li>• Only 19% of 5-17 year olds meet the recommended physical activity guidelines for school children</li> <li>• Together with poor eating habits, the consequences include a serious childhood obesity 'epidemic' (25% growing to 33% by 2025)</li> </ul>
Increasing importance and recognition of health and wellness in Government policy	<ul style="list-style-type: none"> <li>• Increasing recognition of the health impacts of inactive lifestyles (e.g. obesity, diabetes and heart disease) and associated demand for accessible and affordable fitness and wellness opportunities for all ability levels</li> <li>• Increasing recognition of the role of sport and recreation in building physical health, social capital, social inclusion and connectivity and reducing delinquency/crime</li> </ul>
Population growth, change and urban densification	<ul style="list-style-type: none"> <li>• Strong growth in the visitor catchment for Ryde Olympic Park – with forecast growth from the current 240,000 to 350,000 by 2036</li> <li>• Continuing change in the structure of the population – with significant ageing of the population and increasing cultural diversity</li> <li>• Growing recognition that sports and recreations need to be modified to be relevant to ageing and culturally diverse populations</li> </ul>
Increasing environmental awareness	<ul style="list-style-type: none"> <li>• Increasing awareness of environmental issues and climate change and the associated needs to enhance biodiversity and reduce greenhouse gases (e.g. via 'active' transport; energy conservation etc.)</li> </ul>
Increasing expectations of public recreation facilities (in terms of quality, user-friendliness, accessibility and convenience)	<ul style="list-style-type: none"> <li>• Increasing demand for high quality, year-round, all weather (indoor and outdoor) facilities</li> <li>• Increasing expectations (as population ages) for universal access</li> <li>• Increasing expectations re user comfort and convenience (i.e. facility cleanliness; modern change facilities; adequate &amp; convenient car parking; high quality food/café; range of pool temperatures; contemporary gym spaces; better air quality etc.)</li> </ul>
Increasing use of technology by facilities and individuals	<ul style="list-style-type: none"> <li>• Increasing use of social media as the main source of information and social connection</li> <li>• The use of fitness technology (e.g. apps and wearables) is booming and assisting people to improve their health</li> <li>• Increasing recognition of, and use, of technology to optimise facility and client management</li> </ul>

**ITEM 12 (continued)**

**ATTACHMENT 4**

Industry Best Practice

Many of the trends and changing expectations outline above have prompted a range of ‘best practice’ policy responses and innovations in the health, sport and recreation industries.

The evidence for this industry best practice has been sourced from reviews of recreation facility, activity and program trends, ‘competing’ facilities within the catchment and the planning processes for two major exemplar facilities elsewhere in Australia.

The key relevant findings were detailed in earlier chapters of this report and are summarised, with respect to the key drivers of best practice initiatives, in Table 8.2.

**Table 8.2: Key study findings: Industry Best Practice**

Driver	Industry Best Practice
Addressing changes in sport & recreation preferences – including higher customer expectations	<ul style="list-style-type: none"> <li>• Strong focus on customer acquisition and retention by catering to all existing and potential target markets (i.e. recreation/ leisure, fitness, wellness, safety, education, therapy, rehabilitation, sports and hospitality)</li> <li>• Strong focus on customer acquisition and retention through use of digital marketing platforms</li> <li>• Strong focus on user-friendliness and comfort (adequate parking; quality food/beverage; comfortable lounge seating; fit-for-purpose family-friendly change facilities; mix of indoor and outdoor spaces)</li> <li>• Service flexibility – e.g. longer opening hours suited to time-poor customers</li> <li>• Strong focus on market research – to monitor and respond quickly to changing needs and preferences</li> </ul>
Addressing population growth and change	<ul style="list-style-type: none"> <li>• Providing a sufficient quantity of facilities and/or improving the carrying capacity of facilities to meet the needs of a rapidly growing population</li> <li>• Providing age and culturally-appropriate spaces and programming</li> </ul>
Promoting wellness and ‘active’ lifestyles	<ul style="list-style-type: none"> <li>• Design and implementation of ‘healthy built environments’ that encourage walking and cycling</li> <li>• Provision of purpose-built therapy/wellness facilities in aquatic leisure centres (e.g. warm water therapy pools)</li> <li>• Inclusion of allied health services in aquatic leisure centres (e.g. nutritionists, exercise physiologists, massage therapists)</li> </ul>
Building social capital & inclusiveness	<ul style="list-style-type: none"> <li>• Design of public domain that encourages incidental exercise and/or social activity</li> <li>• Provision of facilities that meet the broad recreational needs of the ‘silent majority’ as well as the ‘structured’ needs of swim schools and sports clubs and associations</li> <li>• Implementing universal design and CPTED in all indoor and outdoor spaces and facilities</li> </ul>



**ITEM 12 (continued)**

**ATTACHMENT 4**

Driver	Industry Best Practice
Addressing economic sustainability	<ul style="list-style-type: none"> <li>• Strong focus on financial sustainability with prioritisation of spaces that generate high returns (e.g. gyms, LTS pools, food and beverage, merchandising)</li> <li>• Focus on longer-stay destination facilities to encourage secondary spend</li> <li>• Space saving design and space adaptability (e.g. flexible pools with booms; adaptable gym/program spaces; shorter functional life of facility components)</li> <li>• Aggregation of facilities in 'community hubs' – to generate economies of scale, shared facilities and optimise visitor convenience</li> </ul>
Addressing environmental sustainability	<ul style="list-style-type: none"> <li>• Implementing ESD initiatives, including Green Star building certification, water efficiency/recycling, CHP and optimal use of natural light</li> <li>• Aggregation of facilities in 'community hubs' – to minimise travel requirements (to reduce greenhouse)</li> </ul>
Optimising the use of technology and innovation	<ul style="list-style-type: none"> <li>• Implementation of Internet of Things technology in parks to improve the efficiency of car parking and park asset management and to monitor park use/visits</li> <li>• Implementation of cloud-based facility management systems for centre entry, membership management, program promotion and marketing and centre asset management</li> <li>• Implementation of cloud-based personal fitness tracking and Artificial Intelligence personal training</li> <li>• Implementation of cloud-based digital entertainment platforms in fitness and leisure centres</li> </ul>

**8.2 IMPLICATIONS FOR ROP STRATEGIC & MASTER PLAN**

The implications of aquatic and fitness participation and industry trends, changing expectations and industry best practice for the Olympic Park Strategic Plan and Master Plan are significant.

The key issues – remaining relevant to changing needs and expectations and maximising Social Returns on Investment – require that the facilities and spaces within Ryde Olympic Park deliver high quality contemporary services that attract and are relevant to the sport and recreation needs of residents and visitors across all user markets.

The key specific implications for the Strategic Plan and Master Plan are summarised in Table 8.3.



**ITEM 12 (continued)**

**ATTACHMENT 4**

**Table 8.3: Study findings: Key implications for Ryde Olympic Park Strategic Plan and Master Plan**

Driver	Required response
Addressing continuity and trends/change in sport & recreation preferences	<ul style="list-style-type: none"> <li>• Tailoring facility design and programming to community needs and demands – including on-going needs (e.g. lap swimming, LTS), fad-type preferences (e.g. fitness styles and adrenalin sports) and emerging/growing needs (e.g. warm water therapy, wellness programs)</li> <li>• Developing customer acquisition and retention strategies</li> <li>• Addressing 'time-poor' client (and potential client) needs with short-format, accessible, fun, social and modified programs</li> <li>• Providing sufficient indoor court space to meet the on-going popularity of indoor sports</li> <li>• Addressing the booming demand for gym/fitness styles – with boutique design/programming, cloud based tech, digital entertainment and varied spaces/programs</li> <li>• Addressing the emerging demand for aquatic-based group fitness programming</li> </ul>
Addressing the higher consumer expectations	<ul style="list-style-type: none"> <li>• Ensuring excellence in visitor comfort and convenience (e.g. flexible high quality change facilities, range of water temperatures, air quality, convenient car parking, quality food/beverage)</li> </ul>
Addressing population growth, change and ageing	<ul style="list-style-type: none"> <li>• Expanding facilities and spaces or enhancing facility carrying capacities</li> <li>• Ensuring universal access to and within all indoor and outdoor spaces</li> <li>• Providing a variety of water spaces, depths and temperatures to meet the increasingly diverse and ageing client groups</li> </ul>
Promoting 'active', healthy lifestyles	<ul style="list-style-type: none"> <li>• Leveraging the increasing popularity of walking and cycling by enhancing 'walkability' and 'cyclability' both to/from and within Olympic Park</li> <li>• Providing a broad range of attractive opportunities that meet people's basic health needs (losing or maintaining weight, toning up /looking better, relieving stress, remaining functional/independent)</li> <li>• Distributing information on the benefits of active lifestyles and good nutrition</li> <li>• Ensuring that centre catering has a focus on healthy food and beverage options</li> <li>• Optimum partnering with allied health professionals</li> </ul>
Building social capital	<ul style="list-style-type: none"> <li>• Providing indoor and outdoor opportunities for incidental social activity (i.e. comfortable shaded seating, cafes)</li> <li>• Providing group activity programs and social events</li> <li>• Providing spaces and programs for all ability groups</li> </ul>
Addressing economic sustainability	<ul style="list-style-type: none"> <li>• Providing for the full range of different target markets - male/female; young/old; competitive/ non-competitive; indoor/outdoor; culturally diverse; able/disabled etc</li> <li>• Optimising high revenue generating service areas such as spas, saunas, and food and beverage</li> <li>• Providing varied and changing programs to maintain patron interest and motivation</li> <li>• Optimising the Park's 'destination' one-stop shop appeal – with diverse opportunities, key attractors (food, beverage, social and entertainment spaces)</li> </ul>
Addressing environmental	<ul style="list-style-type: none"> <li>• Building on existing ESD initiatives (e.g. upgrade of air –handling system)</li> </ul>

**ITEM 12 (continued)**

**ATTACHMENT 4**

Driver	Required response
sustainability	and solar power installation) with the incorporation of appropriate ESD initiatives (e.g. water recycling, co-gen, optimum use of natural light and ventilation) in any building refurbishments/expansions
Optimising the use of technology and innovation	<ul style="list-style-type: none"> <li>• Optimising the use of cloud-based technology for facility and visitor/client management</li> <li>• Optimising the use of social media in Ryde Olympic Park and RALC promotional campaigns</li> </ul>

**8.3 NEXT STEPS**

The issues identified in this Stage 2 Catchment Analysis Report, along with the issues and findings identified in the Stage 1 Background Report and the Stage 3 Community Engagement Report, will provide the basis for the approach and strategies recommended in the Stage 4 Draft Strategic Plan.

The Stage 4 Draft Strategic Plan will, in turn, provide the foundation for exploring site and facility enhancement options in Stage 5 of the study process (Master Plan Concept Development and Community Engagement Phase 2) prior to preparing the Final Strategic Plan and Master Plan in Stage 6.



