

ATTACHMENTS

Community Services Committee Meeting

7 October 2014

5.30pm

City of Albany Council Chambers

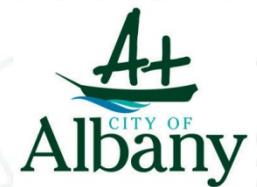
COMMITTEE
ATTACHMENTS –07/10/2014
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Community Development Strategy 2014 - 2018



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Executive Summary

The City of Albany's Community Development Strategy will direct the activities in the Community Development area for the City over the next four years. Based on the principles of Asset-Based Community Development methodology, the Strategy has been developed to build on the community's strengths and opportunities, utilising existing facilities and services to strengthen community capacity and wellbeing.

The Strategy development involved a process of research and extensive community consultation in the first quarter of 2014. Feedback was provided through 322 surveys, 65 quick ideas 'postcards', nine focus groups/workshops comprising 92 people in total, and seven written submissions from stakeholders.

Results from the consultation identified that the City's community value the natural environment, the lifestyle, the climate/weather and the peaceful, friendly atmosphere. The community development priorities the community want the City to concentrate on have been arranged into the following Key Focus Areas:

- Safe Communities
- Inclusive Communities
- Connected Communities
- Sustainable Communities

An Action Plan has been developed with specific strategies to fulfil the community's priorities. The Strategy adopts the principles of Asset-Based Community Development as the methodology to guide implementation. This methodological approach utilises the community's strengths and opportunities, and builds on existing facilities and services to strengthen community capacity and wellbeing.

For this Strategy to be successfully implemented, partnerships with stakeholders and the broader community, together with relevant departments within the City will be essential. Supporting communities to reach and sustain their potential is consistent with the City's strategic vision to be Western Australia's most sought-after and unique Regional City to live, work and visit.



Links to City Community and Corporate Plans

How this Strategy links to the City's Community Strategic and Corporate Plans is illustrated in Figure 1 as follows:

Figure 2: City of Albany Integrated Planning Framework



Community Profile

Residential:

The City's population has grown from 33,446 in 2006 to 34,579 in 2011, with an estimated population of 36,262 in 2013 (Australian Bureau of Statistics, 2011).

The City has a higher proportion of unoccupied dwellings than the state average. This is attributed to a large number of Albany holiday homes which are not utilised on the rental market.

Workforce:

The City has relatively similar proportion of its population in employment, compared with the rest of the state. Its unemployment rate is 4.9% compared with 4.7% statewide. Youth unemployment in the City of Albany is 10.9%, higher than for regional WA.

Household:

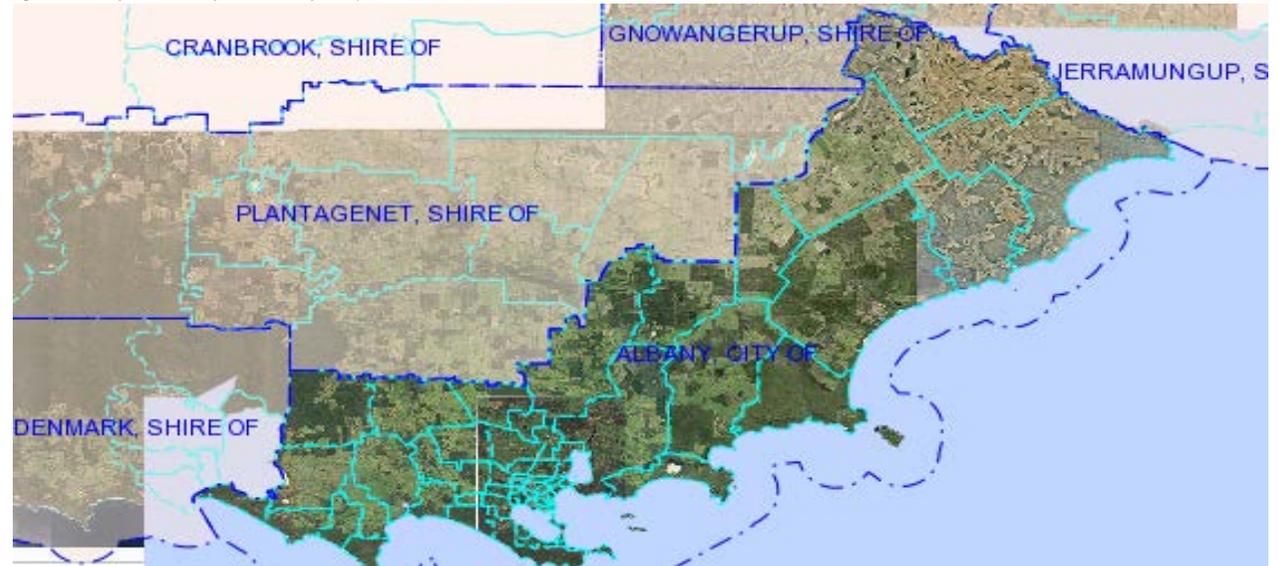
The City has seen significant growth from 2006 to 2011 in the number of lone person households, corresponding with increases in population aged 60+ years. Growth has also occurred in the 20-24 year age bracket (Australian Bureau of Statistics, 2011).

While the City has a larger proportion of people who speak English only, between 2006 and 2011 the City experienced growth in the population who speak Filipino/Tagalog and Afrikaans (Australian Bureau of Statistics, 2011).

A higher proportion of the City's households experience housing stress, defined as households in the lowest 40% of equivalised incomes, who are paying more than 30% of their usual gross weekly income on rent or mortgage payments (Australian Bureau of Statistics, 2011). This is particularly evident among renters more so than home owners.

City of Albany Community Profile

Figure 2: City of Albany Boundary Map



The City of Albany is the administrative and service centre for the Great Southern Region. It is located around 400 kilometres south east of Perth, and is bounded by the Shires of Plantagenet and Gnowangerup in the north, the Shire of Jerramungup in the north east, the Southern Ocean in the south east and south, and the Shire of Denmark in the west. The City of Albany encompasses a rural area surrounding a regional township. Rural land is used mainly for agriculture, particularly sheep and cattle grazing, timber production and farming and fruit and vegetable growing. Tourism is an important industry.

SEIFA Index

The Socioeconomic Index for Area (SEIFA) measures the relative level of socioeconomic disadvantage based on a range of contributing factors, including income, employment and educational attainment. It is designed to give an indication of how disadvantaged an area is, compared with other areas around the country. High scores on the index mean a lower level of disadvantage for that area, whereas a lower score indicated a higher level of disadvantage.

The City of Albany has a SEIFA index of 987. Compared with surrounding local government areas, The City of Albany is more disadvantaged than the Shires of Denmark, Jerramungup and Gnowangerup, but with lower disadvantage than Plantagenet. In relation to other WA local governments, the City is roughly in the middle on the SEIFA index.

What is Community Development?

There are many definitions of 'Community Development', however the United Nations articulates the concept as "a process designed to create conditions of economic and social progress for the whole community with its active participation and fullest possible reliance upon the community's initiative" (as cited in Braden & Mayo, 1999). Effective community development harnesses the participation of those who represent a range of interests, and the government and non-government sectors to work together with groups (Jackson, Mitchell, & Wright, 1989; Frank & Smith, 1999; Brennan, Frumento, Bridger, & Alter, 2013).

Community development is not an activity, but is a process, or a set of principles that is used to enable communities to grow and change according to their own needs and priorities. It is inclusive, and focuses on groups who are often disempowered due to economic hardship, disability, ethnic background or age. Community Development is a grass roots approach to resolving issues identified by the community (Kretzmann & McKnight, 1996; Toomey, 2011).

As there are many approaches to Community Development, the City of Albany Community Development team has adopted the *Asset-Based Community Development* (ABCD) methodology. ABCD utilises the strengths, capacities and resources as a means for developing sustainable communities. This is opposed to the more traditional approach to community development which begins with problems, weaknesses and deficiencies (Kretzmann & McKnight, 1996; Mathie & Cunningham, 2003). ABCD empowers community to create positive and meaningful change from the inside out rather than top down.

The assets within a community include:

- Gifts, passions and skills of individuals;
- Land, building, equipment parks within a community;
- Community groups;
- Agencies – government and non government;
- Local businesses;
- Local stories, history and values.

