



TOWN OF
VICTORIA PARK

**Feasibility of Funding a Weather Protected
Synthetic Bowling Green (Green B)
at the Victoria Park Carlisle Bowling Club**

May 2023



**WE'RE OPEN
VIC PARK**



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Appendix 1 – Engagement results.

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1. INTRODUCTION AND BACKGROUND

At the 21 February 2023 Ordinary Council meeting, the Mayor submitted a notice of motion as follows:

That Council requests the Chief Executive Officer to provide a report to Council by May 2023:

- (a) Outlining a list of Town owned facilities used by local sporting clubs that require minor capital works upgrades valued at less than \$100,000, including such works as toilets and shower facilities, kitchens, air-conditioning/cooling systems, security (CCTV, screens, locks), storage, built in furniture, outdoor furniture, shade structures;*
- (b) Identifying potential grant funding programs that could be applied for to assist in delivering such works;*
- (c) Outlining the feasibility of funding an upgrade to the Victoria Park Carlisle Bowling Club for provision of a weather protected synthetic playing green.*

Reason - As we are developing the next year's budget this information would be important to understand and consider. The Bowling Club has submitted a formal request for funding assistance with a new synthetic green.

This report responds to (c) and (b). In undertaking a feasibility analysis, this report:

- Assesses the need and potential benefits of the proposed infrastructure.
- Confirms the infrastructure specifications and indicative costs.
- Reviews strategy, policy and procedures guiding consideration of major infrastructure projects.
- Assesses alternative funding models, return on investment and funding priorities.
- Makes a recommendation regarding the feasibility of the proposal.

1.1 Needs and Benefits

On 8 February 2023, the Victoria Park Carlisle Bowling Club (the "Club"), based at 18 Kent Street, East Victoria Park, wrote to the Mayor requesting the Council fund conversion of Green B from grass to synthetic turf, stating the green "*needs revitalization, as is the supporting infrastructure*". On the 21 March 2023, a meeting was held between the Town and the Club to further understand needs and potential benefits of the proposal.

The Club advised both Green A and B are due for renewal in 2023 and while the Club can meet the cost of renewal within current finances, conversion of one green to synthetic turf would help future proof the Club's financial viability.

In summary, the potential benefits of a synthetic green are:

- Increasing the current playing window from summer to summer and winter including mid-April – mid October (6 months) / potentially all year as synthetics can be used in light rain conditions.

- Growing membership and bowling activity particularly schools and more evening competitions, increasing and widening the age of players and club members, holding more family friendly game times. Club would promote bowling in local primary schools.
- New members, increased social bowling, increased competitions and ability to bid for Intra State competitions would generate additional income and support the financial viability of the club, and the local business community.
- The Club estimates membership could increase to 100 full bowlers (from current 90) and up to 200 social bowlers (from current 150).
- Ability to host a range of additional carnivals to wider bowling community, networking opportunities, increasing bowling activity in the Town.
- Reduced maintenance costs. Improved disease management.

While synthetic greens have lower maintenance costs, the Club confirmed they would not reduce spending on green keeping as hours would be redistributed to other areas of upkeep.

The Club confirmed they are not able to make a financial contribution to the synthetic green but would be able to contribute one-third of the cost of renewing the asset at the end of its useful life (usually planned for every 10 years).

The Club advised they understood the high cost of an all-weather cover, and if the cover was not feasible, then their preference would be for other upgrades to the site (outside toilets, shades, solar, outdoor patio, 7th rink to Green B).

A Bowls Club Review undertaken for the Macmillan Precinct Master Plan (Dave Lanfear Consulting, 2021) also reiterated the trend of bowling clubs rationalizing greens and converting grass to synthetics. The report reviewed the operational performance of the Club and provided strategic direction on future facility needs. Findings relevant to this request include:

- *The need to maintain two bowling greens to service the needs of the Club and preferably for those greens to be synthetic and covered (pg3).*
- *A review of existing bowling clubs across Metropolitan Perth similarly confirmed the issues related to the financial viability of bowling club infrastructure and the need to generate alternative income streams to sustain bowling clubs (pg3).*
- *The replacement and management of assets is critical to ensure a facility remains contemporary and attractive to members and other users (pg18).*
- *The ability to generate such usage throughout the year should be a core focus of any new development. This would necessitate consideration of synthetic greens and potential permanent or temporary shade structures to optimise playing time and capacity (pg19).*
- *Synthetics are a more cost-effective way to increase revenue from social memberships (pg26).*

- *Shaded cover over the synthetic green is the exception rather than the rule across Perth although it is an aspiration of a number of clubs to provide a higher level of shade (pg27).*
- *All similar size bowling clubs have experienced similar declines in their membership base with few experiencing an increase in membership levels, even with the development of new infrastructure (p27).*
- *The social component of bowling clubs is important and essential to the ongoing viability of any facility (pg27).*

Engagement with Bowls WA also confirmed that growth in social bowls was a core factor in the financial viability of bowling.¹

While the current grass turf of Green B is currently functional and fit-for-purpose, there is evidently potential for substantial benefits from a synthetic, especially given the Club's current marginal financial position as discussed in section 1.2 below.



Figure 1 – Location of Green B.

¹ Phone call with Troy Kinnane – Regional Bowls Manager (South) on 10 March 2023.

1.2 Current Site and Operations

The Victoria Park Bowling Club was originally developed at 18 Kent Street, East Victoria Park between 1953-1960. In 2009-2010 the Carlisle and Victoria Park Bowling Clubs merged to form the Victoria Park Carlisle Bowling Club.

The Club leases grounds and buildings (11,400 square metres) from the Town for \$8,117 per year (updated price from 1 July 2023). Council endorsed the current lease in October 2015 with an expiry at 31 October 2025. The lease conditions include Club responsibility for maintenance and utilities, and use of the public car park. The lease contains a 'redevelopment' clause should the Town proceed with redevelopment of the precinct before the lease expiry.

Activities

The site supports a variety of recreational and social functions, servicing the local and district community including:

- Pennants and carnival bowls.
- Barefoot/social bowls (24 teams play on Wednesday nights, \$15 per session).
- Bowls training.
- Other organized sports - roller hockey, Area 5 soccer.
- Hire of a function room (250 sqm, \$400 per event) and bar area for indoor sporting competitions (currently darts) and social events.
- Social enterprise training.
- Future The Collective Shed (tool and equipment library managed by The Vic Park Collective).

Groups who regularly use the grounds include (at March 2023):

ORGANISATION	AREA USED	TIME USED	PURPOSE
Cannington Community Education Support Centre	Greens	Weekly in winter	Bowls - teaching
Carlisle Hotel Darts Club	Bar	Thursday nights	Competition
Rivervale Darts Club	Bar	Tuesday nights	Competition
Area 5 Soccer Club	Soccer	Nightly (5-7 nights)	Competition
Street Roller Hockey League	Roller Hockey	Afternoons (5-7 days)	Competition
Vic Park Swing Band	Hall	3rd Sundays	Music and dancing
Western Social Club	Hall	Saturdays monthly	Dancing
Victoria Park Probus Club	Hall	Wednesdays monthly	Meetings
Sri Lankan Assn	Hall	Various	Meetings

Vic Park Collective	Hall – meetings Grounds	Occasionally	Meetings Future community tool hire
WA Labor Party	Hall	Wednesdays monthly	Meetings
Kensington Secondary School	Grounds	Wednesdays weekly	Work experience
Cannington Community Education Support Centre	Gardens work	Thursdays	Work experience
Collier Park Golf Club	Bar	Saturdays weekly	Drinks
Army Golf Club	Bar	Wednesday afternoons	Drinks

The 2021 Bowls Club Review assessed hall hire performance and found the hall was generally used at weekends with usually 1-2 bookings per week, and the bar was generally hired 1-2 times a week (outside darts competition).

Membership and Capacity

The current membership profile of the Club (at March 2023) is²:

Membership Type	Number
Full Bowlers	90
Corporate Bowlers	85
Golf Clubs (2)	90
Darts Players	40
Social	150
Area 5 Soccer	30
Roller Hockey	80
TOTAL	565

The Club does not provide information on gender or age of members, or place or residence, however it's understood most members reside within the Town or district³.

A generally accepted industry benchmark for bowling greens to members is 1 green to 100 members or 12.5 players per rink⁴ (for bowls competitions), and as such there is capacity remaining in the existing two greens for additional full bowling members.

The 2021 Bowls Club Review undertaken for the Macmillan Precinct Master Plan identified the following membership numbers and trends:

² Note – other Club full bowling memberships at 2021 for comparison - South Perth 103 members, Willetton 142, Kardinya 151, North Perth 54, Bullcreek 49, Cockburn 118.

³ Victoria Park Carlisle Bowling Club Review (Dave Lanfear Consulting, 2021).

