



GLEN EIRA
CITY COUNCIL

PAVILION REDEVELOPMENT STRATEGY

JULY 2017

BENTLEIGH
BENTLEIGH EAST
BRIGHTON EAST
CARNEGIE
CAULFIELD
ELSTERNWICK
GARDENVALE
GLEN HUNTLY
MCKINNON
MURRUMBEENA
ORMOND
ST KILDA EAST



DUNCAN MACKINNON RESERVE PAVILION

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INTRODUCTION

Glen Eira City Council is the primary provider of sporting pavilions and due to the significant investment, it is crucial that facilities are planned and managed to ensure maximum benefit and usage for the whole community.

Pavilions play a crucial role to sports clubs — beyond the core sporting elements, they are staunchly defended 'home grounds'; hubs for club social activities; and a place to display club history and memorabilia.

Beyond sport, pavilions are increasingly seen as community assets that offer various recreational, social and sporting opportunities to the broader community. This has created growing expectation to provide well-designed, flexible and accessible community sporting infrastructure.

The *Pavilion Redevelopment Strategy* provides Council with a clear and equitable framework for prioritising investment. It will inform annual budgets and guide long-term financial planning.

The *Strategy* does not commit Council to implementing the priorities in any set order as this can be influenced by financial planning decisions, unique opportunities, external factors and competing demands for Council resources.



I. VISION FOR PAVILIONS

‘Council sporting pavilions are essential community assets that can provide a range of recreation, social and sporting opportunities to the whole community.’

Traditionally, Council’s sporting pavilions have generally facilitated organised sports and club based activity. This function is evolving and expanding as pavilions become adaptable community hubs that can offer other organised activity and casual use.

As increasingly seen in many new developments across Victoria, multi-purpose pavilions can be places where communities connect through a wide range of activities, programs and events. This type of use can co-exist with sporting clubs and further enhance the local identity and define open space character.

Council resources are limited and expenditure on sporting pavilions competes with other programs and projects.

To provide both value and increased utilisation, there are several opportunities beyond active sport that can be explored.

These include:

- the ability to cater for community groups and casual users;
- opportunity to integrate and support external uses in open space;
- co-locating Council services;
- complementary commercial activities; and
- partnerships with educational or other government agencies.

This vision challenges some of the historical expectations around pavilion usage and access, such as providing dedicated social spaces, single use rooms and 24/7 access.

The *Strategy* prioritises the development of facilities that can provide opportunity to and benefit the wider community, while still providing for active sport and protecting our parks unique character.



