



TOWN OF
VICTORIA PARK



Lathlain Precinct
Redevelopment Project Zone 1
Community and Sport Club Facility
Project Advisory Group
Agenda – 3 September 2020



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VIC PARK

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1 Opening

1.1 Acknowledgement of country

Ngany kaaditj Noongar moort keny kaadak nidja Wadjak Noongar boodja. Ngany kaaditj nidja Noongar birdiya – koora, ye-ye, boorda, baalapiny moorditj Noongar kaaditjin, moort, wer boodja ye-ye.

I acknowledge the traditional custodians of this land and respect past, present and emerging leaders, their continuing cultural heritage, beliefs and relationship with the land, which continues to be important today.

1.2 Election of Presiding Member

2 Attendance

Mayor

Mayor Karen Vernon

Jarrah Ward

Cr Brian Oliver

Perth Football Club

Russ Clark

WA Football Commission

Josh Bowler

Lathlain/Carlisle representative

Timothy Botica

Town representative

Paul Kellick

Chief Financial Officer

Mr Michael Cole

Strategic Projects Manager

Mr Kevin Cunningham

Meeting secretary

Ms Alex Louise

Presenters

Nil

Observers

Nil

Apologies

Chief Operations Officer

Mr Ben Killigrew

3 Presentations

3.1 Project Background and Scope

Reporting officer	Kevin Cunningham
Origin of request	Strategic Project/ Council endorsed resolution for the creation of the Project Advisory Group.
Attachments	1. 02590 LPRP Zone 1 Business Case- Web- V 2 [3.1.1 - 13 pages] 2. Lathlain Park Management Plan approved [3.1.2 - 58 pages]

Purpose of the item

To ensure Project Advisory Group members are familiar with the Council mandated Project which is the basis of the creation of this Project Advisory Group.

Outcome

Understanding by the Project Advisory Group Members of the Project to inform the Project Advisory Group Terms of Reference.

Further information

The Project was mandated by Council (COUNCIL RESOLUTION 347/2020) at the 17 March 2020 OCM agenda item 13.2. The contents of that report contain the background and scope for the Project. ([Link to ToVP Council Meeting Agendas and Minutes](#))

WAPC approved The Lathlain Park Management Plan, which guides this development is appended for reference.

Extract from 7 March 2020 OCM agenda item 13.2

1. The Lathlain Precinct Redevelopment Zone 1 Community and Sports Facility development (LPRP Zone 1) has been in "Pre-project" phase, with officers undertaking due diligence to prepare a project mandate for Councilors to endorse.

2. A mandated proposal for a project is required to initiate it as a "project". Given the likely investment value, the size of the development, its profile within the community and the lapse of time since this Zone 1 Development was first activated, it is appropriate for a project mandate be endorsed by Council to ensure the Town proceeds in line with that mandate.

3. The mandated project will include the preparation of a project steering group with agreed terms of reference. A project steering group is recommended to include Councilor, Officer, club and community stakeholder representatives. The Steering Group will provide development guidance for the revised scope and staging.

4. The proposal is grounded on a "paused" project (2016) which has an existing Operational Expenditure budget. It is also informed by a previous, more "football centric" business case (2015), and revised cost estimate advice based upon that earlier business case. 5. External capital funding is required to be able to undertake this development. A Perth Football Club (PFC) advocated Federal Government funding commitment (\$4m) has been granted through the Town, towards the development of a new grandstand facility and club facilities. The funding agreement has requirements for what, how and when the grant can be expended and acquitted.

6. Advocacy for required State funding will form part of the project.

Not relevant

8. The aged and dilapidated structural condition of the existing grandstand and function facility is a considerable risk to the Town and is a major driver for this development.