**ITEM 12 (continued)**

**ATTACHMENT 4**

**APPENDIX 1**

**SPORT & RECREATION INDUSTRY TRENDS & BEST PRACTICE**

**Health & Wellness**

Trend	Examples of best practice
Increasing acceptance by local government of its potential roles in improving health outcomes through park and recreation services	<ul style="list-style-type: none"> <li>• Councils taking the lead in developing and implementing 'active living' strategies</li> <li>• Healthy vending and concession options are becoming more prevalent in council owned recreation and leisure centres.</li> </ul>
Increasing recognition of the importance of <i>public domain design</i> in encouraging healthy active lifestyles	<ul style="list-style-type: none"> <li>• A greater focus in urban planning on 'supportive environments'<sup>36</sup> and how healthy food options, workplaces, and other destinations can be located within easy walking or bicycling distance from where people live.</li> <li>• More integration of community and public art into place making to provide meanings and delight</li> <li>• Local governments are increasingly incorporating active living and physical activity into built environment planning and issues</li> </ul>
Increasing recognition of the importance of – and demand for – <i>nature experience</i> for personal health and wellness	<ul style="list-style-type: none"> <li>• According to the article "Outdoor Exercise 'Healthier than Gym Workouts,'" published in March 2011, researchers have found that going for a run outdoors is better than exercising in the gym, because it has a positive impact on mental, as well as physical health. Levels of tension, confusion, anger, and depression were found to be lowered. This aligns with the global trend to providing adult fitness play grounds</li> <li>• The Western Australian Department of Sport &amp; Recreation is implementing a new initiative - Nature Play WA - to make unstructured play outdoors a part of everyday life for all children (to balance the digital and sedentary realities of modern life with the free-ranging, imaginative, outdoor, play that children need).</li> <li>• Global growth in the demand for beauty and beautification programs - plantings, flowers and green islands (e.g. New York City's "Green streets" program, Chicago's greening projects)</li> </ul>

**Social Capital & Cohesion**

Trend	Examples of best practice
Increasing focus on equity and <i>inclusiveness</i> in recreation policy and programming	<ul style="list-style-type: none"> <li>• Development and adoption of strategic and social plans that address the specific needs of <u>all</u> population groups</li> <li>• The increasing celebration of social diversity through <i>inclusive</i> policies and programming – and the widespread adoption of 'access for all' and equity principles in park and open space planning and development</li> <li>• Accessibility standards for public buildings and places have become more demanding as Australia's population has aged</li> <li>• Providing a sense of place for all – e.g. more use of multilingual signage, universal design etc.</li> <li>• Greater focus on providing facilities for 'unstructured' recreation (e.g. walking, dog walking, cycling, skateboarding, leisure pools, waterplay parks) to better balance the traditional focus on 'structured' team sports and swimming</li> </ul>
Increasing use of 'cafe culture' as a catalyst for facility and program use	<ul style="list-style-type: none"> <li>• Incorporation of cafe facilities in modern sport and leisure centres as a secondary spend benefit and to attract patrons</li> <li>• As an anchor for leisure programming – e.g. Mather Lifeways in the US is using a Café Plus model to attract Boomers and seniors to their</li> </ul>

<sup>36</sup> Supportive environments' are urban and natural places that encourage and facilitate physical activity – particularly incidental physical activity through active transport - because they are accessible, safe and visually appealing. Heart Foundation, *Supportive Environments for Physical Activity – Guidelines for Local Government*, 1999

**ITEM 12 (continued)**

**ATTACHMENT 4**

Trend	Examples of best practice
Broad adoption of social media and mobile internet as sources of information (about recreation opportunities) and means of social connectivity	<p>leisure programs (trips/tours and education, social and fitness opportunities)<sup>37</sup>.</p> <ul style="list-style-type: none"> <li>• Boom in cyber recreation activities - including online gaming, gambling, social networking and other 'virtual activities'</li> <li>• This boom has been a possible contributor to declining activity levels and increasing obesity issues (in children in particular)</li> <li>• Web 2.0 and 3.0 tools provide new mobile means of marketing to niche markets. E.g. via social media tools including Facebook, Instagram, Twitter, YouTube, Flickr and LinkedIn. The future Artificial Intelligence (AI) based web 4.0 will add further tools and possibilities</li> </ul>
Increasing recognition of the role of sport and recreation in providing healthy options for at-risk youth, thereby reducing crime and, in the longer term, the fear of crime and safety in public places	<ul style="list-style-type: none"> <li>• Safety issues are being addressed in the design of recreation spaces and facilities – through, for example, the widespread adoption of Crime Prevention through Environmental Design (CPTED) principles</li> <li>• Safety is also being addressed in facility management – such as some councils no longer building toilet facilities in parks or only opening them when supervised.</li> <li>• These responses can have negative impacts – in diminishing the quality of experience of the majority of those served by these spaces and facilities</li> <li>• Increasing recognition of the need to 'activate' public places – to provide 'eyes on the street' which reduce crime via on-going 'passive' surveillance</li> </ul>
Growth in community interest in history and heritage as a leisure activity	<ul style="list-style-type: none"> <li>• Parks and recreation departments are increasingly providing support services for history and heritage celebration and interpretation.</li> </ul>

**Economic Sustainability**

The key significant trend has been the on-going and increasing need to 'do more with less'. That is, community expectations have continued to increase (with the indoor recreation facilities 'boom' and the broadening of outdoor sports offerings being recent examples) while council budgets have not generally increased in 'real' terms.

Some of the key trends and example responses are summarised below:

Trend	Examples of best practice
Declining 'real' budgets (in conjunction with rising expectations) have increased the need to find new ways to generate revenue – particularly for maintenance (as it has generally been more difficult to secure operational, compared to capital, budget increases)	<ul style="list-style-type: none"> <li>• Greater focus on cost recovery (user fees and other contributions) for previously free or subsidised services (even though this can discriminate against those with low incomes)</li> <li>• Use of partnerships (with government agencies and commercial and community groups) to reduce/share costs</li> <li>• Pro-active seeking of sponsorships (albeit with limited applicability in community recreation)</li> </ul>
Increasing cost and scarcity of land in urban areas is making it increasingly difficult to acquire additional land for parks and associated facilities and has increased the necessity to optimise the usability of existing spaces and facilities	<ul style="list-style-type: none"> <li>• Increased focus on multi-use and co-located facilities (e.g. multi-purpose recreation facilities with indoor sports courts, gyms, swimming and other recreation activities) desirably co-located with sports fields, schools and/or community centres - to gain support facility (parking) and management efficiencies and activity cross-fertilisation</li> <li>• Increasing use of artificial sports surfaces – with technology improvements and increasing overuse of turf grounds making the economic and usability case increasingly compelling</li> </ul>
Increased entrepreneurship by public agencies	<ul style="list-style-type: none"> <li>• An increase in facility management outsourcing to enable a more</li> </ul>

<sup>37</sup> [http://www.matherlifeways.com/lyc\\_cafereplication.asp](http://www.matherlifeways.com/lyc_cafereplication.asp)

**ITEM 12 (continued)**

**ATTACHMENT 4**

Trend	Examples of best practice
	<p>entrepreneurial and more flexible approach to the management of quasi-commercial facilities (such as indoor swimming pools, indoor sports halls, leisure centres, tennis centres, artificial surfaced sports complexes)</p> <ul style="list-style-type: none"> <li>• More market -driven pricing and scheduling (e.g. through shifting costs for service to those who can pay (means testing); pricing incentives such as seasonal passes and lower rates for off-peak use; resident versus non-resident fees; balancing budgets by using profitable programs and facilities to cross-subsidize unprofitable ones</li> <li>• Adoption of cloud-based Information and Communications Technology (ICT) systems for better tracking and reporting of recreation activity.</li> </ul>
<p>Growth in non-government recreation provision – private health clubs, shopping malls and private open space in subdivisions</p>	<ul style="list-style-type: none"> <li>• This growth raises questions about government's role in how to best work with other sectors to meet public recreation needs</li> </ul>
<p>The rising costs of mobility (with increasing cost of fuel and energy)</p>	<ul style="list-style-type: none"> <li>• Local parks, recreation facilities and open space are likely to become increasingly important – as non-local access reduces with fuel increases and population ageing</li> </ul>
<p>Partly in response to higher standards provided in private sector facilities, communities are demanding higher standards for public recreation facilities, and abandoning facilities that are not high quality<sup>38</sup></p>	<ul style="list-style-type: none"> <li>• Increasing recognition that people want a pleasant environment where they will feel safe, relaxed and comfortable</li> <li>• Increasing recognition that users of community facilities have different access and comfort needs (ranging from children in strollers to elderly people using walking frames or powered chairs)</li> <li>• Increasing recognition that users of recreation facilities have different experience expectations (some will want a space of their own, others a place where they can converse privately or socialise, others to exercise and play as families)</li> <li>• Modern leisure centres, with their combination of facilities – indoor heated pools, gym/aerobic space, catering and sports halls – in the one integrated centre have gone a long way in meeting these diverse needs and expectations</li> <li>• Newer centres in the region (i.e. Macquarie University Sports and Aquatic Centre ; Ku-ring-gai Fitness &amp; Aquatic Centre) have inevitably further raised local expectations re public facility quality</li> </ul>

**Environmental Sustainability**

Trend	Examples of best practice
<p>Increased concern for the environment - from the local (e.g. neighborhood creek) to the global (e.g. climate change) scale</p>	<ul style="list-style-type: none"> <li>• As the largest land owners/custodians in urban areas, Councils need to play a leadership role in sustainable land management</li> <li>• Many councils have taken up this leadership role – with adoption of sustainability best practices – initially with Agenda 21 plans and more recently with climate change and biodiversity plans and initiatives (e.g. water sensitive design; energy efficiencies)</li> <li>• Growth in the popularity of trails and greenways (and 'active transport' generally) both for recreation and to improve the walkability and connectivity of neighbor-hoods, to reduce the need for motor vehicle use.</li> </ul>
<p>Increasing incidence of drought and water shortages</p>	<ul style="list-style-type: none"> <li>• Councils have responded by adopting Water-Sensitive Urban Design (WSUD) principles in recreation facility and open space design</li> </ul>

<sup>38</sup> People bring their experiences of other buildings - notably retail and entertainment - into community facilities with them. The need for visual appeal has led to a 'retail' approach in public buildings. Many lessons learned from retail shopping design have been successfully applied to public facilities design

## ITEM 12 (continued)

## ATTACHMENT 4

### APPENDIX 2

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#### KEY DRIVERS OF GYM & FITNESS PARTICIPATION

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The key drivers of the substantial growth in gym/health club participation in recent years include demand-led factors, such as a greater awareness of health issues and the benefits of fitness, and a range of supply-led factors, including growth in the number and distribution of fitness centres and businesses, new models of service delivery, the greater diversity of fitness activities and fitness products, innovations in fitness technology and the growth of subsidised fitness/wellness.

The key factors are outlined below.

##### DEMAND-LED FACTORS

###### Greater Awareness of Health Issues and the Benefits of Fitness

The key drivers of the increasing individual and community awareness of health and wellness issues include the following:

- The rapid and substantial increase in the numbers and proportion of obese and overweight people and the associated lifestyle-related illnesses (diabetes, cancers, heart disease, mental illness) has sparked increasing demand for products, services and activities that promote good health (e.g. whole and organic foods, gyms, group exercise, personal training and walking)
- The impact of social media in providing a platform for health and fitness professionals and others to share their knowledge and advice with circa 2.5 billion social media users worldwide
- More available and accessible information about health and wellness – in the mainstream media, magazines, online health and fitness forums, thousands of free fitness apps, web-based search engines such as Google and, as detailed below, public health promotional campaigns
- A shift from curative to preventive health care – with healthcare professionals now more likely to recommend or 'prescribe' healthy activities (i.e. eat healthily and exercise regularly) to maintain health
- A parallel shift from seeing exercise as primarily a means to sports performance and strength to one associated with wellness and health (as witnessed in the rise of non-traditional practices such as yoga, pilates, meditation, alternative medicines and nutrition and in gym visits and memberships)

###### Government Promotional Campaigns

A range of recent and current Government and Non-Government Organisation (NGO) promotional and investment campaigns - including the Commonwealth Government's Healthy Communities Initiative (2010-15), NSW's Healthy Eating and Active Living Strategy 2013-2018, Victoria's Physical Activity, Sport and Walking Investment Plan 2014 to 2018 and the Heart Foundation health promotion and walking campaigns - have increased or are attempting to increase community awareness of the need for and importance of vigorous and regular physical activity.

The NSW *Healthy Eating and Active Living Strategy 2013-2018*, for example, provides a whole of government framework to promote and support healthy eating and active living in NSW and to reduce the impact of lifestyle-related chronic disease.

Based on four strategic directions (healthy built environments; healthy eating and active living support programs; healthy eating and active living advice; and education and information) the Strategy aims to

## ITEM 12 (continued)

## ATTACHMENT 4

encourage and support the community to make healthy lifestyle changes at a personal level, and create an environment that supports healthier living.

