JUNE 2024

COMMUNITY INFRASTRUCTURE STRATEGY

CITY OF CANNING

CONTENTS

COMMUNITY INFRASTRUCTURE STRATEGY SUMMARY

The Community Infrastructure Strategy (CIS) outlines the City of Canning's long-term direction for community infrastructure provision. The CIS aligns with the Strategic Community Plan (SCP) 2021-2031 and, together with the Asset Management Framework, will provide a robust decision-making tool for prioritising community infrastructure investment.

Community infrastructure includes the buildings and spaces that provide services, activities and opportunities to support individuals, families and groups to meet their social needs and provide places to improve overall health and wellbeing. The scope of this work includes Libraries, Aquatic Centres, Community Halls and Centres, Indoor Sports Facilities, Active Sport Facilities, Youth Centres, Action sports (e.g. skate, BMX etc.), Scouts and Guides, Men's Sheds, Sports Lighting, Creative Arts, Playgroups, Seniors Centres, Athletics Infrastructure. Investment in community infrastructure is ongoing and supported through community representation, Elected Member guidance, and the work undertaken by City Officers.

The CIS does not include community infrastructure covered in other City of Canning strategies, such as the Public Open Space Strategy which includes the provision of public open space itself, playgrounds, bench seats, drink fountains, and picnic tables etc.

The City acknowledges that community infrastructure requires a significant investment of resources. This investment is necessary to ensure infrastructure meets the needs of the community and supports its long-term wellbeing. By investing in quality infrastructure that meets identified community need, the City is investing in the future of the local community and ensuring Canning remains a vibrant and desirable place for recreational activities and for people to live, work, and visit.

The CIS identifies existing community infrastructure in the City of Canning, as well as future opportunities. It also outlines a methodology to objectively assess and prioritise needs for programs and projects to ensure the Strategy can be effectively applied and remains relevant.

This Strategy will be integrated into council planning. It will be used to identify and prioritise future needs and guide the planning, funding, and delivery of community infrastructure in the City of Canning.

STRATEGY OBJECTIVES

The CIS seeks to inform City decision-making, as it relates to current and future community infrastructure. It is intended to:

- guide the development, prioritisation, design and location of community infrastructure into the future.

- outline the recommended provision of suitable and quality community infrastructure to meet current and future population needs.

- guide the planning and prioritisation of community infrastructure asset renewal, upgrade and disposal, and alignment with the City's Capital Investment Planning and Delivery Framework.

- provide guidance for the preparation of capital works budgets for the short, medium and long-term, in line with the City's Long-Term Financial Plan (LTFP).
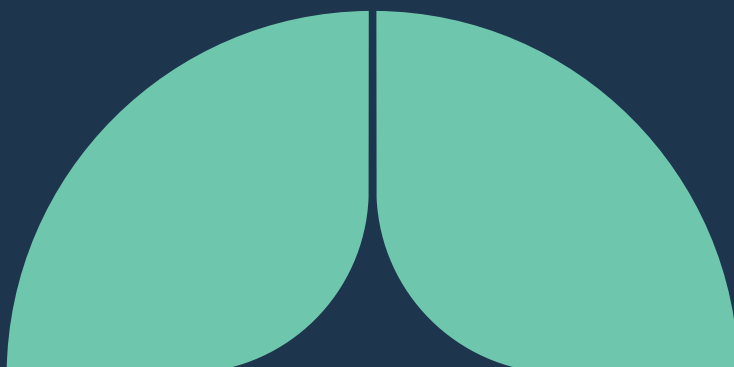
A LIVING STRATEGY

The CIS is a guiding document for decision-makers, asset and service managers, developers and the users of our community assets. The strategic directions outlined in this document will guide the necessary provision of community infrastructure to meet the needs of current and future communities within the City of Canning.

This strategy is intended to provide long-term guidance with clear principles, along with the required rates of provision for Canning's community infrastructure. It provides an ongoing method of assessment to enable prioritisation of the City's investment in community infrastructure.

The supporting suite of Community Infrastructure Types documents apply the strategy to determine strategic directions and specific recommendations for each community infrastructure type. These documents can be created or updated, as needs evolve.

An Action Plan will detail the assessment and prioritisation of work programs that will lead to the built outcomes. This Action Plan will extend to a rolling 4-year plan and will be reviewed and added to annually. It will be used to inform the City's Annual Budget and Long-Term Financial Plan (LTFP).

The figure below outlines how the Community Infrastructure Plan integrates and aligns with the City's existing plans and strategies.

Figure 1: Community Infrastructure Strategy - Strategic Alignment & Integration
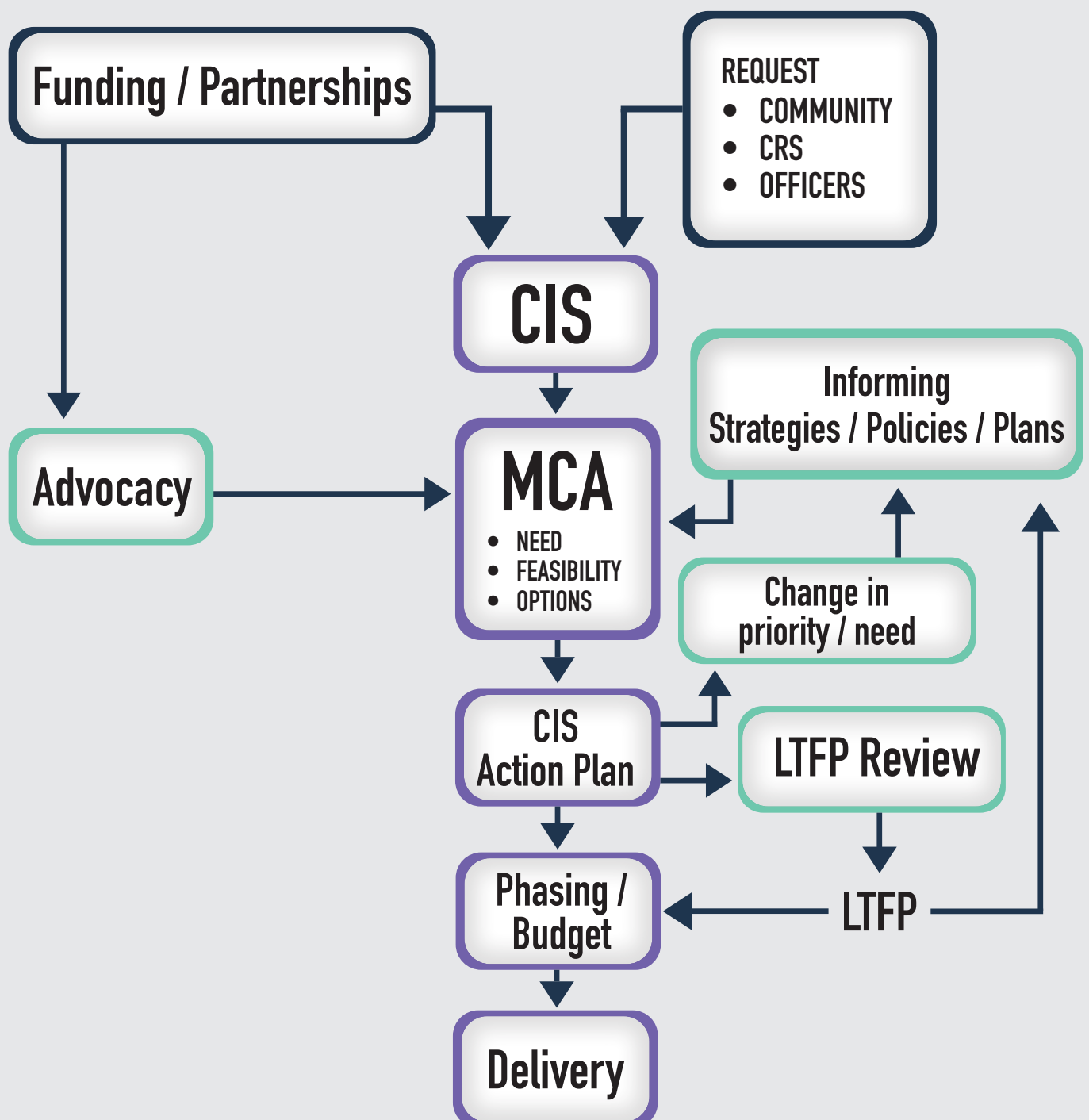
WHY COMMUNITY INFRASTRUCTURE MATTERS

Ensuring quality community infrastructure in our neighbourhoods can strengthen people's sense of community and belonging. It matters for a number of reasons, including:

Quality of Life

Access to safe, functional and well maintained community infrastructure helps to enhance the quality of life of community members by providing them with a more pleasant place to live, work and play. As the population increases, the City must ensure the needs of the community are well catered for, with the right community infrastructure in place to allow people to connect, and to allow for the City to continue to grow and prosper.