9. Evolution of the concept -

a. Lathlain Precinct Redevelopment Project (LPRP) has been the “parent” project since 2014, with seven of the eight “child” projects all complete or substantially completed except for Zone 1.

b. A full development proposal was prepared for the then defined PFC needs, aimed at replicating the existing grandstand and club facilities. This proposal failed to obtain support or funding.

c. The proposal for mandate outlined in this report for Zone 1 was created due to -

- i. existing facilities considered to have outlived their useful and structural lives and functional requirements, and
- ii. changed community and club needs and constraints, since that 2015 development proposal.

d. The new proposal will be guided by the community informed and WAPC approved Lathlain Park Management Plan (LPMP). The approved LPMP for Zone 1 guides multi-purpose shared spaces in this development.

Zone 1 - Perth Football Club	Preliminary Principles
Community Uses	<ul style="list-style-type: none"> Opportunities for the provision of multi-purpose/shared spaces that can accommodate community events, activities and/or programs are encouraged. Ensure public access is designed to accommodate a range of users and incorporates universal access design principles. Ensure the connection between development and the streetscape in terms of pedestrian access, views and vistas to the existing stadium is enhanced. Integration of servicing infrastructure within landscaped and/or public art for the area is encouraged.
Built Form	<ul style="list-style-type: none"> Facilitate the interpretation of the heritage values of Lathlain Park. New development shall be designed to orientate around the oval and articulated to ensure building bulk is minimised when viewed from the street. Provide for the shared use of facilities where possible. Enhanced public and spectator amenities to Oval 1.
Public Realm & Landscaping	<ul style="list-style-type: none"> Landscaping shall ensure the retention of existing mature trees where possible. Landscaping treatments to be of a high quality (incorporating hard and soft landscaping elements) and incorporate water wise principles / native plant species. Landscaping elements (eg. public art) themed on cultural heritage is encouraged. Reciprocal (Perth FC/public) use of formal car parking.

10. This will be a Town development, on Town land, requiring Town investment and the outcome needs to satisfy the Strategic Community Plan. The full LPRP Zone 1 development will be created as a community facility anchored by the Perth Football Club.

Background

1. PFC have been an occupant and lessee on this site since its original development in 1958. It is intended that they be an anchor Lessee within a new Zone 1 development.

2. The PFC occupancy in the existing Lathlain Park grandstand and associated facilities were the catalyst in 2012 for the LPRP. This Zone 1 was the first of the eight LPRP Zones. It is the only zone not to get development traction.

3. The PFC lease is "rent free". A new lease is similarly intended to be peppercorn. In lieu of a financial rental PFC will need to satisfy social dividends for the Town. The PFC also receives an operating subsidy as outlined below.

4. Funding contributions exist to support the PFC occupancy from a West Coast Eagles ground lease contribution and from a Federal Government funding commitment.

5. It is intended for there to be community facility users and potentially other Lessee's (with the investigation for some commercial opportunities) within the development.

The WAPC approved Lathlain Park Management Plan (Appended)

6. LPRP Zone 1 PFC Grandstand -

- *The grandstand was constructed in 1958, with its first WANFL season in 1959. This main structure is sixty plus years old. The adjoining function facility was constructed after 1966.*
- *Over a long period of time, due to constrained club funding and the size of the facility, building maintenance by the club (and the Town) was ad-hoc.*
- *There are recognised structural issues in the grandstand. The Town have been monitoring the structural condition and safety of the of the existing grandstand. This includes whether they remain fit for purpose, the remaining structural life of the facility and recommended options for its ongoing operations.*
- *In the independent structural engineer's report from January 2019 they recommended the structure to be "adequate to suit the current usage based on short term consideration of 1 to 2 years." The structures are recognised as being close to the end of their useful life and will require increased and more significant capital and maintenance expenditure in future years.*
- *An annual update evaluation and structural engineers report is being undertaken currently.*

7. Current Status -

- *The football-focused concept development proposal and business case prepared in 2015 was done prior to the community informed drafting of the Lathlain Park Management Plan.*

- *That 2015 proposal was not successful in securing external funding as it was football club specific and was "paused" in 2016.*
- *This "Zone 1 project" has remained dormant while the Town and PFC have advocated for required external funding. The other funded LPRP zones have all subsequently proceeded to completion.*
- *Operational Funding for project initiation, legal requirements, consultancy and design development has carried over for this Zone 1 since 2016.*
- *This proposal is to be mandated as a new project, grounded on the previous work and subsequent accomplishments.*