2. CURRENT SNAPSHOT OF PAVILIONS



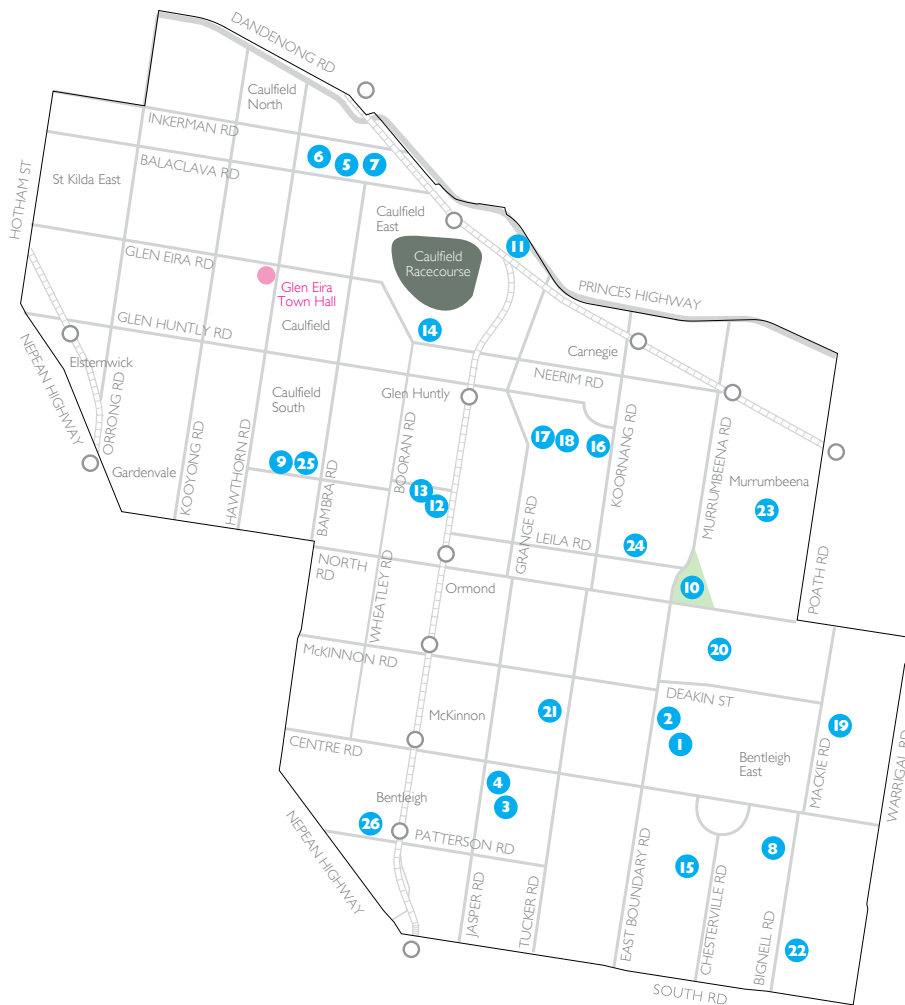
The City of Glen Eira is home to 64 sporting clubs and on any weekend in winter, more than 9,500 individuals step onto a field to play sport. In summer, close to 6,000 individuals participate in an organised sporting activity.

When you include the supporters, officials and club volunteers that support these sporting clubs, more than 20,000 individuals contribute to sporting activities in the City of Glen Eira annually.

Council manage 19 active sporting and recreation reserves, including 26 sporting pavilions. While traditionally used for active sports, pavilions have evolved into adaptable community hubs used for a range of other organised or casual use.

Outside of organised sport, there are more than 8,500 annual recreation facility bookings in sporting pavilions, including Moorleigh Community Village. Bookings range from classes and meetings as well as casual events such as weddings, birthdays and social events. Annually, there are more than 750 bookings in our rotundas and open spaces.

The ability to book these facilities is made easier through adaptable design, remotely controlled swipe cards and a well-established booking process. Moving forward, this will include an online booking portal and payment systems.



- | | | | |
|----|---|----|-------------------------------------|
| 1 | Bailey Reserve Pavilion | 14 | Glen Huntly Park Pavilion |
| 2 | Bailey Reserve Softball Pavilion | 15 | King George VI Reserve Pavilion |
| 3 | Hodgson Reserve Pavilion | 16 | Koornang Park Pavilion |
| 4 | Bentleigh Reserve Pavilion | 17 | Lord Reserve Hex Pavilion |
| 5 | Caulfield Park Pavilion and Community Room | 18 | Lord Reserve Cream Brick Pavilion |
| 6 | Caulfield Park Main Pavilion | 19 | Mackie Road Reserve Pavilion |
| 7 | Caulfield Park Red/Grey Brick Pavilion | 20 | Marlborough Street Reserve Pavilion |
| 8 | Julie Cooper Pavilion — Centenary Park | 21 | McKinnon Reserve Pavilion |
| 9 | DC Bricker Pavilion — Princes Park | 22 | Moorleigh Reserve Pavilion |
| 10 | Duncan McKinnon Reserve Pavilion and Community Room | 23 | Murrumbeena Park Pavilion |
| 11 | East Caulfield Reserve Pavilion | 24 | Packer Park Pavilion |
| 12 | EE Gunn Reserve Baseball Pavilion | 25 | Princes Park Multi-Purpose Pavilion |
| 13 | EE Gunn Reserve Main Pavilion | 26 | Victory Park Pavilion |

3. FUTURE NEEDS AND OPPORTUNITIES

DISTRIBUTION OF SPORTING PAVILIONS

3.1 STRENGTHENING OUR HOME BASE

Sports pavilions play a crucial role to sports clubs beyond the functional aspect of change rooms, toilets and kiosks.

