City of Stirling
City of Choice

Community Infrastructure Plan 2023-2033

Our blueprint for a better future



Acknowledgement of Country

Ngalak kaadatj Nyoongar nedingar wer birdiya, baalap barn boodja-k wer kaaratj boodja-k koora koora wer yeyi.

Ngalak kaadatj baalabang malayin wer nakolak baalap yang ngalany-al City of Stirling dandjoo Nyoongar moort-al kolbang koorliny.

City of Stirling kaadatj Nyoongar moort Nyoongar boodja-k Wadjak boodja-k, Mooro boodja-k.

The City of Stirling acknowledges the Wadjak People of the Nyoongar Nation as the traditional custodians of Mooro Country. We pay our respects to Aboriginal and Torres Strait Islander Elders past and present for they hold the memories, the traditions, the culture and hopes of Aboriginal Australia.

The City is committed to forging stronger relationships and a deeper respect for Aboriginal and Torres Strait Islander Australians. By acknowledging and respecting the diversity and history of our Aboriginal and Torres Strait Islander community, we will continue to realise our vision for reconciliation.

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Message from the Mayor

At the City of Stirling, we provide a range of community infrastructure like aquatic centres, libraries, sporting clubrooms, skate, BMX facilities and basketball courts. These facilities can improve the wellbeing and quality of life of our residents and visitors. They can also create opportunities for health and wellness, cultural connection, learning and heritage.

Our Community Infrastructure Plan 2023-2033 will help us work towards our vision of being 'a sustainable City with a local focus'. It will provide a baseline of the infrastructure our community has now, and what they may need in the next five years and beyond. It considers our urban environment and how our social needs may change.

The plan will set standards around how we plan for community needs to ensure we have quality and well-distributed facilities everyone can use. It will also help us make informed decisions so we can respond to the infrastructure our community needs, values and aspires to – today and into the future.

Message from the CEO

Local government plays a key role in the planning and provision of community infrastructure to support and service the wellbeing of both our local community and the broader community. The City of Stirling is leading the way by taking a strategic and holistic approach to the provision of community infrastructure.

The Community Infrastructure Plan adds a new layer of intelligence to our approach to our best-practice Integrated Planning and Reporting Framework. While our 10-year Strategic Community Plan – 'Sustainable Stirling 2022-2032' – sets out our broad vision and key result areas, our Community Infrastructure Plan forms an integral component, establishing future infrastructure needs and delivering upon our new vision.

Our Community Infrastructure Plan delivers on the City's commitment to well-informed planning and cohesive decision making. It will serve as a pivotal resource as we formulate our Corporate Business Plan, Long-Term Financial Plan, and annual budgets, among other strategic documents.

Recognising the necessity for both longevity in planning and agility in response, our plan provides flexibility to accommodate our evolving community needs. As we encounter new trends and innovations, establish fresh partnerships and see our community services evolve, these changes will be incorporated through regular reviews and continued community engagement. This work will be underpinned by rigorous measurement of our results so that we remain accountable to the community for delivering what we have promised



About the plan

Community infrastructure, considering the core role of the City and the responsibility it has to the community, can be defined as:

Public buildings and spaces that accommodate services and activities to support the social needs of the community.

This plan considers ‘community infrastructure’ that the City has a primary responsibility in delivering or which has a vital role in supporting the City to deliver our core community services. This includes leisure facilities, informal recreation, learning, arts and culture, community facilities, community sport facilities and supporting infrastructure.

The purpose

With the City being home to more than 220,000 residents and growing, it is more important than ever to ensure that our community infrastructure can continue to support our communities in being active, healthy and socially connected.

This plan integrates with our strategic vision and our community's aspirations. It examines our urban environment and social needs, considering what community infrastructure our communities have access to now and what they may need in the future.

This plan adopts a comprehensive and strategic approach to community infrastructure that is underpinned by robust research, community values and expectations, future needs, population change and demographic influence.

Ultimately, this plan aims to support the City in achieving its vision 'to be a sustainable City with a local focus' by:

Guiding the planning and provision of community infrastructure within the City of Stirling that responds to the current and future needs of the community in an equitable and sustainable manner.

The City's community infrastructure typically has a life of up to 80 years. While some community infrastructure may not be needed now, it is important that the City plan for the future to ensure that we can continually respond to our community's growing and changing needs.