As part of the Strategy, the NSW Ministry of Health, in June 2015, launched a social marketing campaign (*Make Healthy Normal*) with the aim of 'challenging the normalisation of overweight and obesity and obesity-promoting behaviours in NSW'.

The campaign encompassed mass media elements (TV, radios, bus stops, billboards and other places) and digital elements (website and social media activity).

In conjunction with the University of Sydney's Prevention Research Collaboration (PRC), the Ministry is evaluating the campaign (with a cohort study of 1,500 adults, repeatedly surveyed over 12 months) to assess changes in attitudes, knowledge, intentions, and behaviours with regards to healthy eating and active living.

The Ministry is considering developing an app for the campaign based on a PRC review and recommendations.

When completed, the evaluation will provide a clearer picture of the impact of government promotional campaigns on wellness and fitness awareness.

### SUPPLY-LED FACTORS

#### Growth in Number of Gyms and Fitness Centres

There has been substantial growth in the number of fitness centres in Australia in the last 10-15 years. The growth has been particularly rapid in the last few years, with the number of fitness centres and businesses growing from 2,856 in 2013 to 3,356 in 2015, an 18% increase in just two years.<sup>39</sup>

'Convenience of location' (due to lack of time) is the most important factor in people's deciding to use a gym<sup>40</sup>. The recent proliferation of facilities has brought many more people within accessible travel distances of gyms and health clubs and has therefore been a prime driver of the increasing participation rates.

Councils across Australia have contributed to this growth with their massively increased collective investment in new fully integrated wet-dry centres (with their expansive fitness and wellness components) and their additions of gym space to older aquatic leisure centres.

#### New Fitness Service Delivery Models

The three most important recent trends in service delivery have been the growth in 24/7 gyms, the rapid growth of 'efficient fitness' (in the form of a range of highly successful boutique fitness studios) and remote fitness delivery via social media-based and on-line streaming.

All of these innovations have the potential to disrupt the more traditional models of fitness delivery.

#### 24/7 Gyms

Budget 7 day-24 hour gyms emerged around 2008 in response to market demand for optimum flexibility and lower cost options. Their market share has grown rapidly since then and by 2014, they commanded 20.5% of the fitness market.<sup>41</sup>

<sup>39</sup> Fitness Australia, 2016, *Profile of the Fitness Industry in Australi: Fitness Businesses*, page 3

<sup>40</sup> Ezy pay, 2015, *The Ultimate Guide to the Australian Fitness Industry 2015*

<sup>41</sup> Op cit, page 4

## ITEM 12 (continued)

## ATTACHMENT 4

Their market success has prompted full service gyms and health clubs to adapt their business models. This has seen at least two full service gyms (i.e. Goodlife Health Clubs and Genesis Fitness) offering 24 hour service in order to compete more effectively with the budget businesses.

### 'Efficient' Fitness

Globally, since around 2010, there has been substantial growth in 'efficient fitness' (i.e. with their low space and low equipment requirements) and an associated explosive growth in boutique studios and gyms.<sup>42</sup>

Prominent 'efficient fitness' program types include body weight training, functional training, High Intensity Interval Training (HIIT), Crossfit (i.e. HIIT plus gymnastics and Olympic weight lifting), Piloxing and F45 mixed modal training.

Efficient fitness has, in the main, been packaged and championed by smaller boutique gym chains – particularly Crossfit and F45. These gyms reflect a significant move away from the large gym format to smaller community 'vibe' groups.

CrossFit and F45 are similar in the following ways:

- Focus on functional fitness in group training sessions
- Feature HIIT (High intensity interval training) in their workouts
- Have instructors to lead the classes
- Focus on building a supportive community
- Suit all abilities and levels of fitness
- Have varied daily programs

They are different in other ways. Crossfit has a low barrier to entry (\$500 per annum license fee) compared to F45's \$50,000 initial franchise fee and \$1,500/month. Crossfit class sizes vary but are generally much smaller than F45's standard group of 26 class size. F45 is more high tech, with support from multiple plasma screens and activity demos.

The number of Crossfit studios ('boxes') in Australia is just under 600. The number of F45 studios has grown from zero in 2011 to 480 across Australia by early 2017.<sup>43</sup>

Most mainstream gyms have responded to the competition by reconfiguring their gyms to create functional training space (e.g. with TRX Suspension Training equipment) and more flexible spaces. Some have developed 'studio-within-a-Club' workout experiences within the refurbished spaces to provide a competitive offering to that provided by the smaller boutique gyms.

### Remote fitness delivery: video-on-demand

There has been a rapid rise of on-demand workout programs due to their attractiveness to people with limited time and/or financial budgets.

The programs provide an affordable alternative to 'going to the gym' or 'engaging a personal trainer' with no travel time. They bring celebrity-grade, instructor-led workouts to people wherever they are via their phones, laptops and/or smart TV.

There are multiple video-on-demand and streaming workout options available, including Best Body Fitness, YogaGlo, Ballet Beautiful, Pilatesology, Daily Burn, Tracy Anderson and DICED.

<sup>42</sup> 'Efficient fitness' was the strongest global trend in 2015 as identified in the World Survey of Fitness Trends 2015

<sup>43</sup> <http://www.smh.com.au/small-business/franchising/f45-the-fastest-growing-franchise-youve-never-heard-of-20170316-gv05ki.html>

## ITEM 12 (continued)

## ATTACHMENT 4

Because the overheads of these streaming providers are so low, programs lasting several weeks can cost less than one session with a personal trainer.

Some programs such as Daily Burn (which provides an initial fitness assessment, 20 fitness programs and over 700 workouts) cost only around \$15/month.

Others, such as Tracy Anderson's workouts and Luke Istomin's DICED program, because they involve live streaming of celebrity trainers, cost up to \$90/month but this is still considerably less than the cost of full service gym memberships and personal trainer sessions.

### Remote fitness delivery – 'instafit'

There has, in the past 5 years, been a huge surge in the 'instafit' coaching phenomenon (i.e. Snapchat, Instagram, Twitter and Facebook-based social media platforms used by fit, attractive young people to promote their fitness and diet programs).

These health and fitness 'influencers' have been successful in gaining 'followers' – particularly within the millennials demographic – although it is less clear how many have motivated their followers to adopt healthier lifestyles.

Social media has also provided opportunities for fitness enthusiasts to build web-based fitness brands and businesses out of their passion (e.g. South Australia's Kayla Itsines, after just 12 months of blogging about fitness and nutrition on Instagram, attracted around 1.7 million followers. She now has 5.8 million followers and a net worth of \$46M<sup>44</sup>).

There are however some concerns within the health and fitness industries about the 'instafit' coaching phenomenon due to many, perhaps most, of the fitness bloggers being unqualified to provide fitness and/or nutrition advice<sup>45</sup>.

It is too early to say whether or not the phenomenon is a short to medium term fad or is here to stay.

### **Greater Diversity of Fitness Activities and Programs**

A range of traditional programs are still very popular, but these now compete for clientele with a host of emerging activities and programs. Some of these may be fads, but it is too early to say in most cases.

Traditional fitness programs that are still popular include Yoga, Zumba, Bootcamp Les Mills group fitness classes and aquarobics.

Programs that have emerged in recent years include variations of traditional programs (eg Woom Yoga – yoga with 'sonic journey', Hot Yoga); Crossfit; Combat-based programs (Body Attack, boxing, mixed martial arts); bodyweight training; functional training; Women's strength training; High Intensity Interval training (HIIT) and fusion classes such as barre (fusion of pilates, yoga and dance).

These newer indoor activities are often associated (in terms of participants) with emerging outdoor programs such as mass exercise, adventure, and obstacle events (e.g. Australian Ninja Warrior, Tough Mudder, Parkour).

There have also been substantial recent changes in aquafitness. Until a few years ago, aqua aerobics was essentially a gentle exercise program for seniors. However, a greater understanding of the wider

<sup>44</sup> <https://www.businessinsider.com.au/kayla-itsines-is-worth-a-whopping-46-million-2016-10>

<sup>45</sup> <http://www.menshealth.co.uk/fitness/how-to-make-money-from-your-instagram-account>

## ITEM 12 (continued)

## ATTACHMENT 4

benefits of water-based exercise and a range of aqua fitness innovations have expanded the attraction of water exercise to younger populations as well.

Recent program innovations in aquatic fitness include Aqua Fit, Acqua Movers, Deep Water Running, Aqua Boxing, aquatic treadmills, Acquapole, AquaZumba, Aquacardio, Aquaspin (underwater cycling), various types of hydriders and FloatFit (i.e. exercising on an aquabase board that floats on water).

One interesting trend, however involves a perhaps 'nostalgic' return to the 1980's. With the baby boomer population now ageing and with more time available, there are signs of a 'relaunch' of machine-based circuit training workouts. These systems provide a relatively safe form of strength training for older people as well as familiarity with a system that the baby boomer generation used in the first wave of gym development some 30 years ago.

### Technology Innovation

Both the speed and scope of technology innovations in the fitness and wellness industries have increased rapidly in recent years.

key innovations include the surge in wearable fitness technology, the increasing use, in gyms and health clubs, of cloud-connected fitness equipment and, as discussed above, the technology enabling 'remote fitness delivery'.

#### Wearables

Wearable technology is used to track sleep, daily steps, calories burned, locations and other metrics related to performance and workout tracking.

The technology has been nominated as 'the top fitness trend' in the Worldwide Survey of Fitness Trends for both 2016 and 2017<sup>45</sup>.

Wearables include activity trackers (e.g. Misfit, Garmin, Pebble Time, Juboury, Basis, Jawbone, and Fitbit), smart watches, heart rate monitors (e.g. MyZone), GPS tracking devices, and smart eye glasses (to show maps and track activity), smart fabrics and interactive textiles.

The personal health value of wearables may be leveraged in the future if health insurance companies use the analytic outputs of devices to lower health insurance premiums for clients who can reliably demonstrate high levels of physical activity.

#### Cloud connected gym equipment

With recent trends in cloud-connected systems (including fitness equipment, marketing and enterprise management software), gym and health club digital strategies are becoming increasingly important.

Cutting edge gym equipment manufacturers (such as Technogym and Precor Inc) are now offering cloud-based equipment that provides customized workouts, detailed fitness tracking and reporting and connectivity with other users (allowing them to compete with each other, if desired).

This equipment is aimed at engaging the interest of users, increasing satisfaction, and improving fitness outcomes. It also allows gyms and health clubs to better tailor and adapt their offerings in more agile ways.

The leading cloud-based networks are the Preva Network (Precor Inc.) Mywellness Cloud (Technogym). With both of these systems, users can set fitness goals, obtain personalized workouts, track progress, save favorite routines and tap into almost unlimited entertainment options.

<sup>45</sup> The American College of Sports Medicine, 2016, [Health & Fitness Journal](#), Nov-Dec Issue

## ITEM 12 (continued)

## ATTACHMENT 4

Because the systems are cloud-based, they can also connect with mobile apps and third-party fitness devices, including wearables. This allows users to store all their exercise data, wherever they are and for 24 hours a day.

Technogym's 'Wellness on the Go', for example, allows users to access their training programs, tracking data and personal content and apps on Technogym equipment (anywhere in the world) or at home or any other place via the My Wellness mobile app and web portal.

At the Health Club level, Fitness First opened its first Titanium Club at Barangaroo in early 2017 and claimed it to be Australia's first 'connected' gym for state of art personal fitness tracking and measurement.

The Club has installed a range of cutting edge technology, including auto connection of My Fitness First app to the Club's cardio and resistance equipment (with sessions automatically recorded and synced with instant feedback), InBody Scanners (body composition mapping), Bioscore (holistic health assessment) and Digital Out of Home (DOOH) technology.

The Digital Out of Home (DOOH) tech has 17 VMO screens with Digital Outdoor Audience in Real Time (DART) tech that has an Audience Measurement Device which detects viewers facial features to assess age, gender and engagement. This is used to improve targeting of advertising.