They are a central meeting place for social activities and a physical base to display club history and memorabilia, all of which help to build and develop an active and involved community with a strong sense of belonging and connection.

Primarily, sporting pavilions need to support tenant clubs — specifically the amenity of players, support for administrators, volunteers, officials and supporters, who collectively transform sport from an activity into a community.

3.2 PROVIDING SPORT FOR EVERYBODY

Changing trends and demand has seen the traditional sports pavilion design replaced with multi-purpose, flexible and accessible facilities. Newly designed pavilions cater for male and female sports, junior and senior play, users of all abilities and ages in addition to external community groups and casual community users.

Recent examples include providing facilities that can accommodate female participation, making pavilions accessible for all ages and abilities and creating areas for first aid, umpires and club volunteers.

Across Glen Eira the focus is to provide multi-purpose, accessible and flexible pavilions where appropriate. At each location, the redevelopment process will continue to recognise the dynamic and changing nature of sport and recreation, which is influenced by sporting trends, community needs, opportunities and input from relevant stakeholders.

Continuing this design process in new and upgraded pavilions ensures that facilities will support the level of sporting usage appropriately and can adapt to future changes.





3.3 BEYOND SPORT

Outside traditional sporting use, pavilions can facilitate and extend Council services by providing flexible spaces, shared use and smart design.

This could include events and displays, health programs or exercise programs.

Pavilion design will be unique at each location and consider site specific features, such as:

- surrounding open space;
- support infrastructure to service additional use;
- potential surrounding land use changes or forecast development;
- amenity and character of open space; and
- level of sport and usage.

These additional opportunities would need to be complementary to the primary sporting club use.

3.4 EXTERNAL USES — COMMERCIAL AMENITY

The cumulative impact of rate capping will impact on Council's capacity to deliver large infrastructure projects. Facilities designed with the potential to include commercial elements and the ability to generate income would be able to offset the cost to the community.

Each pavilion location would lend itself to different opportunities with any commercial operator, operating in a designated zone as allocated by Council.

The nature of any commercial operator would need to be considerate of surrounding business and character of the park. It is beyond the scope of this *Strategy* to outline how tenants are appointed, however it will be subject to an appropriate and transparent process such as valuation, advertising, expression of interest, etc.

It is imagined that opportunities could potentially include personal trainers, fitness classes, cafés, catering or event spaces.

4. PRIORITISING PAVILION REDEVELOPMENT



Sporting pavilions have been assessed against a set of criteria, which prioritises the future upgrade order.

The criteria are consistent with Council's strategic objectives of providing services that support the community, enhance recreational facilities, create sustainable assets and help to build strong and connected communities.

Criteria are weighted the following way:

- Functionality: 30 per cent
- Open space capacity: 15 per cent
- Condition: 20 per cent
- Utilisation: 20 per cent
- Opportunity: 15 per cent

4.1. FUNCTIONALITY

Functionality measures the suitability of core pavilion infrastructure for the type of sport and level of competition. Over time, this has extended to include referee facilities, first aid rooms, storage areas and importantly the ability to cater for females and juniors. This assessment is specific to the requirements of existing sporting clubs, not potential users.

The following measures are used:

- Is there an appropriate number of change rooms per field?
- Does the facility cater for unisex/all ages/female friendly change facilities?
- Is there provision of multi-purpose or social rooms, kiosk or social spaces?
- Does the facility meet the requirements of tenant clubs, based on sporting standards outlined by peak bodies/associations?
- Are there appropriate support facilities, such as first aid room, referees change room, and storage provision?
- Is the facility adaptable to tenant sporting codes and playing requirements?

4.2. OPEN SPACE CAPACITY

This measures each parks capacity, amenity and infrastructure to accommodate existing and additional use. This includes access, visibility, parking and other facilities. This allows pavilions to service more than one compliant sportsground and potentially accommodate additional use (either community or sporting), to take priority.