⁴ City of Melville Lawn Bowls Strategy (ABV consultants, 2016)

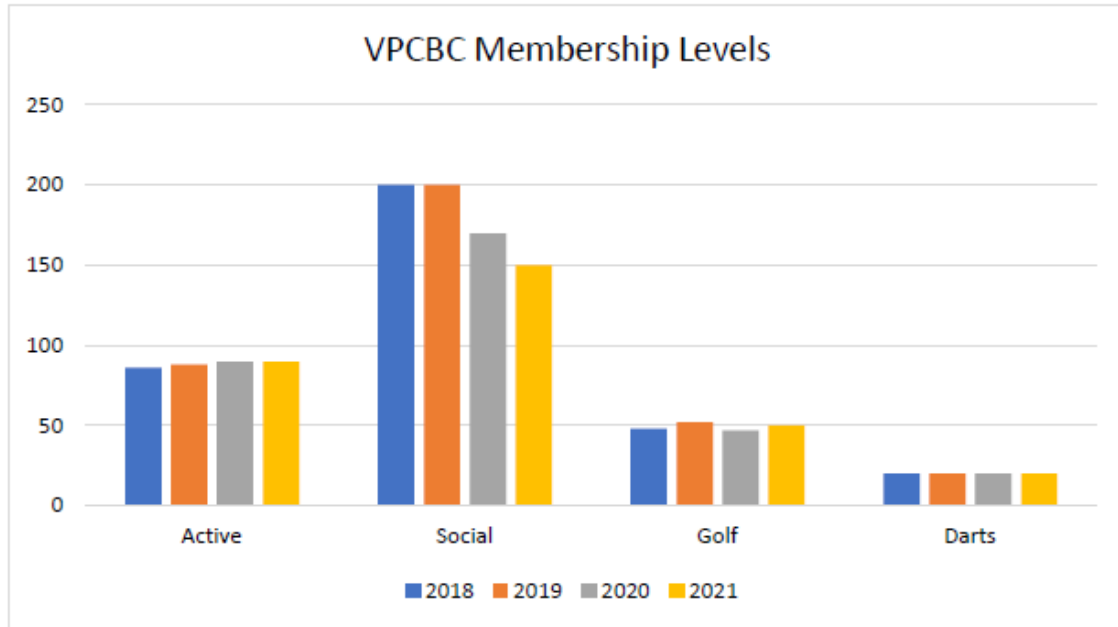


Figure 1: Current VPCBC membership levels from 2018 to 2021

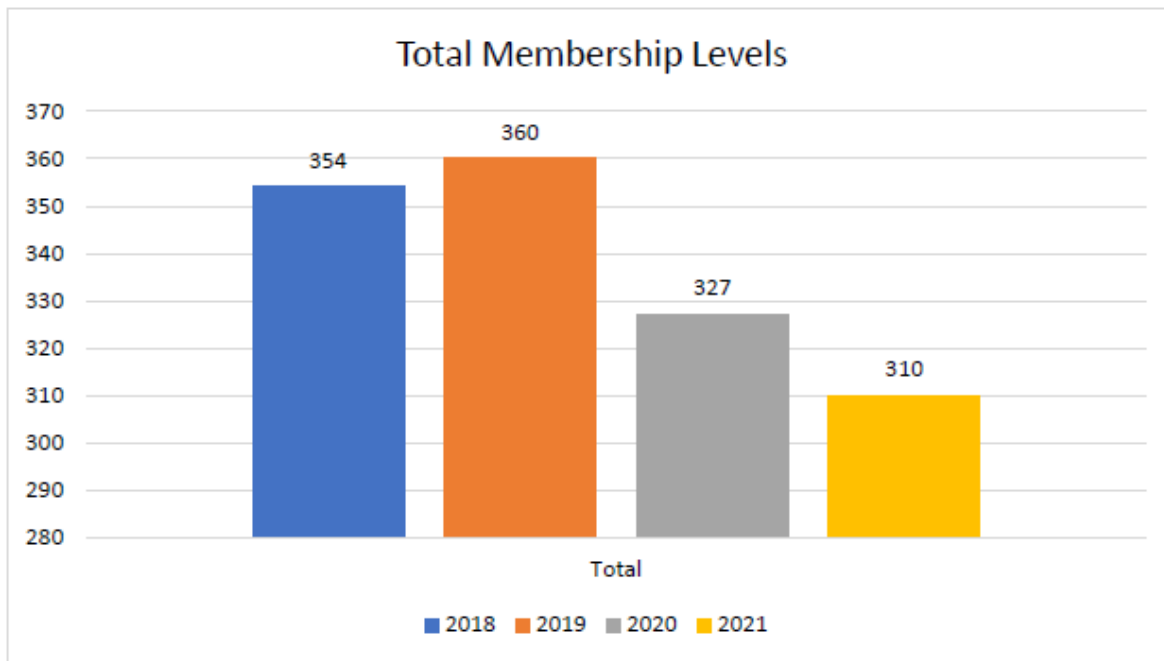


Figure 2: Total membership levels for VPCBC 2018 to 2021

The Review stated that social memberships are a critical component of club viability as they provide the greatest ability to generate secondary and profitable income through bar takings⁵. There may also be some opportunity to increase function room / bar area bookings, although this has not been explored with the Club.

Financial Indicators

The Club had put effort into diversifying their revenue base over recent years by re-purposing greens for other activities, and have the current sub-leases:

- 2015 - Area 5 Soccer 1,400 sqm, rent \$6,000 pa (CPI) lease term to February 2026 (although note the Club's 2022 financial statement identifies \$13,570 rental income from soccer).
- 2022 - Roller Hockey 1,362 sqm, rent \$4,000 pa (subject to turnover).
- 2022 - Vic Park Collective (future The Collective Shed) – 60 sqm (approx.), peppercorn rent.

The Macmillan Bowls Review⁶ undertook a thorough assessment of the Club's financial statements from 2016-2017 to 2019-2020 finding:

- A decline in trading income and sales over the period, but a steady gross profit. Likely impact on income from COVID.
- Volatile income over the period from hall hire, sponsorship, bingo/raffles. A worrying decline in sponsorship income reducing from \$28,800 to \$5,000 over the period. Reduce income from green fees / memberships over the period.
- Notable absence of a sinking fund for replacement of infrastructure / building upgrades / asset management (greens, buildings or lights) which is an essential component of any club to ensure long-term viability. As such, require future grants, loans or fundraising to maintain assets to appropriate levels.
- The overall financial health of the Club is marginal. Sponsorship and marketing require regenerating to increase financial viability.
- Provision of synthetic turf allows for increased playing activity and in turn potential increase in membership and revenue, alongside improved marketing / promotions and sponsorship income.

The Club's latest financial statement for 2020-2021 and 2021-2022 shows:

- An Operating Profit (deficit) after income tax of -\$7,700 (2021-22) from \$40,307 (2020-21). Operating deficit affected mostly by increased expenses in greenkeeping, superannuation.
- An improvement in trading income and increased sales over the period, with steady gross trading profit over the period.

⁵ Victoria Park Carlisle Bowls Club – Dave Lanfear Consulting (2021), p9.

⁶ Victoria Park Carlisle Bowls Club – Dave Lanfear Consulting (2021), p14-15.

- A significant increase in income from catering/hall hire /kitchen hire from \$13,791 to \$29,858 over the period, and bowls competitions (\$15,821 increased to \$26,091), and Area 5 green fees (\$5,909 increased to \$13,568).
- A slight increase in sponsorship (\$7,750) and donations (\$7,597) over the period.

The Club advised that at present, they were not running the Club to create enough profit for a sinking fund for future green renewals, but would commit to contribute one-third of the cost of synthetic renewal (around \$80-100,000) into a sinking fund, should Green B be converted.

In September 2022, the Club made a request to Council for part rent relief of \$3,824 to offset the costs associated with the vandalism damage to the greens and loss of winter play and associated revenue. The Council resolved to not support the rent relief but to work with club *“in supporting their financial viability through capacity building endeavours”* (Resolution 193/2022).

Club Performance

Bowls WA advised that the Club has a new Committee who are “going in the right direction” and are experiencing a resurgence in memberships⁷ although figures provided by the Club don’t substantiate this claim.

The 2021 Bowls Review conducted for the Macmillan Master Plan assessed the performance of the Club and noted:

- *Management of assets is critical to remain contemporary and popular and this required annual contribution to a sinking fund for future synthetic replacement (pg18).*
- *Bowls WA recognises, on the whole, that bowls is in decline and without significant investment in social side of facilities, bowls clubs are unlikely to be sustainable in their own right. Business sustainability and effective pathway to increase membership are critical (pg18).*

The Club has up-to-date Strategic and Business Plans (dated 1 July 2022) which contain clear and practical objectives, strategies and targets relating to increasing membership, increasing use of facilities by the general public / hire, increasing income from sponsorship, fundraising and grants and facilities improvements. However, the Club appears to lack a financial plan / forecast (including volunteer resources) required to implement the strategies and periodic tracking whether they are on-target or not. It’s assumed the Club will be reporting on progress of the targets around the end of this financial year.