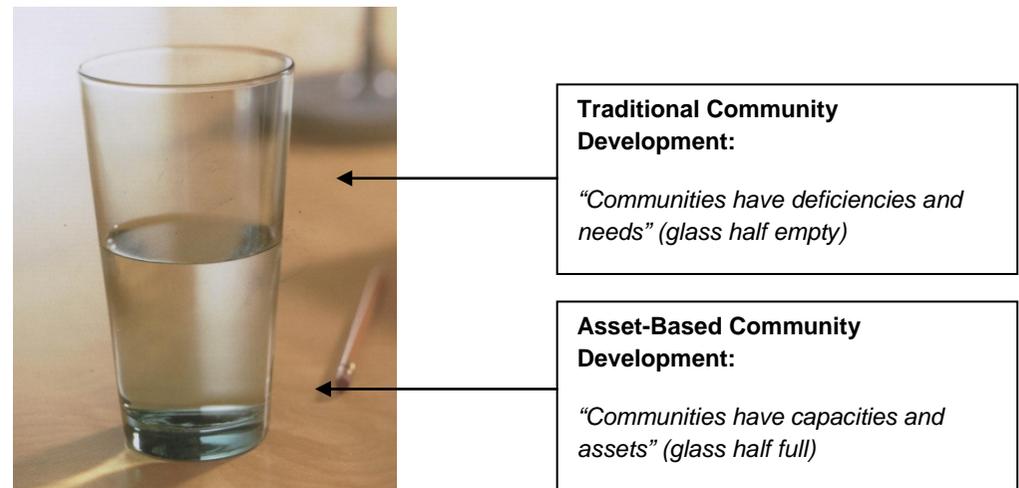


Figure 3: 'Asset-Based Community Development'. Cited in Kenyon, P, accessed www.bankofideas.com.au September 2014

Community Development at the City of Albany

Government activities in community development play an important role in contributing to the physical, psychological and social capacity of its community. Often referred to as the government closest to the people, local government is arguably best placed to identify and respond to the unique needs of the local community, including its diverse populations. Further, community development in local government helps to build a strong and self-reliant community, and helps councils be responsive to community needs (Mowbray, 2011; Pugh & Saggars, 2007; Cavaye, 2000).

At the City of Albany community development activities occur across its various departments and business units (see Figure 3), and have included:

- *Engagement and participation* – involving people in decision-making to improve outcomes;
- *Advocacy* – representing the issues and interests of the community to the various levels of government and key stakeholders;
- *Capacity building* – building the skills, networks and knowledge of and within the community;
- *Access, inclusion and equity* – removing barriers to participation in civic and community life.



Guiding Principles

The following principles underpin Asset-Based Community Development, and will therefore underpin this Strategy:

Partnerships

With the community and community leaders
 With government agencies
 With service providers
 With schools

Inclusion

A 'whole community' focus, with an emphasis on increasing community control over decision-making that impacts their lives

Sustainability

Integrated, multi-disciplinary approaches to increase the likelihood of ongoing success and resourcing of programs and services

Community Development at the City of Albany

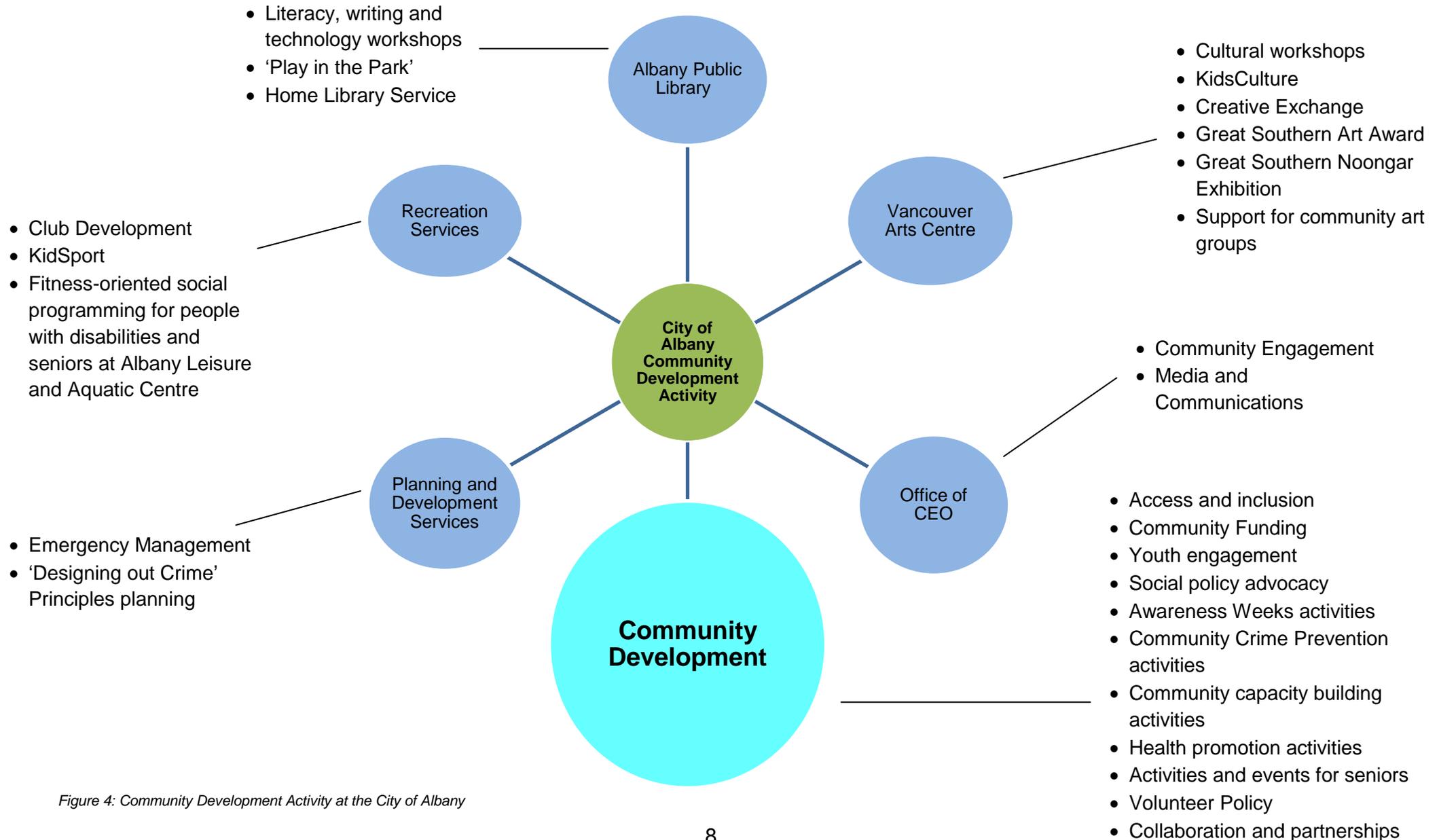


Figure 4: Community Development Activity at the City of Albany

What the Community Said

The City undertook extensive consultation in the process of reviewing the Community Development Strategy. This included 322 surveys submitted, 65 quick-ideas postcards returned, nine focus groups comprising 92 participants in total, and seven stakeholder submissions received. In addition, the City had consultation 'stalls' at various events and in public places including the Albany Farmers Markets, Albany Public Library, various community activity groups such as playgroup days, and at three rural outdoor movie nights the City co-hosted with Progress Associations in the Bornholm, Wellstead and Redmond townships.

Residents were asked a range of questions about what they like about their community, when they last felt enthusiastic about doing something for their local community, what their ideal community looked like, and what issues they would prioritise in order to realise this ideal community.

Please list the three words which you feel best describe your community.

- Beautiful
- Quiet
- Peaceful

What has brought you to this community, or kept you here?

- Lifestyle
- Family
- Natural Environment

What people, facilities, services and other resources do we have that could help achieve your ideal community?

- Many community facilities like halls and meeting spaces – just increase their use
- More local playgrounds
- Albany Public Library

What does your ideal community look like?