The DOOH tech also displays personalised fitness programs and demos and streams Netflix, Youtube and other media, for user entertainment.

In the future, as these cloud- based systems become more interoperable with each other (thereby avoiding the use of hundreds of apps), they are likely to grow in both functionality and popularity.

### **Subsidised Fitness & Wellness**

It is becoming more common for organisations to subsidise gym and health club use for their members through, for example, workplace health promotion programs.

Health insurance companies are also entering this area. Medibank, for example, provides the Medibank GymBetter program which subsidises visits to some health club chains (Fernwood, Goodlife and YMCA) for its members.

This trend is likely to continue with the likelihood of increasing Government and organisational support for specialist programs to contain a potential exponential increase in health costs as the population ages and the number of people who are overweight or obese increases.

The trend should see substantial increases in doctors prescribing exercise for preventive health and Health Funds and work places subsidising fitness programs.

ITEM 12 (continued)

ATTACHMENT 4

APPENDIX 3

AQUATIC LEISURE CENTRES BENCHMARKING - CENTRE VISITS

Type of Visit	RALC	M Uni	Kur AC	L Cove	Hornsby	North Sydney	Manly	WLC	Leichhardt
<b>Aquatics</b>									
Member visits	15,669	n/a	n/a	n/a	86,247	n/a	n/a	n/a	n/a
Aquatic casual	216,039	n/a	108,424	58,589	90,603	266,939	n/a	42,307	n/a
Swim school	157,821	n/a	87,878	151,409	104,859	n/a	n/a	48,865	n/a
Swim school parents	93,812	n/a	n/a	181,691	n/a	n/a	n/a	n/a	n/a
Squads/swim clubs	47,004	n/a	2,993	31,868	15,664	n/a	n/a	4,562	n/a
Schools	59,378	n/a	20,918	33,067	14,935	13,244	n/a	13,030	n/a
Aqua classes	n/a	n/a	n/a	17,111	n/a	n/a	n/a	n/a	n/a
Aquatic sports	29,151	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>Total aquatic</b>	<b>618,874</b>	<b>n/a</b>	<b>220,013</b>	<b>473,735</b>	<b>312,308</b>	<b>280,183</b>	<b>n/a</b>	<b>108,764</b>	<b>n/a</b>
<b>Health Club/gym</b>									
Members	n/a	n/a	n/a	184,455	n/a	7,653	n/a	84,128	n/a
Health Club/Gym	n/a	n/a	45,240	55,604	5,265	74,267	n/a	37,145	n/a
Wellness consultations	80	n/a	n/a	n/a	n/a	316	n/a	n/a	n/a
<b>Total health club/gym</b>	<b>80</b>	<b>n/a</b>	<b>45,240</b>	<b>240,059</b>	<b>5,265</b>	<b>82,236</b>	<b>n/a</b>	<b>121,273</b>	<b>n/a</b>
<b>Centre Programs</b>									
Other in-house programs (e.g. b'day parties)	6,278	n/a	n/a	10,403	n/a	n/a	n/a	813	n/a
<b>Other</b>									
Sports courts	152,128	n/a	n/a	n/a	n/a	n/a	n/a	34,367	n/a
Creche	n/a	n/a	5,214	3,662	6,706	n/a	n/a	4,810	n/a
<b>Total</b>	<b>787,576</b>	<b>1,100,000</b>	<b>270,767</b>	<b>787,421</b>	<b>363,727</b>	<b>362,419</b>	<b>405,000</b>	<b>270,027</b>	<b>n/a</b>

**ITEM 12 (continued)**

**ATTACHMENT 4**

**APPENDIX 4**

**AQUATIC LEISURE CENTRES BENCHMARKING - FEES**

The current fees at the RALC have been benchmarked against those at the other eight Centres.

The entry and program fees and fee structures across the RALC and the eight benchmark centres are complex and include, collectively, around 340 separate fee categories across all centre functions, uses and concession types.

A comparison of the RALC's fees for the most common and widely used fee categories are summarised below.

Centre Memberships

Centre membership fees for the RALC, cannot be compared with most of the Centres as, unlike them, it does not have a gym or health club facility.

However, the RALC does have 'swim' memberships and these are compared in Table A4:1 with 'swim' memberships at 5 other Centres.

RALC's fees are at the high end – being 20% and 5% higher, respectively, than the average fees for adult and child 12-month memberships – as illustrated in the Table.

They are also comparable to the full centre memberships at six of the Centres (which entitle members to use all Centre facilities, wet and dry, and programs) being only 10-20% lower than the average for these memberships.

**Table A4:1- Centre Membership Fees**

Type of Fee	RALC	M Uni	Kur AC	L Cove	Horns-by	North Syd	Manly	WLC	Leichhardt	Average	RALC premium %
Centre – 12 Mths Adult (up front)	n/a	1,140	n/a	936	1,000	1,050	1,248	1,090	1,170	1,091	n/a
Centre – 12 Mths Adult (F/nightly DD)	n/a	47.40	45.60	39	40.00	47.50	n/a	41.92	44.80	44	n/a
Swim – 12 Mths Adult	945	n/a	660	n/a	700	n/a	660	828	915	785	20
Swim – 12 Mths Conces/child	587	n/a	478	n/a	540	n/a	410	n/a	778	559	5

Aquatic casual entry

Fees for casual aquatic entry are fairly similar across the nine benchmark Centres, but, again, the RALC fees are higher than average – with only spectator fees being slightly below average. Other fees range between 5% higher (concession entry) and 23% higher for 'swim-spa-sauna' – as illustrated in Table A4:2.



**ITEM 12 (continued)**

**ATTACHMENT 4**

**Table A4:2 – Aquatic Casual Entry Fees**

Type of Fee	RALC	M Uni	Kur AC	L Cove	Hornsby	North Syd	Manly	WLC	Leichhardt	Average	RALC premium %
Adult	8.20	6.00	7.00	8.40	7.50	8.00	8.00	8.00	8.30	7.71	6
Child	6.30	5.70	5.00	7.40	5.50	4.00	4.50	6.50	6.40	5.70	11
Pensioner - local	free	5.70	3.10	7.40	5.00	free	6.00	6.50	4.40	4.23	-
Pensioner - other	6.30	5.70	3.10	7.40	5.00	4.00	6.00	6.50	4.40	5.38	17
Concession (e.g. seniors, students)	6.30	5.00	5.00	7.40	5.50	6.60	n/a	n/a	6.40	6.03	5
Family	26.50	17.00	19.00	26.20	19.00	n/a	23.00	22.00	21.40	21.76	22
Swim/Spa/Sauna	15.80	n/a	n/a	8.40	n/a	12.50	13.00	14.50	n/a	12.84	23
Spectator	3.10	n/a	3.10	3.50	3.00	2.50	4.00	3.00	4.00	3.28	-5
Multi visit x 20 - adult	137.00	108.00	n/a	134.50	130.00	133.00	125.00	136.00	135.00	129.81	6
Multi visit x 20 - concession	112.00	102.60	n/a	118.50	100.00	67.00	95.00	110.50	78.10	97.96	14
Multi visit x 20 - child	112.00	99.00	n/a	118.50	95.00	67.00	95.00	110.50	99.30	99.54	13

Swim School

Swim school fees are fairly similar across the nine Centres – with the RALC's fees being very close to average.

**Table A4:3 – Swim School Fees**

Type of Fee	RALC	M Uni	Kur AC	L Cove	Hornsby	North Syd	Manly	WLC	Leichhardt	Average	RALC premium %
LTS – 1 <sup>st</sup> child	19.00	n/a	18.50	19.00	18.50	n/a	18.50	19.50	19.60	18.94	0
LTS – 2 <sup>nd</sup> child	18.30	n/a	n/a	17.10	18.50	n/a	n/a	19.50	18.60	18.40	-1
LTS – 3 <sup>rd</sup> child	17.40	n/a	n/a	15.20	18.50	n/a	n/a	15.00	17.60	16.74	4
School student	8.80	n/a	n/a	9.00	10.00	n/a	9.95	10.00	8.00	9.29	-5
Private lesson	53.00	47.00	48.00	n/a	70.00	n/a	42.00	55.00	57.00	53.14	0

Stadium Sports Hall

Only three of the benchmark Centres (the RALC, Macquarie University and Willoughby Leisure Centre) have indoor sports courts and the programs offered and the fee structures have little in common.

However, for those hire items that are comparative – as illustrated in Table A4:4 – the fees are quite similar.

**Table A4:4 – Sports Hall & Court Fees**

Type of Fee	RALC	M Uni	WLC	Average	RALC premium %
Casual – all access	n/a	n/a	23.50	23.50	-
Casual – basketball (p/p half hr)	8.70	10.50	12.50	10.57	-18
Badminton/hr	32.00	27.00	30.00	29.67	8
Court hire – casual/hr	80.00	80.00	86.00	82.00	-2

**ITEM 12 (continued)**
**ATTACHMENT 4**
Gym/Health Club

The RALC does not have a health club, but the health club/gym fees charged at the other eight Centres are very similar, with the exception of Macquarie University (where the fees are above-average) and Hornsby Aquatic and Leisure Centre (below-average).

**Table A4:5 - Health Club & Gym Fees**

Type of Fee	RALC	M Uni	Kur AC	L Cove	Hornsby	North Syd	Manly	WLC	Leichhardt	Average	RALC premium %
Casual gym or group class - adult	n/a	25.50	19.00	21.00	20.00	19.00	21.00	22.00	24.70	21.53	n/a
Casual gym or class - concession	n/a	18.50	16.00	16.00	16.00	15.00	17.00	14.30	14.50	15.91	n/a
Multi visit x 10 - Adult	n/a	229.50	n/a	n/a	90.00	152.00	175.00	198.00	n/a	168.90	n/a
Multi visit x 20 - Adult	n/a	459.00	n/a	361.00	250.00	n/a	310.00	374.00	311.10	344.18	n/a
Personal training - casual	n/a	n/a	72.50	65.00	40.00	n/a	85.00	n/a	86.50	69.80	n/a
Fitness assessment	n/a	n/a	72.50	n/a	n/a	n/a	85.00	n/a	88.60	82.03	n/a

Parties/Other Programs

RALC does not have a creche (with this service being provided by the adjacent Next Generation Health Club). However, at all other Centres the fees are consistently in the range of \$5-6 dollars per session.

Birthday party fees are also quite similar, with RALC's fee per child being around 10% higher than the average for the nine Centres.

**Table A4:6 - Centre Program Fees**

Type of Fee	RALC	M Uni	Kur AC	L Cove	Hornsby	North Syd	Manly	WLC	Leichhardt	Average	RALC premium %
Parties (no food)	28	n/a	n/a	27.00	30	n/a	19.00	25.00	n/a	25.80	9
Creche - member	n/a	n/a	3.80	free	6.00	5.00	6.00	free	5.70	3.79	-
Creche - other	n/a	n/a	5.40	5.00	6.00	5.00	6.00	7.30	5.70	5.77	-

**ITEM 12 (continued)**

**ATTACHMENT 5**

**OLYMPIC PARK**

Draft Masterplan  
and Draft Parking  
and Traffic Study



**STAGE 2**  
COMMUNITY CONSULTATION REPORT  
DECEMBER 2020

**ITEM 12 (continued)**

**ATTACHMENT 5**



CITY OF RYDE | Olympic Park Draft Masterplan and Draft Parking  
and Traffic Study – Stage 2 Community Consultation Report  
December 2020 © City of Ryde

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**ITEM 12 (continued)**

**ATTACHMENT 5**

**OLYMPIC PARK DRAFT MASTERPLAN AND  
DRAFT PARKING AND TRAFFIC STUDY**

Contents



Executive Summary	4
Community Consultation Timeline	5
Community Consultation Methodology	6-8
Community Consultation Results	9-18
Appendices	
• Website	19
• Have Your Say eNewsletter	20
• A4 Flyer	21
• DL Flyer – Residents' Workshop Invitation	22
• Outdoor Signage	23
• Indoor Signage	24
• Newspaper Ad	25
• Facebook Ad	26
• City News eNewsletter	27
• Smarter Cleaner Greener eNewsletter	28



**ITEM 12 (continued)**

**ATTACHMENT 5**



The City of Ryde is developing a Masterplan for Olympic Park including the Ryde Aquatic Leisure Centre (RALC). The site is located at 504 Victoria Road Ryde and currently includes the RALC, Tennis Courts, green space with playground and dog off leash area, car park and fitness centre (leased by Next Gen Health Club).