⁷ Phone call with Troy Kinnane – Regional Bowls Manager (South) on 10 March 2023.

2. STRATEGIC DIRECTIONS

Any consideration of sporting facilities should be informed by any relevant peak body strategy and the Town's key strategies and policies:

2.1 Bowls in WA 2022-2025 Strategic Plan (Bowls WA)

The Bowls WA Strategic Plan does not provide any specific reference to individual clubs or guidance on conversion to synthetics. The focus of the Plan is to encourage clubs to focus on viability via:

- Collection of accurate participation, satisfaction and membership data to promote the positive impact and value of bowls to secure increased funding.
- Clubs delivering social and modified game formats, contemporary social/ recreational Bowls offerings to more people, participation increasing annual and generating revenue.
- Clubs operating sustainable and diversified business models, capable of growing revenue and participation. Clubs accessing training and resources to improve operations.
- Clubs accessing state and local government funding and commercial revenues. Increasing external funding to ease reliance on membership fees.

The Plan states a WA Facilities Strategy will be prepared to provide an evidence-base for the optimal mix of facilities WA, but Bowls WA had advised development of the Strategy is not a priority.

2.2 Long-Term Financial Plan 2021 to 2036 (August 2021)

The Town's current Long-Term Financial Plan (LTFP) does not contain forecast expenditure on new or major upgrades to facilities, generally or for individual sites. As such, the proposed upgrades are not included in the LTFP. Some work to forecast potential costs is being done with the 2023 LTFP review (refer to section 4 for further commentary).

2.3 Public Open Space Strategy (2019)

The Public Open Space Strategy (POSS) assessed public open space used for sports but did not include the bowling club because it does not operate within a traditional open space setting and is encumbered by an exclusive use lease.

The POSS identified a potential shortage of POS for active sports around 2036 if no new reserves were developed (based on recommended 7sqm active reserve / resident). To address the shortfall, the POSS recommended investigating the potential for active sports at Charles Paterson Park, John Macmillan Park and Belmont Park (noting that current adopted plans for Belmont Park do not provide space for active sports).

2. 4 Social Infrastructure Strategy (2022)

The Bowls Club is in the Macmillan Precinct District Hub which is the central social infrastructure ‘heart’ to service the whole of the Town, with the vision “*To create a vibrant and innovative hub for living, learning, culture, wellness, community and civic opportunities, that forms the social infrastructure ‘heart’ for the Town of Victoria Park.*”

The SIS priorities for the District (Civic) Hub are:

- Redevelopment and co-location of social infrastructure.
- Development of a flexible, multi-purpose hub.
- Better integration of youth spaces in a multi-purpose setting.
- Consolidating the VPCA.

The SIS recognizes the important role of the Bowling Club hall as providing space for neighbourhood scale community activity, although notes that it may be underutilized, and recommends better promotion of the space to increase usage. Comments on the previous 2017 draft of the Social Infrastructure Plan, indicate potential issues with affordability of this space which could also be investigated.

2. 5 Land Asset Optimisation Strategy (2022)

The Land Asset Optimisation Strategy (LAOS) notes the development potential of the site within the context of the wider Macmillan Precinct master planning project.

2. 6 Asset Management Framework

Recreation Asset Management Plan (2021) / Property Management Plan (2021)

Both Plans note the overall good condition of recreational and building assets and high levels of community satisfaction with facilities. The Recreation Asset Management Plan notes that demand for recreation services will change over time and this may influence the way assets are managed or undergo changes themselves. The Plan notes a key driver of future change is financial sustainability.

Council Policy 222 - Asset Management Policy - The Policy notes regarding upgrades:

3. The Town will implement a life-cycle approach to the management of infrastructure assets where:

- a. Asset planning decisions are based on **an evaluation of alternatives** that consider the “whole of life” of an asset through acquisition, operation, maintenance, renewal and disposal;*
- b. The asset management cycle **considers the current and future environmental, economic and social outcomes.***

The Policy requires major upgrades on assets to be reviewed and prioritised with cross-functional oversight from the Strategic Assets Advisory Group (SAAG) who are to be guided by the following principles (relevant this report):

- *C. All future works are aligned to the objectives of Strategic Community Plan, considered in the Long Term Financial Plan and are delivering on the priorities within the Corporate Business Plan, Place Plans and Asset Management Plans;*
- *D. All capital projects will be evaluated in accordance with a “whole of life” cost assessment and take into account capital cost, ongoing cost of operating and maintenance, replacement/ refurbishment costs and/or disposal costs. These costs shall be projected in the Long Term Financial Plan to determine any potential financial restraints now and in the future.*

AMP Works Program 2021-2031

There is no reference to an upgrade of facilities (clubrooms or greens) at the VPCBC on the Town’s long-term Asset Management Program.

18 Kent Street Victoria Park Bowling Club Facility Management Plan (2021)

The Facility Management Plan (FMP) for the site did not consider the asset needs of the bowling greens it only focused on the buildings and determined a moderate to high level of potential renewal works likely to be required in the next five years (ie. up to 2026).

2.7 Macmillan Precinct Master Plan

The Council adopted a preferred concept for the Macmillan Precinct Master Plan in April 2021.

A Bowls Club Review formed part of the project to:

- Engage the Club on alternative Macmillan Master Plan concept options.
- Understand Club’s current model and performance.
- Identify preliminary facility requirements, locational preferences, service offer and management improvements required to maintain a viable club should relocation be considered.

The Review included facility specifications for any future redevelopment of the Club which noted a covered synthetic green (min 12 lanes) would permit the Club to potentially expand and grow. Other findings included:

- Lack of Club support for the staked rooftop facility concept and preference to remain in the area.
- Core services offered on the site are valued, but the current facility lacks functionality, compliance with access and contemporary design. Commercial kitchen under-utilised, can’t compete with surrounding cafes.
- Membership is declining, and issues experienced during COVID but growth in barefoot / social bowls.
- Strategic focus on corporate / social bowls to generate revenue, critical function of bar to bring in revenue, popular events / hire venue.
- Any future development should be scaled appropriately (150 people for function /bar), usage expected to grow with population growth but reliant on more progressive marketing / promotion plan.

- Many functional spaces can be shared with other groups, including an expanded library and associated service centre.
- Management and control of bar and function is critical to long term financial viability of any bowling club, and any future management body should have core responsibility for generating high level of usage of function area and equitable access to groups.
- Current management arrangements appear suitable, but work is required in strategic planning and management of asset eg. sinking fund for asset management and replacement, management responsibilities within lease and yearly performance targets and reported.

The project also included some preliminary cost estimates for a new bowls clubhouse and two greens at \$5.6 million (construction, not including funds required for design, approvals or site works).

The relocation of the Bowls Club from the precinct provides the key to unlocking the development potential of the Macmillan precinct. Further engagement has been carried out with the Bowling Club since adoption of the preferred concept plan, confirming the Club's "in-principle" support to investigate alternative Club locations. Should the Council adopt the final Master Plan and proceed with redevelopment, further investigation of alternative bowls (and other activities on-site) will need to be undertaken.

2. 8 Hockey Turf Investigation

The Hockey Business Case is investigating options for the development of a synthetic hockey turf including the potential for co-location with other clubs or groups within a shared clubhouse. However dual use of a single synthetic turf for hockey and bowls is not possible.

3. BENCHMARKING BOWLING CLUB SUPPORT IN OTHER LOCAL GOVERNMENTS

In the absence of any specific Town Policy guiding expenditure of funds to active sports and specialized surfaces (ie. synthetic turfs), a survey of eleven metropolitan local governments was conducted to understand the level of support other Councils provided to bowling clubs (refer to Appendix 2 for full results).

In summary, the results were:

- Most Council's contribute one-third of the cost of a synthetic conversion based on a one-third contribution from CSRFF and a one-third from Club.
- Two Council's offered loans to Clubs to raise the funds for their one-third portion, the one Council provided a club 2 years to raise funds for their one third contribution⁸.
- Two Councils had an upper funding limit (\$3,000 and \$10,000) for conversions on the basis that bowling clubs were benefitting from exclusive user leases and as such, had the ability to raise funds from commercial activities to fund their operating and asset management needs.
- Most Council's require Clubs to set up sinking funds to fund 100% of future synthetic renewals. Several Council's included this as a condition of the club's lease, but the majority did not have formal agreements in place for sinking funds⁹.
- Most Council's required grass green renewals to be funded 100% by Clubs.
- One Council provided a modest annual contribution (\$3,000) to club operating income which could be used for maintenance/renewals or sinking funds.
- Several Council's had Reserves to fund new and upgraded recreational/social infrastructure over the long-term.
- Most Council's had at least one full time dedicated Club Development officer running programs to support clubs to ensure their viability.

⁸ The City of Fremantle required the Hilton Bowling Club to raise \$85,000 over 2 years to contribute one-third to a CSRFF application for one green.