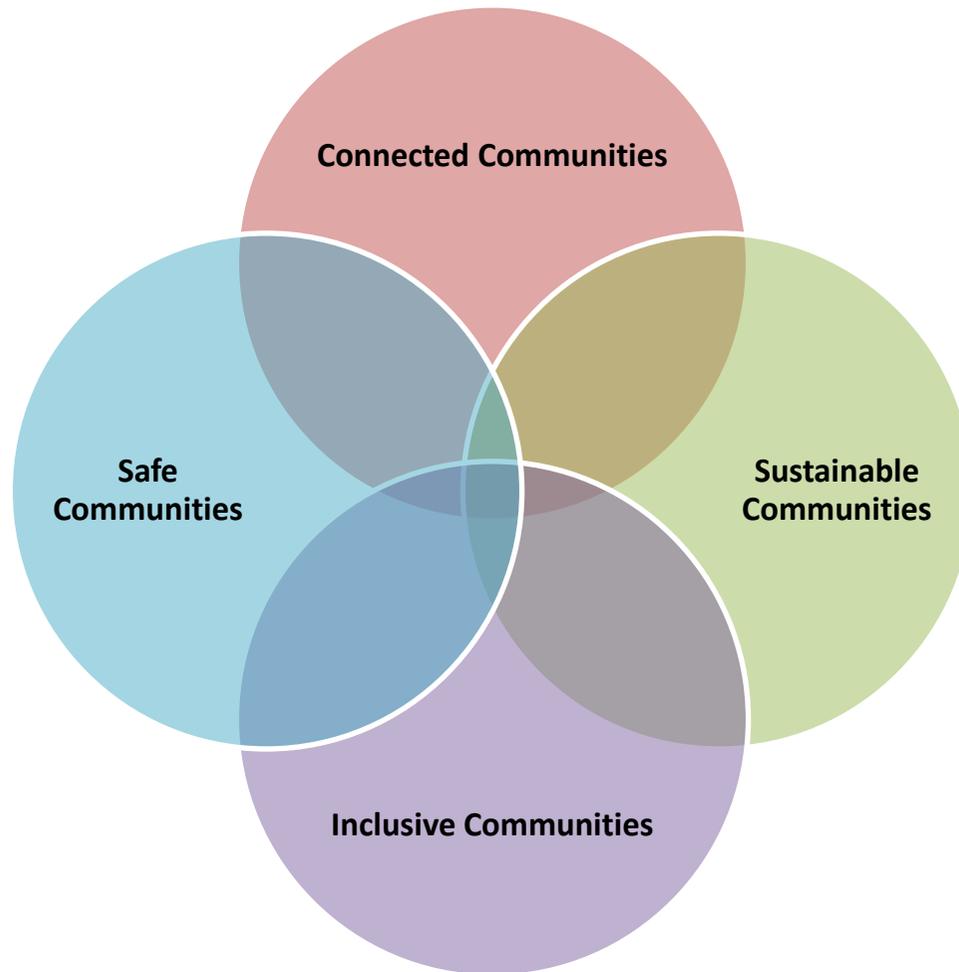
- Improved connection (to information, services, local events, transport, spaces and places).
- An inclusive community which values people of all ages, abilities and diversity.
- Increased use of the community's natural environment and green spaces.

Achieving your ideal community

- More activities for young people
- Improved cycle and footpaths
- More community-based activities and events

Key Focus Areas

The consultation generated significant amounts of community feedback, more than expected, which necessitated considerable time to sort through. This feedback was initially coded according to emerging and then recurring patterns of responses. At the conclusion of the data analysis, four consistently recurring 'themes' were evident:



Objectives and Strategies



The Strategy covers four key focus areas representing community priorities. Objectives and strategies have been developed to address each focus area, with key stakeholders and timelines for completion identified. Additionally, the Strategy identifies anticipated outcomes and resources required.

1. Safe Communities



Rationale:

The City is committed to increasing community safety, and currently has a number of direct responsibilities in local emergency management, public health and public safety. The City recognises that when people feel safe in their community they are more likely to be involved in community and civic life.

This focus area addresses Community Strategic Plan Objectives:

- 3.3: *To develop vibrant neighbourhoods which retain our local character and heritage, and;*
- 4.3: *To develop and support a healthy, inclusive and accessible community.*

Objective	Strategy	Key Stakeholders and Partners	Outcome
1.1 To be perceived as a safe community to live and work.	1.1.1 Add questions relating to community safety in the City's bi-annual community perception survey.	WA Police Albany Chamber of Commerce and Industry CBD Businesses	Regularly captured data will provide a baseline to measure the impact of activity in this area.
	1.1.2 Increase awareness of Albany's crime statistics.	WA Police Media outlets	The perception of crime in Albany aligns with the actual crime statistics
1.2 To engage youth in positive activities.	1.2.1 Continue to support the Strike II youth drop-in service.	Albany PCYC WA Police Amity Health	A reduction in the number of reported juvenile offences.
	1.2.2 Develop and implement programs for youth at risk of offending.	Albany PCYC WA Police Albany Youth Support Assoc (AYSA) <i>Recreation Services</i> <i>Vancouver Arts Centre (VAC)</i> <i>Albany Public Library</i>	
1.3 To increase knowledge of emergency preparedness among vulnerable members of the community	1.3.1 Develop and implement education and awareness initiatives to increase knowledge of emergency preparedness.	Department of Fire and Emergency Services St John Ambulance Disability Service Providers Seniors Services Groups Albany Migrant Resource Centre <i>Emergency Services</i>	Increased awareness of emergency preparedness among vulnerable community members.
1.4 To increase knowledge and awareness of transport-related safety.	1.4.1 Participate in White Ribbon Day each year.	RoadWise Office of Road Safety	Bi-annual perception survey results indicate transport-related behaviours are less of a community safety issue.
	1.4.2 Develop and implement a pedestrian safety awareness campaign.	Cycle User Groups Skate park Users Walking Groups Over 50s Recreation Assoc Schools	

2. Inclusive Communities



Rationale:

The City supports inclusive communities which are welcoming and embracing of diversity, supportive of people who are socially and/or financially disadvantaged, and which reduce barriers to participation in community life.

The City will work in partnership with marginalised, disadvantaged, and culturally and linguistically diverse groups to develop community-driven initiatives that increase social inclusion and participation in community and civic life.

The City recognises the importance of housing as a key determinant of health and wellbeing and will advocate and work in partnership with relevant stakeholders to respond to the issue of homelessness.

This focus area addresses Community Strategic Plan Objective 4.3: To develop and support a healthy, inclusive and accessible community.

Objectives	Strategies	Key Stakeholders and Partners	Outcome
<p>2.1 To be an age-friendly community.</p>	<p>2.1.1 Develop and implement an Age Friendly Communities Plan for the City.</p>	<p>Aged and community care sector Seniors and seniors groups WA Country Health Services (WACHS) Department of Transport Mental health services Disability services sector Albany Local Planning Scheme stakeholders Department of Sport and Recreation (DSR) Great Southern Development Commission (GSDC)</p>	<p>Age Friendly Communities Plan adopted by Council and implemented.</p>
	<p>2.1.2 Review the Youth Advisory Committee to determine its effectiveness as a representative model for youth engagement.</p>	<p>Schools Department of Local Government and Communities</p>	<p>The City has a representative youth engagement model.</p>
<p>2.2 To be an inclusive and accessible community.</p>	<p>2.2.1 Support community groups and clubs to make their facilities and activities more accessible and inclusive to all.</p>	<p>DSC External funding agencies DSR City of Albany Access and Inclusion Working Group (AIWG) Community groups and clubs Albany Regional Volunteer Service (ARVS) Disability services sector</p>	<p>Community-based facilities and clubs are accessible and inclusive of all abilities and backgrounds.</p>

Objectives	Strategies	Key Stakeholders and Partners	Outcome
	2.2.2 Work in partnership with identified CaLD communities to reduce barriers to participation in community life.	Rainbow Coast Neighbourhood Centre (RCNC) Office of Multicultural Interests, CaLD communities	People from CaLD communities feel welcomed and included in their local neighbourhoods.
	2.2.3 Work with retail and small business stakeholders to increase awareness of barriers to physical access to their premises.	Albany Chamber of Commerce and Industry DSC Individual small business 'champions' Various networking groups	Physical access in retail and small business outlets is improved.
	2.2.4 Continue to ensure the initiatives in the City's Access and Inclusion Plan 2012-2017 are implemented.	AIWG <i>City of Albany</i>	The Access and Inclusion Plan 2012-2017 is implemented as a whole of council Plan.
2.3 To contribute to the development of local responses to housing stress.	2.3.1 Collaborate with relevant stakeholders to develop effective programs and services to support those vulnerable to housing stress.	Department of Housing Shalom House Prospect House AYSA Women's Refuge Albany Community Legal Service Great Southern Regional Homelessness Forum	Appropriate activities are developed and implemented.
	2.3.2 Increase the capacity of the City to advocate for diverse housing developments that are accessible to a variety of household types, lifestyle choices and income levels.	Department of Housing Planning Commission Retirement Village Companies Great Southern Homelessness Forum <i>Planning and Development Services</i>	A diverse range of housing options to meet a variety of lifestyle and income needs.

3. Connected Communities



Rationale:

This key focus area centres on bringing people together, and connecting people with local activities, events, City information and services and existing community spaces and places.

The City recognises the importance of an inter-connected transport networks in enabling people to come together and to participate in community life. The City will advocate for improved transport options, including public transport, and increased opportunities for walking and cycling.

This focus area addresses Community Strategic Plan Objective 3.1: To advocate, plan and build friendly and connected communities.