Stage 1 community consultation was conducted by Flagship Communications between 23 August to 25 September 2017 during which the community provided feedback on the existing site and their thoughts on the future of the site. Council used this initial stage of feedback to develop a draft Masterplan for the site along with a draft Parking and Traffic Study which was presented to the community for further feedback through Stage 2 community consultation.

The City of Ryde's internal Community Engagement team conducted the Stage 2 community consultation process to gather feedback from the community on the draft Masterplan and draft Parking and Traffic Study. The draft Masterplan included significant improvements to onsite parking to better meet current and future demand. Within the RALC, the draft Masterplan also includes a new program/learn to swim pool, interactive splash pad, two additional indoor sports courts, new café, indoor and outdoor seating areas, new toilet/change facilities, children's party area and new lobby/reception area with improved accessibility. The draft Parking and Traffic Study provides recommendations and considerations to inform the draft Masterplan and detailed designs.

Stage 2 community consultation was conducted from 11 November to 9 December 2020 during which, the community could provide input via an online survey, paper survey (available on request), provide feedback at a registered phone session with Council staff or an online residents' workshop. This was promoted through City of Ryde's Have Your Say website, flyers to surrounding residents, an eNewsletter to stakeholders, signage in the park and advertisements in the local newspapers and social media.

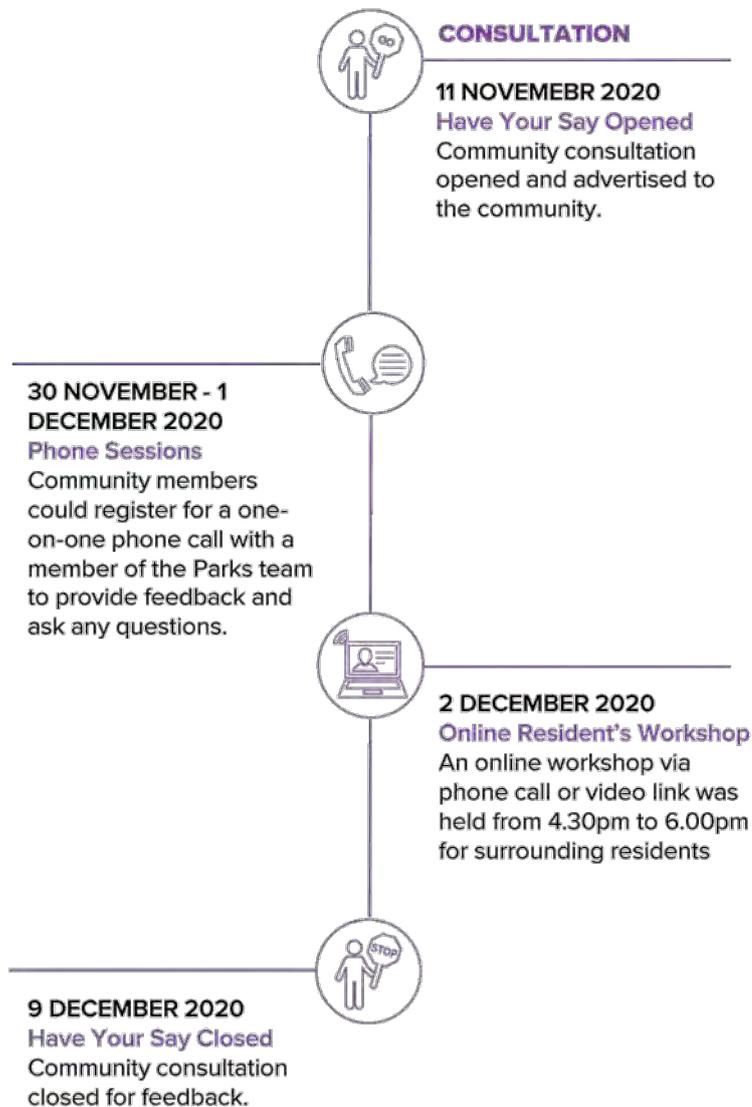
In light of the COVID-19 pandemic, Council held one-on-one phone sessions and an online residents' workshop in lieu of face-to-face sessions. Community members could register for a one-on-one phone discussion with a member of the project team to ask questions and provide feedback. Residents' surrounding the site could also register for an online residents' workshop where they could attend by phone call or video link to ask any questions and provide feedback about the project to the project team and traffic consultants.

In total 465 responses were received from the community with 413 survey responses, 27 written submissions, 4 phone submissions and 23 comments from the resident workshop.

The feedback from this Stage 2 community consultation will be used to inform the final Masterplan and Parking and Traffic Study for Olympic Park which will be reported to Council for adoption.

ITEM 12 (continued)

ATTACHMENT 5



**ITEM 12 (continued)**

**ATTACHMENT 5**



Date	Tool	Stakeholders	Overview	Engagement
Wed 11 Nov to Wed 9 Dec 2020	Have Your Say Website	Website users	A project webpage with background information, online survey and project updates.	1,049 page views and 771 unique visits
Wed 11 Nov to Wed 9 Dec 2020	Online Survey	Website users	An online survey where stakeholders could provide feedback on the draft Masterplan and draft Parking and Traffic Study. The survey was hosted on Council's Have Your Say page. A paper survey was also available to residents on request.	413 online respondents
Wed 11 Nov to Wed 9 Dec 2020	Outdoor Signage	Olympic Park and RALC users	Signage was installed at the entry point of the site to promote the project and feedback opportunities for site users and interested stakeholders.	5 signs installed
Wed 11 Nov to Wed 9 Dec 2020	Indoor Signage	Olympic Park and RALC users	Signage was installed inside the RALC to promote the project and feedback opportunities for RALC users and interested stakeholders	6 signs installed
Wed 11 Nov 2020	A4 Flyer	Surrounding residents – (1km radius)	An A4 flyer was letterbox dropped to promote the project and feedback opportunities to surrounding residents.	5,850 flyers approximately
Wed 11 Nov 2020	DL Flyer (Residents' Workshop Invitation)	Immediately surrounding residents	A DL flyer was letterbox dropped to invite immediately surrounding residents to a residents' workshop	250 flyers approximately

**ITEM 12 (continued)**

**ATTACHMENT 5**



Date	Tool	Stakeholders	Overview	Engagement
Wed 11, 18, 25 Nov, 2 Dec 2020	Open Community Consultations Ad Northern District Times	Newspaper subscribers	Project was listed in a newspaper advertisement to promote that the project is open for consultation	38,000 total print readership
Wed 11 Nov 2020	Smarter Cleaner Greener eNewsletter	Smarter, Cleaner Greener subscribers	Link to Have Your Say website included in eNewsletter to promote the project and consultation opportunities	3,319 eNewsletters distributed, 1,321 eNewsletters opened
Mon 16 Nov 2020	Have Your Say eNewsletter	Internal and external stakeholders, sports clubs/ associations and community groups	A targeted eNewsletter was sent to relevant community stakeholders and previous respondents to provide an opportunity to give their feedback.	296 eNewsletters distributed, 183 eNewsletters opened
Sat 21 Nov To Thu 26 Nov 2020	Facebook Ad	Online Facebook users	Social media advertisement to promote the project and consultation opportunities for all stakeholders.	6,666 users reached, 472 users engaged
Wed 25 Nov 2020	City News eNewsletter	City News Subscribers	Link to Have Your Say website included in eNewsletter to promote the project and consultation opportunities.	2,500 eNewsletters distributed, 1,117 eNewsletters opened



**ITEM 12 (continued)**

**ATTACHMENT 5**



Date	Tool	Stakeholders	Overview	Engagement
Mon 30 Nov and Tue 31 Nov 2020	Registered phone sessions	All interested stakeholders	A one-on-one discussion over the phone with a member of the project team to ask any questions and provide feedback about the project.	4 registered attendees who provided 4 comments
Wed 2 Dec 2020	Residents' Workshop from 4.30pm to 6.00pm	Immediately surrounding residents	An online residents' workshop was held for immediately surrounding residents who are considered to be directly affected. Olympic Park. Residents could join the workshop via phone call or video link to ask any questions and provide feedback about the project to the project team and traffic consultants.	8 registered attendees provided 23 comments
Wed 11 Nov to Wed 9 Dec 2020	Information phone line and email	All Stakeholders	The City of Ryde main phone and email address was provided for the project and was open for feedback from the community.	27 email submissions received



**ITEM 12 (continued)**

**ATTACHMENT 5**



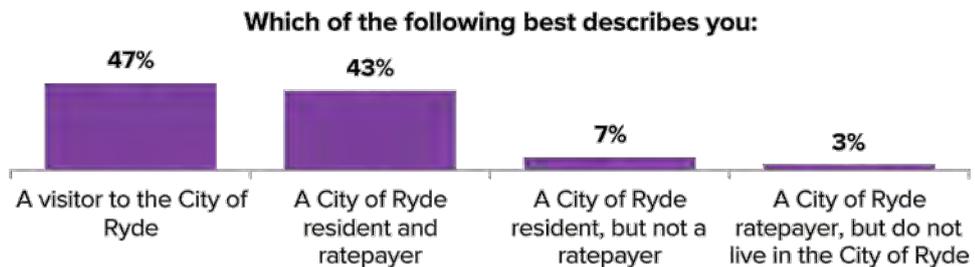
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**ONLINE SURVEY RESPONSES**

**27**   
**OTHER (EMAIL, PHONE OR RESIDENT WORKSHOP) SUBMISSIONS**

**9**   
**ONLINE SURVEY AND OTHER (EMAIL, PHONE OR RESIDENT WORKSHOP) SUBMISSIONS**

**RESULTS FROM ONLINE SURVEY**

**OLYMPIC PARK USAGE (n=413)**



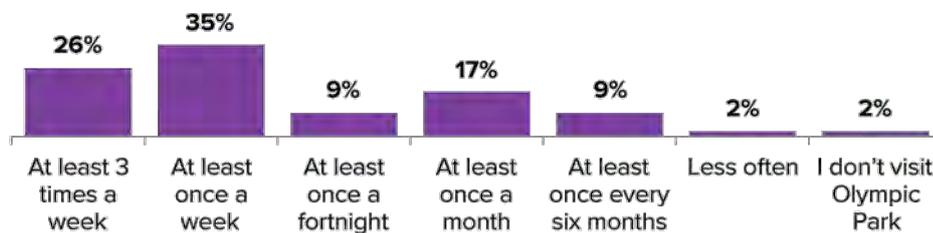
**ITEM 12 (continued)**

**ATTACHMENT 5**

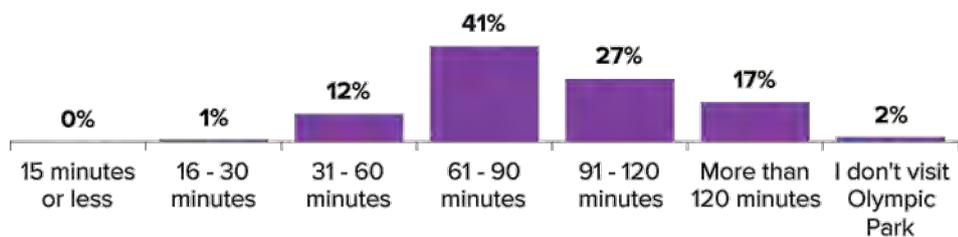


**OLYMPIC PARK USAGE (n=413)**

**Frequency of visit:**



**Length of visit:**



**Time of visit:**

	Before 9am	9am to Midday	After Midday to 5pm	After 5pm	Total
Weekdays	19%	13%	24%	47%	69%
Weekends	21%	40%	33%	21%	69%
School Holidays	11%	26%	26%	15%	40%
<b>Total</b>	<b>35%</b>	<b>56%</b>	<b>55%</b>	<b>56%</b>	