⁹ Note CSRFF funding is conditional upon set up of a sinking fund for future renewal.

4. HISTORICAL, CURRENT AND PLANNED EXPENDITURE ON ACTIVE SPORTS

In addition to questions of specific facility / reserve or Club needs, feasibility analysis should also consider:

- If there is an equitable distribution of expenditure among the different active sporting groups and their facilities.
- Any relevant historical precedence for contribution to the upgrade of sporting facilities.
- The affordability of the proposal considering anticipated future expenditure on active sports / major facilities.

4.1 Historical and Current Expenditure

In the absence of a Council policy to guide expenditure, it has been usual practice for the Town to seek a financial contribution from Clubs for the upgrade to sporting surfaces where possible, but this depends on the Club's ability to contribute. Examples are Higgins Park Tennis Club contribution to synthetic courts (funded via a Tennis Australia grant). However, in most cases, the Town funds most upgrade costs, except for any portion funded by external grants, usually CSRFF.

Officers are currently compiling information on the historical and current expenditure across sporting clubs and reserves/clubrooms to better understand the distribution of expenditure and whether this is an equitable and affordable arrangement, however this work will take some time to complete.

4.2 Potential Future Expenditure

With the adoption of the Public Open Space Strategy (2019) and Social Infrastructure Strategy (2022), more detailed work will now be progressively carried out to quantify future facility and open space needs and potential new works and/or major upgrade costs. The Public Open Space Strategy does this mainly through master planning projects and the Social Infrastructure Strategy will do this through more detailed needs analysis and individual facility projects and master planning projects (eg. Lathlain Zone 1 Football Clubrooms and Community Centre, Macmillan Precinct Master Plan etc).

Planned and potential areas of expenditure on major new facilities / reserves and/or major upgrades over the next 10 years are:

- Implementation of the McCallum Park and Taylor Reserve Concept Plan (adopted), including McCallum Active Area.
- Implementation of Ed Millen Masterplan (adopted).
- Implementation of the Higgins Park and Playfield Reserve Masterplan (adopted) including:
 - Lighting upgrade (part grant funded).
 - Tennis clubroom – potential upgrade or reconstruction (being investigated).
 - Sports field improvements.
- Implementation of Kent Street Sandpit Concept Plan (adopted).

- Hockey synthetic turf and clubrooms – currently being investigated.
- Harold Rossiter lighting upgrade (part grant funded).
- Construction of Perth Football Club and Community Space.
- Macmillan Masterplan (work in progress) – new library, community centre / civic space, potential arts/culture, bowls relocation – currently being investigated.
- Aqualife Masterplan (to be investigated, dependent on needs assessment / Macmillan Masterplan) – potential for relocation of Leisurelife functions and major facility upgrades.
- PCYC / Men’s Shed (to be investigated) potential for upgrades.
- Burswood Peninsula (to be investigated, dependent on needs analysis) new community space, library outreach.
- Burswood Station East - Upgrade to Stiles Griffiths Reserve.
- Preparation of Read Park Masterplan.
- Potential upgrades to Harold Hawthorne Hall (to be investigated, dependent on needs analysis and building condition).

5. SPECIFICATIONS AND PRELIMINARY COST ESTIMATES

The Town met with representatives from the Club on 21 March 2023 to clarify needs and specifications.

The Club advised the preferred surface is Evergreen Gold standard.

The Club stated an all-weather cover was an unrealistic expectation given the high cost and advised a preference for expenditure of other site improvements if funds were available, including:

- an extension to the existing outdoor toilet to provide for females and disabled access.
- renewal of the shade cloth at eastern end of Green B.
- patio to end of hall to create an additional function space.
- solar panels.

These items have been considered in the Notice of Motion part (a) relating to minor capital works.

The table below provides indicative costs (ex GST) as sourced desktop quotes and may not include all items required for construction of a synthetic green and all-weather cover (eg. stormwater drainage, fire solution for structures along boundaries, crane hire etc.). The Club advised they're confident the existing sub-surface will be suitable for the synthetic and there should be no extra ordinary works or associated costs with the synthetic installation, except for some minor updates to sprinklers.

The life-cycle costs have not been estimated, however the following should be noted:

- The Club estimates synthetics will reduce greenkeeping costs by around 25%, although green keeper costs and hours will not be reduced as they will be redirected to other grounds maintenance.
- Maintenance of the synthetic green will be done by Club members.
- No new equipment is required to maintain the synthetic.

Lifecycle cost associated with maintenance of all-weather cover have not been estimated at this stage but could be significant in relation to the Club's financial situation.

COMPANY	COST (ex GST)	NOTES
ALL WEATHER COVER¹⁰		
Lightweight Structures – Qld – PVC	\$897,000 to \$930,000	Quote date March 2023 - Indicative cost only. Fabric 20 year warranty. Subject to Geotech investigations. Price includes LED lights - minimum illumination on the green 300 to 375 lux to allow for night bowling. Excludes – removal of existing shade structures, reinstatement of seating, any surrounding site reconstruction, cable connection from new LED sub switchboard to main switch, stormwater connection from column base to Council system, removal of spoil / foundation excavation / another other ancillary site excavation, new concrete paths around green.
Lightweight Structures – Qld – PVC	\$945,000 to \$975,000	As above - Fabric 25 year warranty.
Lightweight Structures – Qld – PTFE	\$975,000 to \$1,014,000	As above - Fabric 15 year warranty.
MakMax – Qld PVC/PVDF	\$1,084,000 to \$1,317,000	Quote date March 2023 - High level estimate only, based on 3 alternative designs, some exclusions.
MakMax – Qld - PTFE	\$1,309,000 to \$1,542,000	As above.
Auspan WA – Curved Roof Design	\$610,000	Quote dated 28.3.23 – budget estimate only. Does not include inground stormwater drainage (\$28,000), lighting (\$31,000), may require additional crane lift costs, fire hydrant and reels.
SYNTHETIC GREEN		
Evergreen - DryMax	\$199,132.73	Quote date July 2022 - Price is subject to fuel levies and raw material costs.
Evergreen – UltraPlus	\$204,890.00	As above.
Evergreen – Gold	\$214,595.45	As above.
Green Planet - DryMaxPro	\$239,000.00	Quote date March 2023 - Provide reinforced concrete plinth poured on site (longer life than steel). A maintenance manual is provided to the Club on completion along with instruction on handover. We revisit after 3 months to see that the green is meeting expectations and are available to the Club for any advice needed.
Green Planet – Village Excel	\$239,000.00	As above.
Green Planet – ProShot	\$239,000.00	As above.

¹⁰ Note – one shade contractor advised it is best to construct shade foundations before laying synthetic.

6. EXTERNAL GRANTS AND OTHER FUNDING

The following external grants were investigated.

6.1 Government Grants

State	
Community Sporting and Recreation Facilities Fund (CSRFF)	<ul style="list-style-type: none"> • Key criteria applications are assessed against is increasing participation in sport and recreation. • Both synthetic conversion and shade are eligible. • Conversion of grass surface to synthetic is higher priority than resurfacing projects. • Lighting is a high priority. • Shade is a lower priority. • Small Grants round funds up to one-third of projects up to \$300,000, with remainder from LG and/or Club, open Feb and July. • Annual grant over \$300,000, open July. • The balance of the funding needs to be guaranteed. LGs to show amount on LTFP or a budget, and Clubs (if contributing) within accounts. • Assessment considers: <ul style="list-style-type: none"> ○ feasibility in relation to any timing of the Macmillan master plan and potential relocation of the Club and lifecycle of the synthetic (up to 15 years). ○ viability of the club, operational ability to manage synthetic, impact on volunteers. • Requires commitment and ongoing evidence of growth of a Club sinking fund to cover eventual replacement (or LG commitment to fund future renewal/replacement). <p>Note that \$12.5 million was available each year in 2022-2023 and 2021-22 and each round was over-subscribed by 2-3 times the available amount.</p>
Lotterywest	Do not fund sports infrastructure.
Commonwealth	
Local Roads and Community Infrastructure (LRCI) Phase 4 (Dept Infrastructure, Transport, Regional Development, Communication and the Arts)	<ul style="list-style-type: none"> • Potential use for active sports, although the Town's Strategic Asset Advisory Group (SAAG) is considering funding priorities and allocation to bowling greens is not guaranteed. • \$274,425 available to the Town in the final round opening in 2023. • Projects to be delivered by 2025.
Stronger Communities Program (Dept Infrastructure, Transport, Regional Development, Communication and the Arts)	<ul style="list-style-type: none"> • Grants between \$2,500 and \$20,000 to community organisations and local governments for small capital projects that deliver social benefits for local communities. • Grant not suitable to bowling green conversion. • Current round Expressions of Interest closed March 2023. • No information available on future round, eligibility or amounts.