Physical Health

Access to good quality community infrastructure can help promote physical health and fitness in the community, in turn reducing the incidence of chronic disease and illness. A Sports Australia study from 2018 found that community sports infrastructure contributed an estimated $4.9 billion worth of health benefits to users.

Mental Health

Community infrastructure can also play an important role in promoting mental health and wellbeing. Exercise has been shown to reduce stress, anxiety, and depression. Participating in sports and recreational activities can provide a sense of purpose and social connection. This is supported by the 2003 Mental Health Commission's 'Act, Belong, Commit' campaign, aimed at encouraging people to take positive steps to improve their mental health and wellbeing.

Social Cohesion

Community infrastructure facilities can provide opportunities for people to come together, socialise and participate in community events. This helps to foster a sense of community and social cohesion, which can be important for overall community wellbeing. The 2018 Sport Australia study indicated $5.1 billion worth of social benefit from community sports infrastructure, including the increased human capital resulting from social interactions.

Economic Development

Community infrastructure, and in particular sports and recreation facilities, can help draw visitors to a community and provide additional economic benefits for local businesses. Community infrastructure that supports arts related activities is equally important to consider, with Australian households spending a reported $6.5 billion on arts related goods and services, as noted in the Infrastructure Australia Audit 2019.

CANNING'S COMMUNITY INFRASTRUCTURE

The City's current approach to infrastructure planning is based largely on asset condition, Building Codes, and legislative requirements. This is an important aspect of community infrastructure planning. However, using this as a standalone approach may not be the most effective way of planning community infrastructure as it may not capture the dynamic and evolving needs of a community. An adaptive and responsive approach that incorporates ongoing community engagement, emerging technologies and trends, and broader considerations of community impact may be better suited to ensuring that community infrastructure meets the evolving needs of the community and supports their long-term wellbeing.

In seeking to meet the needs of current and future residents and visitors to the City, the Community Infrastructure Strategy will take into account the following considerations:

- Provisioning for a variety of community, sport and recreation infrastructure types.

- Facilities and services, either provided by or in partnership with the City.

- Infrastructure developments, whether renewed or new, need to be underpinned by a strong business case that articulates the full lifecycle of costs required to manage the asset.

- Investment in new facilities will focus on multi-purpose use, with opportunities for community groups and sporting clubs to work collaboratively and share community infrastructure. This aims to reduce ongoing operational and asset management costs and increase the viability of sporting clubs and other community organisations.

- Increasing sports lighting levels with careful consideration of carrying capacity of the turf to optimise use and maximise capacity may be considered to offset the requirement for new infrastructure.

- Infrastructure developments or upgrades need to be proactively planned to ensure all funding (including grant funding), developer contributions and/or other partnership opportunities can be accessed in advance of the pre-determined timeframe for delivery.

- Investing in the right community infrastructure to meet future community needs will ensure our City is welcoming, thriving and sustainable for the long-term.

EXISTING CHALLENGES

Much of the City's existing community infrastructure is highly valued by our community and extensively utilised, with many community centres and halls, aquatics centres, indoor sports infrastructure and sports facilities nearing capacity during peak hours and key times of the year. For example, the City's aquatic centres are heavily used during summer periods; active reserves are booked year round for summer and winter sports; and many local halls are booked year round by regular and casual users.

The City's Asset Management Plan identifies which of our 108 existing community facilities require extensive renewal works, totalling an investment in excess of $90 million over the next 25 years. This means the City will need to consider options to rationalise, replace like for like, or look at opportunities for shared use, co-location and integration.

Increased and Changing Demand

As our population increases towards its predicted peak of approximately 124,955 by 2041, it is anticipated that existing community infrastructure will struggle to meet community demand. This is particularly the case when considering utilisation of the City's Arts Centre and indoor-multi-court facilities (including Cannington Leisureplex and Willetton Basketball Stadium). Similarly, as we have an aging population, there will be increased demand for universally accessible facilities that cater specifically to seniors in our community.

Universal Accessibility

Universal accessibility and a lack of adequate universal change facilities across many of our active sporting reserves is another key challenge. Many sports, such as football, soccer and cricket are attracting increased female and all abilities player participation, with many of the City's existing community facilities unable to provide welcoming spaces for participation by all.

Community Infrastructure Spread

The City is a diverse local government area, with communities that span considerable differences in terms of socio-economic advantage, cultural diversity and ages. The current spread of community infrastructure across our neighbourhoods may not be considered equitable when you look at map of Canning, which can be seen in Figure 2.

Evidence, however, indicates that individuals who participate in active sports will often traverse local government boundaries for training and match play. To this end, consideration must also be given to the community infrastructure made available by local surrounding local government areas, including Melville and Gosnells.

Carrying Capacity Limits

The existing active sport reserves face a challenge in terms of their capacity limits in the context of sustainable turf wear and condition. In winter 2021, more than half of the City's active sport reserves (52%) were booked at or beyond the maximum recommended usage capacity, based on optimal weekly hours. The situation is even more critical on game days (Saturday/Sunday), with 89% of active sports reserves operating at or beyond the maximum recommended daily usage hours. Such high utilisation beyond capacity limits will result in a decline in turf and surface conditions, posing a significant concern.

While it is acknowledged that current capacity data is based on bookings and may not always reflect actual usage, it is still a useful indicator for measuring reserve carrying capacity. This data is therefore considered when planning upgrades or new community infrastructure on or around sporting reserves.

With the City's population expected to increase, there is a corresponding increase in structured sports participation, making it imperative to explore opportunities to increase the number of active sporting reserves available to the community or better utilise the existing ones. The City recognises the importance of catering to the growing demand for sports facilities, ensuring that they remain accessible, safe, and well maintained for the benefit of the community.

Funding

The City has demonstrated a commitment to maintaining and renewing community infrastructure by allocating substantial funding in its Long-Term Financial Plan, with more than $90m provisioned over the next 25 years.

While this funding signifies a dedication to this vital community service, there is a discrepancy between maintaining the current state and meeting the future needs of the community. The allocation of resources may not be sufficient to cater to the projected community demand, highlighting the need for a review of what is currently being provided and what will be necessary in the future.

Figure 2: Map

LEGEND
Community Infrastructure

- 🟢 Action Sports Infrastructure
- 🔵 Aquatics Facilities
- 🟢 Atletics Infrastructure
- 🔵 Active Sports Facilities and Reserves
- 🟡 Creative Arts
- ⚫ Community Halls and Centres
- 🔴 Indoor Sports and Recreation Centres
- 🟣 Public Libraries
- 🟡 Sports Lighting Infrastructure
- 🟠 Men's Shed
- 🔴 Playgroups
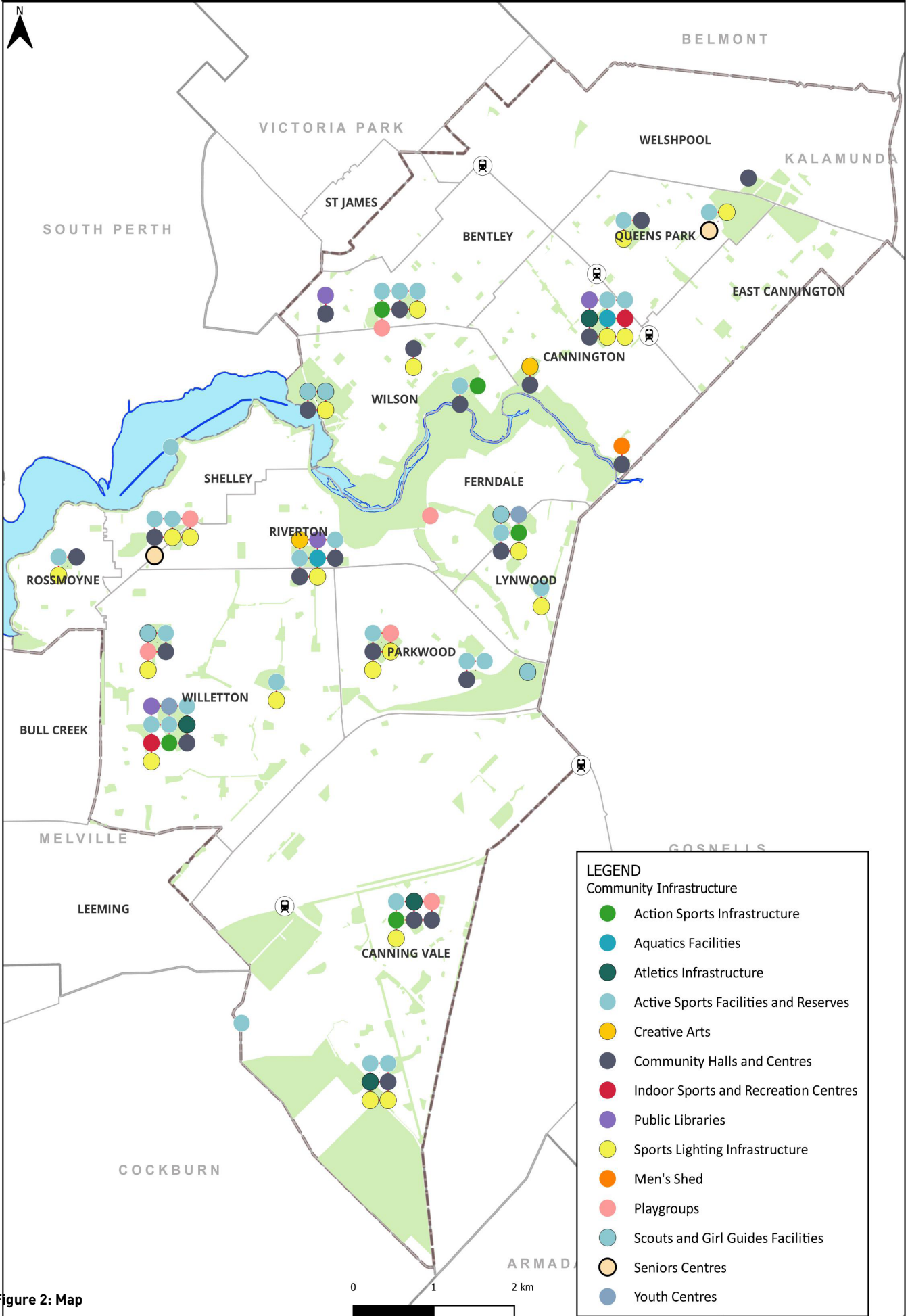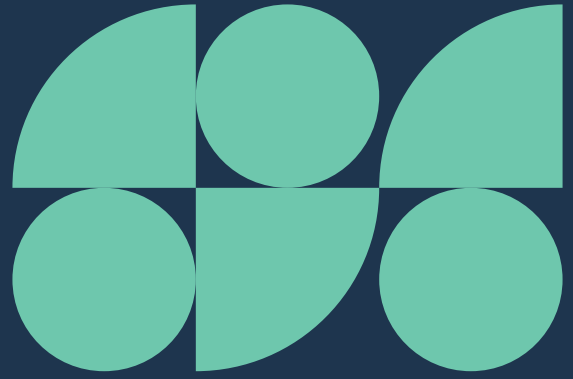- 🔵 Scouts and Girl Guides Facilities
- ⚪ Seniors Centres
- 🔵 Youth Centres