8. Current Occupancy Arrangements -

- *PFC are holding over on a month to month basis on the residual of a 2005 lease (an receives \$50,000 per Financial Year financial subsidy support from the Town tied to this lease, towards facility and grounds maintenance).*
- *Telstra have a Cell Tower Lease on the grandstand roof dating from 2004 with final term expiring 30 June 2024.*
- *Vodafone have a Cell Tower Lease on the grandstand roof dating from 2005 with final term expiring 30 June 2025.*

Funding

9. *Full development Financial contributions - Target Development Project Budget remains \$15m including grandstand demolition. This will be reviewed with the new concept plan preparation.*

10. *The funding "split" has notionally been a third from each of the Federal Government, the State Government and the Town.*

11. *The West Coast Eagles Lathlain Park lease commits them to a capital contribution of \$1m towards PFC facility requirements in the Zone 1 development. This is part of WCE contributions "in lieu" of a financial ground rental to the Town. This had been considered as a portion of the Towns nominal proportional contribution.*

12. *The Town are also contributing the notional value of the land to the development.*

13. *The contributions status is -*

- *Federal Government - \$4m - Committed, but not finalised.*
- *West Coast Eagles specified Lease payment \$1m – Committed.*
- *State Government - \$5m required – Not committed – ongoing/ project advocacy required.*
- *Town of Victoria Park financial contribution \$5m – Not committed (but recognised/need to be modified in Long Term Financial Plan).*

14. *Not relevant*

18. *The grant deliverables also comprise football operations functional spaces.*

19. *The grant is required by the Federal agency to be defined, prescribed and expended in the short to medium term, not as a general funding package contribution.*

20. *This can be achieved in a first stage, contained within the area north of the existing grandstand (allowing continued use of the existing grandstand while that stage 1 proceeds). Note that the demolition of the existing*

grandstand would be part of stage 1 and undertaken upon the completion of the facility/ies in stage1.



Indicative potential Stage 1 area delineated in red

Indicative potential Stage 2 area delineated in blue

21. Stage 1 would be complete and usable (allowing football operations to relocate across from the existing grandstand) to facilitate commencement of Stage 2 (on the site of the demolished grandstand).

22. The Federal Grant will be acquitted against the completed and useable Stage 1.

23. Stage 2, primarily funded by the Town and State, would include construction of the community uses together football club exclusive use administration accommodation, club members facilities and the remaining shared spaces.

24. The Federal Department await Town advice of endorsement of their requirements and a staged approach before proceeding to funding documentation.

Scope

25. A new mandated proposal establishes a new project, albeit grounded and prepared on previous work and accomplishments (the funding commitments). The full proposal requires re-scoping for a multiuse community facility.

26. The 1958 grandstand comprises multiple space uses for events, club members food and beverage, administration offices, ablutions, football operations including change rooms and gymnasium, and so on. Sitting on top of these spaces is non universal access compliant spectator seating and it is the intent of the project to ensure accessibility is a key focus.

27. The need to accommodate women's football and sporting teams and associated infrastructure will be a key consideration.

28. In preparing the new scope the Town need to determine what "community uses" are required in the development.

29. A Project Initiation Document (PID) with a structured plan and business case will be prepared after the project is mandated. The PID will assist in advocacy for the required State funding.