6.2 Pre-Election Commitments

Part funding could be raised through a pre-election commitment from the Federal government through the Town's formal advocacy priorities or informally through lobbying and ad hoc opportunities that arise. The next Federal election will take place between August 2024 and September 2025¹¹ and should a commitment be secured, it would take at least 12 months to receive funding (ie. not available until August 2025 – August 2026 or later).

It is unlikely a pre-election commitment could be secured at the State level given facility funding is facilitated through the State's CSRF grant program.

¹¹

https://www.aph.gov.au/About_Parliament/Parliamentary_departments/Parliamentary_Library/pubs/rp/rp2223/Quick_Guides/WhenIsTheNextElection2022

7. FEASIBILITY ANALYSIS

7.1 All-Weather Cover

Funding an all-weather cover is not recommended for the following reasons:

1. Uncertainty regarding timeframes for the Macmillan redevelopment. If the redevelopment proceeds before the end of the cover's useful life, the investment in that infrastructure is not considered value for money. The feasibility and costs of dismantling, storing and re-erecting a cover in another location are unknown.
2. The cover is not considered an essential upgrade by the Club and they have advised a preference for other upgrades to the site should funds be available.
3. Uncertainty regarding the Council's ability to fund a high cost upgrade as the item is not currently listed in the Long Term Financial Plan and the potential impact on other reserve, facility or asset management priorities.
4. The high cost of the project (\$700-800,000 to over \$1 million – indicative costs) and the relatively low return on investment ie. the cover would mostly benefit full bowlers (90 to 100 bowlers) and while the cover would extend the playing season, the ability to attract a winter social bowls competition is unknown.
5. The low potential for external funding. While shade is a CSRFF priority, its likely this only relates to the minimum shade requires for the end of each rink and not an all-weather cover. In addition, the CSRFF is over-subscribed and funding for all weather cover may be a lesser priority and/or attract a low proportion of funding.

7.2 Synthetic Green Funding Options

For the purposes of the feasibility analysis below, the following applies:

- the indicative cost¹² of a synthetic green is \$250,000 (ex GST).
- the useful life of a synthetic green is approximately 10 years.
- the Club will not make a financial contribution and are unable to service a loan (either commercial or no-interest via the Town).

The table below explores the range of alternative funding models and the pros and cons associated with their varying degrees of likelihood, value for money, impact on Council funds / affordability, equitable expenditure and return on investment.

Funding Models	
<p>Option 1 – CSRFF 33% (\$83,333), Council 33% (\$83,333) and Club 33% (\$83,333).</p> <p>This option assumes the Club has the capacity to contribute funds through fundraising and/or donations within a reasonable period of time, although the Club has advised they are not able to make any financial contribution.</p>	
<p>Pros</p> <ol style="list-style-type: none"> 1. Synthetic conversion is a higher priority area for the CSRFF. 2. Tripartite funding appears to be a fairly standard approach taken by other Councils. 3. This option represents the lowest funding contribution required from the Council's finances. 	<p>Cons</p> <ol style="list-style-type: none"> 1. Uncertain regarding progress and timeframes for the Macmillan redevelopment and the risk of representing lesser value for money should the Club and synthetic be removed before the asset requires replacement (10 years). 2. Uncertain impact on the Council's finances given impending review of the LTFP and unknown impact on other funding priorities. 3. CSRFF will consider the impact of the Macmillan redevelopment and will consider the project low value for money if removal before 10 years.¹³ Or a lower priority in comparison to other applications which have security of tenure. Lodging an application which has a high risk of success d impact on the Town's reputation re CSRFF applications. 4. Uncertainty whether an increase of 10 full bowlers and 50 social bowlers is sufficient justification for increased participation as per the key CSRFF criteria.

¹² Note – should the project be supported, updated quotes are required and cost may have risen since original 2022 quotes obtained by the Club.

¹³ Note – the cost and feasibility of dismantling and relocating a synthetic green is unknown.

	<p>5. CSRFF funding for a synthetic in this location may have an impact on future CSRFF applications to fund synthetics in another location if the Club relocated.</p>
<p>Option 2 - CSRFF 33% (\$83,333) and Council 66% (\$166,667).</p>	
<p>Pros</p> <ol style="list-style-type: none"> 1. Synthetic conversion is a higher priority area for the CSRFF. 	<p>Cons</p> <ol style="list-style-type: none"> 1. Same as Option 1. 2. A more significant impost on the Council's finances, especially given the likelihood the Council will have to fund 66% or higher of a future renewal.
<p>Option 3 - Council 80% (\$200,000) and other non-CSRFF external source(s) 20% (\$50,000) (or thereabouts).</p>	
<p>Pros</p> <ol style="list-style-type: none"> 1. Preserves Council's reputation for future CSRFF. 2. Preserves potential for future CSRFF applications for other locations. 	<p>Cons</p> <ol style="list-style-type: none"> 1. Uncertain regarding progress and timeframes for the Macmillan redevelopment and the risk of representing lesser value for money should the Club and synthetic be removed before the asset requires replacement (10 years). 2. Uncertain impact on the Council's finances given impending review of the LTFP and unknown impact on other funding priorities. 3. Reliance on external funding sources will take resources and time to secure, and if successful, likely to delay the project by 2-3 years, meaning less value for money if Macmillan proceeds in 5-6 years. 4. Unknown potential or amounts of external funding that could be raised, could be relatively limited given fiscal constraints in the Federal system, meaning a significant impost on Council finances. 5. Current uncertainty re LRCI eligibility or priority for community infrastructure (SAAG to consider in next few months). 6. Current uncertainty re federal Community Infrastructure next funding round – eligibility (especially if Macmillan redevelopment proceeds in 10 years), priority, timing, amounts. Potential for reputational damage if an application proceeded but was highly unlikely.

	7. Uncertainty around future pre-election commitments, and timeframes.
Option 4 – Council 100% (\$250,000) (no external funding).	
<p>Pros</p> <ol style="list-style-type: none"> 1. Preserves Council’s reputation for future CSRFF and other grant programs. 2. Preserves potential for future CSRFF applications and other grant programs for other locations (if supported by Council through future bowls options study). 	<p>Cons</p> <ol style="list-style-type: none"> 1. Uncertain regarding progress and timeframes for the Macmillan redevelopment and the risk of representing lesser value for money should the Club and synthetic be removed before the asset requires replacement (10 years). 2. Uncertain impact on the Council’s finances given impending review of the LTFP and unknown impact on other funding priorities.

7.3 Discussion

The installation of a synthetic green would benefit the Club by extending the playing window through winter and increasing competition, carnivals and social bowls, thus providing an opportunity for the Club to raise revenue from this increased activity. The Club has estimated the synthetic green might result in an additional 10 full bowling members and 50 social bowling members. While generally the installation of synthetic greens can lower green keeping fees, the Club has advised they will not reduce green keeping fees and will redirect that expenditure to other areas of upkeep. The Club advised they have sufficient resources to maintain the synthetic green (although the cost of repair if the green is vandalized are unknown).

The 2021 Review of the Club undertaken for the Macmillan Master Plan states that synthetic greens (in a new location) would assist the Club to raise revenues and contribute to their viability, but also notes this depends on presenting a more modern and attractive facility as well as improvements to the Club’s marketing and sponsorship efforts to add to an improved financial position.

The Club has stated they cannot make a financial contribution to the construction of the synthetic green either through additional fund raising or repayment of a loan. However, the Town has sought part contribution in the past for synthetic surfaces in the case of the Higgins Park Tennis Club (\$20,000), and engagement with other Local Governments highlights that most Council’s require some contribution by Clubs up to one-third of the cost.

As the proposal represents a significant upgrade, feedback was sought from the Town’s Strategic Assets Advisory Group (SAAG) as per Policy 3.10 Asset Management. SAAG advised that the Town should work further with the Club to explore any avenues for part financial contribution such as funding raising prior to installation of the green (as was the case for the Hilton Bowling Club in the City of Fremantle) or repayment of funds over time after installation. The Club has since advised they are not able to repay a loan or take on additional fund raising.

There is a high degree of uncertainty whether the synthetic green would successfully attract one-third funding (or lesser portion) from the State's CSRFF grant program given the potential for relocation of the Club, especially if CSRFF receive applications from other Clubs that have long-term secure land tenure.

There is a high degree of uncertainty relating to any Federal Government grant programs or securing pre-Election Commitments.

As such, there's potential that the Council could be responsible for funding 100% of the project (or thereabouts). The provision of an all-weather cover or synthetic green is not currently identified on the LPTF, Social Infrastructure Strategy, Public Open Space Strategy or asset management plans. As such, the impact of funding the synthetic green (or cover) on other current or future priorities for new infrastructure and/or major upgrades to reserves / facilities is unknown at this stage until the LTFP is reviewed. Additionally, there is a lack of information about the current and planned distribution of funds between sporting clubs and reserves / facilities and whether this proposal represents an equitable use of funds or not. Work has commenced on compiling these costs but will take some time to complete.