OPPORTUNITIES

Investing in community infrastructure presents significant and exciting opportunities. Properly planned infrastructure can greatly enhance access to essential services, spaces, and support, enabling individuals to live well and achieve their full potential.

To ensure transparent and effective planning and delivery of community infrastructure/ resources, we have developed and endorsed the Community Infrastructure Strategy standards of provision and assessment methodology.

This strategy will ensure best use of the City's limited places, spaces, and resources, while also opening doors to external funding and potential partnerships with government, business, and community groups.

Planning

The City strives to meet the needs and expectations of our community by planning for and delivering an integrated network of community infrastructure. Importantly, we recognise that the provision of such amenities is a collaborative effort involving Local, State, and Federal governments, non-profit organisations, community groups, and private enterprises.

Funding

The City must balance the community's needs with the rates levied to its ratepayers. As such, there may be funding limitations for community infrastructure delivery. However, there is the opportunity for collaboration with other levels of Government, community stakeholders, peak bodies, State Sporting Associations, and the private sector for funding of community infrastructure assets and enhancements.

Through considered and planned assessment of community infrastructure projects with transparent weighting toward projects that can attract external funding, it is anticipated that there will be an increase in community-led advocacy to the various levels of government and relevant peak bodies and associations.

Once a multi-year action plan is developed, targeted advocacy toward specific funding opportunities or for special interest projects can be undertaken with a clear articulation of the needs and benefits of the investment.

Partnering

The opportunity exists to look at appropriate partnership models to maximise efficiencies and community outcomes through shared use, co-location and integration.

Where projects have an identified need, proposals from community groups or clubs to financially contribute towards project implementation will be considered favourable. The City will assist groups who financially contribute through incentives (i.e. leases and security of tenure). The degree of assistance to the club or group would be proportional to the level of partnership contribution and considered in the context of the life of the asset (i.e. City's responsibility for ongoing renewal and depreciation).

Community Hubs

Co-locating community infrastructure within hubs will provide better access to a wider range of services, as well as a more cost-effective way of delivering and operating these services. The integration of these hubs helps to achieve key gathering points with a variety of offerings. It improves efficiency by encouraging compatible uses, supporting partnerships between different service providers and increasing the overall flexibility and activity of the given area.

Shared Use

Encouraging shared use of community infrastructure has significant potential to maximise the use and efficiency of spaces and buildings for community benefit. Supporting clubs and community groups to share spaces may improve the utilisation of existing resources and decrease the need for new facilities that would otherwise replicate existing infrastructure.

Sustainability

The City will lead by example and, wherever possible, utilise new sustainable materials and technologies. Environmentally sustainable facilities typically have lower operating costs and are therefore more financially viable and sustainable to operate. For example, inclusion of solar panels can assist in decreasing the electricity costs of large facilities.

Modular Design

Looking at standardised (i.e. size, provision etc.), modular design for changerooms, Universal Accessible Toilets, and storage will also ensure greater equity in provision across City reserves may improve financial viability.

Capacity

Much of our existing community infrastructure is at or nearing capacity during peak demand periods. In the context of population growth and increasing community expectations, the focus will need to be on maximising capacity, efficiency and utilisation of existing facilities.

The City will need to look at making incremental investments where significant capacity enhancements can be delivered through our existing infrastructure.

Two examples of this include:

- Storage across all active reserves could be better maximised through small improvements, roll-out of club storage agreements, and optimising club use.
- Upgrading to gender-neutral changeroom facilities is crucial for promoting equal access and inclusivity in sports. This creates a safer and more welcoming environment for individuals of all gender identities and encourages sports clubs to broaden participation and foster diversity.

Planning and managing community infrastructure in this way, and utilising information pertaining to facility use and club need, will provide an opportunity to incentivise user behaviors to help better manage peak demand and capitalise on existing infrastructure.

CITY OF CANNING'S PEOPLE: NOW
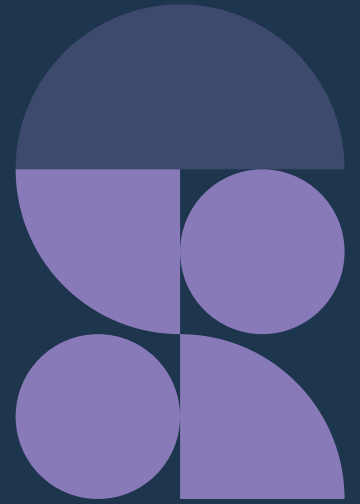
The City of Canning's Estimated Resident Population for 2021 is 99,351, with a population density of 1,530 persons per square km. The population projections from forecast.id suggest that the City of Canning Canning's population will grow to 124,955 by 2041.
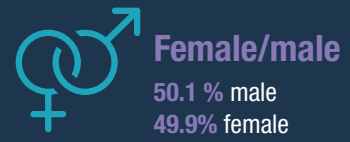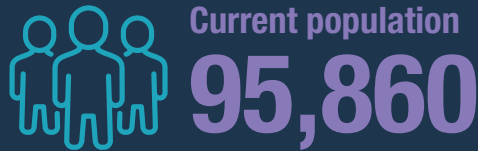
CANNING TODAY

Demographic data for the current population is based on the 2021 Census (unless otherwise specified). See Canning profile id.

Current population
95,860

living in
37,261
dwellings

Female/male
50.1 % male
49.9% female

Age ranges

- **21.8%** People under age of 18
- **58.5%** People between 18-59
- **19.7%** People over age of 60
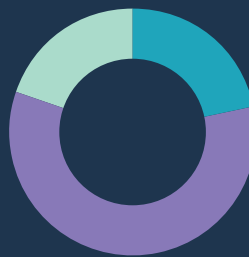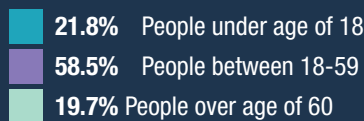
People born overseas

50.9% of people in Canning were born overseas compared to **36%** in Greater Perth

Top 5 overseas places of birth

- 7.9% India
- 6.2% Malaysia
- 5.6% UK
- 4.8% China
- 2.1% Singapore

Religion
top 6

- **16.6%** Catholic
- **7.1%** Islam
- **6.5%** Anglican
- **6.4%** Buddhism
- **6.3%** Hinduism
- **4.2%** Christian

Transport to work
walk, car, public transport*

- **65.2%** drive to work
- **12%** utilise public transport
- **1%** ride a bike
- **1.3%** walk
- **3.0%** work at home

*based on 2016 data only as 2021 data yet to be published

1.2%
Indigenous

42.8% of people speak a language other than English at home

Household type

36.2% of households were made up of couples with children (this correlates with the high separate household below)
23.5% couples without children

Living types

- **77.9%** Separate houses
- **20.1%** Medium density
- **1.6%** High density

4%
People identifying as living with a disability

Volunteers

16.1% of the Canning population reported doing some form of voluntary work in 2021

CITY OF CANNING'S PEOPLE: 2041

Our population continues to grow with a projected 10,428 new dwellings accommodating our 25,604 new residents from diverse parts of the world who choose to call Canning home. The two highest increases in dwellings are in the Canning City Centre and in Cannington. Our 16 neighbourhoods are thriving urban communities, with the Canning City Centre booming and attracting an influx of new residents.