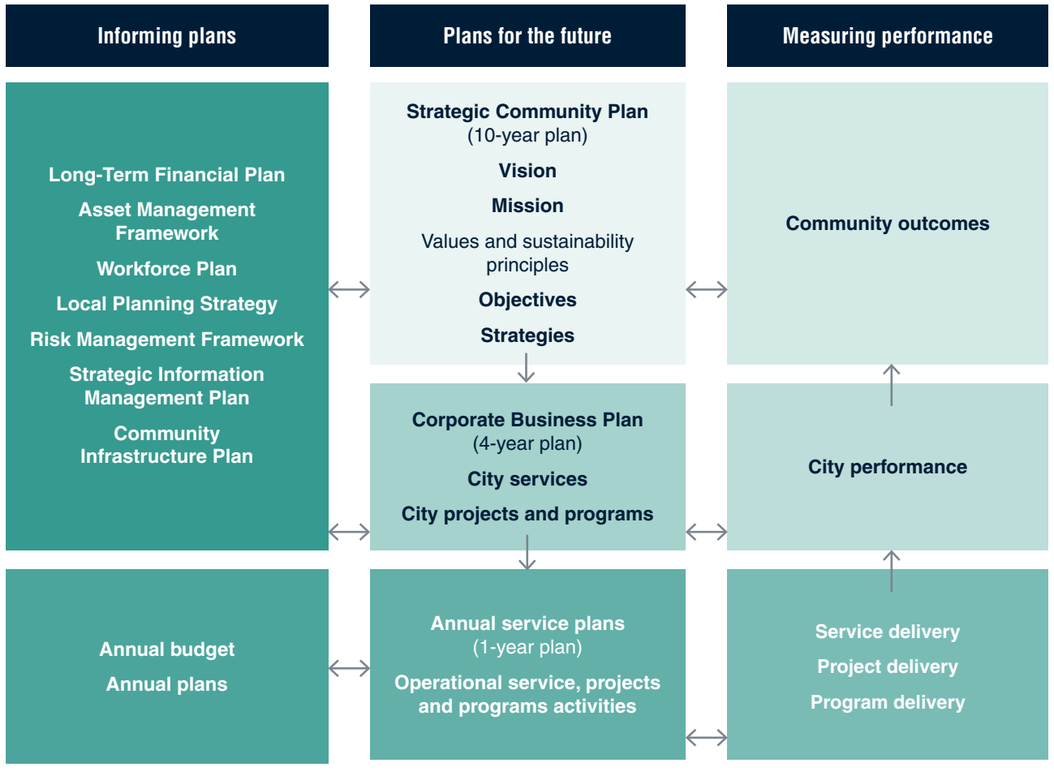
The Community Infrastructure Plan has a life of 10 years, but considers our community growth from now until 2031 and beyond. This approach recognizes the importance of balancing short-term solutions that provide social benefits to our communities now but also consider what they will need in the future.



Integrated Planning and Reporting Framework

In 2011, the Western Australian State Government introduced legislation requiring local governments to prepare an Integrated Planning and Reporting Framework. This framework requires the development of a 'Plan for the Future', comprising a 10-year Strategic Community Plan, a four-year Corporate Business Plan and other associated informing plans.

Informing plans are used to provide more specific and detailed guidance and outline what action will be taken to deliver the vision and priorities in the City's Strategic Community Plan, Sustainable Stirling 2022-2032.



The City's Strategic Community Plan, Sustainable Stirling 2022-2032 has five key result areas (KRA) which give direction to achieve the City's vision. This Community Infrastructure Plan 2023-2033 addresses three of the KRA and supporting objectives and will be used to guide the City of Stirling to achieve its vision through the following strategic goals.



Objective:

Promote active and healthy lifestyle choices

How will this plan contribute to this objective?

Goal 1:

Provide accessible and equitable access to a diverse range of community infrastructure that will provide a social benefit to the community and that supports social connection, community interaction, and health and wellbeing.



Objective:

Ensure City assets meet current and future community needs

How will this plan contribute to this objective?

Goal 2:

Deliver a strategic approach to the provision and improvement of community infrastructure to ensure we have a blueprint to support emerging and future community needs.

Goal 3:

Connect and engage with our community to recognise and ensure their social needs are integrated in community infrastructure planning and provision.

Goal 4:

Invest in the provision of new and improved community infrastructure that will deliver an increased social return that is equitable and sustainable for our community.



Objective:

Encourage economic investment

How will this plan contribute to this objective?