The final consideration relates to the uncertainty over the timing of the Macmillan Precinct redevelopment as the Master Plan is still being finalised and a decision made on timing. Should redevelopment commence in under 10 years, then installation of a synthetic green would not represent value for money as the asset would be removed before it was due for renewal (usually considered 10 years).

As such, it is recommended that a decision regarding the proposal be delayed until such time as the Council has further information regarding:

- The timing of the Macmillan Precinct redevelopment and any potential timeframe for relocation of the Club.
- Further information about the equitable distribution of funds between clubs and reserves/facilities.
- Impacts of the proposal on other areas of expenditure and projects through the review of the LTPF.

However, should the Council decide to fund the cover and/or synthetic green, a review and amendment to the Club's Lease would be necessary to update the Club obligations relating to maintenance (including any repair from vandalism), insurances and renewal including commitment to a sinking fund for 100% responsible for renewal costs, for example.

7. 4 Other assistance to the Club

The efforts of the Club to diversify their revenue base over the last few years should be applauded. However, based on the recommendations of the 2021 Bowls Review and subject to availability of Officer resources, the Town could work with the Club to continue improving their viability through:

- Encouraging the Club to attend the Town’s Success Series Program aimed at strengthening capability for elements such as preparing of a financial plan / budget to assist delivery of the Clubs strategic and business plan targets. Other past Success Series topics have included attracting and retaining volunteers, risk management, funding / revenue generation, event planning, as well as marketing and communications.
- Encouraging the Club to participate in the Club Development Program, facilitated by the West Coast Eagles as part of the Community Benefits Strategy.
- Encouraging the Club to broaden their governance committee to include representatives from roller hockey, soccer and the Vic Park Collective, to maximise the revitalisation of the site that these activities bring.
- Providing marketing and communications advice, including enhanced promotion of room hire and review of charges, seeking sponsorships etc.
- Encouraging the Club to a more permanent hire of the commercial kitchen to add to revenues.
- Encouraging the Club to apply for the Town’s Sports and Sports Equipment Grants.
- Encouraging the Club to reach out to other Sporting / Bowls Clubs / State Sporting Association to enhance knowledge and awareness of better practices through information sharing and mentoring opportunities.

Appendix 1 – Engagement Results

Stakeholder	Comments
Bowls WA	<p>Aaron Delaporte - Operations & Communications (phone call 10.3.23 and follow up emails).</p> <ul style="list-style-type: none"> • Refer to Bowls WA website for list of suppliers, all are quality. • Requirement for shade at end of each green only. • No requirement for night lighting but provided lighting standard and preferred higher lux of most clubs. • Advised if replacing like-for-like then synthetic would fit. • Bowls WA Regional Manager assists clubs with strategic / business planning. • Request information on club performance directly to CEO.
Bowls WA	<p>Troy Kinnane - Regional Bowls Manager (South) (phone call 10.3.23):</p> <ul style="list-style-type: none"> • Clubs prefer Evergreen, Gold is popular, good reputation and guarantee the subsurface which is critical. • Providing 2 synthetics and an all-weather cover (vs 1 synthetic) will significantly improve club's ability to increase participation and decreasing costs – maintenance by members and significant savings in greenkeeping (ie. could save up to \$100k / year green keeper for 2 greens). • Re all weather cover: <ul style="list-style-type: none"> ○ Max Australia is Bowls Australia preferred supplier and would cost over \$1 million. ○ Cheaper locally produced metal roofs would be anywhere between \$500-700k (unsure if included lights). • Club has older shade structure in between each green so meets the shade requirement. • Bullcreek roofed greens (over car park) are losing members, not best surface to play on. • Issue if Council manage facility in any new bowls facility in new location because club lose ownership, volunteers, no skin-in-game. • VPCBC has new committee and is going in right direction, new resurgence in membership. • Regional Manager assists clubs with operation improvements, focus on expanding facility use, especially growing social / barefoot bowls given revenue benefits. • Barefoot vs pennants is future of the game, suggest Club signs up to Jack Attack game license from Bowls Australia (one off \$450, refunded after start). • Having 1 grass and 1 synthetic doesn't upset pennant comps.
Victoria Park Carlisle Bowling Club	<p>Various emails and on-site meeting 21.2.23 with Victoria Park Carlisle Bowling Club (Keith King, Joe Martelli, Pat Keeffe, Carol Lee) and Town of Vic Park (David Doy, Paul Fulara, Tracy McQue).</p> <p>The Club advised:</p> <ul style="list-style-type: none"> • reason for request – more winter use and bowls events, disease management / risk management, future proof the clubs viability. • preference for Evergreen Gold – lasts longest, least maintenance, good performance reports from other clubs. • club maintains the rolls speed thru their maintenance regime, bowling not compatible with hockey greens very different maintenance regimes. • Town assisted with new bore and they've now got separate bore licence. • Barefoot competition – 24 teams. • Received a grant from Bowls WA re kids bowls.

	<ul style="list-style-type: none"> • Understand cost of cover is very expensive, realistic that unaffordable: <ul style="list-style-type: none"> ○ would prefer upgrade to outside toilet to female and disabled access. ○ would prefer upgrade to end shade clothes retractable. ○ ambition to cover to solar energy, Town to pass on grants. ○ ambition for outdoor patio to hall area to enable separate function area or indoor/outdoor functions. ○ floated adding 7th rink to Green B but this would require additional site works / costs, but could increase number of bowlers. • best time to install synthetic is April. • in 2023 both greens are due for renewal, cost will be covered by the club. • damage last year lost in bar takings and fees between \$5k-\$7k per month. • synthetic would reduce greens maintenance by around 25% in theory, less chemicals, but will re-assign the greenkeepers time for general grounds maintenance / improvements (eg. central grassed area). • Prefer the Town to manage the project. • Functions last 12 months have picked up. • Roller hockey – 5 days per week – lights coming, think they’re funding themselves. • Area 5 – 7 days per week – lights being fixed. • Don’t have a sinking fund, don’t run the operation to make extra revenue for one. • Estimate they could raise approx. 1/3 cost of a future sinking fund but linked to ambition to increase membership. • Pennants – Tues, Thurs, Sunday – next year mixed. • Club will send updated membership numbers and think about targets as a result of synthetic. • Club to send updated strategic plan and business plan. • Club to send updated details on amount of social activity around the club. <p>Letter 24 April 2023:</p> <ul style="list-style-type: none"> • Fund raising – the Bowling Club constantly runs its own fundraising in order to keep the Club at a financially viable level. This does not raise huge amounts of money. The Club is a Not For Profit organisation and we do not run at a profit just break even. • We would not be able to repay a loan from the Town.
<p>Department Local Government, Sport and Cultural Industries</p>	<p>Mark Tooman – CSRFF grants meeting 21.3.23 via Teams:</p> <ul style="list-style-type: none"> • Want to know the level of planning for the upgrades, is it identified in a Strategy. • Why needed, detailed justification, what does State Association say. • Is the balance of funding the project confirmed? Should be reflected in LTFP or budget. • Need to include Macmillan master plan and timing of any potential relocation of bowls, given synthetics have life up to 15 years, would need strong reassurance that funding in this location is sustainable, and LG would fund any new facility, big reputational risk. • Synthetic is higher priority and lights, shade is lower priority. • Need to consider security / viability of club, viability includes club’s operational ability to manage the new turf / impact on volunteers. • Sinking fund is critical, unless LG pay for all future costs reassurance, don’t need separate account just some evidence of sinking fund . • Need to consider any competing applications, LG will have to prioritise. • Community input means consult with state sport assn, any neighbours, LG, DSR. <p>Mark Tooman – CSRFF grants email 10.3.23:</p>

	<ul style="list-style-type: none"> • Just for a bit of background, resurfacing projects are eligible, but lower priority for CSRFF. Conversion from grass to synthetic surface is higher priority. Shade is also eligible and lighting is a high priority. • It is important for recent quotes or QS to be included in the application and also that all funding is confirmed. • If the masterplanning process left the door open for a future relocation, then depending on the timeframe, this would be considered in the assessment of the application. <p>Mark Tooman – CSRFF email 20.4.23:</p> <ul style="list-style-type: none"> • Anything that increases certainty of tenure will be viewed positively, so the 10+ year timeframe for Macmillan is good. • It is however likely that we will receive applications from clubs where there is no timeframe for a planned relocation.
Department of Infrastructure, Transport, Regional Development and Communications	Advised that the current Community Development Grants Program (CDG) ceased in 2022, but a new Community Infrastructure Fund will be set up in 2023 but could not provide any details of when.
Other Local Governments	Refer to Appendix 4 – benchmarking support and funding for bowling clubs was undertaken.
ToVP Grants Officer	Researched potential external grant sources.
ToVP Bookings Officer	Attended meeting with VPCBC to initial relationship and identify any club development assistance.
ToVP Strategic Projects Manager	Input regarding intersection with Macmillan Precinct Master Planning project.