Our revitalisation of Queens Park, Bentley and St James has attracted new families and professionals.

Migration boosts our population and strengthens our intercultural connections, with the blending of cultures and celebration of diversity uniquely defining our City.

Our improved public realm enables our communities to be healthy and active. Our multi-purpose community, sports and recreational spaces are inclusive for all.

The City of Canning continues to be one of Perth's most prosperous economies. Growth in new businesses and the attraction of skilled workers has created 10,000 new jobs and generated $5 billion in Gross Regional Product to Western Australia's economy. We embrace technology and the transition to a digital world has diversified our economy and benefited our residents and businesses.

Canning is a connected, empowered and intercultural community. Collectively we are respectful and engaged in keeping our City safe, prosperous and vibrant for all ages and abilities.

CANNING 2041

Demographic data of the future population is based on the City of Canning's forecast id webpage. See Canning forecast id.

The forecast population for the City of Canning in 2022 is 100,822 with a forecast growth of 23.9% by 2041 taking the total

124,955

Female/male
50.8 % male
49.2% female

Growth Areas

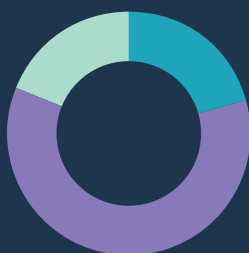The number of dwellings in City of Canning is forecast to grow from 35,855 in 2016 to

48,449
dwellings
in 2041

with the average household size falling from 2.78 to 2.68 by 2041.

Age ranges

- 20.8% People under age of 18
- 60.4% People between 18-59
- 18.8% People over age of 60

Household type

31.7% Couples with children
25.5% Couples without children
22.9% Lone persons
6.6% Group households

Predicted Growth Areas

Cannington City Centre

This precinct is designated as a Strategic Metropolitan Centre under the State's Planning Framework (one of only 10 in Metropolitan Perth). An adopted Activity Centre Plan for this area identifies growth for an additional 25,000 residents. The City has prepared a Regeneration Program for this area which identifies over $76 million in works to support this growth with new transport links, a reimagined main street and park upgrades. To date Phase 1 and 2 projects within this Program are either complete or underway including Cecil Avenue East and West, Lake Street extension, Southern Link Road (Stage 2), Wharf Street Basin Park and the Lake Street Urban Stream. In addition to this investment the State Government has recently commenced its Level Crossing Removal Project which removes the level crossings at Wharf Street and Hamilton Street. The project will see the elevation of the railway line, improved accessibility, upgraded stations at Cannington and Queens Park and over 6 hectares of new public open space with associated facilities.

Queens Park

This precinct is only 10 kilometres from the Perth CBD and is well serviced by public transport also benefiting from State's Level Crossing Removal Project. A Local Structure Plan has been adopted for the precinct which identifies growth for an additional 4,200 residents. The Plan identifies opportunities for a mix of high density residential and commercial uses within walking distance to the train station. In addition to the construction of the $32 million State Football Centre, the City is looking to focus its activities on improving local infrastructure and community connection through its Queens Park Revitalisation Plan.

Bentley/St James/Wilson

Being adjacent to WA's largest university, Curtin University, and being only 8 kilometres from the Perth CBD this precinct has experienced significant growth and development in recent years. Within the middle of this precinct the State Government owns 26 hectares of land which is set to become one

of Perth's largest and exciting infill projects accommodating around 3,000 residents. The Project known as 'Bentley 360' will include a mix of residential densities and built form, new commercial floor space and a network of public open space that seeks to rejuvenate the precinct. The area is proposed to be serviced by a strategic mid-tier transport route, via Manning Road, connecting Cannington Train Station with Curtin University and beyond to Canning Bridge, which will provide significant redevelopment opportunities.

East Cannington

This suburb is undergoing a transition from its semi-rural routes (previously home to dairy farms, market gardens and poultry farms) into a suburban residential precinct. The area's growth is guided by Guided Development Scheme No. 21 which sets out the road network, lot density, commercial precincts and areas of public open space. Whilst the Scheme will likely take over 20 years to complete, given the large number of landowners and differing development aspirations, the suburb will likely cater for an additional 2,500 residents.

Riverton/Willetton

These areas are likely to experience incremental residential infill, with the major areas of residential growth occurring along the High Road transport corridor and around existing shopping precincts.
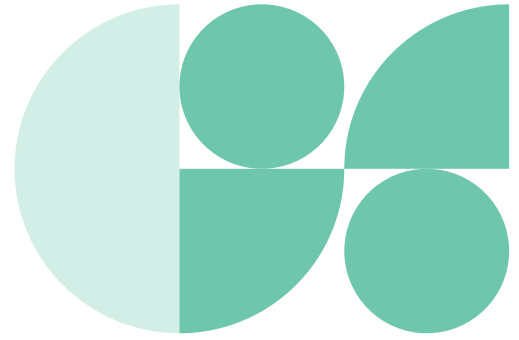
CITY OF CANNING'S COMMUNITY INFRASTRUCTURE STRATEGY

The City of Canning's Community Infrastructure Strategy outlines the City's long-term direction for community infrastructure provision. It focuses on community infrastructure over which the City has primary responsibility, has chosen to play a role in delivering, or seeks to advocate for on behalf of the community.

This Strategy will be used by the City to identify priorities for future community infrastructure, inform sound decision-making about planning, funding, delivering and negotiating for community infrastructure, and assist with a coordinated approach within the City to undertake this work.

Successful implementation of the CIS will see the delivery of quality community infrastructure in Canning that will meet the needs of our current and future population.

The CIS covers a range of community infrastructure types, outlined in Table 1 below.

COMMUNITY FACILITY TYPES*	RECREATION TYPES
Public Libraries	Aquatics Facilities
Community Halls and Centres – single & multi-purpose	Indoor Sport and Recreation Centres (e.g. Willetton Basketball Stadium, Cannington Leisureplex)
Youth Centres	Creative Arts
Scouts & Girl Guides Facilities	Athletics Infrastructure
Mens Sheds	Action Sports Infrastructure (e.g. skate parks, BMX tracks, parkour)
Playgroups	Sport Lighting Infrastructure
Senior Centres	Active Sports Facilities and Reserves

Table 1 – Community infrastructure by type

Further Types may be added as and when applicable.

This Strategy does not include public open space, playgrounds, park equipment, dog exercise areas, or trails and walking paths. These items are addressed by other Plans and Strategies, including the Public Open Space Strategy and Play Provision Strategy. However, these items are considered in the CIS from a planning and opportunity perspective.

HOW WE DEVELOPED THIS STRATEGY

Audit of Current Assets

We identified existing community infrastructure to understand the strengths and weaknesses of individual assets and Canning-wide community infrastructure.

Needs Analysis

We identified the community infrastructure gaps and needs of our current and estimated future population. This included consideration of existing facilities and trends to enable consultation with local clubs and State Sporting Associations to explore current use, future need, and opportunities.

Draft Community Infrastructure Strategy

We undertook consultation with community stakeholders and City subject matter experts and reviewed best practice community infrastructure approaches to develop a draft Strategy. This Strategy builds on the work undertaken in 2017 and provides up-to-date data and reference to the City's current Strategies and Plans.

Public Consultation of Draft Community Infrastructure Strategy

We undertook a series of engagements once the Draft documents were developed including:

Meetings with key peak bodies such as Scouts WA and various State Sporting Associations, elected members, and broad community consultation between 18 March and 12 April 2024. During this period the draft Strategy was published via the City's YourSay platform, and accompanied by a comprehensive social media campaign, and promotion via the City's e-newsletters, posters, and digital screens.

Targeted in-person engagements were also undertaken, including presentations and workshops, 1:1 meetings with key groups, and drop-in sessions at popular City locations, including City libraries and leisure centres.

Community Infrastructure Strategy

The final CIS was endorsed by the City on 18 June 2024. The final strategy is the result of the combined efforts of many, including the community, Elected Members and City Officers.

It provides a high level of guidance for the City decision-making, as it relates to the provision of community infrastructure within the City of Canning.

An initial twelve-month Action Plan provides an assessment and priorisation, for the renewal of existing and provision of any pressing planning for new community infrastructure. This Action Plan will be reviewed and added to annually, extending out to at least 4 years This Action Plan will be reviewed and added to annually, extending out to 4 years and will inform the City's Annual Budget and Long-Term Financial Plan (LTFP).