*Note: Respondents could select multiple options, hence total does not add to 100%*

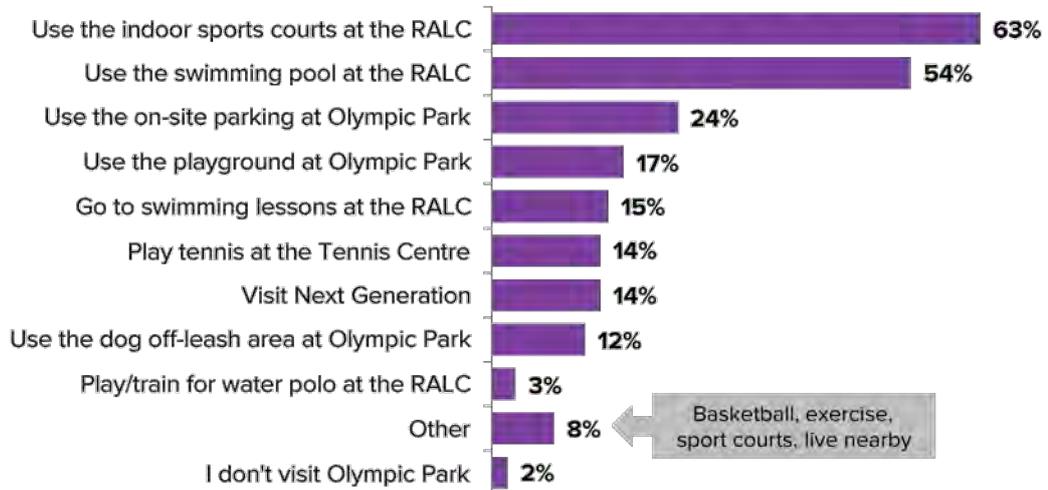
**ITEM 12 (continued)**

**ATTACHMENT 5**



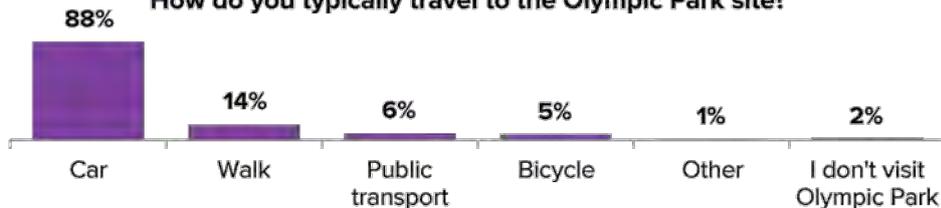
**OLYMPIC PARK USAGE (n=413)**

**What do you and/or those you are with do whilst visiting Olympic Park?**



*Note: Respondents could select multiple options, hence total does not add to 100%*

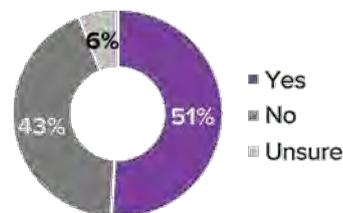
**How do you typically travel to the Olympic Park site?**



*Note: Respondents could select multiple options, hence total does not add to 100%*

**Of the 88% who typically travel by car:**

**When driving to Olympic Park, do you typically have any difficulties finding an on-site parking space? (n=360)**



**ITEM 12 (continued)**

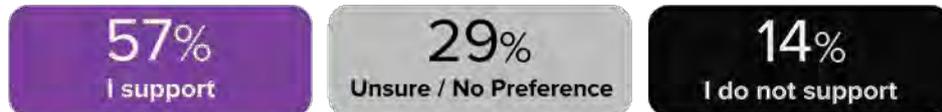
**ATTACHMENT 5**



**OLYMPIC PARK MASTERPLAN**

Please indicate whether you support or do not support:

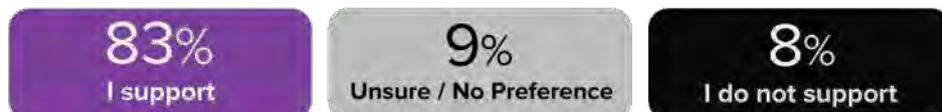
The inclusion of an additional 25m pool at the Ryde Aquatic Leisure Centre in the draft Masterplan? (n=391)



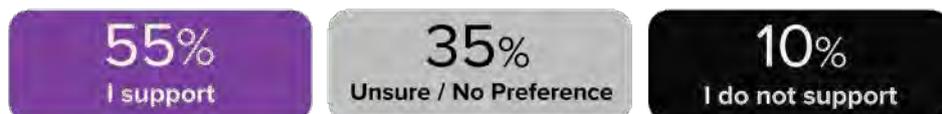
The inclusion of two additional indoor multi-sport courts (four courts in total) at the Ryde Aquatic Leisure Centre in the draft Masterplan? (n=400)



The inclusion of new car parks (increase on-site car parking capacity) in the draft Masterplan? (n=397)



The continuation of the dog off leash area at Olympic Park? (n=389)



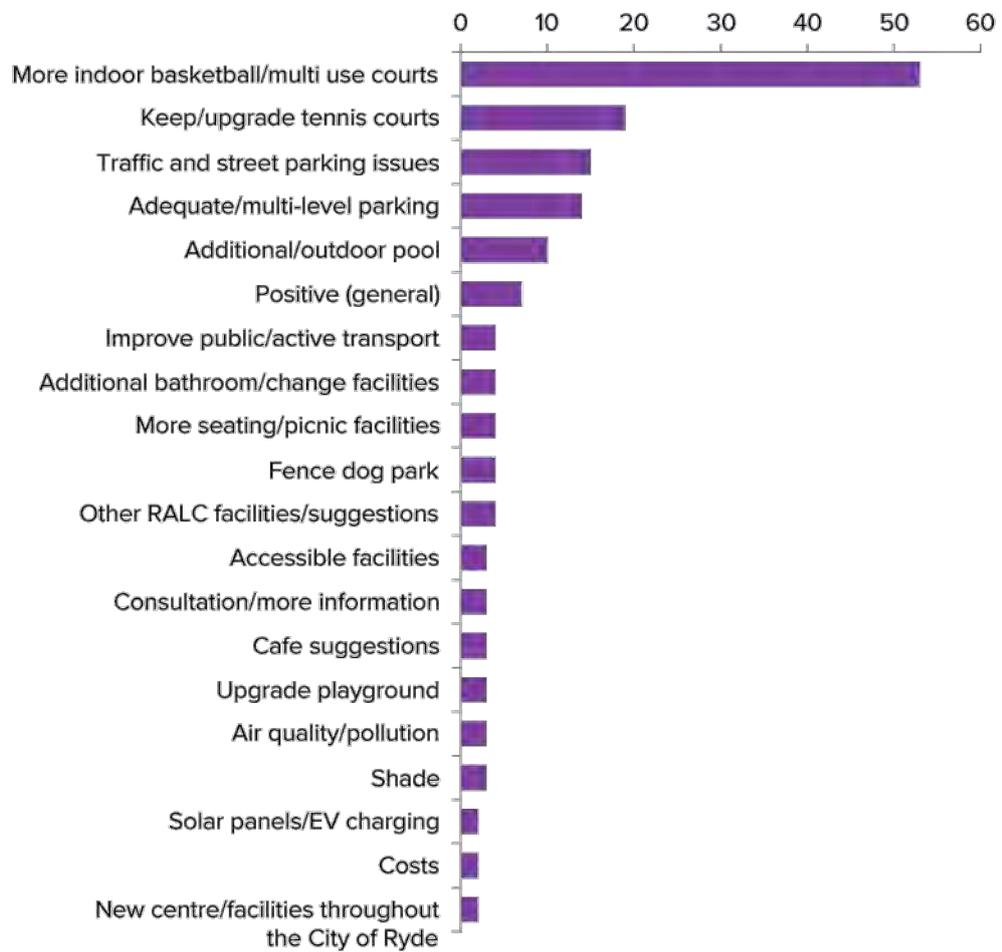
**ITEM 12 (continued)**

**ATTACHMENT 5**



**OLYMPIC PARK MASTERPLAN**

**Do you have any further comments or suggestions regarding the Olympic Park draft Masterplan? (n=126)**



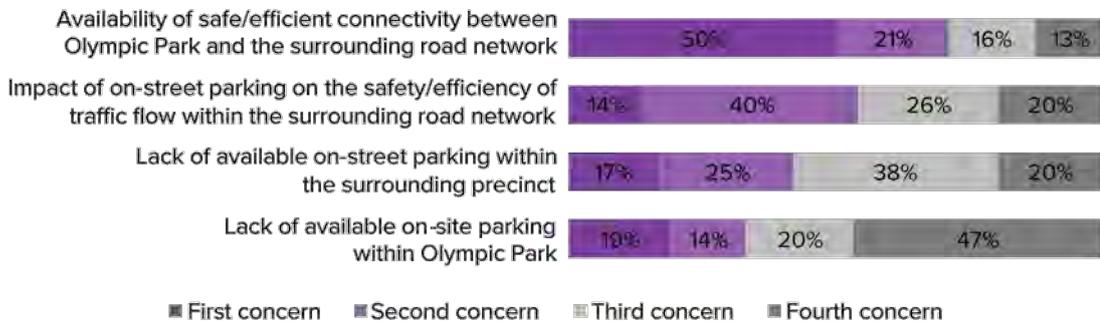
ITEM 12 (continued)

ATTACHMENT 5

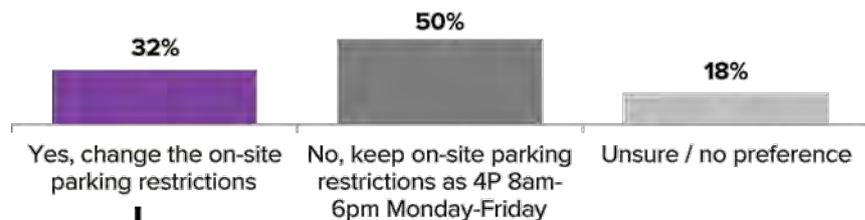


OLYMPIC PARK PARKING AND TRAFFIC STUDY

Thinking about traffic-related issues at/surrounding the Olympic Park site, please rank the following based on order of your concern. (n=380)



The current on-site parking restrictions are 4 hours (4P) 8am-6pm Monday-Friday. Would you like to see increased availability of on-site parking via increased parking turn over? (n=380)



Of the 32% who would like to see changes to the on-site parking restrictions, respondents would like the on-site parking restrictions changed to: (n=88)



Note: Respondents could select multiple options, hence total does not add to 100%

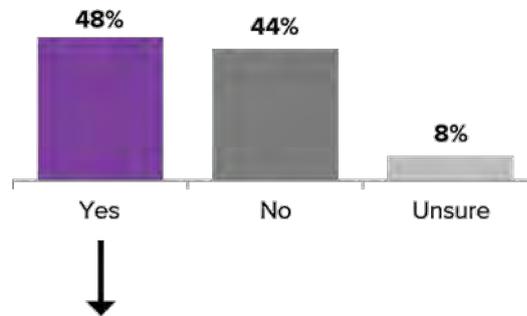
**ITEM 12 (continued)**

**ATTACHMENT 5**



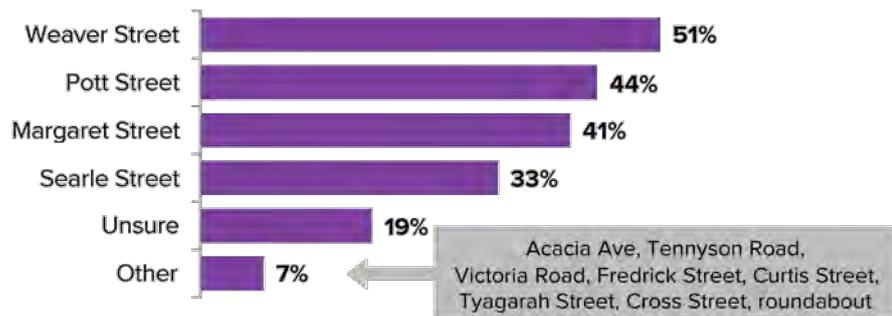
**OLYMPIC PARK PARKING AND TRAFFIC STUDY**