The following measures are used:

- Number of sportsgrounds the pavilion services.
- Are passive areas provided?
— ie. playgrounds, picnic facilities, pathways and unencumbered open space areas.
- Ability of open space to accommodate current and additional usage, such as adequate parking, visibility and access.
- Sportsground compliance
— Eg. boundary distances and ground lighting.

4.3. UTILISATION

This prioritises pavilions with higher numbers of users, taking into account the number of fields/ovals. Additionally, there are specific measures for youth and female participation, which addresses wider community goals, such as childhood obesity and the discrepancy between male and female sport participation.

The following measures are used:

- Number of seasonal clubs based in the pavilion.
- Combined number of teams or active users in relation to fields.
- Proportion of active junior members.
- Proportion of active female members.

4.4. CONDITION — BUILDING ISSUES

This evaluates each pavilions physical condition (structural integrity) and compliance with relevant codes such as the *Disability Discrimination Act*, Building Code of Australia and hazardous materials. Assessments are based on compliance data and building audits undertaken by engineers.

4.5. OPPORTUNITY

A focus of future pavilion redevelopments will be the opportunity to increase utilisation. This may be through growing club capacity, providing Council services, or exploring partnerships and arrangements with external parties.

This element will consider the following:

- Have additional uses been identified?
- Is there opportunity to incorporate or consolidate other local groups or clubs?
- Are there identified or forecast shortfalls in Council services in the area?
- Can pavilions facilitate more use?
- Opportunities that arise from other projects or through access to external state or government funding would be considered on a case-by-case basis.



5. IMPLEMENTATION

The redevelopment process will involve broad community consultation and analysing existing Council services. Foremost will be the requirements of tenant sporting clubs, based on a combined feedback from peak sporting bodies, tenant clubs and associations.

5.1. PAVILION IDEALS

Pavilion planning will incorporate the following principles:

Sustainable — Incorporate environmentally sustainable design features, for example, solar panels; energy efficient design; rainwater tanks; preference for recycled materials; and investment in energy efficient appliances.

Responsive — Accommodate a range of users through flexible and adaptable features.

Accessible — Incorporate universal design principles to ensure pavilions are accessible, usable and convenient to use regardless of age, ability or gender.

Community — Facilitate opportunities outside of active sport.

Club building — Provide club-based facilities that can improve sport participation outcomes.

5.2. PLANNING PROCESS

At each location, redevelopment process will explore:

- The opportunity to provide flexible, accessible and adaptable facilities.
- Providing existing community focused Council services and opportunities to enhance or co-locate these.
- Gap areas for Council services or the ability to extend existing Council services and programs. For example, fitness classes, a meeting space, community education sessions or maternal and child health sessions.
- Opportunities to accommodate external users — potentially commercial elements such as personal trainers, cafés or classes.
- Developing shared use facilities with schools or universities, for example, off-site classrooms or sessional spaces.
- Inclusion of unstructured sporting activities as part of broader development, which may include basketball/netball half-courts, tennis rebound walls, golf practice cages, etc.
- Facilitate Council health and wellbeing programs that align with open spaces.
- Opportunities to align with government or external agency projects.
- The impact and opportunities possible through current and future changes to land use, such as planning applications, rezoning or amendments.

This process will ensure that pavilions have a footprint, character and facilities that are appropriate for its location. What is built at one location is not necessarily applicable at another.



5.3. PAVILION DESIGN PROCESS

Development of each pavilion will broadly follow various processes to ensure suitable engagement, discussion and analysis and result in the best possible outcomes.

5.3.1. NEEDS ASSESSMENT

- Discussion with tenant groups, sporting associations and peak bodies.
- Community consultation to identify and discuss key opportunities and issues.
- Analysing Council services and demand.
- Identifying additional opportunities that may be possible through the process.
- Exploring how needs can be met.
- Reviewing current and future sport and recreation trends.
- Benchmark comparison of similar facilities.

This level of assessment will inform the next phase of development.