Goal 5:

Advocate for increased investment in community infrastructure through better integrated planning at all levels of government.

Goal 6:

Engage in partnerships and consider new opportunities to provide more equitable and sustainable access to high-quality community infrastructure.

For a list of the actions that the City will undertake to achieve these goals, refer to page 45.

Strategic planning context

This plan acknowledges and supports several strategic policies and plans at a Global, National, State, Local (City) and industry level. It is important that this plan is read in the context of these documents and any other relevant guiding documents to ensure any decision making guided by this plan is well informed and delivers an integrated planning approach.

Global

- United Nations Sustainable Development Goals 2021





National

- National Urban Policy 2011
- Australian Infrastructure Audit (2019) and Plan (2021)
- National Cultural Policy 2023

State

- Draft State Infrastructure Strategy 2021
- State Planning Policy 3.6
- State Planning Strategy 2050
- Perth and Peel @3.5million
- State Sporting Infrastructure Plan Review 2019
- WA Cultural Infrastructure Framework 2030+
- Department of Education Community Use of Public Schools Policy 2020

City

- Strategic Community Plan and Corporate Business Plan
- Local Planning Strategy
- Business Asset Management Plan 2018-2028
- Public Open Space Strategy 2021-2031
- Public Health Plan
- Stirling Libraries Strategy 2022-2027
- Skate and BMX Facility Strategy 2018
- Access and Inclusion Plan
- Other relevant guiding strategies