30. All the relevant functional space uses will be included in the new development where possible.

31. Functional Space Uses - In 2019 PFC were asked to define their needs which with the assistance of independent consultants, they have done and shared. The outcome is indicatively summarised as:

Community

Local services hub/ start up space

o Community/ Commercial

Not for Profit lessee's/ occupiers, commercial tenants

o Town uses

Town service unit function space occupancy options

o Common areas

Entry foyer

Building Toilets General

Building Universal Access Toilets

External Toilets General

External Universal Access Toilets

Corridors, fire exits and walkways

Building services areas/ waste management

o Community/ shared use

Function space "Members" lounge

Function space "Presidents" room

- Meeting space "Board" room
- Meeting space meeting rooms
- Gathering space theatrette
- Gathering space "Vision" room
- Gathering space Community Hall/ function room
- Off street parking
- Event seating

- o Football Operations

- Away men's change/ warmup
- Away coach's area/ office
- Away men's showers/ toilet
- Home men's change/ warmup
- Home men's coach area/ office
- Home men's football store
- Home men's shower/ toilets
- Medical testing room
- Umpire's change and warmup
- Umpire's Female toilet/ Male toilet
- Coaches boxes
- Away women's change/ warmup
- Away women's Coach's room/office
- Away women's toilets/ shower
- Home women's change/ warmup
- Home women's Coach's room/office
- Home women's toilets/ shower
- Home women's football Store

- o Football club use (sustainability)

- gymnasium (concession)

o Football administration

- Reception/ merchandise/ club museum*
- PFC admin area*
- Office shared use media/ stats*
- Foyer club café/ internal kiosk concession*

o Football membership

- Licensed area - club bar area/store*
- Licensed area - club bar servery*
- Licensed area - club bar cold store*
- Licensed area - club bar food and beverage dry store area*
- Licensed area - club bar food and beverage preparation (kitchen)*

o Football sustainability

- External kiosk/ food/ beverage licence/concession*

32. Project timing - The mandated project needs to align with the committed and likely "funding stream" over three plus financial years (2020/21, 2021/22, 2022/23).

a. Stage 1 – Federal Government stipulated deliverables – New grandstand structure with football operational requirements to the extent of that funding amount (including WCE Lease commitment contribution).

This comprises -

- full concept design during Stage 1, approximately three to five months.*
- approximately six to eight months in stage 1 detail design.*
- approximately twelve to sixteen months in demolition and site preparation and Stage 1 construction.*
- relocate current occupants from the existing grandstand into temporary accommodation.*
- demolish existing grandstand.*

b. Stage 2 – construct community and multiuse facilities together with other sporting club use spaces (such as administration offices, members facilities, food and beverage).

This comprises -

- Detail design (for tender/ for construction) from secured funding, approximately six to eight months (protentional for program timing overlap with Stage 1 works).*
- site preparation, and construction -approximately twelve to sixteen months construction.*

Analysis

39. While this Zone 1 redevelopment was the first catalyst to initiate the LPRP it did not achieved traction. This has been due to its defined need not securing funding support.

40. The deteriorating condition of the structures has become a major driver in the necessity for urgent action by the Town who is responsible for the structure.

41. A Zone 1 broader community use has been better defined through previous community engagement. The WAPC Approved LPMP provides that guidance to those needs.

42. A proportion of the external funding has been committed by the Federal Government.

43. A staged approach satisfies those available external funding requirements, and proactively addresses the condition and potential life of the existing structures.

44. This recommendation is to formally create (mandate) the project where the detail will be progressed with stakeholder involvement, and to finalise that Federal Funding agreement.

4 Items for discussion

4.1 Project Advisory Group Terms of Reference

Reporting officer	Kevin Cunningham
Origin of request	Council resolution, Policy 101.
Attachments	1. 2- R E- V-0- Terms-of- Reference- Project- Advisory- Group- LPR P- Zone- 1- Community-and- Sports- CI [4.1.1] 2. REV0 Terms of Reference Projec [4.1.2 - 2 pages]

Purpose of the item

Policy 101 ([Link to Policy 101](#)) at paragraph 28, requires that the Project Advisory Group draft its own terms of reference.

Outcome

That at this establishment meeting the Project Advisory Group agree their proposed terms of reference, which the CEO will present to Council for adoption by endorsement.

Discussion points

Policy 101 provides at Schedule B a sample "terms of reference"

A draft terms of reference was prepared and noted by Council and is appended for reference by the Project Advisory Group.