Objectives	Strategies	Key Stakeholders and Partners	Outcome
<p>3.1 To create inclusive and dynamic community spaces for linking people, activities and events.</p>	<p>3.1.1 Undertake an audit of the community spaces within the City’s municipal boundary, and promote these facilities to the public.</p>	<p>Community groups Progress Associations Community halls DSR <i>Club Development Officer</i></p>	<p>Audit completed, and listing made available to the public. Existing community facilities are well utilised.</p>
	<p>3.1.2 Ensure information relating to City programs, services and events is available and easily accessible to the community.</p>	<p>Media outlets AIWG CaLD community Senior Citizens Centre <i>Information Services</i> <i>Mayoral Liaison</i></p>	<p>City community programs, services and events are widely accessed by all sections of the community.</p>
	<p>3.1.3 Develop, implement and review the establishment of neighbourhood ‘hubs’ activities to link residents to their local community.</p>	<p>Progress and/or Residents Associations Local shops and businesses Local schools Community groups and members Sporting clubs ARVS DCLG WA Police <i>Library</i> <i>Communications Team</i></p>	<p>Communities are livelier, engaged, and people feel more connected to their neighbours and local activities.</p>
	<p>3.1.4 In partnership with relevant Progress Associations, deliver events in at least two rural communities each year.</p>	<p>Progress Associations Rural communities and businesses DCLG Rural Women’s Network Wellstead CRC Mens Resource Centre</p>	<p>People living in rural communities are able to access locally-based events.</p>

Objectives	Strategies	Key Stakeholders and Partners	Outcome
<p>3.2 To improve connection between people and places within the City.</p>	<p>3.2.1 Work with relevant stakeholders to increase opportunities for active transport across the City.</p>	<p>Dept of Transport Main Roads Schools and tertiary education facilities Population Health DSR Community groups Albany Bike Users Group Albany Cycle Club Skate park users <i>Recreation Services</i> <i>Works and Services</i> <i>Major Projects</i></p>	<p>People have greater opportunities to walk and cycle to their destinations.</p>
	<p>3.2.2 Advocate for improvements to Albany’s public transport system so it provides a reliable, convenient and accessible way for the community to move around the city.</p>	<p>Department of Transport Main Roads Schools and tertiary education facilities Local Members of Parliament (MPs) Seniors interest groups Disability service providers <i>Chief Executive Officer</i> <i>Mayor/Councillors</i> <i>Communications Team</i></p>	<p>Albany’s public transport network is reliable, convenient and accessible, operating at times when people need it.</p>

4. Sustainable Communities



Rationale:

Sustainable communities provide a better quality of life for the whole community without compromising the wellbeing of other communities. Sustainable communities seek environmental, economic and social benefits.

The City is committed to becoming a 'clean, green and sustainable' City, and supporting the community to have greater ownership of its natural assets, parks and gardens. The City recognises that clean, healthy environments enhance wellbeing, and will develop strategies to increase connection to its green spaces and parks.

Furthermore, the City will also help improve the capacity of various clubs and community groups to increase their sustainability.

This key focus area relates to Community Strategic Plan Objectives:

- 2.3: To advocate and support 'green initiatives' with our region, and;
- 4.1: To build resilient and cohesive communities with a strong sense of community spirit.

Objectives	Strategies	Key Stakeholders and Partners	Outcome
4.1 To promote the uptake of low consumption lifestyles and environmentally aware practices.	4.1.1 Promote availability of purpose funding and other schemes designed to increase community uptake of renewable energy and water sources.	Media outlets Stakeholder networks Relevant govt agencies <i>Communications Team</i>	Increased community awareness of available funding sources, leading to an increased uptake of funding for renewable energy installations.
	4.1.2 Promote and increase awareness of existing community gardens and associated facilities.	RCNC Mills Park Group King River Rec Club <i>Communications Team</i>	Increased awareness and utilisation of existing community gardens and associated facilities.
	4.1.3 Promote and support opportunities for the community to connect with local producers, market gardeners and farmers.	Farmers and Boatshed Markets Progress Associations RCNC Email distribution lists <i>Communications Team</i>	Increased awareness of local producers, market gardeners, farmers and available produce.
	4.1.4 Encourage local community groups to enter awards recognising environmental sustainability.	Relevant awards bodies ARVS <i>Communications Team</i> <i>Club Development Officer</i>	An increase in the number of local nominations for relevant awards.
4.2 To increase community use of the City's developed reserves and parks.	4.2.1 Work in partnership with the Developed Reserves team to coordinate an audit of the facilities available in the City's parks and make this information available to the public.	<i>Developed Reserves Coordinator</i> <i>Communications Team</i>	Increased community awareness of the various City parks and gardens and their facilities, leading to an increased community use of these assets.
4.3 To increase the governance, planning, program delivery and volunteer management capacity of community groups and	4.3.1 Develop and implement an annual program of capacity building workshops for community groups and clubs.	ARVS DSR Community groups Corporate community <i>Club Development Officer</i>	A program of capacity building activities for community groups is developed and implemented and is accessible to community groups and clubs.

Objectives	Strategies	Key Stakeholders and Partners	Outcome
<p>organisations within the City.</p>	<p>4.3.2 Review and update the Community Funding and Event Sponsorship program to continue the policy beyond 2015-16.</p>	<p>Previous applicants for City Funding and Event Sponsorship</p>	<p>Community Funding and Event Sponsorship continues beyond 2015-16.</p>
	<p>4.4.3 Promote the services of local community groups and clubs to help increase membership.</p>	<p>Media outlets <i>Communications Team</i></p>	<p>Increased awareness of community groups and clubs.</p>

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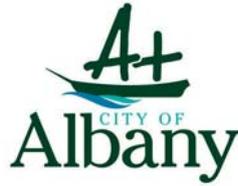
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Council Strategy

COMMUNITY DEVELOPMENT STRATEGY

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Revision 2

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102 North Road, Yakamia WA 6330
PO Box 484, Albany WA 6331
Tel: (+61 8) 9841 9333
Fax: (+61 8) 9841 4099
staff@albany.wa.gov.au
www.albany.wa.gov.au

Executive Summary

The City of Albany as a whole is a 'community development organisation' as its primary functions are leadership, governance and managing and offering services, infrastructure, and facilities for the community. While recognising the contribution of other sections this strategy relates primarily to the direction and operation of the City of Albany community development department. This mission statement of this department is:

“To develop the Albany Community as a whole by assisting community groups and individuals to reach and sustain their capacity”

The community development team will operate under the 'Self Driven Model' of community development. Implementation of this model will include conducting several common activities such as:

- offering facilitation for groups at key decision making points;
- acting in an advocacy capacity;
- implementing programs/ initiatives;
- maintaining and developing relevant knowledge; and
- providing specific relevant internal and external consultation.

In addition this strategy outlines actions within the key focus areas of Seniors, Youth, Disability, Indigenous, Community Financial Assistance, Volunteering and Rural Communities.

It is recognised that community development is a process involving constant change, influenced by many external and internal, positive and negative influences.

At any point in time it is likely that the number of potential community development initiatives, activities and requests will exceed the human and financial resources available. In order to maximise the community development effect, new and existing initiatives will continuously be evaluated and a process of prioritisation undertaken based on a number of factors listed within the 'implementation and prioritisation' section of the strategy.

Finally the strategy details the quantitative and qualitative methods to be used to evaluate the effectiveness of its implementation.

Strategic Context

This City's first community development strategy was developed in 2005 on the basis of information and feedback provided by the elected members of Albany City Council through their responses to a Community Development Survey Questionnaire and Service Matrix. The strategy was reviewed in February 2007 and was again revised in April 2008 by the City's Economic and Community Development Strategy and Policy Committee.

While this document is framed within the strategic context of the "City of Albany 3D Corporate Plan 2004-2007" it is recognised that at the time of the last review a new corporate strategy is in the process of being completed.

Strategic Focus Areas

Community development strategies/actions common to seniors, youth and general community sectors.

The mission of the community development department is:

“To develop the Albany Community as a whole by assisting community groups and individuals to reach and sustain their capacity”

For the purpose of this definition capacity is defined as most efficient level of activity and output while maintaining internal cohesion and human and physical and financial resources.

To achieve this, the ‘Self Driven Model’ of community development is utilized to assist and support Albany residents as they investigate and develop an awareness of issues, make collective decisions and take action to develop their community.

Seniors (Persons Aged 55 Years or Older)

The City of Albany has one of the highest percentages of seniors population in Australia, at around 25%, compared to the current State and National averages of 17% and 18% respectively. The Albany proportion is expected to increase to around 30% by the year 2015 as the ‘Baby Boomers’ move into this demographic. Seniors are living longer, staying active longer, participating more in community and becoming more vocal in relation to their needs and aspirations. Seniors can however be at risk of reduced physical activity, reduced mobility, social isolation and other issues. There is a strong need for consultation, programs and infrastructure, provided by council, to service Albany’s ‘Senior’s’ population.

Youth and Young People (up to 25 years)

Youth and young people are a unique yet diverse demographic who need to be included in the decisions that affect their lives. This represents a strong need for consultation, programs and infrastructure provided by the City of Albany to service Albany’s youth and young people population.