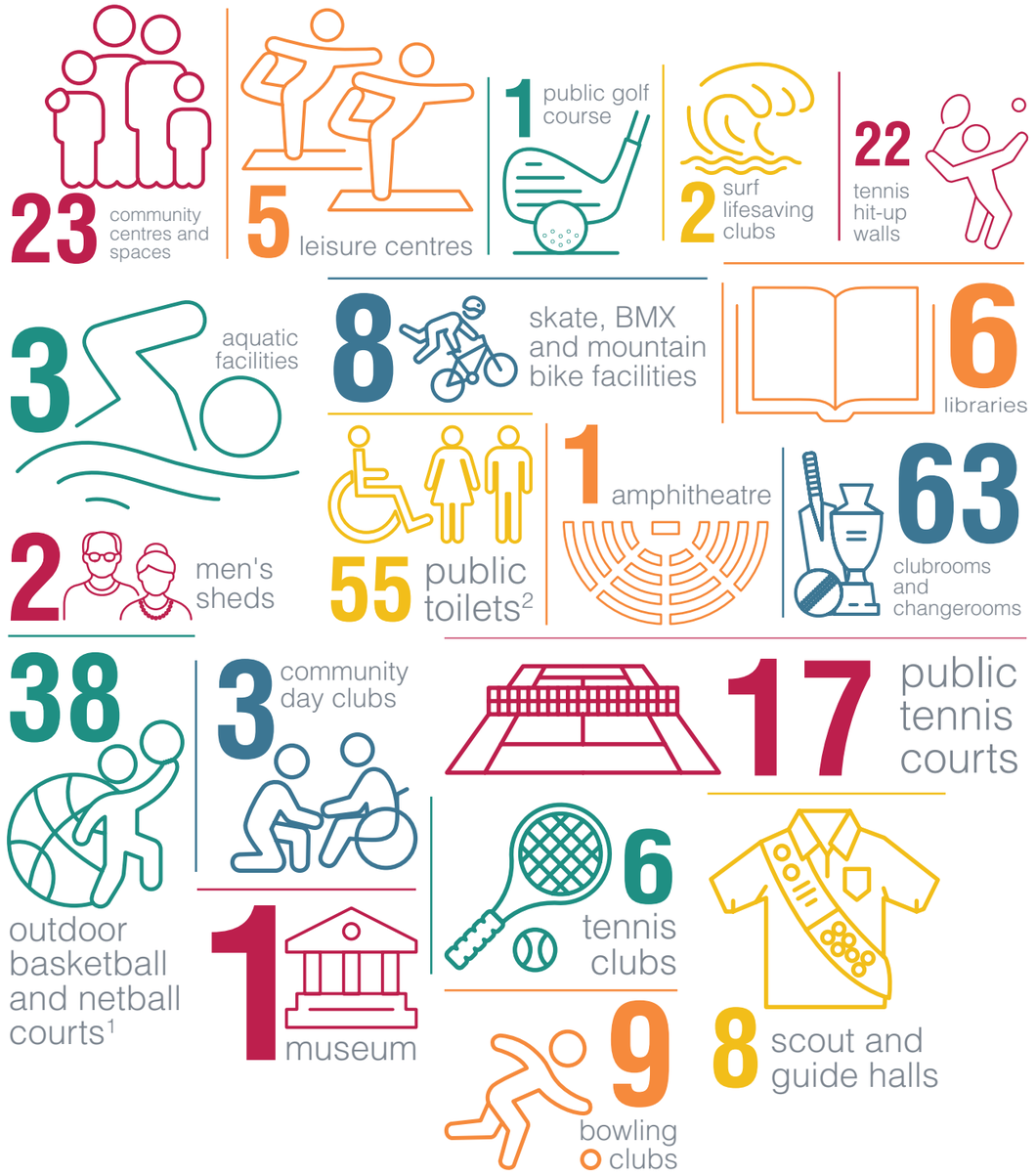
Industry

- Parks and Leisure Australia Guidelines for Community Infrastructure
- Making Space for Culture 2021
- Relevant Sporting Association Strategies and Guiding Documents



Current community infrastructure provision

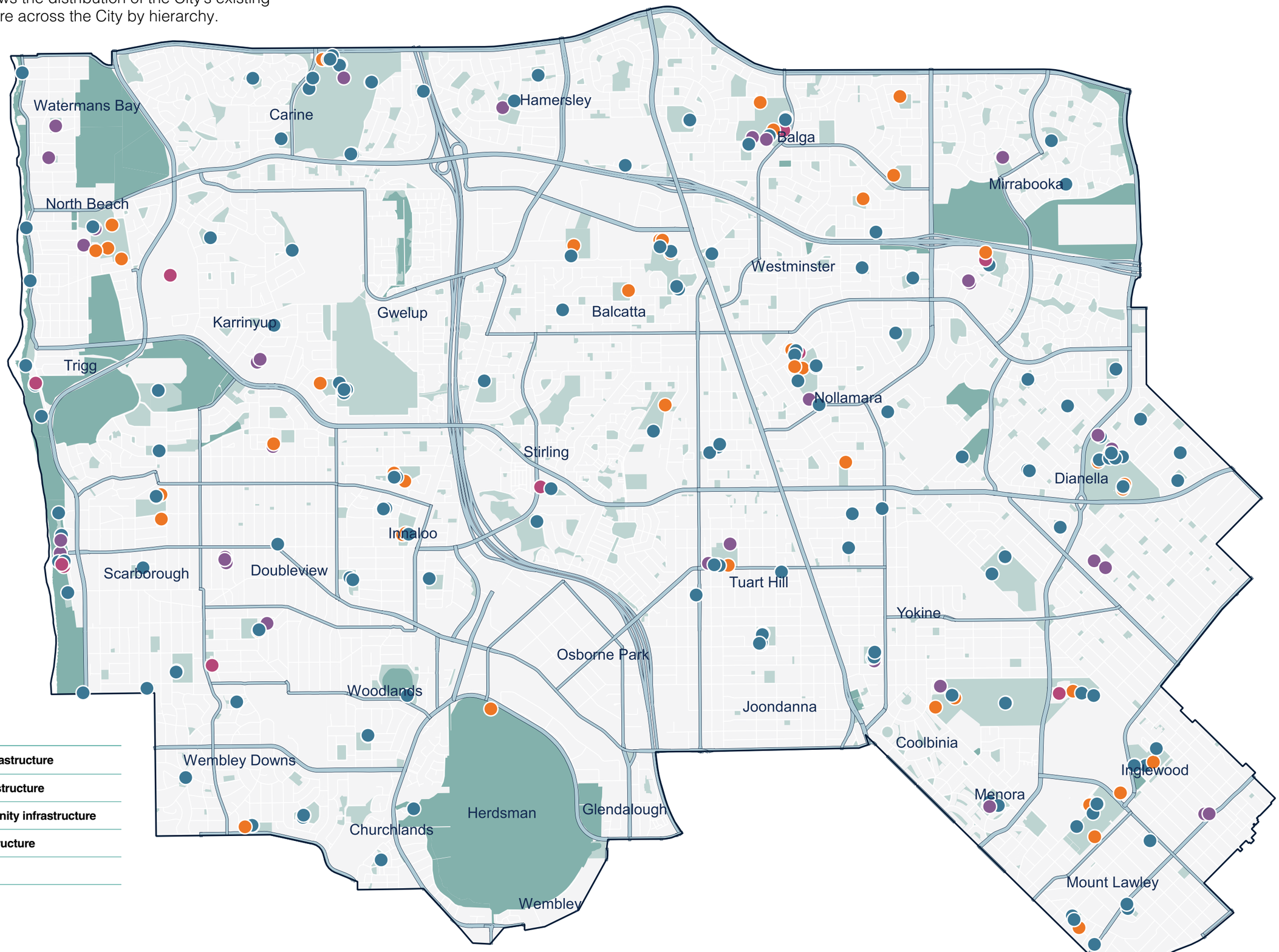
The City's community infrastructure includes:



For definitions on different types of community infrastructure captured within this plan, refer to page 38.

[1]Includes all publicly accessible full, half and 3-on-3 basketball and netball courts that are not provided as part of a staffed facility. Some outdoor courts also double as public tennis courts.
[2]All public toilets managed by the City and open to the public. Does not include public toilets located within staffed City of Stirling facilities.

The following map shows the distribution of the City's existing community infrastructure across the City by hierarchy.



Legend

- Regional community infrastructure
- District community infrastructure
- Community level community infrastructure
- Local community infrastructure
- Public open space
- Natural areas

Why is community infrastructure important?

Well-planned community infrastructure forms networks that can deliver both local and state-wide benefits to the community and the economy by helping make our communities:

Liveable

Community infrastructure plays a key role in the social benefits of community, creating a sense of place by fostering social connectivity. It can also promote social cohesion within a community and enhance its sense of identity.

Healthy and active

Community infrastructure is vital in generating health benefits for the community through preventing a range of health conditions that are known to be associated with physical inactivity and mental wellbeing. This in turn brings benefits to the health system from a healthier population.

Community infrastructure can also reduce demand on other public infrastructure sectors such as health and mental services through its support and encouragement of preventive health.

Accessible and inclusive

Community infrastructure should aim to provide accessible and affordable services that support inclusive participation through good functional design and response to community needs. This approach can help reduce inequalities and sustainably address the varied needs of the City's communities.

Sustainable

The provision of community infrastructure contributes economic benefits to the community by providing employment opportunities through construction, maintenance and operation. Community infrastructure can add value to other types of development and infrastructure (such as transport, health, retail and education), making these areas more desirable to live in and visit, boosting economic activity for the community.[1] Quality community infrastructure is essential for domestic and international tourism, which has a significant and vital contribution to economic growth and employment.

Community infrastructure should also contribute to environmental outcomes of communities by reducing pollution, balancing resource consumption, conserving natural resources, and supporting climate mitigation and adaptation.



[1]Source: Infrastructure Australia, Australian Infrastructure Audit 2018

Our community

It is important that our community infrastructure can support the needs of our communities as they continue to grow and change. By building our understanding of our communities' demographics and characteristics and how they change, we can better plan for the social, health and economic needs to support an inclusive, liveable and sustainable City.

226,369
People live in the City of Stirling

42%
of people are born overseas

1.2%
of people are Aboriginal and/or Torres Strait Islander

15%
of people are living with a disability

30%
of households speak a language other than English at home

29%
of people are living with a long-term health condition

60%
of employed people over the age of 15 work 35 hours or more per week

42%
of dwellings are semi-detached, townhouses or apartments

65%
of dwellings are family households

69%
of people use a car to get to work

Source: Australian Bureau of Statistics (ABS) 2021 Census All persons QuickStats and ABS modelled estimates of indicators from the 2018 Survey of Disability, Ageing and Carers for Statistical Areas Level 2

Why do we need a Community Infrastructure Plan?

The City's Community Infrastructure Plan will be used to inform and support the City in the planning and delivery of community infrastructure in a way that can address the following challenges.

Population and density growth

The City has seen rapid population growth over the last 20 years, with some suburbs showing a growth of up to 130 per cent. This growth is expected to continue over the next 20 years, with a growth of seven per cent forecast by 2031 and a further 20 per cent by 2041[1]. As the City is mostly built out with a large proportion of housing being single dwellings, to accommodate future population growth, the City will need to increase the number of dwellings through urban infill.

Higher density living such as smaller houses and backyards can often increase demand on opportunities for people to participate in social activities that cannot be accommodated at home. It is vital that the City's community infrastructure can respond to increasing demands and community expectations in a manner that delivers the best social outcomes for our growing community and local neighbourhoods.