Appendix 2 - Benchmarking bowling club support provided by other Local Governments

	What funding support has the LG given, or would give, to bowling club bowling greens? <ul style="list-style-type: none"> • Renewal of grass surfaces? • Conversion of grass to synthetic? • Renewal of synthetic after 10 years? 	Is financial support greens upgrades etc. guided by a Council policy or strategy?	If financial support not guided by any specific policy/strategy, how is decision made to fund?	Do clubs have to have a sinking fund for replacement of greens / future upgrades?	Does the LG have any agreements with clubs ie. Membership targets, sinking funds etc ?	What other financial or in-kind support is given to bowling clubs? Eg. Pay outgoings, mowing, club development etc.	Does the LG have a Reserve for upgrade/renewal of Active reserves / clubrooms and/or Other community facilities eg. Halls, community spaces etc.
Fremantle	We have assisted with the conversion of two bowling greens to Synthetic greens both have been through CSRFF grants. First was Fremantle Park Sport and Recreation Centre upgrade the project cost \$4.1M and the City contributed \$1.85M and CSRFF contributing \$400K. I don't have exact figures for the conversion. Hilton Park Bowling Club also applied for CSRFF last year to convert one of their greens and was successful with the project starting this year, total project estimate is around \$285K with the City providing \$86,185. The club fund raised for 2 years to meet their funding contribution. Given we have an oversupply of bowling clubs I would expect that any future conversions would be to accommodate different sports. In terms of maintenance of grass or synthetics the bowls clubs who lease the properties are responsible for the maintenance and renewal of surfaces	We don't have any policy or strategy in place at the moment but will hopefully have a POS in place by later this year and then a community sport and recreation facility Plan in place by next year which will help guide these requests.	Honestly, we've been guided by the clubs wants and if they can justify the need and benefits of the conversion compared to maintaining grass rinks.	Yes. Freo Park – quite possible not at this stage. Hilton Park – Unsure at this stage as project is not completed as yet.	Not as yet but is on our radar to achieve – if you have any examples I would love to see them.	We don't really offer any financial or in-kind support expect for rate subsidies and club development programs. All of our Bowls clubs are on leases so are fully responsible for all outgoings and maintenance.	Yes, but it was only started this financial year and is earmarked for City Projects so not really for clubs to tap into.
Gosnells	<ul style="list-style-type: none"> • Renewal of grass surfaces? All bowling clubs are leased with full responsibility transferred to the Clubs. • Conversion of grass to synthetic? Assistance with CSRFF application with the City matching the CSRFF funding if approved. • Renewal of synthetic after 10 years? Assistance with CSRFF application with the City matching the CSRFF funding if approved. 	Not required as all responsibility is transferred to the Club through the lease agreement. We do have a CSRFF policy but it I generic to all funding applications. The bowling clubs tend to attract support for external funding due to the low draw on City budgets of their operations.		Yes, our Clubs all have sinking funds/ reserves for replacement of synthetics and it is a reportable item on their lease arrangements.	Not really.	The City's resources for Club Development, funding and events are available to all local Clubs.	Yes, we have a Community Infrastructure Reserve established to support projects or unbudgeted external funding opportunities.
Joondalup	<ul style="list-style-type: none"> • Renewal of grass surfaces? - The City provides all bowling clubs with an annual financial contribution to assist with the ongoing maintenance of bowling greens. This value in 2022-23 is for \$6,368 per green and is increased annually in line with CPI. Synthetic greens receive 50% of the cost of a turf green. • Conversion of grass to synthetic? - Council supported a CSRFF application be submitted to convert one grass green to synthetic at the Sorrento Bowling Club and install floodlighting. Project was to be completed in 2021-22 however due to changes in the scope and delays the project has been scheduled to be completed in November/December this year. The Council resolution was to list for consideration \$154,622 in the 2021-22 Capital Works Program for the project subject to a successful CSRFF application for \$154,622. Club to also contribute \$154,622. • Renewal of synthetic after 10 years? - The club must put in place a sinking fund as above. Clubs are permitted to use the funds from the City's annual contribution in the sinking fund, however this must be a separate established account solely for the purposes of turf replacement. 	No.	This was an operation decision that arose from one club's request for assistance back in 2013. In the Mayor's response it was said that the City would "explore alternative funding assistance" that may be able to be provided. Council in June 2010 resolved to provide funding assistance to three cricket clubs who maintain turf wicket blocks, and a similar agreement was developed for bowling clubs. Ongoing funding continues to be an operational decision.	Yes, as above.	The use of the annual contributions for sinking funds is not part of the formal agreement with the clubs for the funds, though these are being renewed for 2023-24 and will be included. There will not be any targets set around membership targets etc, however there are recognition requirements the clubs must adhere to, and they must provide their financial statements and evidence of expenditure of the funds each year.	The City offers club development support to all clubs. All three bowling clubs lease their facilities and are therefore responsible for all outgoings. The City will do some refurbishment work to clubs in line with its capital works plan as identified.	The City undertakes an Active Reserve and Community Facility Review every three years which identifies and priorities upgrade/renewal of sporting infrastructure and sporting/community facilities. The priority is used to prepare the City's Capital Works Program to include the projects in the budgeting process.
Kalamunda	<ul style="list-style-type: none"> • Renewal of grass surfaces? Unlikely given it is a Club responsibility, including within Leased Area • Conversion of grass to synthetic? Unlikely given it is a Club responsibility, including within Leased Area. Asset Sinking Fund required to be established to cover asset renewal • Renewal of synthetic after 10 years? Club funded through established sinking fund as part of approval process. (All synthetics have only recently been developed in last 4-5 years – so unsure if LGA request will eventually be made and be considered through normal Budget 	Generally for the City new sport facilities are guided through the Reserve master plan's (Hartfield Park Master Plan & Stirk Park Master Plan). For projects not on a major reserve or without a Master Plan, the City's Capital Grants policy would apply, which provides the City with a	Refer above no 3	Yes, it is a condition of approval that a sinking fund is established to replace synthetic in future, it is also planned to be documented within all new club lease documents	No.	Clubs are supported through our Clubs 4 Life program which provides ongoing support to clubs in the City to assist with remaining sustainable.	No.

	What funding support has the LG given, or would give, to bowling club bowling greens? <ul style="list-style-type: none"> • Renewal of grass surfaces? • Conversion of grass to synthetic? • Renewal of synthetic after 10 years? 	Is financial support greens upgrades etc. guided by a Council policy or strategy?	If financial support not guided by any specific policy/strategy, how is decision made to fund?	Do clubs have to have a sinking fund for replacement of greens / future upgrades?	Does the LG have any agreements with clubs ie. Membership targets, sinking funds etc ?	What other financial or in-kind support is given to bowling clubs? Eg. Pay outgoings, mowing, club development etc.	Does the LG have a Reserve for upgrade/renewal of Active reserves / clubrooms and/or Other community facilities eg. Halls, community spaces etc.
	deliberation process – Unsure how Council will determine its funding contribution if any)	process to consider such requests.					
Kwinana	In 2018, the City of Kwinana paid half the cost of a replacement for synthetic green. – The green was not apart of our asset renewal program, This year in 2023, we will offer the bowls club a interest free loan for the entire cost of a green replacement but will not be contributing financially to the cost of the green.	We have an asset renewal policy, however bowling greens are not included as they are apart of a leased space. Therefore, the club is responsible for maintaining themselves.	Clubs are to fund their own renewal.	We expect Clubs to have these although it seems ours does not, (So we have found through recent developments).	No, but we would consider this.	1 FTE Club Development Officer that can provide fortnightly support if required as well as offers a variety of workshops and opportunities for club development.	Outside of the Asset renewal policy, we have DCP funding, and the Community Infrastructure Plan. If a project does not fit into these, sometimes we can look at small upgrades/changes if budget allows but usually we would apply for DLGSC grants. We will only fund an upgrade/renewal if it is council responsibility and the asset is in dire need based on risk.
Melville	Renewal of grass surfaces? Up to \$10K as it is a specialised sporting surface under an exclusive lease to the club. Conversion of grass to synthetic? Up to \$10K as it is a specialised sporting surface under an exclusive lease to the club (Club to demonstrate ability to renew surface when needed see below). Renewal of synthetic after 10 years? No – Club’s responsibility to fund	No, but developing a policy that deals with such issues has been discussed in recent times.	Surfaces such as bowling greens, hockey synthetics, cricket turf blocks, synthetic and grass tennis courts are considered Specialised Sporting Surfaces as they are under an exclusive lease are quite different to public open space facilities or fields. Currently the City contributes up to \$10K for specialized sporting surface projects. Clubs can apply for a conditional self-supporting loan from the City to fund their improvements in addition to CSRFF/CNLP or other grant applications. Some exclusive lease provisions also deal with responsibility for maintenance which is mostly the clubs responsibility.	Yes, although natural turf greens should last much longer than synthetics. Most clubs with synthetic bowling greens have sinking funds to replace and have a business model that allows for revenue generated from the greens to the sinking fund for future replacement. The City would consider funding up to \$10K as above and support the club in applying for CSRFF / CNLP.	No specific agreements unless where part of a self-supporting loan (where creating a sinking fund will be a condition of loan in addition to proving financial capacity to contribute to the sinking fund).	Our leases with bowling clubs differ between clubs. Some clubs the City maintains the building, other clubs it is their responsibility. All clubs pay all outgoings, nominal annual lease admin fee of approx. \$700.	Yes, there are a number of reserve accounts that may be accessed for funding depending on the specific project and the lease arrangements in place.
Wanneroo	I’ve only been at the City for a couple of years, but having a look it doesn’t appear that the City has provided any funding support to the bowling clubs for the greens.	Under the City’s <u>Leasing Policy</u> those under Land/Ground Leases (which the City’s Bowling Clubs have) are responsible for the development costs (including design, planning, servicing upgrades and construction), maintenance and repair (including structural and capital items) and make good works.	n/a	From a Facilities Planning perspective, it is expected that the clubs would have a sinking fund but I’m can’t confirm at this stage if they all do.	No.	The City does not provide any financial or in kind support to the bowling clubs. Under the leasing policy they are responsible for all maintenance responsibilities including the bowling greens.	All upgrades and renewals to sporting facilities & community facilities are managed within the City’s Asset Management Program and priorities accordingly in the Long Term Financial Plan.