Disability

A disability can result in a person having a substantially reduced capacity for communication, social interaction, learning or mobility and a need for continuing support services in daily life. A core aim of the City of Albany is to ensure that all public services, facilities and information are available to all community members, including those who have a disability, so that they have the opportunity and choice to participate in all aspects of community life.

While referred to as an important area in the Community Development Strategy, key actions are contained in a separate strategy – ‘Access and Inclusion Strategy for People with Disabilities’ document NS073133.

Indigenous

Noongar people of the Meananger (or Mineng) group are the traditional owners Albany and have occupied this area for at least 18,000 years. Indigenous people represent 3 per cent of Albany's population. Recognising the need to enhance the social and economic circumstances of its indigenous community, council has identified Aboriginal issues as a key priority area. As such there are two relevant strategies containing key actions for this area:

'Aboriginal Accord': document NS06648

'Aboriginal Accord - Action Plan': document NS06649

Other Priority Areas

Community Financial Assistance Program

The City of Albany has an estimated over 200 community organisations, clubs and associations. It is recognised that they provide valuable services to the Albany community, which would be beyond the capability of the City of Albany to provide without them. The City of Albany makes provision within its budget for the Community Financial Assistance Grants Program, designed to assist community organisations, clubs and associations to develop and maintain facilities, to carry out their activities and to operate effectively. The program is designed to build the capacity of the community to meet its own needs and aspirations.

Volunteering

The estimated 7000+ local volunteers are the lifeblood of the Albany community, contributing countless hours of unpaid work in a wide range of agencies and organisations. Over 200 Albany community organisations, staffed by volunteers, manage or operate community facilities or are established to promote specific interests. Finding, recruiting, training and retaining volunteers is a major challenge for the many organisations that require the services of volunteers.

In 2003 with the assistance of a State Government Grant, the City of Albany established a Volunteer Resource Centre to coordinate and improve the management of volunteers throughout the community. The Albany regional Volunteer Centre is now an incorporated entity and the City of Albany retains representation on its board of management.

Rural Communities

Albany is unique in that it has a blend of rural and city lifestyles. The recent centralisation of services to Albany town site and increasing mobility of Australians is impacting on the sense of community in the smaller outlying rural communities. There is a need for consultation, support and programs to assist with revitalising smaller communities in the City of Albany boundaries.

Key Action Plan Outline

Community development strategies/actions common to seniors, youth and general community sectors

Core Services

Offer a facilitation service that at key decision making points:	
<ul style="list-style-type: none"> Assists groups identify their current situation and realistic future goals. Identifies strategies and actions to achieve these goals through providing ideas, examples of resources, strategic problem solving and direction to funding opportunities 	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development team

Advocate on behalf of community, specifically in the Areas of Senior and Youth by:	
<ul style="list-style-type: none"> Acting as executive officer on the City's Youth Advisory Council and Seniors Advisory Committee Assisting the Youth Advisory Council and Seniors Advisory Committee to be proactive on key issues of their communities Serving on boards/ committees whose aims are highly congruent with those identified in this strategy 	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development team

Implement / Initiate community projects, programs and events relevant to the strategy	
Timeframe	Ongoing
Resources	Project budgets identified annually, external grants
Officer	Community Development team

Maintain a high level of knowledge in relation to the needs, aspirations and potential of the Albany Community and the proven and/ or innovative ways these needs can be met by:	
<ul style="list-style-type: none"> Fostering and maintaining lines of communication with community members in relation to their needs and desires Researching trends and best practice and conduct ongoing professional development Taking community members and councillors to conferences where possible Maintaining and utilising relevant data bases 	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development team

Provide considered advice and information relevant to key focus areas, to assist external and internal stakeholders with the achievement of goals congruent with this strategy	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development team

Supporting Actions

Wherever possible directly implement or involve a training component to value add to community development activities and initiatives by developing the capacity of individuals and organisations	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development team

Maintain an awareness of cultural sensitivity and the overall inclusiveness of the Albany Community while designing and implementing community development projects and initiatives.	
Timeframe	Ongoing
Resources	Existing allocation. Partnerships with agencies such as the Albany Migrant Resource Centre
Officer	Community Development team

To manage partnerships with external and internal agencies by adopting the 'lead agency model'.	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development team

Inform councillors in relation to key community development team initiatives, emerging trends, training opportunities and community feedback through the production of a quarterly newsletter for councillors.	
Timeframe	Ongoing
Resources	Existing allocation.
Officer	Community Development team

Seniors specific actions (Persons Aged 55 Years or Older)

To promote seniors as valued members of the Albany community by:	
<ul style="list-style-type: none"> • Promoting a positive image of seniors through all media and City of Albany publications. • Developing and supporting initiatives and programmes which positively promote seniors • Encouraging the nomination of seniors for recognition of their achievements (Sport, citizenship, academic, etc) • Encouraging and developing links between seniors and other sectors of the community, including intergenerational programmes to reduce ageist stereotypes. 	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Seniors

To enhance seniors quality of life through accessible healthy lifestyle choices by:	
<ul style="list-style-type: none"> • Supporting City of Albany built environments that encourage physical activity in everyday life • Identifying participation barriers (including cost) in City of Albany facilities and assist with improving senior's access and participation to healthy lifestyle activities. • Supporting community groups to deliver senior's health and wellbeing programs • Developing & maintaining links with health and wellbeing agencies. • Initiating seniors health and wellbeing projects 	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Seniors

Develop and support positive (inclusive and diverse) lifestyles and relationships by:	
<ul style="list-style-type: none"> • Building community networks between seniors and other sectors of the community, including intergenerational links. • Improving information and referrals on activities and services between organisations that positively promote seniors. • Supporting community groups to deliver a range of healthy activities (lifelong learning, sports, environment, family and health) for seniors • Actively promoting the importance of seniors in our community • Facilitating the involvement of seniors in volunteering 	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Seniors

A lively and visible arts community that values senior's creative participation and interest in the arts by:	
<ul style="list-style-type: none"> • Establishing partnerships with the arts community to increase our capacity and ability to cater for the senior's community. • Assisting with the development of seniors arts projects and involving seniors in arts projects 	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Seniors

Develop a diverse mix of skilled and informed seniors community that can independently support their lifestyle options and choices by:	
<ul style="list-style-type: none"> • Supporting computer and technology training • Supporting and finding opportunities for programs and partnerships that develop older peoples skills in financial security, income generation and financial management. • Promoting existing employment, education and training opportunities for seniors in Albany. 	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Seniors

Act in an advocacy capacity for a well-planned built environment that positively impacts on the independence, mobility and quality of life in old age.	
Pedestrian	
<ul style="list-style-type: none"> • Improve and maintain accessibility in relation to the footpaths, pedestrian crossings and trail networks 	
Mobility	
<ul style="list-style-type: none"> • Explore alternative transport modes • Encourage volunteer transport schemes • Encourage local business to sponsor community shuttle services 	
Recreation Facilities, Parks and Trails	
<ul style="list-style-type: none"> • Upgrade current parks and recreation facilities to be age friendly • Develop support facilities along trails and footpaths to enhance accessibility • Ensure that older people have access to recreation and fitness centres • Support programs that encourage older people to use parks and recreation facilities. 	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Seniors

Youth and Young People specific actions

To promote youth as valued members of the Albany community by:	
<ul style="list-style-type: none"> • Promoting a positive image of youth through all media and City of Albany publications. • Developing and supporting initiatives and programmes which positively promote youth • Encouraging the nomination of young people for recognition of their achievements (Sport, citizenship, academic, etc) • Encouraging and developing links between youth and other sectors of the community, including intergenerational programmes to reduce ageist stereotypes. 	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Youth

To encourage youth engagement in physical activity, recreation and sport by:	
<ul style="list-style-type: none"> • Promoting physical recreational opportunities to the youth community. • Educating and developing strategies and programs that reduce vandalism to COA recreation facilities. • Initiating programs to decrease injury and encourage use of safety equipment when participating in sport and recreation • Consulting youth in City of Albany recreation and parks facility planning and design. • Encouraging youth to be active & live healthy lifestyles 	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Youth

To increase drug & alcohol impact awareness by:	
<ul style="list-style-type: none"> Promoting positive drug and alcohol free images of youth through all media and City of Albany publications. Developing and supporting drug and alcohol free initiatives and programmes which reduce drug and alcohol related harm Encouraging active & healthy lifestyles for young people Working with other youth agencies to inform youth of the dangers of drugs & alcohol. 	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Youth

To facilitate Youth engagement in culture and arts by:	
<ul style="list-style-type: none"> Encouraging youth involvement in current and future culture and arts programs run at the VAC and youth venue Supporting, developing and delivering youth art and culture opportunities 	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Youth