COMMUNITY FEEDBACK

The City received 313 responses to the YourSay survey; 1392 individuals downloaded the CIS documents; and 3633 people visited the CIS YourSay page.

Review of all survey responses showed broad support (87%) to the proposed Strategic Directions and Recommendations contained within the CIS.

Consideration was given to all feedback, and where appropriate, amendments made to the recommendations, which has been detailed and explained within the consultation section of each Type document.

Survey Questions	Number
Surveys completed	31
From a surburb in the City of Canning	23

Feedback on Principles

Principles	Community Rank	CIS Rank
An engaged community	1	3
Equitable access	2	4
Planning for the Future	3	6
Accessible, connected and sustainable facilities	4	7
Colocation and multi-use	5	5
Maximising Use	6	1
Partnerships	7	2
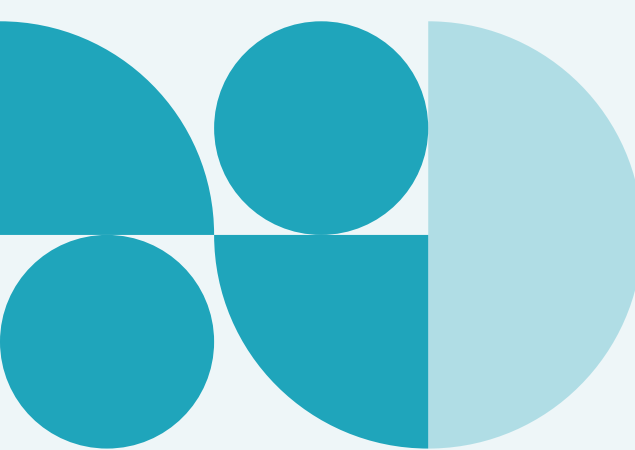
KEY THEMES

There was minimal commentary on the overarching Community Infrastructure Strategy (CIS), with many of the responses focussing on specific Types rather than the CIS overarching document itself.

For the majority of respondents to the Strategy itself, the most important principles were An Engaged Community, Equitable Access and Planning for the Future.

A number of respondents commented on specific issues relating to aspects of the City's facilities or services.

Areas of improvement: Comments about perceived neglect in areas like Canning Vale highlight the need to consider more balanced development across the City.

Clarity and Principles: Throughout the community commentary, it was evident that terms used in the strategy and types, such as co-located and multi-functional, were interpreted differently than intended by the City when drafting the documents.

KEY FINDINGS

Broad Support: The Strategy itself is broadly supported by the Community and aligns with community priorities.

Areas for improvement: There are areas where adjustments could enhance the Strategy's effectiveness and responsiveness to community needs to include clearer guidance on the development and management of co-located and/or multi-functional facilities.

Misalignment with the Principle weightings: The community ranked several principles differently than the City of Canning. This will be addressed in project business cases and needs assessments to ensure that community priorities are not overlooked.

Adaptability and Engagement: The structure of the CIS Strategy, with individual Infrastructure Types, will allow the City to continue engaging with the community to refine and adjust the documents as needs change, funding priorities arise, or opportunities present themselves.

CONSULTATION RECOMMENDATIONS

- No significant changes
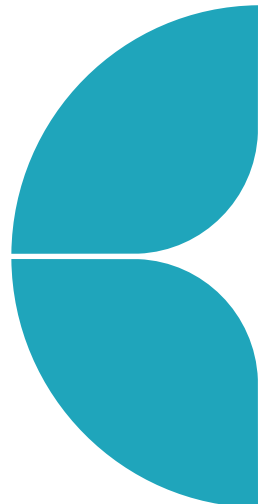
RATES OF PROVISION & BENCHMARKS

There are various provision standards and benchmarks that can be employed when determining future community needs and potential gaps related to community infrastructure.

An assessment of current community infrastructure provision within the City by infrastructure type has been undertaken against the Parks and Leisure Australia, Western Australia's (PLA WA) Community Facility Guidelines, 2020 ('Guidelines').

The Guidelines are population driven and seek to provide an indication of what should be provided within a given locality. Population based benchmarks set out the number of people that would trigger consideration for provision of an asset, and standardises this in an effort to address community needs consistently across different areas.

It is important to note, however, that benchmarking alone fails to consider useability of specific assets and the suitability of the spaces to meet community needs (i.e. accessibility, condition of buildings, and sole user facilities versus open for the wider public).

Secondly, benchmarking does not consider the differences in the way our current and future communities are likely to live. What people need and how they access and seek to use community infrastructure will change over time. For example, the needs of high-density communities are different to communities living in low-density, suburban houses.

As such, in seeking to inform this CIS, the following benchmarking is used as the basis for which population projections may be tested. This information is then balanced against what is currently provided, identified gaps, emerging trends, and the welcoming of community led needs identification and projects.

This layering of information, and careful and transparent assessment against weighted principals provides the framework for recommendations towards future investment in community infrastructure.

The key conclusions from the Guidelines analysis are outlined in the table below.

TYPE	RATIO
Regional (Population Catchment 100,000 – 150,000 +) Services the entire LGA, as well as bordering Local Governments	
Active Public Open Space (20+ hectares)	1:100,000 – 150,000
Aquatic Facilities (includes aquatic, gym & multi-court spaces)	1:150,000 – 200,000
Libraries (Riverton)	1:100,000+
District (Population Catchment 25,000 – 70,000) Approximately 3-10km radius, servicing several neighbourhoods which are typically bordered by urban or natural barriers	
Active Public Open Space (5-20 hectares)	1:25,000 – 70,000
Indoor Sports (4+ courts)	25,000 – 50,000
Community Centres	1:25,000
Libraries (Willetton & Cannington)	1:15,000 – 30:000
Indoor Sports Hard Courts (outdoor 6-12)	1:25,000 – 75,000
Action Sports (BMX, skate, parkour etc)	1:25,000 – 75,000
Youth Centres	1:30,000
Seniors Centres	1:20,000 – 30,000
Community Halls	1:15,000 – 25,000
Neighbourhood (Catchment 10,000 – 25,000) Approximately 1-3km radius, servicing localised communities	
Active Public Open Space (1-5 hectares)	1: 10,000 – 25,000
Community Halls and Centres	1:7:500 – 25,000
Libraries (Hillview Hub)	1:6,000 – 15,000
Indoor Sports Hard Courts (2-4 courts)	1:50,000
Action Sports (BMX, skate, parkour etc)	1:15,000 – 25,000
Youth Centres	1:7,500
Seniors Centres	1:7,500
Community Halls	1:7,500

Table 2 – Benchmarks for Community Infrastructure Type

STANDARDS OF PROVISION

The Standards of Provision make a distinction between the land used for open space, the buildings that are provided, and the activities, services and programs that take place on and within the land and buildings. A description of each of these elements is provided below.

Public Open Space

Public open space refers to land which is available for public access and is reserved or used for active sport, passive recreation, preserving the natural environment, or providing connectivity or aesthetic value to a place. Public open space is defined under the Metropolitan Region Scheme 1997 and may include land that is owned freehold and has a recreation purpose. Public open space also accommodates recreation and community facilities.

Community Buildings

A community building is any built resource, owned and managed by a local government. It is available to the community for general or specific use, including sporting pavilions, recreation/aquatic facilities, community halls, public toilets and libraries. These buildings may provide spaces for activities, services, and programs run by community groups and organisations.

Activities, Services and Programs

Activities, services and programs require land and facilities to operate in or from. For example, play groups, seniors' group, children's programs or recreation services. These programs can be provided by Local Governments, not-for-profit organisations and/or community groups to support social and community development. The focus of these standards is solely on public assets, owned and operated by the City.

The Standards will ensure that the provision of open space and community buildings are fit-for-purpose for the current and future needs of the City. These Standards will guide the level of embellishment, renewal, levels of provision, use and function of public open space and community buildings.
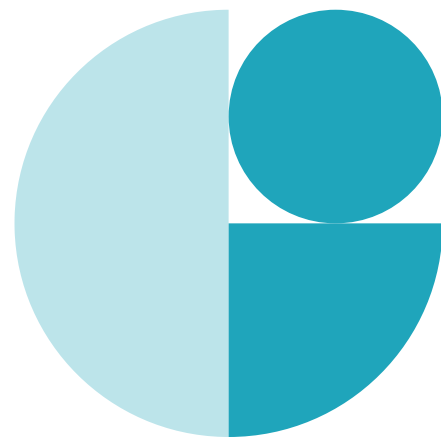
HIERARCHY OF PROVISION

Community infrastructure is widely classified under a hierarchy of provision, with varying levels of service for the defined catchment areas.

The establishment of standard levels of community infrastructure has been developed with reference to numerous guidelines and recommendations, including:

- Parks and Leisure Australia, Western Australia (PLA WA) Guidelines for Community Infrastructure

- Relevant sporting code and industry specific guidelines

These Guidelines and best practice, coupled with local knowledge (community/club feedback and staff knowledge), have enabled the development of a community infrastructure hierarchy best suited to the current and future needs of the City of Canning.