The Terms of reference must be

- compliant with Policy 101
- address the resolved Purpose and Objective for the creation of the Project Advisory Group

Strategic outcomes

The preparation and delivery of concept plans for the Community and Sport Club Facility by providing advice and guidance to Council through the Project Executive, for the preparation by the Project of the LPMP compliant Design Concept Plan for the staged development of the LPRP Zone 1 community and sports club facility. (Strategic alignment CL03 and EC01)

Next steps

Referral to the CEO by the Project Advisory Group of its agreed proposed terms of reference for presentation to Council.

Further information

7 March 2020 OCM Agenda Item 13.2 Council Resolution 347/2020

4. Request the CEO to develop a Terms of Reference for the Project Steering Group.

16 June 2020 OCM Agenda Item 13.4 Council Resolution 431/2020

1. Notes the draft Terms of Reference for the Lathlain Precinct Redevelopment Project Zone 1 Community and Sporting Club Facility Project Advisory Group, as included in attachment 1.

25 July 2020 SCM Agenda Item 9.1 extract from report

Background

1. The purpose and objective of the LPRP Zone 1 Project Advisory Group is "Supporting and advising the Council with the development of concept plans for the Community and Sport Club Facility by providing advice and guidance to Council through the Project Executive, for the preparation by the Project of the LPMP compliant Design Concept Plan for the staged development of the LPRP Zone 1 community and sports club facility."
2. The WAPC Approved Lathlain Park Management Plan July 2017 (LPMP) is a community-informed Planning document that will guide the LPRP Zone 1 project plan or Project Initiation Document (PID) and the preparation of a new concept plan.
3. For the preparation of the PID, a combined Project Advisory Group inclusive of Elected Member representation, members of the community, Town Officers and external stakeholders (Perth Football Club, WA Football Commission) is formed to guide the concept plan preparation.
4. The Project Advisory Group will ensure that the preparation of the revised concept plan is compliant with the LPMP.

Analysis

5. The establishment of this Project Advisory Group accords with the PRINCE2 Project Management methodology for Directing a Project and is informed by Town Policy 101. Establishment of this Group is resolved at Council, inclusive of endorsing its purpose and objective, participant composition and criteria for membership.

The Group is established as an advisory one only (Policy 101) and has no authority to direct, nor to make decisions (other than decisions in respect to its own operation), nor to approve or to instruct.

The Group, or any individual participative member, shall –

- a. Not commit or authorise the expenditure of any Town funds in respect to the Project;
 - b. Not correspond with any party in regard to their participation;
 - c. Not speak for or on behalf of the Town or Council;
 - d. Not issue any press release;
 - e. Not issue any instruction to Town staff.
6. Community members formally appointed to an advisory group are participating members of that Group.
 7. Should any community member be unable to fulfil their role on the Group Policy 101 procedures shall be followed.

The CEO appointment of Officers will be at the discretion of the CEO. Participatory Officers appointed to the Group are to provide professional and technical advice relevant to the Project and conduct research in line

with the group's purpose and objectives. The Group shall always be cognisant of the project scope and funding constraints in providing its advice.

9. Group participation shall be on an individual basis and Group consensus, while welcome, need not be required.

10. It is anticipated that there may be differing, conflicting or ambiguous feedback from respective members in relation to different participant imperatives.

11. The Town shall record advisory information, but Council shall receive it wholly at their discretion and are in no way compelled to accept or apply any feedback, opinion, comment or guidance from the Group participant membership.

12. The Terms of Reference are effective upon endorsement by Council at OCM and continue until the endorsement by Council of a Design Concept Plan for the staged development of LPRP Zone 1 community and sports club facility.

13. The life of this Group shall be from the date of the first meeting and shall cease from the date of Design Concept Plan endorsement, or as directed by Council.

14. The anticipated period for preparation and delivery of that Design Concept Plan is prior to 30 June 2021, and unless otherwise resolved by Council the Group will cease from that date.