**Have you experienced issues with traffic flow/movements in the local streets surrounding Olympic Park? (n=380)**



**Of the 48% who answered have experienced issues:**

**In which local streets surrounding Olympic Park have you experienced traffic flow/movements issues? (n=180)**



*Note: Respondents could select multiple options, hence total does not add to 100%*

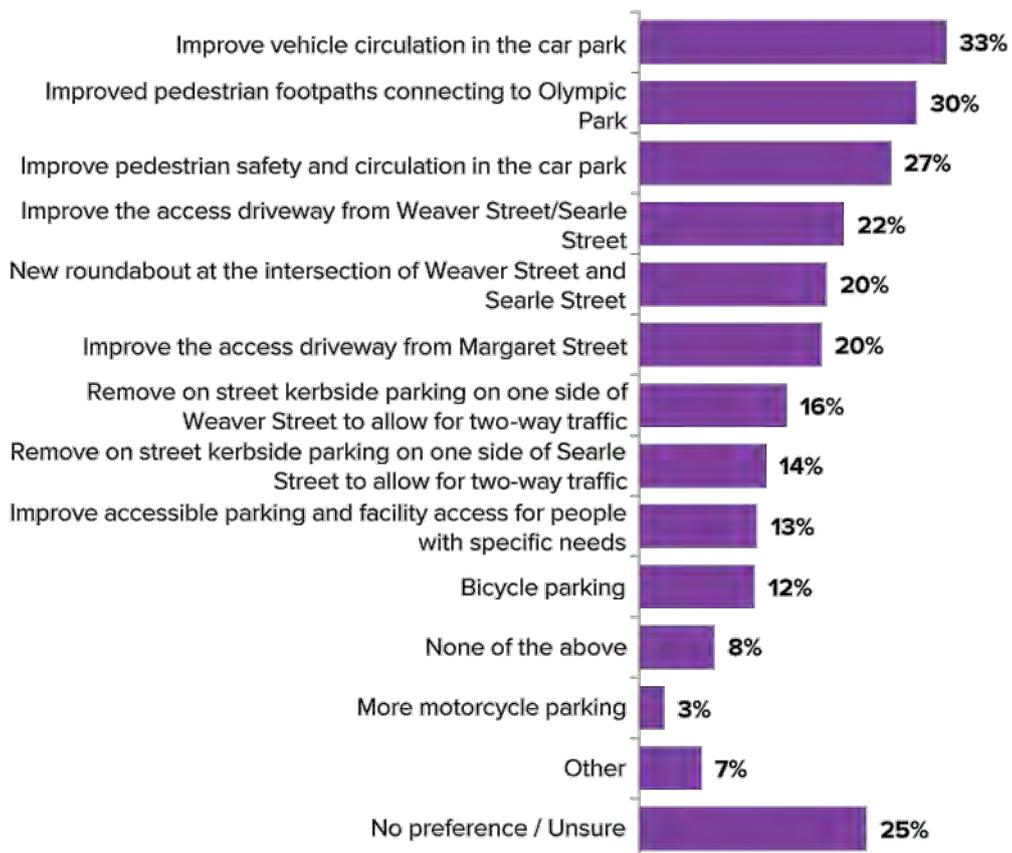
**ITEM 12 (continued)**

**ATTACHMENT 5**



**OLYMPIC PARK PARKING AND TRAFFIC STUDY**

**Which of the following, if any, would you like to see to improve parking and traffic at/surrounding Olympic Park? (n=371)**



*Note: Respondents could select multiple options, hence total does not add to 100%*

**ITEM 12 (continued)**

**ATTACHMENT 5**



**OLYMPIC PARK PARKING AND TRAFFIC STUDY**

**Do you have any further comments or suggestions regarding the Olympic Park draft Traffic and Parking Study? (n=48)**

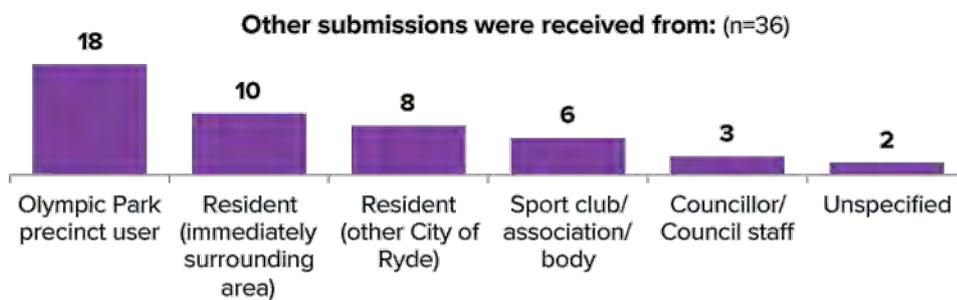


ITEM 12 (continued)

ATTACHMENT 5

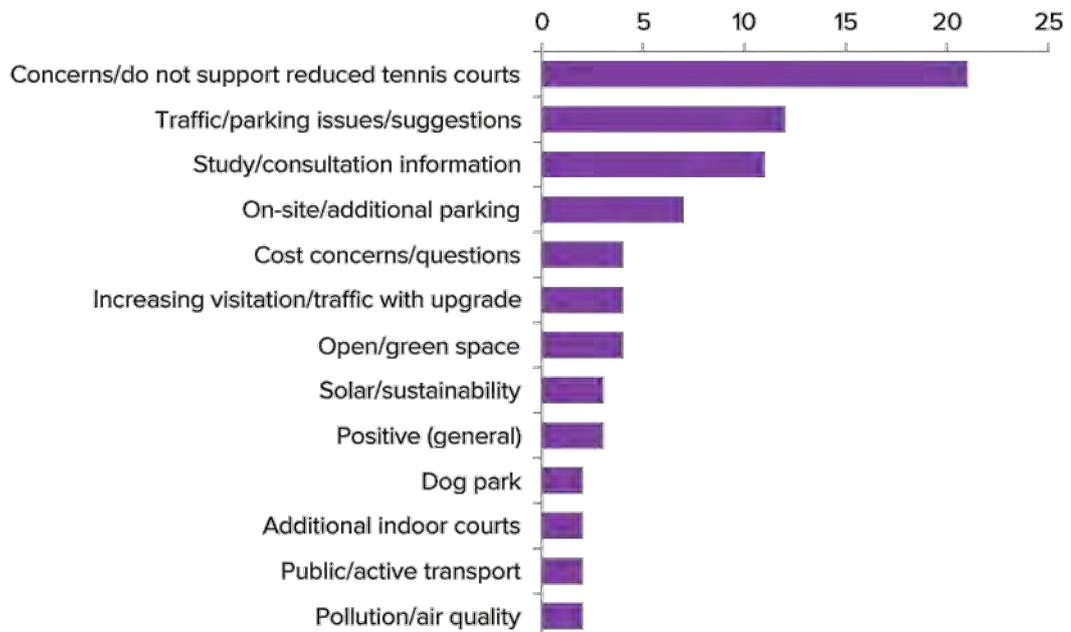


RESULTS FROM OTHER SUBMISSIONS (EMAIL, PHONE AND RESIDENT WORKSHOP)



Note: Respondents may be included in multiple categories, hence total may not add to total respondents

COMMENTS THEMES (n=36)



ITEM 12 (continued)

ATTACHMENT 5



HAVE YOUR SAY WEBSITE



**ITEM 12 (continued)**

**ATTACHMENT 5**



**HAVE YOUR SAY NEWSLETTER**



**Online Survey**

Complete the online survey to provide feedback on the draft Masterplan and draft Parking and Traffic Study

Submissions must be received by **Wednesday 9 December 2020**.

**Provide Feedback via the Online Survey**

**Phone Sessions**

Due to the current restrictions on public gatherings, Council will be trialling phone sessions in lieu of face-to-face community drop in sessions. We invite you to register for a one-on-one discussion over the phone with a member of the project team to ask any questions you have and provide feedback.

Council will be making phone calls on **Monday 30 November** and **Tuesday 1 December 2020**.

Registration is required for a phone session, please note your preferred time for a call back or if you don't have internet access, please call Customer Service on 9952 8222.

Registrations for a phone session close at **11.00am Monday 30 November 2020**

**Register for a phone session**

**Written Submissions**

Written submissions must be clearly marked as 'Olympic Park draft Masterplan and draft Parking and Traffic Study' and can be sent to:

**Email:** [cityofryde@ryde.nsw.gov.au](mailto:cityofryde@ryde.nsw.gov.au)  
**Post:** General Manager, City of Ryde, Locked Bag 2009, North Ryde NSW 1670

All submissions must be received by **Wednesday 9 December 2020**.

**For more information**

If you require more information about the Olympic Park draft Masterplan and draft Parking and Traffic Study, please visit the [website](http://ryde.nsw.gov.au/haveyoursay/olympicpark) or call Customer Service on 9952 8222.

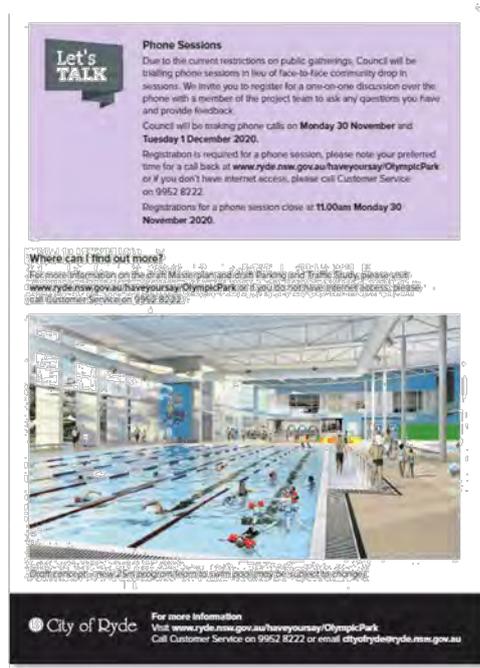
**City of Ryde**

**ITEM 12 (continued)**

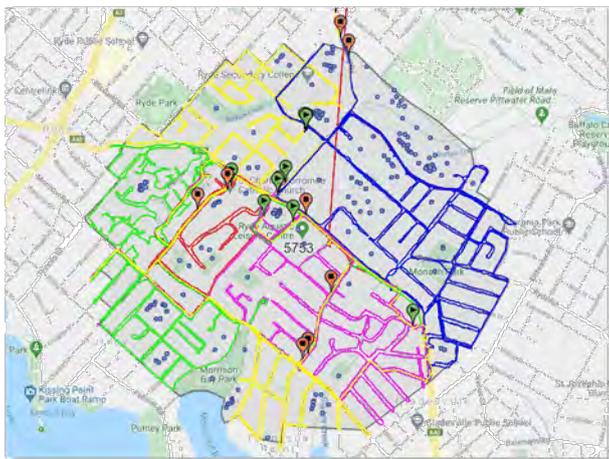
**ATTACHMENT 5**



**A4 FLYER**



**A4 Flyer distribution**



**ITEM 12 (continued)**

**ATTACHMENT 5**



**DL FLYER – RESIDENTS’ WORKSHOP INVITATION**





**DL Flyer distribution area**



**ITEM 12 (continued)**

**ATTACHMENT 5**

**OLYMPIC PARK DRAFT MASTERPLAN AND  
DRAFT PARKING AND TRAFFIC STUDY**

Appendices (continued)



**OUTDOOR SIGNAGE**

OLYMPIC PARK  
DRAFT MASTERPLAN AND  
DRAFT TRAFFIC AND PARKING STUDY City of Ryde





In late 2017, the City of Ryde asked for community input to create a vision for the future of Olympic Park including the Ryde Aquatic Leisure Centre precinct.