A hierarchy of provision provides an indication of the equity for distinct catchments throughout the City. The hierarchical approach recognises that facilities with different types of spaces are required to meet the range of community, sport and recreation needs and uses. This enables communities with access to a good range of community infrastructure. Different types (Standards) of community infrastructure will be provided at various hierarchy levels, with larger infrastructure serving a wider population and smaller infrastructure catering for local needs. These hierarchies are categorised and detailed for each type of community infrastructure in the supporting Community Infrastructure Types documents.

The catchment areas for built community infrastructure (as distinct from public open spaces) are typically determined on a population, distance or drivability/walkability catchment. For isolated areas, a distance catchment can be more applicable as compared to areas of high density within contained areas, where population catchments are more appropriate to determine the level of community infrastructure required.

Whilst public open space is not covered by this CIS, the hierarchical classification of these spaces needs to be considered in the context of new community infrastructure planning to ensure a consistent approach to infrastructure development. The hierarchy for built community infrastructure and public open space, as used by the City and shown in Table 2, is consistent with that used throughout the sector.

KEY STRATEGIC DIRECTIONS

The strategic directions are a critical outcome of this CIS as they give clear direction and inform specific recommendations to guide the City of Canning's actions and decision-making. The following items are the community infrastructure priorities that have currently been identified for the City.

COMMUNITY INFRASTRUCTURE STRATEGY:
PUBLIC LIBRARIES

CITY OF CANNING

Libraries

- Current provision rates for public library services are sufficient to adequately serve the Canning community now and into the future.
- The City will maintain current library infrastructure to meet current and predicted future needs of the Canning Community.

COMMUNITY INFRASTRUCTURE STRATEGY:
ATHLETICS INFRASTRUCTURE

CITY OF CANNING

Athletics

- The City is over provisioned for athletics tracks to suit current and projected population over the next 10 years. There is significant capacity to continue to support growth in athletics participation across current City sporting reserves.
- Minor improvements to supporting facilities such as throwing circles and jump pits will be required to meet provision standards and projected population growth at various sites
- The City will fund district level grass tracks and is supportive of a synthetic track should full external funding be identified and a business case developed.
- The City will continue to foster athletics and its associated infrastructure across the City and look to improve the facilities to our minimum standards.
- In line with the City Centre Structure Plan and Land Use Plan, Ern Clark has been identified for a change of use within a 10 year period.

COMMUNITY INFRASTRUCTURE STRATEGY:

**COMMUNITY
HALLS AND CENTRES**

CITY OF CANNING

Community Halls and Centres

- The current provision of community centres and halls are sufficient to adequately service the City of Canning now.

- With projected population growth resulting from major urban renewal projects in Bentley and the Canning City Centre, it is likely that two additional community centres will be required within the next 10 years. Should land-use of existing community infrastructure in the Bentley 360 development area change, this will be particularly pertinent.

- The City will assess each of the community halls when listed for refurbishment to ensure design and fit out is responding appropriately to community needs and functional requirements.

- Identify sites across the City for potential relocation and for co-location in line with the CIS principles.

COMMUNITY INFRASTRUCTURE STRATEGY:

**YOUTH
CENTRES**

CITY OF CANNING

Youth Facilities

- There is a gap in the provision of district youth facilities across the City

- While it is noted that dedicated youth infrastructure such as youth centres may not always be required, investing in co-located youth infrastructure and youth activity spaces is crucial to ensure equitable opportunities for youth participation and engagement.

- Future youth infrastructure projects should be situated near other youth-focused resources and community infrastructure to establish a comprehensive and interconnected network of resources for the City's youth.

COMMUNITY INFRASTRUCTURE STRATEGY:
SPORTS LIGHTING INFRASTRUCTURE

CITY OF CANNING
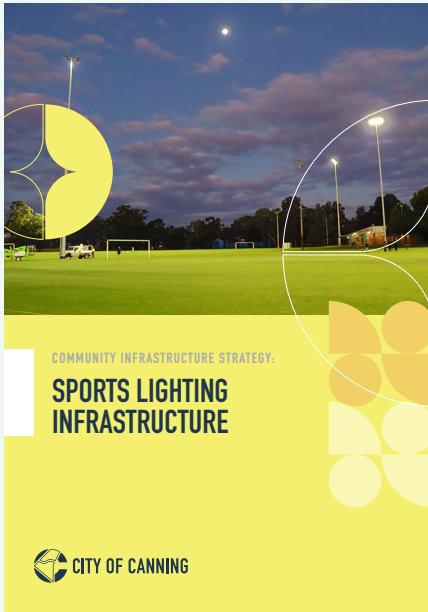
Sports Lighting

- The City will provide and maintain sports lighting to active sporting reserves across the City in a planned manner as its financial capacity allows to a minimum of 100 LUX - large ball (Club Competition and Match Practice) standards in accordance with Australian Standards.

- The City supports lighting of other leased facilities and sport types over 100 LUX where need is demonstrated but will restrict funding to the provision of 100 LUX. The gap will be funded by the requested club, leased facility holder or externally funded.

- When planning new sports lighting, consideration will be given to active structured sports as well as passive recreational uses by the community, such as dog walking.

COMMUNITY INFRASTRUCTURE STRATEGY:
SCOUTS AND GIRL GUIDES FACILITIES

CITY OF CANNING

Scouts and Guides

- The City of Canning's provision is at or above neighbouring Local Government Authorities and no further provision is anticipated to meet population growth.

- The City's preference is to support the provision of existing facilities until end of asset life and to work with Scouts WA towards co-location and consolidation as appropriate.

- The City will not prioritise standalone, single group use, Scout and Girl Guides facilities.

Men's Sheds

- The City of Canning's current provision of one Men's Shed is consistent with neighbouring LGA's.
- The City may support co-located Men's Sheds with robust needs assessment and business case development.

COMMUNITY INFRASTRUCTURE STRATEGY:
**MEN'S SHEDS**

CITY OF CANNING

Aquatic Facilities

- The City of Canning's aquatic provision is sufficient to meet current and projected population growth.
- When planning any new community infrastructure identified through the development of this strategy, the City will consider co-locating complementary uses at Cannington or Riverton Leisureplex to maximize the use of the site and increase attendance. This will ensure that any new community infrastructure can leverage the existing facilities and services provided by the leisureplexes, which can help to reduce the operating costs of the new infrastructure. Additionally, co-location can also help to improve the utilisation of the leisureplexes by creating a more comprehensive community hub that caters to a broader range of needs and interests.
- Planning should be undertaken for each site to inform asset renewal and upgrades to;
  - » identify opportunities to improve levels and diversity of service to the Community,
  - » identify opportunities to reduce the operating deficit of the City's aquatic facilities,
  - » ensure building design and fit-out aligns to best practise in design, operating and sustainability that caters to emerging community needs.

COMMUNITY INFRASTRUCTURE STRATEGY:
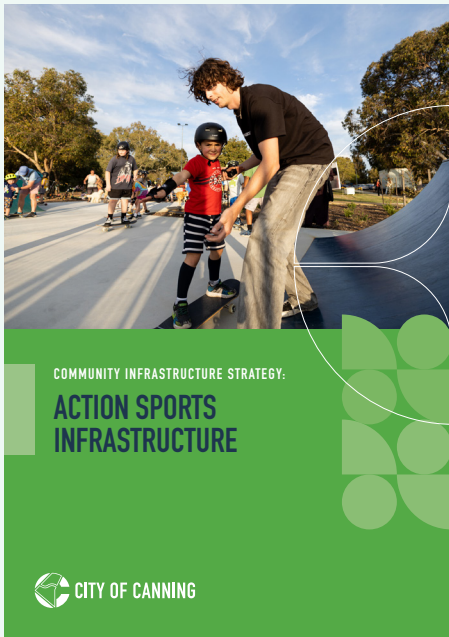**AQUATIC FACILITIES**

CITY OF CANNING
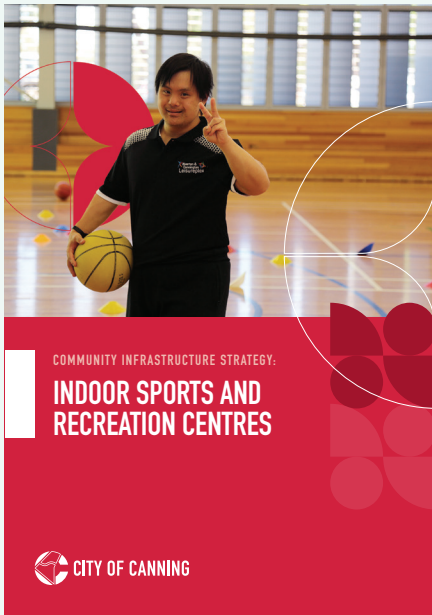
Indoor Sports and Recreation Centres

- The current provision of indoor sports facilities does not meet current needs, coupled with forecasted population growth and likely growth of indoor sports such as basketball, netball and volleyball this will be further exacerbated.