5.3.2. FEASIBILITY ASSESSMENT

- Initial concept and design development phase.
- Cost estimates and potential timing.
- Analysing external opportunities or commercial market review.
- Community consultation on concept and designs.
- Local or state planning issues.

The feasibility process will enable a pragmatic and informed discussion on each pavilion redevelopment proposal.

5.4. ALLOCATION NEW USERS

Opportunities for additional community use will be advertised to the wider community through an expression of interest process, consistent with Council's *Sportsground Allocation Policy*.

Commercial opportunities would be advertised in a similar public manner and managed through a formal lease or licence depending on the circumstances.

6. REVIEW

Evaluation and review will be undertaken every two years to ensure the *Strategy* remains relevant, reflects community needs, expectations, existing conditions, Council's financial resources and is responsive to any legislative changes.

State or Federal funding opportunities may also trigger a review, but would be considered on a case-by-case basis.



7. PAVILION PRIORITY LIST

	Pavilion	Overall score (out of 100)	Functionality (30%)	Open space capacity (15%)	Building condition (20%)	Utilisation (20%)	Opportunity (15%)	Pavilion Priorities Report 2007
1	Lord Reserve Hex Pavilion	64.1	20.0	12.0	14.5	13.5	4.1	Not included due to pool redevelopment
2	Murrumbeena Park Pavilion	61.8	12.0	12.0	14.5	12.3	10.9	4
3	Lord Reserve Cream Brick Pavilion	56.8	20.0	11.0	16.4	5.4	4.1	Not included due to pool redevelopment
4	Marlborough Street Reserve Pavilion	55.5	12.0	8.0	10.9	12.3	12.3	2
5	Koornang Park Pavilion	54.0	16.0	9.0	12.7	10.8	5.5	Not included due to pool redevelopment
6	Victory Park Pavilion	53.2	14.0	8.0	10.9	10.8	9.5	6
7	King George VI Reserve Pavilion	53.0	12.0	8.0	10.9	11.2	10.9	10
8	Bailey Reserve Softball Pavilion	52.2	16.0	7.0	7.2	11.2	10.9	Not included due to pool redevelopment
9	EE Gunn Reserve Baseball Pavilion	51.9	20.0	8.0	12.7	8.5	2.7	5
10	EE Gunn Reserve Main Pavilion	47.9	8.0	11.0	12.7	13.5	2.7	7
11	Mackie Road Reserve Pavilion	47.6	14.0	6.0	7.3	10.8	9.5	n/a
12	McKinnon Reserve Pavilion	44.6	8.0	8.0	9.1	15.4	4.1	14
13	Bailey Reserve Pavilion	43.9	10.0	7.0	12.1	13.5	1.4	11
14	East Caulfield Reserve Pavilion	40.6	0.0	10.0	9.1	9.2	12.3	9
15	Caulfield Park Red/Grey Brick Pavilion	36.8	8.0	9.0	9.2	9.2	1.4	Not included as there was a commitment to upgrade Caulfield Park pavilion
16	Bentleigh Reserve Pavilion	36.4	0.0	7.0	6.2	12.3	10.9	15
17	Hodgson Reserve Pavilion	30.1	0.0	9.0	8.2	11.5	1.4	16
18	Caulfield Park Main Pavilion	29.9	6.0	7.0	5.1	10.4	1.4	8
19	Moorleigh Reserve Pavilion	29.8	4.0	7.0	7.3	8.8	2.7	13
20	Glen Huntly Park Pavilion	27.7	0.0	7.0	9.1	6.2	5.5	12
	Caulfield Park Pavilion and Community Room							Not included as there was a commitment to upgrade Caulfield Park pavilion
	Julie Cooper Pavilion — Centenary Park							3
	Duncan Mackinnon Pavilion and Community Room							1
	Packer Park Pavilion							Not included in list as it was recently redeveloped
	DC Bricker Pavilion – Princes Park							Not included in list as it was recently redeveloped
	Princes Park Multi-purpose Pavilion							Not included in list as it was recently redeveloped