15. The Group shall be comprised of:

Community Group Represented Participant

Whole of Town of Victoria Park Elected Member

Lathlain and Carlisle Locality (Banksia Ward) Elected Member

Lathlain/ Carlisle Residents Community member

Town Residents Community member

Football Event Users WA Football Commission representative

Perth Football Club User PFC representative

Town Officer Locality Planning Compliance

Town Officer Asset Management Officer of the Town

16. The Officer participant members have been advised as:

Locality Planning Compliance Manager Development Services

Town Asset Management Manager Strategic Assets

17. Project ex-officio facilitation is from the Project Executive; the Project Manager for provision of information and presentations; and Project Administration for secretarial and governance support. The Project ex-officio non-participant Officers are advised as:

Project Executive Chief Operations Officer

Project Manager Strategic Project Manager

Project Administration Executive Assistant COO

18. The Project Manager shall present and refer information to the Group and is the person the presiding member liaises with on the required preparations of the Group.

19. Project Administration shall arrange meeting times, prepare and distribute the agenda, take and share the minutes.

20. The Membership Criteria for respective Community participant membership shall be their evidence for their -

Membership	Criteria Weighting
Being a ratepayer and resident for a minimum of 5 years who has been part of the community group they will represent	20%
Having a project relevant qualification and expertise (Planning, Architecture, Engineering or similar)	15%
Being able through experience, network or skill to broadly represent their relevant representation community group	25%
Ability to work collaboratively with others holding differing opinions in a group	10%
Willingness to equitably and fairly represent their relevant community group	30%

21. All memberships expire at the end of the Group's term.

22. No Remuneration - Members appointed to a Group are not entitled to a sitting fee, or any such type of remuneration.

23. Each member of the Group is responsible for attending meetings, reviewing relevant material to enable informed discussion and making timely progress for the objectives of the Group.

24. Each member shall abide by the Town's Code of Conduct, to have open and honest discussions and to treat each member with due courtesy and respect.

25. The specific roles for each membership type are as follows:

Elected members	Are responsible for ensuring that the Group adheres to the direction set by Council, contributing respectively from either a Town-wide or locality perspective, and ensure delivery of the Group's objective.
Community members	Are responsible for responding for their represented group and for the delivery of the Group's objectives within the scope of their skills, knowledge and capabilities.
Participating Officers	Are responsible for contributing for their professional and technical expertise to assist informed responses.
Nonparticipating Officers	Are responsible for facilitating, presenting and informing the Group, and receiving the Group members advice.

26. At the first meeting the Group will elect a presiding member and deputy presiding member. Council have noted the draft Terms of Reference, which will be considered by the Project Advisory Group in accordance with Policy 101 at that first meeting.

27. The presiding member will consult on the day-to-day operations of the Group (inclusive of ensuring adherence to the Group's endorsed Terms of Reference and to Policy 101) and work with the Project Manager in respect to project information, required preparations, the agenda, and the schedule of meetings.

28. The Group will meet as required, upon the calling of the meeting by the presiding member.

29. The Group may only make decisions in respect to its day-to-day operations and these are to be made by consensus (i.e. members being satisfied with a decision even though it may not be their first choice). If consensus is not possible, the presiding member can make the final decision.

30. The Group shall report to Council by way of its minutes.

4.2 Project Advisory Group Schedule of Meetings

Reporting officer	<i>Kevin Cunningham</i>
Origin of request	<i>Council resolution, Policy 101.</i>
Attachments	Nil

Purpose of the item

This item for discussion is to ensure that the scheduling Project Advisory Group meetings are timely and appropriate for the Project and for the participant members.

Outcome

For the Project Advisory Group to advise the schedule of meetings for the group.

Discussion points

Project priorities, staging and schedule.

Strategic outcomes

That the Project Advisory Group meetings are project aligned, purposeful and meaningful.

Next steps

Meeting times and venues to be booked based upon the agreed Schedule.

Further information

The staging of the project needs to be considered by the group to determine meeting priorities and agenda items.

The next critical steps for the project are the appointment and handover of the Project Management role and the procurement of the external design consultant team who will deliver the Concept Plan that the Project Advisory Group will be advising on.

5 General business

6 Actions from previous meetings

7 Close