- These new facilities will provide opportunities for a diverse range of indoor sports activities and be designed to adapt to changing needs and demographics of the community. This is to ensure the community has access to quality indoor sports facilities.

- Ensure future developments are co-located with other recreation and/or community infrastructure. (e.g., Aquatic Centres, gyms, fitness centres).

COMMUNITY INFRASTRUCTURE STRATEGY:
INDOOR SPORTS AND RECREATION CENTRES

CITY OF CANNING
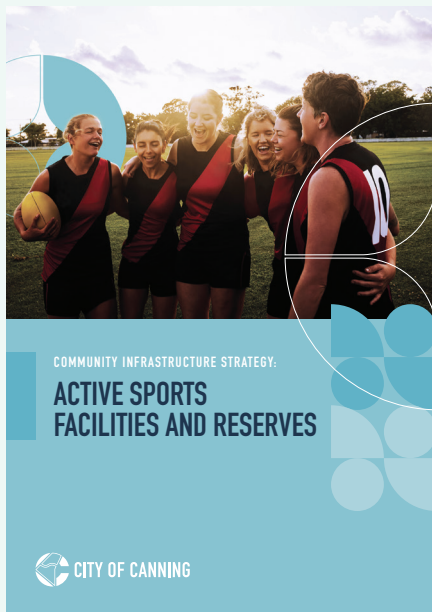
Active Sports Facilities and Reserves

- The City's provision of individual sport code ovals is generally sufficient to meet current population demand with the exception of 1 soccer pitch and 1 football oval into the future.

- Planning to be undertaken to identify location for soccer and football, or access to additional pitches/ovals, to meet forecasted population growth.

- Future investment is likely to focus on functionality and quality of provision (i.e. through the servicing of spaces, co-location of multi-users, and advocacy through the state Sporting associations).

COMMUNITY INFRASTRUCTURE STRATEGY:
ACTIVE SPORTS FACILITIES AND RESERVES

CITY OF CANNING

COMMUNITY INFRASTRUCTURE STRATEGY:
ACTION SPORTS INFRASTRUCTURE

CITY OF CANNING

Action Sports

- There is a significant gap in provision for action sports across the City.

- To meet the current and future population planning will be undertaken to increase access to action sports facilities focussing on areas of high youth population.

- Action sports facilities will provide opportunities for skate, BMX, mountain bike, scooter and parkour.

- Ensure future facilities are co-located with other community infrastructure. (e.g., Aquatic Centres, youth facilities, and community halls) with transport links to allow accessibility for youth participants.

COMMUNITY INFRASTRUCTURE STRATEGY:
SENIORS CENTRES

CITY OF CANNING

Seniors Centres

- The City will support existing standalone senior centres until the end of their asset life, with future seniors infrastructure co-located with other community infrastructure types.

- Future seniors infrastructure projects should be strategically located near senior-focused resources and community infrastructure, such as aquatic centres, community centres, and cultural venues. This is to establish a comprehensive and interconnected network of resources for the City's older people.
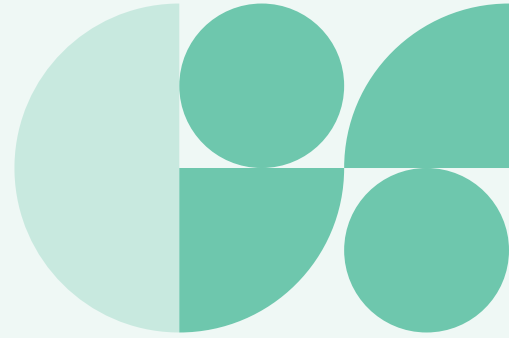
COMMUNITY INFRASTRUCTURE STRATEGY:
CREATIVE ARTS

CITY OF CANNING

Creative Arts

- The City's current provision is on par with neighbouring local governments

- The City will support a redevelopment and expansion of its existing Art Centre, looking at opportunities to co-locate with similar provision types, such as Men's Sheds, Seniors etc.

- Other existing community infrastructure, such as City Libraries and the Hillview Intercultural Centre will continue to support artistic and creative endeavours through programming and public access to space within these facilities.

COMMUNITY INFRASTRUCTURE STRATEGY:
PLAYGROUPS

CITY OF CANNING

Playgroups

- There are gaps in provision for playgroup infrastructure across the City.

- Stand alone facilities are not preferred, but we will deliver fit for purpose spaces when planning new or upgrading community infrastructure consideration will be given to playgroup provision as components of co-located infrastructure given the increasing population.

- Advocate and facilitate considerations for playgroup provision in existing child care facilities and spaces within schools, support services, community organisations and government agencies.

PRINCIPLES FOR THE DELIVERY OF COMMUNITY INFRASTRUCTURE

Planning and delivery of all community infrastructure will be undertaken in accordance with the following Principles:

- Equitable access

- An engaged community

- Maximising the use of existing infrastructure

- Co-located, multi-functional facilities

- Accessible, connected and sustainable facilities

- Partnerships

- Planning for the future

These Principles have been developed following an extensive review of other Local Government Community Infrastructure Plans and Strategies, understanding key trends in community planning and considering local community need.

Equitable access

All members of the community, regardless of income, gender, background, age, cultural background, or disability, should have fair and equal access to community infrastructure. This will include regular reviews of standards of provision to ensure they continue to meet expectations and requirements.

What does this mean in practice?

• Delivery of community infrastructure will consider the access and inclusion needs of our community, as well as looking to prioritise infrastructure for communities in need. This will include providing infrastructure that caters for a range of age groups, gender, disability and cultural diversity etc.

• Community infrastructure will be designed to enable services for communities that reduce inequality of access, improve social sustainability and contribute towards strengthening our community.

An Engaged Community

The community and all relevant stakeholders should be consulted and engaged in community infrastructure planning and provision.

What does this mean in practice?

• Planning for community infrastructure will be informed by community engagement.

• The City recognises that the community and our stakeholders are a source of knowledge and expertise which can support decision-making and planning for community infrastructure.

• The City will engage its community when making plans, changing levels of service or facility provision etc.

Maximising the Use of Existing Infrastructure

The provision of community infrastructure should be based on sound evidence of need. The capacity and use of existing community infrastructure should be assessed and maximised in addressing the needs of the current and future population, prior to any commitment to new facility development.

What does this mean in practice?

• The City will work with local clubs, groups and organisations to ensure existing infrastructure is well utilised and maximised for the benefit of all.

• The City will invest in enhancements where efficiency and utilisation of spaces can be improved.

Co-located, Multi-functional Facilities

Community infrastructure should be located to optimise land efficiencies, sharing of resources, and the creation of active community hubs. Existing single-use infrastructure will not be prioritised at end of asset life.

What does this mean in practice?

• Community infrastructure is located centrally, and co-located with other land uses, such as shops, services etc.

• Future community infrastructure will be of sufficient size and design to enable expansion and adaptation.

• Local clubs and community organisations will be encouraged to collaborate.

Accessible, Connected and Sustainable Facilities

It is important to integrate community infrastructure with land use and transportation planning and to ensure that it is environmentally sustainable in design and implementation.

What does this mean in practice?

• Community infrastructure is, as far as practicable, accessible via public transport.

• Neighbourhood level community infrastructure is considered within the context of walkability.

Partnerships

Infrastructure funding partnerships will be pursued, where possible, and City-owned freehold land will not be the preferred site for new infrastructure. These partnerships may involve funding bodies, sport/recreation/community organisations, State Sport Associations, overarching governing bodies or private investment.

What does this mean in practice?

• The City will proactively seek opportunities to partner with State and Federal Government, State Sporting Associations, and community groups in the delivery of community infrastructure.

• The City will actively seek grant funding opportunities and prioritise projects that have attracted external funding to contribute towards community infrastructure projects.

Planning for the Future

Community infrastructure should be planned and provided in a timely manner, to ensure facilities are available when needed and that facilities are adaptable to meet changing community needs over time. They also need to take into consideration future growth and trending data.

What does this mean in practice?

• Planning considers the time required to realise delivery of new community infrastructure projects.

• Community infrastructure is planned via a hierarchy approach, providing local, district and regional facilities.

DELIVERING NEW AND IMPROVED COMMUNITY INFRASTRUCTURE

The aim of the CIS is to provide long-term guidance on the use and management of the City's community assets. By having clear principles, the City can continually assess and prioritise investment into its community infrastructure.

Community organisations and stakeholders' participation will be encouraged by allowing community-led projects to be submitted for assessment. They will be considered in alignment with the City's strategic directions and the principles of the Community Infrastructure Strategy.