	What funding support has the LG given, or would give, to bowling club bowling greens? <ul style="list-style-type: none"> Renewal of grass surfaces? Conversion of grass to synthetic? Renewal of synthetic after 10 years? 	Is financial support greens upgrades etc. guided by a Council policy or strategy?	If financial support not guided by any specific policy/strategy, how is decision made to fund?	Do clubs have to have a sinking fund for replacement of greens / future upgrades?	Does the LG have any agreements with clubs ie. Membership targets, sinking funds etc ?	What other financial or in-kind support is given to bowling clubs? Eg. Pay outgoings, mowing, club development etc.	Does the LG have a Reserve for upgrade/renewal of Active reserves / clubrooms and/or Other community facilities eg. Halls, community spaces etc.
Stirling	CSRFF funding has been approved for around 4 green conversions to synthetic, with another 2 in the project plan for the upcoming year.	No council policy/strategy, clubs apply through the CSRFF funding application	Decision is based in needs assessment, priorities, club fund available for their 1/3 portion and election commitments	Clubs are expected to put forward 1/3 of the cost of conversion, this doesn't necessarily mean they need the funds from their accounts it could be in the form of grants or commitments made by officials.	No agreements, clubs are expected to be in a 'healthy' state when applying for funding to ensure future viability for the asset upgrade	Support given through Club Development assistance, city has enlisted Club Map to assist in development growth of clubs. All Bowling clubs in the city are leased facilities so are expected to pay all outgoings including green upkeep.	City currently has a number of projects on the go including; the upgrade of North Beach Soccer Club clubrooms, Birralee Reserve changeroom and toilet upgrade, Carine Baseball clubroom build, several lighting upgrades for reserves including Richard Guelfi, Butlers Reserve and Luketina Reserve.
Cambridge	Renewal of grass surfaces? 2/3 Council funded and 1/3 Club funded. Conversion of grass to synthetic? No funding under Policy 7 Asset Mng Community Facilities. Renewal of synthetic after 10 years? The Town also has Building Maintenance Fund through the each clubs lease where the Town provide a 2/3 annual contribution in support of the clubs 1/3 contrition. Generally the speaking the Town will consider a renewal of a bowling green on the merit of funds available in the clubs Building Maintained Fund which has a designated section for <i>Renewal Fund for synthetic Playing Surfaces and Lighting and court/green/oval lighting</i> . Again without a clear direction the Town encourages clubs to save through the fund and utilise income from the commercial elements their operations. Whether or not the Town directly support a renewal is taken on a case by case basis, again due to the lack of a strategic direction beyond our Asset Management – Community Facilities Policy. The Town has three bowling clubs of which all have made decisions to remove and/or repurpose underutilised/unused greens. For example Lake Monger Bowling and Recreation Club have converted one of their greens into a '5 A Side Soccer Pitch' and another into a sand/dirt court for bocce and other activities that couldn't be played on traditional bowling green, Cambridge Bowling Club have also enquired about similar repurposing. Without a direction we're starting to see trends occur with bowling clubs looking at additional means of income through repurposing available space, which in turn supports funding the ongoing maintenance and renewal of purposed bowling greens.	Yes, Policy 7 Asset Mng Community Facilities which sets out what the Town will fund, although upgrades and improvements to synthetic playing surfaces and/or lighting are excluded from this Policy. The Town currently lacks strategic direction on how to manage our 3 Club assets, however we're starting to see clubs consolidate their greens into more commercially valuable options, rather than traditional bowling greens.	-	Yes as per Policy, and encouraged to save.	Building Maintenance Fund through the each clubs lease	-	Building Maintenance Fund through the each clubs lease
South Perth	2014 the City supported South Perth Bowling Club's CSRFF application for renewals of their synthetic green. This application was 2/3 commitment with the DLGSC. Originally in 2003 the City used the CSRFF for 2 green conversions. For the South Perth Bowling Club, in a 2003 upgrade the City contributed 2/3 funding and CSRFF 1/3, and then the 2014 upgrade to 2 synthetic greens, the Club contributed 2/3 funding, and CSRFF 1/3 funding. The club is expected to have a sinking fund towards the next renewal for 2024/25.	Green renewals are priorities of clubs and clubs are guided by a 10 year life span of the synthetic turf. Upgrades or conversions are typically guided by the City through the Community Recreation Facilities Plan. The City will look to convert Manning Bowling Club in 2032.	As mentioned above, the City is guided through the Community Recreation Facilities Plan. A club can submit a needs study to the City to fast track an upgrade. There would be an expectation of clubs to contribute financially.	Yes. All three of the City's bowling clubs are aware of the costs associated with renewing and or upgrading their greens. Yes, Yes, they proportion their revenue accordingly to plan for these projects.	A formal agreement is not in place, however there is an expectation for clubs to contribute to these projects as they are the exclusive users. -	I personally provide Club Development support and education to each of these clubs. The City supports our bowling clubs via CSRFF for major upgrades. In 2021/22 the City upgraded toilet/UAT amenities in Manning and Como Bowling Club.	The City is guided by the Community Recreation Facilities Plan. The City will submit CSRFF applications to support projects. -
Bayswater	The City has provided funding to three clubs in the past ten years totaling \$242,366 exc GST for conversions. The three projects were requested by the clubs and all co-funded including club contribution. It is the responsibility of the club to have a sinking fund to replace the synthetic turf at end of usable life.	The City doesn't have a policy or strategy regarding the financial support for upgrading greens or conversion to synthetic. The City does however have a Sports Turf	Generally clubs request the upgrades and if the project is viable, officers encourage the club to apply for CSRFF and we put a report to Council requesting to support the	Yes, the City requires clubs to have a sinking fund when applying for these upgrades to ensure they can cover the maintenance and replacement	Most clubs have a lease with the City which includes KPI's. The sinking fund amount is generally worked out on the total amount required to replace the synthetic turf at	Please refer to the Sports Turf Maintenance Policy regarding financial support. The City has a Club Liaison Officer who supports clubs with a variety of club governance/strategic	No reserve as such however the City has the following strategy documents which assist in budget planning for facility/community infrastructure upgrades.

	What funding support has the LG given, or would give, to bowling club bowling greens? <ul style="list-style-type: none"> • Renewal of grass surfaces? • Conversion of grass to synthetic? • Renewal of synthetic after 10 years? 	Is financial support greens upgrades etc. guided by a Council policy or strategy?	If financial support not guided by any specific policy/strategy, how is decision made to fund?	Do clubs have to have a sinking fund for replacement of greens / future upgrades?	Does the LG have any agreements with clubs ie. Membership targets, sinking funds etc ?	What other financial or in-kind support is given to bowling clubs? Eg. Pay outgoings, mowing, club development etc.	Does the LG have a Reserve for upgrade/renewal of Active reserves / clubrooms and/or Other community facilities eg. Halls, community spaces etc.
	Sports Turf Maintenance Policy (funding responsibilities) https://www.bayswater.wa.gov.au/online-services/forms-and-publications/policies/2022/sports-turf-maintenance-policy	Maintenance Policy which assists clubs with financial support to maintain their sports turf surface. See link below.	project/CSRFF application and consider funding in the following financial year's budget. These projects are generally one third funded i.e. Club, City and CSRFF.	costs when at end of usable life.	end of useable life. i.e. \$120k over 10 years.	planning items which is budgeted each financial year, we were also recently successful in the DLGSC Every Club Grant Scheme to improve this service.	