By 2031

243,006

people are estimated to be living in the City



By 2041

292,433

people are estimated to be living in the City

[1]Source: Australian Bureau of Statistics (ABS) 2021 Census All persons QuickStats and Department of Planning, Lands and Heritage WA Tomorrow Report II Band C population forecasts.

Ageing community infrastructure that is no longer fit for purpose

The majority of the City's community infrastructure was built more than 20 years ago, designed to meet the needs of specific user groups or communities serving smaller and less diverse communities than the City has now. As our population has grown and our communities have changed, there is increasing demand on the City to deliver higher-quality community infrastructure catering for all users that can adapt to meet changing needs of our communities. The challenge for the City is to balance the expectations of the community while providing an equitable and sustainable level of service that is affordable.

Increasing costs

Historically, the provision of community infrastructure has often focused on short-term costs rather than long-term benefits. As the cost of providing infrastructure continues to grow and availability of grant funding to support infrastructure development is constrained, this can present challenges in balancing the maintenance of existing facilities and meeting the growing and changing needs of the community.

With the needs of the community always changing as our community grows, there needs to be a shift towards more flexible and agile infrastructure so that facilities are more adaptable to change without the need for development.

Inequity in provision

While the processes for 'green field' site development are generally well established, a more evolved approach is required when considering future infrastructure needs for areas experiencing urban renewal, such as the City of Stirling. Land is limited and more expensive to purchase to support renewal.

Infrastructure may not be always be located to service the entire community or may be restricted in its capacity to expand. This highlights the importance of considering opportunities for innovation, partnerships and shared use in delivering quality, equitable and well-distributed infrastructure in our urban renewal environment.



Community Infrastructure Plan 2023-2033

The City recognises the importance and value of social connectedness and developing thriving, healthy and active communities by improving local access to well-planned and high-quality community infrastructure.

Community Infrastructure Plan: Our plan at a glance

The Community Infrastructure Plan sets out the strategic goals and actions to support the City in achieving its vision of 'a sustainable City with a local focus' through a consistent, transparent and sustainable approach to the planning and provision of community infrastructure in the City. Underpinned by a set of delivery principles, the Community Infrastructure Standards which are the foundation of this plan establish a model to guide the City in understanding and addressing our community infrastructure provision needs.

Finally, an action plan will outline a set of City-wide and localised actions that will inform the City's annual budgeting and Long-Term Financial Plan (LTFP) to ensure that the City's community infrastructure can be delivered in a manner that can sustainably service the current and future needs of the local community.

Ultimately, this plan establishes the City's strategic decision-making position regarding the City's future community infrastructure needs.





Our delivery principles

The following principles have been used to guide the development of this plan. These principles will support the City in delivering and prioritising community infrastructure to deliver the best social and economic outcomes to meet the current and future needs of the City and our community.





Accessibility, availability and equity

A range of community facilities offering varying levels of function and service provision should be accessible and gender inclusive to all City residents of all abilities and recognise the different needs of the cultural and intergenerational groups within the community.

Providing socially and culturally inclusive facilities will assist in removing barriers to participation by creating physical and social connections within the community that people want to access and will travel to.

The equitable distribution of community facilities, in terms of provision, function, condition and access, should be provided across the City to ensure that communities are not and do not become disadvantaged. There is a responsibility to consider intergenerational equity to ensure residents of all ages have quality community facilities now and for future generations.

How will we deliver this?

Community infrastructure will be designed 'for all' to foster social equity and celebrate the social, cultural and gender diversity of our communities.

Where possible, community infrastructure will be well distributed throughout the City to best service the City's residents.

The location of facilities will consider opportunities to increase access, such as co-location and proximity to public transport.



Flexibility and diversity of function and activities

To achieve the greatest range of benefits for the community, facilities need to be flexible in their design. Greater value can be achieved through co-location and management of facilities that provide a greater range of participation opportunities and build stronger communities through a sense of connection.

Community facilities will provide innovative spaces that are flexible and multi-purpose to meet the current and future needs of the community. Consideration should be given to their suitability and capacity to maximise economies of scale through initiatives such as co-location, utilising technology to enhance accessibility, and incorporating other community and commercial functions to maximise facility use and offset ongoing operational costs.

How will we deliver this?

Community infrastructure will be flexible and adaptable to cater for changing needs.

New and innovative practices will be considered through planning and design to maximise the flexibility and usability of spaces.