Successful futures and careers for Albany youth and an educated informed youth community able to make effective decisions by:	
<ul style="list-style-type: none"> Encouraging youth to establish links with educational institutions and partner in the provision of programs which benefit youth Supporting and assisting youth venues in providing life-skill training Promoting existing employment, education and training opportunities for youth in Albany, through community development networks. Promoting and supporting youth volunteering (awards, employment opportunities etc) 	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Youth

To facilitate future need, planning and resource allocation for Youth by:	
<ul style="list-style-type: none"> Investigating the demographics of youth under 12 years Gaining an understanding of their future needs and likely future demographic shifts as they enter the 12-25 year category 	
Timeframe	Ongoing
Resources	Include youth specific section in demographic survey
Officer	Community Development Officer Youth

Support the development of a youth friendly Albany community	
<ul style="list-style-type: none"> Encourage and support relevant planning/works & services staff to meet with YAC and other key youth users when developing youth frequented spaces 	
Advocate in relation to youth accommodation issues	
<ul style="list-style-type: none"> Maintain City of Albany representation on the Board of Management for Albany Youth Support Association (Young House) Advocate for additional crisis accommodation/support services Advocate/support the introduction of student low cost housing 	
Advocate on behalf of and consult youth in relation to public open space	
<ul style="list-style-type: none"> Encourage and support youth consultation in the provision and design of public open space 	
Transport	
<ul style="list-style-type: none"> Develop/support initiatives for community shuttle/youth bus Support inclusion of youth consultation in footpath location and design 	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Youth

Disability – Access and Inclusion

To ensure that all public services, facilities and information are available to all community members, including those who have a disability, so that they have the opportunity and choice to participate in all aspects of community life.	
Timeframe	Specific Key action Areas detailed in Access and Inclusion Strategy
Resources	Specific Key action Areas detailed in Access and Inclusion Strategy
Officer	Executive Director Corporate and Community Services

Indigenous

For the City of Albany and its people to work with the Indigenous people of Albany to promote the Aboriginal accord, which will in turn promote a greater understanding throughout the community of Indigenous and Non Indigenous people’s history and culture.	
Timeframe	Specific key action areas detailed in the aboriginal accord action plan
Resources	Specific key action areas detailed in the aboriginal accord action plan
Officer	Executive Director Corporate and Community Services

For ‘The City of Albany – Aboriginal Peoples Accord’ to be a living document that promotes reconciliation, provides a process of negotiation and co-operation and results in a mutual sharing of the economic and social prosperity of the City of Albany.	
Timeframe	Specific key action areas detailed in the aboriginal accord action plan
Resources	Specific key action areas detailed in the aboriginal accord action plan
Officer	Executive Director Corporate and Community Services

For the City of Albany, the people of Albany and the Indigenous community accept their responsibilities to work together to develop an awareness of our shared history and culture, and to build a partnership based upon mutual respect, understanding, co-operation and trust.	
Timeframe	Specific key action areas detailed in the aboriginal accord action plan
Resources	Specific key action areas detailed in the aboriginal accord action plan

For the City of Albany, the people of Albany and the Indigenous community accept their responsibilities to work together to develop an awareness of our shared history and culture, and to build a partnership based upon mutual respect, understanding, co-operation and trust.

Timeframe	Specific key action areas detailed in the aboriginal accord action plan
Officer	Executive Director Corporate and Community Services

Community Financial Assistance Program

To provide financial assistance to worthwhile City of Albany community projects and facilities in order to:

- attract and develop a broad range of social, cultural and economic entities.
- encourage and assist community organizations to develop services and facilities that benefit the community.
- identify and facilitate outstanding economic development opportunities for the City of Albany

Timeframe	Specific key action areas detailed in 'community financial assistance program' policy
Resources	Specific key action areas detailed in 'community financial assistance program' policy
Officer	Executive Director Corporate and Community Services

Volunteering

To recognise the importance of volunteers utilised by the City of Albany and to assist with the recruitment and retention of 'City' volunteers by implementing strategies to recognise and attract new volunteers

Timeframe	Ongoing
Resources	COA departments and officers who rely on volunteers
Officer	Community Development Team

To recognise the importance of volunteers to the Albany community and implement additional strategies in this area by a member of the Community Development team serving on the board of the Albany and Regional Volunteer Service

Timeframe	Ongoing
Resources	Existing
Officer	Community Development Team

Explore and develop a volunteer training and reward programs to recruit and retain volunteers (eg. community points reward system)

Timeframe	Ongoing
Resources	Partnership with Albany Regional Volunteer service
Officer	Community Development Team

Rural Communities

To create a sense of belonging and community in surrounding rural communities by ensuring they are included and receive focus in the implementation of the key actions outlined in this strategy

Timeframe	Ongoing
Resources	Existing

To create a sense of belonging and community in surrounding rural communities by ensuring they are included and receive focus in the implementation of the key actions outlined in this strategy	
Timeframe	Ongoing
Officer	Community Development Team

To assist rural communities to increase participation and engagement to ensure the sustainability of their communities	
Timeframe	Ongoing
Resources	Existing
Officer	Community Development Team

Implementation and prioritisation

Development of community is a collaborative process conducted by community individuals and groups, local government, state and federal government and non-government agencies.

It could also be said that the potential for community development is infinite as communities exist in a state of constant change, impacted upon by many forces which can act both positively and negatively including:

- The growth and decline 'life cycle' of specific community groups, initiatives, ideas and projects.
- The resources available – human, physical, financial, environmental, social.
- Actions and strategy of other groups, individuals and agencies.
- Political factors – local, state, federal and international.
- Economic cycles.

It is recognised that at any point in time it is likely that the number of potential community development initiatives, activities and requests will exceed the human and financial resources available.

In order to maximise the community development effect new and existing initiatives will be continuously be evaluated and a process of prioritisation undertaken under the direction of the Manager of Community Development, with reference to the Executive Director for Corporate and Community Services (where required). This will involve consideration of the factors listed above and:

- A priority on facilitation as outlined in the 'community development strategies/actions common to seniors, youth and general community sectors' section of this document.
- Assessment of level of self ownership, willingness and ability of partners or target groups to follow-up and undertake tasks within the 'self help model'
- Priority in relation to ongoing major commitments (i.e. sportsperson of the year awards, seniors expo)
- Degree of relevance to the principles and ethos of this strategy and the City of Albany's strategy, policy, ethos and directions from council
- Does the initiative fit within the role and services which are the responsibility of another government or non-government agency or internal department
- Level of need and potential benefit
- What is the potential impact if it is not undertaken

Performance Measurement

Community Development Activities and Services

A number of qualitative and quantitative measures will be utilised to measure the effectiveness of this strategy, they include:

- Quantitative feedback from community, for example the City's 'climate survey'
- Evaluation survey at key events
- Qualitative evaluation through discussion, interviews and focus groups with groups, individuals and agencies
- Normative evaluation by officers through experience
- Setting of goals and collection of working statistics – for example: how many groups and individuals have been contact in the past 12 months, how many projects have been initiated with what level of success, how much money has been spent, value for money, facilitation sessions held and outcomes
- Evaluation and feedback from reference groups such as Seniors, Youth and other relevant Advisory Committees.

Community Development Projects

Each project will have clearly identified, measurable aims and objectives including a specific measurable target. An example of this is: 'that participation in x activity will be increased by 20% measured by x'

The evaluation method will include the following criteria:

- Was the project/activities appropriate for the target audience?
- Were the activities implemented, and what level of success was achieved?
- What was the level of attendance or audience reached?
- What changes occurred as a result of participating in the project or activity?
- In the long term what might be sustainable?

Review

Manager Community Development and Executive Director of Corporate and Community Services to review on or before 30/6/2010

Associated Documents

- City of Albany Corporate Documents Policy (2006).
- City of Albany Financial Assistance Policy (2006).
- City of Albany Aboriginal Accord (2003).
- City of Albany Aboriginal Accord Action Plan (2003).
- City of Albany and Aboriginal community Statement of Understanding and Commitment (2006).
- City of Albany Disability Service Plan (2006).

References: Cavaye, Jim (2007); Capable Communities: A Guide to Community Development
Cavaye Community Development

Sport and Recreation Futures Plan Scoping Paper

Draft 1 October 2014

1 Background

Sport and recreation plays an essential part in our community. It is now widely acknowledged and accepted that sport and recreation provides a wide range of benefits to our community, including health, wellbeing, social cohesion, crime prevention.¹

The City of Albany has considerable investment in the provision of sport and recreation facilities and supporting infrastructure and acknowledges the key role those provisions play in influencing health, well being and quality of life at a local level.

The City works in partnership with sport and recreation groups and organisations that program and deliver sport and recreation on a seasonal basis, and collaborate with other key agencies to ensure the best facilities and programs are supported.

The future of sport and recreation is a complex issue, with emerging trends and demographic impacts showing that the *'playing fields and the players'* are changing.