Based on this community feedback, Council has prepared a draft Masterplan for Olympic Park which includes significant improvements to parking and new facilities at the Ryde Aquatic Leisure Centre. Feedback was also received specifically relating to parking and traffic in the area. In response to this Council has obtained a draft Parking and Traffic Study that provides recommendations and considerations to inform the draft Masterplan and detailed designs.

The Olympic Park draft Masterplan and draft Parking and Traffic Study are now open for community comment.

**Have YOUR SAY**

**How do I give my feedback?**

You have can Have Your Say on the draft Masterplan and the draft Parking and Traffic Study Report in a number of ways:

**Online** Complete the online survey at [www.ryde.nsw.gov.au/haveyoursay/OlympicPark](http://www.ryde.nsw.gov.au/haveyoursay/OlympicPark)

**Email** [cityofryde@ryde.nsw.gov.au](mailto:cityofryde@ryde.nsw.gov.au)

**Post** City of Ryde, Locked Bag 2069, North Ryde NSW 1670

Written submissions must be clearly marked 'Olympic Park Masterplan and Parking and Traffic Study'. All submissions must be received by **Wednesday 9 December 2020**.

**Let's TALK**

**Phone Sessions**

Due to the current restrictions on public gatherings, Council will be trialling phone sessions in lieu of face-to-face community drop in sessions. We invite you to register for a one-on-one discussion over the phone with a member of the project team to ask any questions you have and provide feedback.

Council will be making phone calls on **Monday 30 November** and **Tuesday 1 December 2020**. Registration is required for a phone session, please note your preferred time for a call back at [www.ryde.nsw.gov.au/haveyoursay/OlympicPark](http://www.ryde.nsw.gov.au/haveyoursay/OlympicPark) or if you don't have internet access, please call Customer Service on 9952 8222.

Registrations for a phone session close at **11.00am Monday 30 November 2020**.

 City of Ryde

**For more information**  
Visit [www.ryde.nsw.gov.au/haveyoursay/OlympicPark](http://www.ryde.nsw.gov.au/haveyoursay/OlympicPark)  
Call Customer Service on 9952 8222 or email [cityofryde@ryde.nsw.gov.au](mailto:cityofryde@ryde.nsw.gov.au)

ITEM 12 (continued)

ATTACHMENT 5



**INDOOR SIGNAGE**

**OLYMPIC PARK DRAFT MASTERPLAN AND DRAFT PARKING AND TRAFFIC STUDY**

**Where can I find out more and give my feedback?**  
You can find out more and Have Your Say on the draft Masterplan and draft Parking and Traffic Study online by visiting [www.ryde.nsw.gov.au/haveyoursay/OlympicPark](http://www.ryde.nsw.gov.au/haveyoursay/OlympicPark) or by scanning the QR code.  
If you don't have internet access, please call Customer Service on 9952 8222 for assistance.  
All submissions must be received by **Wednesday 9 December 2020**.

**City of Ryde**  
For more information  
Visit [www.ryde.nsw.gov.au/haveyoursay/OlympicPark](http://www.ryde.nsw.gov.au/haveyoursay/OlympicPark)  
Call Customer Service on 9952 8222 or email [cityofryde@ryde.nsw.gov.au](mailto:cityofryde@ryde.nsw.gov.au)

**OLYMPIC PARK DRAFT MASTERPLAN AND DRAFT PARKING AND TRAFFIC STUDY**

**Where can I find out more and give my feedback?**  
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All submissions must be received by **Wednesday 9 December 2020**.

**City of Ryde**  
For more information  
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**OLYMPIC PARK DRAFT MASTERPLAN AND DRAFT PARKING AND TRAFFIC STUDY**

**Where can I find out more and give my feedback?**  
You can find out more and Have Your Say on the draft Masterplan and draft Parking and Traffic Study online by visiting [www.ryde.nsw.gov.au/haveyoursay/OlympicPark](http://www.ryde.nsw.gov.au/haveyoursay/OlympicPark) or by scanning the QR code.  
If you don't have internet access, please call Customer Service on 9952 8222 for assistance.  
All submissions must be received by **Wednesday 9 December 2020**.

**City of Ryde**  
For more information  
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Call Customer Service on 9952 8222 or email [cityofryde@ryde.nsw.gov.au](mailto:cityofryde@ryde.nsw.gov.au)

**ITEM 12 (continued)**

**ATTACHMENT 5**



**NEWSPAPER AD - OPEN COMMUNITY CONSULTATIONS  
THE WEEKLY TIMES**

**HAVE YOUR SAY**

**OPEN COMMUNITY CONSULTATIONS**

You are invited to have your say about documents, projects and proposals that are currently on public exhibition, or provide feedback on services and concerns that affect the community.

- Gannan Park Proposed Land Re-Categorisation (Closing 6 December 2020)
- Janet Park Playground Upgrade (Closing 6 December 2020)
- Subsidised Private Tree Assistance Scheme Resolution (Closing 7 December 2020)
- City of Ryde Net Zero Emissions Pathway (Closing 9 December 2020)
- Olympic Park Draft Masterplan and Draft Parking & Traffic Study (Closing 9 December 2020)
- Planning Proposal – Local Heritage Listing of Macquarie Ice Rink (Closing 16 December 2020)
- West Ryde Town Centre Masterplan (Closing 22 January 2021)
- City of Ryde Draft Open Space Future Provision Strategy (Closing 7 February 2021)
- New Fees for Amendments to Ryde Local Environment Plan 2014 (Closing 25 January 2021)
- Dog Off Leash Trial (Closing 11 April 2021)
- Devlin Street Pedestrian Bridges
- Graffiti! Vandalism in the City of Ryde
- Immunisation Clinic Customer Experience Survey
- Traffic & Parking Around Schools

**Want to find out more?**

To find out more about one of the above projects or for information on how to provide feedback, please visit [www.ryde.nsw.gov.au/haveyoursay](http://www.ryde.nsw.gov.au/haveyoursay) or call Customer Service on 9952 8222.

**ITEM 12 (continued)**

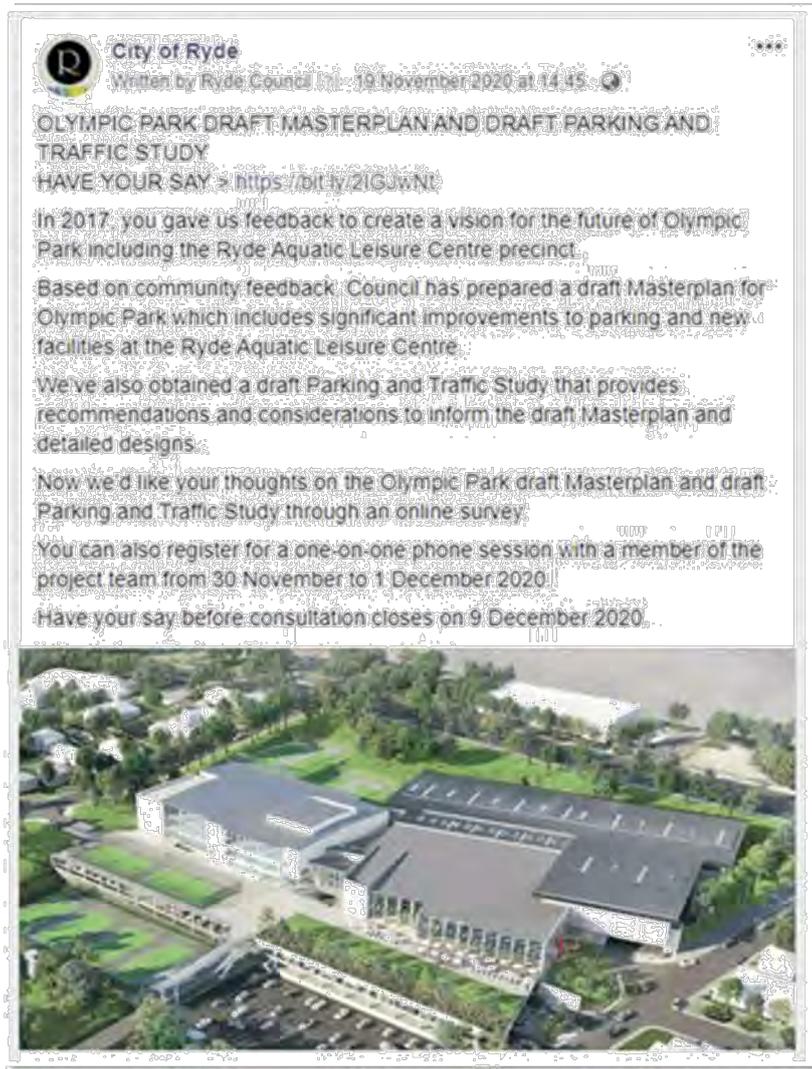
**ATTACHMENT 5**

**OLYMPIC PARK DRAFT MASTERPLAN AND  
DRAFT PARKING AND TRAFFIC STUDY**

Appendices (continued)



**FACEBOOK AD**



**City of Ryde**  
Written by Ryde Council on 19 November 2020 at 14:45

**OLYMPIC PARK DRAFT MASTERPLAN AND DRAFT PARKING AND TRAFFIC STUDY**  
HAVE YOUR SAY > <https://bit.ly/2IGUwNt>

In 2017, you gave us feedback to create a vision for the future of Olympic Park including the Ryde Aquatic Leisure Centre precinct.

Based on community feedback, Council has prepared a draft Masterplan for Olympic Park which includes significant improvements to parking and new facilities at the Ryde Aquatic Leisure Centre.

We've also obtained a draft Parking and Traffic Study that provides recommendations and considerations to inform the draft Masterplan and detailed designs.

Now we'd like your thoughts on the Olympic Park draft Masterplan and draft Parking and Traffic Study through an online survey.

You can also register for a one-on-one phone session with a member of the project team from 30 November to 1 December 2020.

Have your say before consultation closes on 9 December 2020.



**ITEM 12 (continued)**

**ATTACHMENT 5**



**CITY NEWS ENEWSLETTER**

## Have Your Say

### On Exhibition

You are invited to have your say about documents, projects and proposals that are currently on public exhibition, or provide feedback on services and concerns that affect the community.

- [Gannan Park Proposed Land Re-Categorisation](#) (closes 6 December)
- [Janet Park Playground Upgrade](#) (closes 6 December)
- [Subsidised Private Tree Assistance Scheme Resolution](#) (closes 7 December)
- [Olympic Park Draft Masterplan and Draft Parking and Traffic Study](#) (closes 9 December)
- [City of Ryde Net Zero Emissions Pathway](#) (closes 9 December)
- [Planning Proposal – Local Heritage Listing of Macquarie Ice Rink](#) (closes 16 December)
- [Dog Off-Leash Trial](#)
- [Traffic & Parking Around Schools](#)
- [Devlin Street Pedestrian Bridges](#)
- [Graffiti Vandalism in the City of Ryde](#)
- [Immunisation Clinic Customer Experience Survey](#)

**ITEM 12 (continued)**

**ATTACHMENT 5**

**OLYMPIC PARK DRAFT MASTERPLAN AND  
DRAFT PARKING AND TRAFFIC STUDY**

Appendices (continued)



**SMARTER CLEANER GREENER ENEWSLETTER**

**Have Your Say**

- [ELS Hall Park draft Plan of Management & Proposed Land Re-categorisation](#) (Closes 29 November)
- [Gannan Park proposed land re-categorisation](#) (Closes 6 December)
- [Olympic Park Draft Masterplan and Draft Parking and Traffic Study](#) (Closes 9 December)