The supporting Community Infrastructure Types documents apply the CIS to distinct types of community infrastructure, to determine strategic directions and specific recommendations. A guide and form for submissions will be available on the **City's website.**

The supporting Action Plan will detail and prioritise the projects and programs of work that will assist the City to meet its strategy recommendations. The Action Plan will be reviewed annually, or as required, and will expand into a rolling four-year plan that informs the City's Annual Budget and Long-Term Financial Plan (LTFP).

THE FUNDING FOCUS

There is no single funding source available to deliver the community infrastructure, as identified as an outcome in this Strategy. Instead, the City will draw upon a number of internal and external funding sources to finance the required projects and work programs and will proactively seek external grant funding.

Likely internal and external funding sources are outlined in Table 3.

The City seeks to diversify its revenue streams in order to deliver community infrastructure projects in line with community expectations and optimal asset management standards, without placing pressure on ratepayers. The following funding pathways will be considered:

- Non-competitive government initiatives (e.g. the Commonwealth Government's Local Roads and Community Infrastructure program).
- Competitive grant programs (e.g. Lotterywest Grants Program, the Department of Local Government, Sport and Cultural Industries' (DLGSC) Community Sport and Recreation Facilities Fund).
- Election cycle advocacy activities.
- Collaborative partnership agreements.

CITY OF CANNING
Long-Term Financial Plan
Municipal Funds
Reserve Funds
Public Open Space Trust Funds

EXTERNAL
Sporting Clubs
State Government (DLGSC, DCD)
Federal Government
Private Grant Funding
Lotterywest Grant Funding
Cash in Lieu
Developer Contributions

Table 3 – Internal and external funding sources

THE ACTION PLAN AND ASSESSMENT TOOL

The costs of maintaining and delivering community infrastructure is significant and the resources available are limited. This means that work programs and projects will be prioritised based on research and their contribution to CIS outcomes.

Using the Principles for the Delivery of Community Infrastructure (see page 37) a Multi-Criteria Analysis (MCA) has been developed. This tool allows comparisons between community infrastructure priorities by measuring them against standard criteria. It is able to provide relative rankings of options that are agile, transparent and defensible to enable informed decision-making.

The MCA uses principles, criteria and weightings to rank and compare options, as outlined in Appendix 1.

This criteria will guide the City's investment into the projects and work programs that provide the highest alignment to the principles and deliver the highest community benefit.

WHY A MULTI-CRITERIA ASSESSMENT?

A Multi-Criteria Assessment is a valuable assessment tool, that provides a number of benefits, including:

Clear Structure

An MCA provides a structured way to compare projects and work programs, with detail on how they align with staged principles and criteria. This basis for comparison allows stakeholders and decision-makers to see how recommendations have been made and better informs decision-making.

Transparent process

Making the MCA available to the community enables transparency around the subjective considerations used to inform decision-making and helps to minimise any potential discord between decision-makers, stakeholders and the community.

Efficiency

Effective relative rating enables effective prioritising to channel limited resources into delivering on those options that are likely to result in the greatest benefits.

Flexibility

An MCA is able to handle both qualitative and quantitative detail within one framework, reducing disadvantages for options with real but harder to quantify benefits.

Agility

While community infrastructure provision and this strategy aim to take a long-term view, there are often community-led initiatives or opportunities that arise. The MCA is able to rapidly assess the relative priority of these against existing options, to ensure that the CIS and Action Plan remains relevant and adaptable.

Consistency

An MCA provides consistent analysis, giving the community and stakeholders greater confidence in what will be prioritised for delivery and a clearer understanding of which projects of specific interest align to City's principles and have the best likelihood of proceeding.

# COMMUNITY INFRASTRUCTURE INFORMATION AND APPLICATIONS

The CIS Action Plan is intended to be a living document, made available to the Canning community, its stakeholders and potential funding partners via the **City's website.**

Community organisations and stakeholders are encouraged to submit community infrastructure projects or identified needs for assessment. For more details, please refer to the Community Infrastructure Guide and Application Form, available on the **City's website.**

Appendix 1 – Multi-Criteria Assessment (MCA) Principles and Associated Weighting

Principle	Criteria	What does this Mean?	Criteria Weighting
Equitable Access All members of the community, regardless of income, gender, background, age, cultural background, or disability, should have fair and equal access to community infrastructure. This will include regular reviews of standards of provision to ensure they continue to meet expectations and requirements	Access & Inclusion	Delivery of community infrastructure will consider the access and inclusion needs of our community, as well as looking to prioritise infrastructure for communities in need. This will include providing infrastructure that caters for a range of age groups, gender, disability and cultural diversity etc.	7%
	Reduce Inequity	Community infrastructure will be designed to enable services for communities that reduce inequality, improve social sustainability and contribute towards strengthening our community.	7%
An Engaged Community The community and all relevant stakeholders should be consulted and engaged in community infrastructure planning and provision	Demonstrated Community Support	Planning for community infrastructure will be informed by community engagement. The City recognises that the community and our stakeholders are a source of knowledge and expertise which can support decision-making and planning for community infrastructure.	14%
Maximising the Use of Existing Infrastructure: The provision of community infrastructure should be based on sound evidence of need. The capacity and use of existing community infrastructure should be assessed and maximised in addressing the needs of the current and future population, prior to any commitment to new facility development.	Existing Usage	The City will work with local clubs, groups and organisations to ensure existing infrastructure is well utilised and maximised for the benefit of all.	10%
	Fitness for Purpose	The City will invest in enhancements where efficiency and utilisation of spaces can be improved.	10%
Co-located, Multi-functional Facilities Community infrastructure should be located to optimise land efficiencies, sharing of resources and the creation of active community hubs.	Co-location with Complimentary Land Uses	Community infrastructure is located centrally, co-located with other land uses such as shops, services etc.	4%
	Futureproof Design	Future community infrastructure will be of sufficient size and design to enable expansion and adaptation.	4%
	Collaboration of Incumbent Community Groups	Local clubs, and community organisations will be encouraged to collaborate.	4%

Principle	Criteria	What does this Mean?	Criteria Weighting
Accessible, Connected and Sustainable Facilities Community infrastructure should be integrated with land use and transport planning and should be designed and provided in an environmentally sustainable manner.	Transport Considerations & Mode Shift	Community infrastructure is, as far as practicable, accessible via public transport. Neighbourhood level community infrastructure is considered within the context of walkability.	8%
Partnerships Partnerships will be sought to help fund infrastructure where practicable and new infrastructure will ideally not be constructed on City owned freehold land. These partnerships can include funding bodies, sport/recreation/community organisations/State Sporting Associations, other overarching governing bodies or private investment.	External Project Support	The City will proactively seek opportunities to partner with State and Federal Government, State Sporting Associations and community groups in the delivery of community infrastructure.	10%
	External Project Funding	The City will actively seek grant funding opportunities in support of identified community infrastructure projects.	10%
Planning for the Future Community infrastructure should be planned and provided in a timely manner to ensure facilities are available when needed and that facilities are adaptable to meet changing community needs over time.	Time to Deliver	Time to realise delivery of project.	6%
	Hierarchical Gaps - Move to Planning for Future	Community infrastructure is planned via a hierarchy approach, providing local, district and regional facilities.	6%
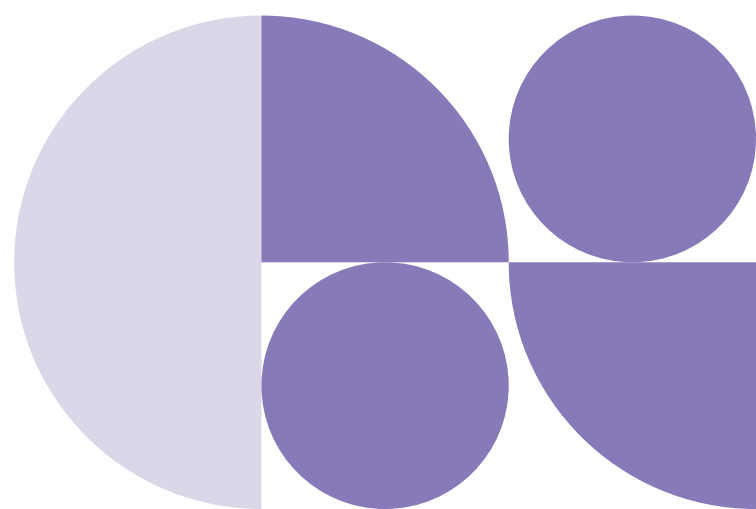
KEY TERMS

- **Principle**
These translate and describe the City's priorities and objectives in a way that is appropriate for specific investigation.

- **Criteria**
Outcomes by which an option is assessed against the stated principles. They begin to answer 'What prioritises a great choice over a good choice?

- **Weighting**
The relative importance of a given criteria within the decision context. Weights are used to develop a weighted score for each of the defined objectives.

- **Scores**
An assessment of how the option performs against the established criteria. This is based on a qualitative rating with description so that a reader can understand how scores have been determined.

- **Project**
Specific community infrastructure projects that lead directly to built outcomes.

- **Work Program**
The research and enabling work undertaken to identify or refine future projects.