To adequately and appropriately plan, invest in and support the sport and recreation needs for our community over the next 15 years will require strong strategic direction and clear and realistic planning.

*'Sport and recreation should not be considered 'a luxury' but essential to building a safe, healthy and happy community'.*²

2 Current Status

The current Recreation Planning Strategy (2008 – 2013) has now expired. This strategy **excluded** facilities outside the main precinct, recreation program delivery, paths, trails, parks and reserves and club volunteering.

The recent adoption of the Centennial Park Sporting Precinct (CPSP) Master Plan has provided a consolidated regional sport and recreation facilities solution; a venue or hosting premium sporting events and a place to be enjoyed by people of all ages for a range of passive and active recreational pursuits.

Sport and recreation programs are delivered by a combination of:

- Council owned and delivered initiatives (e.g. ALAC programs, Sportsperson of the Year)
- The community sector (through sport and recreation clubs and associations) and
- The commercial sector (e.g. private gyms, fitness instructors, yoga teachers).

¹ Dept of Health 2010, *Pathway to a healthy Community A guide for councillors*, South Metropolitan Public Health Unit, Perth

² Department of Sport and Recreation, 2011 *SD5 Strategic Directions for the Western Australian Sport and Recreation Industry 2011 – 2015*, Western Australia

The City of Albany acknowledges for community based sport and recreation volunteers, there are considerable challenges in the future. The City is responding by building the capacity of the volunteer sport and recreation sector through the appointment of the Smart Club Officer and programs such as the Smart Clubs Introduction to Business Planning and the Presidents Forum.

Kidsport was introduced in the City of Albany in 2011 and since that time there has been strong support from the sporting community to encourage children's participation. From 2011 there have been nearly 1,500 Albany children who used Kidsport vouchers to register for community sport; many of these children would not previously have been able to take part. Kidsport has been a resounding success in financially supporting children into community sport but it has also increased the demands on facilities and volunteers as participation rates continue to grow.

4 Desired Project Outcomes

The City of Albany Sport and Recreation Futures Plan will provide a strategic planning framework and include:

- An **audit** on **current** sport and recreation **facility infrastructure** within the City of Albany and sport and recreation **programs** delivered by City of Albany;
- Identify **growth patterns and trends** which may impact on future sport and recreation needs;
- Identify **future facility requirements and program support**; including **equitable and sustainable funding models** for the next 15 years (to 2030);
- Review all current **management arrangements** and move towards standardized arrangements and documentation;
- Develop **relevant policies** that enable Council to plan and respond to community needs in a systematic, equitable and planned manner;
- Develop processes and procedures for **two way integration** of the Sport and Recreation Future Plan within all key City of Albany strategic documents;

5 Defined Timelines

The Sport and Recreation Futures plan encompasses a 15 year period from 2015 – 2030. This provides an opportunity to integrate with the City of Albany Financial Plans in 5 year projections.

6 Supporting Documentation:

Review of existing documentation including the following:

- City of Albany Community Strategic Plan Albany 2023
- City of Albany Corporate Business Plan (2013 – 2017)
- City of Albany Financial Plan
- City of Albany Local Planning Scheme 1 (2014 – 2017)
- Master Plan and Feasibility Study for Centennial Park Sporting Precinct (2012)
- City of Albany Asset Management Strategy (2013)
- City of Albany Capital Works Programs

- Strategic Directions for the Western Australian Sport and Recreation Industry (SD5)³

7 Global, National and State Trends

For the City of Albany to plan for the future needs of our community we must understand some of the trends, at a global and national level that may impact at a local level, including funding opportunities. The sport and recreation landscape is changing and with greater awareness and planning the City can meet the following potential challenges:

7.1 People

- **Active Ageing**, our population is ageing and in retirement are maintaining a high level of activity, are mobile and economically better off than any previous generation. Most Australians are living 30 years longer than just over a hundred years ago.⁴
- **'Time poor' volunteers** and increasing need to build the capacity and robust business models for sport and recreation volunteers
- **Cultural diversity** including recognition of the Noongar peoples of the South West region of WA and the future impact of the Australian Government immigration policy.
- **Physical Activity Levels:** in the Great Southern region there are 60% of the adult population who were sufficiently active, but there were nearly one in five who were inactive which is significantly higher than compared to rest of WA
- **Overweight and Obesity:** in Great Southern the region there are 40% of the population who are overweight (higher than compared to the rest of WA), and nearly 15% of this cohort are obese

7.2 Infrastructure

- **Consolidation and co-located facilities** with joint management structures to maximize usage and financial sustainability is now the norm and funding bodies are insisting on demonstrating this in all funding applications
- **Construction costs have escalated rapidly** in recent years and some labour shortages are being experienced across the state
- Increase in **outdoor adventure recreational activities**, particularly in younger age groups
- Need to deliver more **diverse participation options** (e.g. new environments, scheduling variations, sport product variations and new pursuits)
- **Whole of life costs** are now being considered in any future major facility development

³ Department of Sport and Recreation, 2011, *SD5 Strategic Directions for the Western Australian Sport and Recreation Industry 2011 – 2015*, Western Australian Government

⁴ Alexandre Kalache, *the Longevity Revolution – creating a society for all ages*, SA Government, 2013

7.3 Environment

- Industrial practices and employment trends have substantially evolved in recent years. **Fly-in/ fly-out** (FIFO), 12-hour shift patterns and increased participation rates for females are examples of the shifting workforce dynamic⁵
- The emerging influence of **climate change** may affect low-cost, regular community-based sport and recreation participation. The only certainty associated with climate change is that there will be greater uncertainty. It is vital that urban green spaces are recognised as underpinning the very fabric of our sport, leisure and recreational industries and that water used to maintain them is considered to be necessary.⁶
- Two income families and people working a variety of part-time and full time mixes has meant that many people are now **'time poor'**. This has had an impact on the delivery of sport and recreation, which has traditionally been delivered by the volunteer sector.

8. Identified Albany Issues and Current Impacts

8.1 Population Increases

Analysis of the five year age groups of the City of Albany in 2011 compared to Regional WA showed that there is a lower proportion of people in the younger age groups (under 15) and a higher proportion of people in the older age groups (65+). Overall, 17.4% were aged 65 years and over, compared with 11.5% for Regional WA.

Projected population forecasts for Albany indicate a population of 45,100 by 2026, with a significant increase in the older population (60 and over).⁷

From the Coffey report it indicates there is considerable change projected to occur in the City of Albany over the next 20 years. The baseline projection estimates that there will be a population rise of 9,870 between 2006 and 2026 – a 31.29% increase over 20 years. The number of households are projected to rise by 5,653 (49.03%).⁸

The needs of different aged groups (particularly seniors and young people) will need to be considered in any future infrastructure requirements and programs.

8.2 Equity and Consistent Management processes across sport and recreation sector

Governance - Historical and adhoc arrangements with some clubs and groups has created inequity in the management arrangements with the City of Albany.

In 2013 the City of Albany reinstated the Recreation Services team including a Club Development Officer. Funded by Dept Sport and Recreation the Club Development scheme had been in place for over ten years before the City signed up to the agreement.

⁵ Peter Watson, 2008, *Review of Sport and Recreation in Regional WA*, Western Australian Government

⁶ Department of Sport and Recreation, 2007, *Climate Change – How climate change could affect sport and recreation now and in the future*, Western Australian Government

⁷ T Mullholland & A Piscicelli, 2012, *Western Australia Tomorrow, Population report No 7 2006 to 2026 Local Government Areas of WA*, Department of Planning

⁸ Coffey Sport and Leisure, 2012 Master Plan and Feasibility Study for Centennial Park Recreation Precinct, WA

The planned upgrade of the Centennial Park Sporting Precinct (CPSP) whilst providing clear direction for a wide range of clubs and indoor and outdoor facilities within the regional sporting precinct, has raised the need for other precinct planning (e.g. Collingwood Park) to address the growing urban population and other sports needs.

Centennial Park whilst central cannot be the only site for the conducting of all sport and recreation activities as this places enormous stress on facilities and does not build cohesive and functional neighbourhoods and community hubs.

The City has received ongoing and consistent requests to address facility demands from the community (examples include Tennis, Kite boarding and the Albany Waterski Club) without a clear understanding on the priorities or strategic direction from Council.

A lack of formal agreements and fee structures for the use of facilities for newly formed passive and active recreational pursuits (e.g. summer beach volleyball)

There is a growth of private commercial operators (fitness instructors and adventure sport companies) requesting City support and the City has not yet developed the process to consistently and equitably deal with these groups and individuals.

8.3 From 'Extreme to Mainstream' Sport and Recreation Events

Increased number of significant outdoor adventure events requesting City support, with a lack of consistent and appropriate sport and recreation event guidelines (e.g. Albany Cycle Club Racing Program, Albany Tri Event, Clipper Round the World Race). This trend is supported by the recent Australian Sports Commission/CSIRO 'Future of Australian Sport – megatrends shaping the sports sector'.⁹

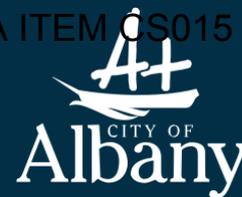
8.4 Funding

The Community Sport and Recreation Facilities Fund (CSRFF) administered by the Department of Sport and Recreation (DSR) provides financial assistance to local government and community sporting groups to develop basic infrastructure for sport and recreation. The City of Albany, for a number of years, had in place a moratorium on all contributing funds to the CSRFF program. This was lifted in 2013 and the City developed a capital seed fund for sporting clubs to leverage CSRFF. As clubs gain awareness of the funding the City is starting to receive numerous requests for the funding. At present there is no strategic direction or policies to assist with identifying the priority projects for the capital seed funding and how best to leverage CSRFF and other funding for the community.

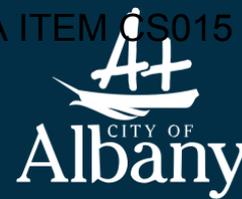
9 Recommended Methodology

Phase	Area	Resources	Cost	Timeline
Phase 1	Scoping Clarify the parameters for the Strategic Sport and Recreation Futures plan (scoping document), define the outcome and key deliverables, vision	<i>Internal: Rec Projects Officer and Manager</i>		<i>Oct 2015</i>

⁹ CSIRO, 2013, *The Future of Australian Sport – Megatrends shaping the sports sector over coming decades*, Australian Sports Commission



	and objectives (draft) and underlying principles.			
Phase 2	Initiation and Initial Consultation Develop Project Management tools and charts, identify key personnel and establish a Project Control Group (internal). Undertake initial consultation with identified key user groups to gather information.	<i>Internal: Rec Projects Officer and Manager</i> <i>Workshops & Consultation</i>	\$200	Nov 2014 – August 2015 PCG Initial consultation (Dec – Feb 2015)
Phase 3	Review of Documentation Review of internal and external documents as recommended in Section 6	<i>Internal: Rec Projects Officer and Manager</i>		By end of January 2015
Phase 4	Profiling and Future Trends Demographic, social and economic profile for the next 15 years (to 2030). Identify relevant industry trends that may have an impact on current and future sport and recreation facility usages and programs.	<i>Internal: Rec Projects Officer and Manager</i> <i>Steve Grimmer</i>		By end of January 2015
Phase 5	Situational Analysis Audit and assessment of current sport and recreation facilities, usage, participation rates and sport and recreation programs (including site visits). Audit the current City of Albany participation and recognition programs delivered by the City of Albany (Kidsport, Albany Sportsperson of the Year and ALAC programs)	<i>Internal Recreation Services, Corporate Services (leasing) & Works & Services</i>		Feb – April 2015
Phase 6	Engagement Targeted engagement through a planned approach, with identified internal and external communities.	<i>Community Services (Rec Services) and Julie Ann Workshops</i>	\$1000	March – April 2015
Phase	Area	Resources	Cost	Time
Phase 7	Draft Report Development of a draft Sport and Recreation Futures Plan (for Council and further public comment)	<i>Advertising</i>	\$500	April - June 2015 Draft July – Sept 2015 Finalise



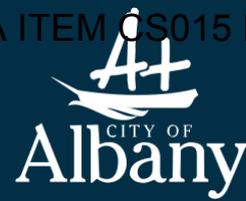
Phase 8	Final Strategy Preparation of final strategy, including implementation plans, key responsibilities, priorities and timelines. Strategy will also incorporate new policies to support 15 year plan.	<i>Design, Edit & Printing</i> <i>Review – Media (Kier)</i>	\$6000	Oct 2015 - Feb 2016
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10. Overarching Principles

The previous City of Albany Recreation Planning Strategy (2008 – 2013) did not include any overarching principles for sport and recreation provision and it is recommended these be developed to help guide the strategic direction for the next 15 years. They would also need to align with the City of Albany’s key Strategic Documents.

11 Risk Assessment

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Sport and Recreation Futures Plan is not adopted by Council.	Unlikely	Moderate Reputation, Organisational Operations & Finance	Medium	Mitigation entirely dependent on Council. Council adopts the Sport and Recreation Futures Plan.
The Sport and Recreation Futures Plan raises community expectations	Possible	Moderate Reputation, Community & Organisational Operations	Medium	Media and Communication Strategy to manage community expectations A realistic implementation plan is developed and managed Funds are allocated in forward budgets to accommodate projects identified in the plan.
Lack of resources to support the development of the Plan	Unlikely	Major Organisational Operations Finance	Medium	Funds are allocated to cover resources
Inconsistent decision making occurs prior to Council’s adopting	Likely	Moderate Reputation, & Finance	High	1. In the interim the PCG advises and provides recommendations to Council on any key decisions.



				<ol style="list-style-type: none"> 2. PCG and City Staff develop an interim policy to assist with prioritizing the capital seed funding and leveraging CSRFF. 3. Council to resource and prioritise the completion of the plan.
Time frames to deliver Plan are unrealistic due to competing council priorities	Likely	Minor Reputation, Organisational Operations Finance	Medium	A realistic implementation plan is developed and managed

Next Step

The City of Albany develop a comprehensive and integrated **City of Albany Sport and Recreation Futures Plan (2015 – 2030)** which guides strategic planning for the City of Albany sport and recreation facilities and programs for the next 15 years.

This plan will include elements of the Centennial Park Sporting Precinct Master Plan, and other precinct plans to be identified.

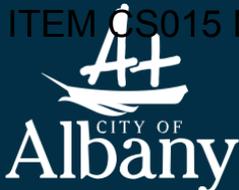
To undertake the recommended methodology a staged approach may be required, to be completed over a 12 – 18 month time frame. **It is expected this project will be completed by February 2016.**

Version Control

Version	Date	Status	Distribution	Comment
01	30 Sept 2014	DRAFT		Author: K Buttfield/S Stephens
02	1 October	DRAFT 2		Reviewed and amended Cameron Woods

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DRAFT

Appendix 1 : Useful Definitions¹⁰

Definitions

Health: the World Health Organisation defines health as ‘a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity.’

Health and wellbeing take into account the places people live and the policies that shape their lives, as well as the individual lifestyles people pursue.

Organised Sport and Recreation: involves participation in fixtured sporting events (eg netball/hockey/football) or activities which require the supervision or expertise of an instructor (eg aerobics)

Sport Spaces: provide a setting for formal structured activities. Sport spaces provide a venue for formal structured sporting activities such as team competitions, physical skill development and training. Sport spaces are designed to accommodate playing surface, buffer zones and infrastructure requirements of specific or general sporting activity. Players and spectators attend with the express purpose of engaging in organised sporting activity, training, competition or watch the game. Most sport spaces can be accessed by community members for informal sport and recreation

Recreation: an activity of leisure for free time often done for enjoyment and can be considered healthy, fun and social

Recreation Spaces: Provide a setting for informal play and physical activity, relaxation and social interaction. Recreation spaces can be accessed by all to play, socialise, exercise, celebrate or participate in other activities that provide personal satisfaction or intrinsic reward.

Active Public Open Space: typically provides for more formal recreational pursuits and organised sporting activities (eg ovals, soccer pitches, netball courts). Active spaces within parks may also be hard non-green spaces, such as basketball and tennis courts which are important facilities for physical activity and exercise

Incidental Activity: includes active play and recreation, for example walking the dog, swimming, walking and cycling for recreation, walking for public transport.

Open Space Classification (from DSR) based on the function and catchment hierarchy. The function of the space refers to its primary use and expected activities:

1. Recreation spaces – provide a setting for informal play and physical activity, relaxation and social interaction
2. Sport spaces – provide a setting for formal structured sporting activities
3. Nature spaces – provide a setting where people can enjoy nearby nature and protect local biodiversity and natural area values

Local Open Space (LOS) is usually small parklands that service the recreation needs of the immediate residential population. LOS is primarily used for recreation and may include small areas of nature space. LOS is unlikely to be used for any formal or informal sport.

¹⁰ Healthy Active by Design www.healthyactivebydesign.com.au/

District Open Space (DOS) is principally designed to provide for organised formal sport. DOS will very likely include substantial recreation space and some nature space. DOS serves several neighbourhoods with players and visitors travelling from surrounding districts.

Public Open Space (POS) is a social space such as a park or town square that refers to land reserved for the purpose of structured and unstructured sport, recreation and social activities.

Regional Open Space (ROS) May accommodate important recreational and organised sport spaces as well as significant conservation and/or environmental feature. ROS may provide substantial facilities for organised sport, play, social interaction, relaxation and enjoyment of nature.