Health and wellbeing

Community facilities should provide opportunities for the community to gather, socialise and build networks by fostering social connectivity and promoting community health and wellbeing.

Community facilities should build on and enhance social capital to create desirable environments and spaces for people to live, work and recreate. Facilities or improvements that provide positive health outcomes in the areas of physical activity, mental health, social wellbeing, accessibility, and participation will be considered a priority.

How will we deliver this?

We will provide access to outdoor space and natural areas as part of community infrastructure design and provision.

Community infrastructure will accommodate a diverse range of services bringing together and connecting our diverse communities.

We will continue to support infrastructure that encourages and grows sport, active and social participation.

We will support arts and cultural infrastructure that fosters and promotes vibrant and creative cultural connections.



Sustainability

Considered design should be at the forefront of planning for new or existing community infrastructure. Co-location and shared use of facilities will aim at improving functionality and reducing duplication of facilities while still addressing diverse community needs.

Maximising use of facilities outside of core use can address service gaps in the community without the need to provide additional infrastructure.

Best-practice delivery models to improve service provision, the appropriate and efficient use of City's physical and financial resources, and knowledge and understanding of short-term and long-term lifecycle costs are vital to build more sustainable community infrastructure.

How will we deliver this?

We will maximise utilisation and capacity of existing and new community infrastructure.

We will seek a balance between short-term and long-term financial impacts to maximise outcomes for the community and the City.

Co-location and partnerships will work to maximise value and opportunities for the City and community to access quality community infrastructure.

The use of smart technology will improve sustainability.



Community need

Community infrastructure should be planned and developed in a manner that addresses and responds innovatively to community needs. Planning should include future foresight and enable agile and functional adaptability.

Community need should be determined with an evidence-based approach, taking into consideration the demographic and socio-economic characteristics of the local community as well as the City's existing facility, amenity, and service provision. Engaging with our stakeholders and local community and understanding what they have previously said is important.

How will we deliver this?

Community infrastructure planning will consider population and density growth to ensure what we provide can continue to service our community.

Implementation of individual and inclusive community engagement plans for all strategic community infrastructure projects will ensure the community can have their say.

Community infrastructure will meet community values and expectations as identified through community engagement.



Integrated planning and delivery approach

Community infrastructure planning and delivery should apply an integrated approach to enhance the connection between strategic decision making and community need. It should provide a holistic view of cross-sectional infrastructure and amenity required to deliver high-quality social, economic and environmental benefits to the community.

It builds capacity and flexibility to respond to changing community needs, both in the short term and the long term by considering the broader vision for the community.

How will we deliver this?

Integration of community infrastructure with the City's integrated planning and reporting framework will ensure:

- community infrastructure is delivered to a high level of quality that meets universal and Australian standards and codes
- financial and human resources are allocated to provide the best social, economic and environmental outcomes for the City's community and ratepayers
- a balanced and considered approach to asset renewal and community need.

We will integrate community infrastructure with other City and non-City strategic and development projects.

How do we know what community infrastructure we need?

The City's community infrastructure standards are designed to guide the City in identifying and addressing the community infrastructure needed to best meet the current and future needs, demands and growth of the City.

Our community infrastructure standards

Hierarchy

The City's community infrastructure hierarchy supports the provision of a diverse range of community infrastructure to best respond to the needs and demands of the City's community at a local and neighbourhood level as well as City-wide.

Each classification considers how community infrastructure should impact the community, who they service, how they are accessed, how they can be used, and the scale of amenity they should provide.

- Regional
- District
- Community
- Local

Community infrastructure type

The City's community infrastructure is categorised by type, according to the primary role it should provide to service the needs of the community and deliver City's core community services. As the City's community infrastructure existing provision and future needs are so diverse, each of the City's community infrastructure types have been broken down into the following six categories based on core function.

- Leisure facilities
- Informal recreation
- Learning, arts and culture
- Community facilities and spaces
- Sport facilities and spaces
- Supporting infrastructure

Provision standards

Population standards

Population standards provide the City with a benchmark to better understand the community infrastructure needed to support the growth and demands of the City's community.

Location standards

Location standards establish the most desirable location for each community infrastructure type considering accessibility, equitable distribution and operational sustainability.

Amenity standards

Amenity standards establish a set of core standards to deliver equitable, functional, adaptable and sustainable facilities and spaces with the flexibility to meet the changing needs of the community and deliver the City's core community services.

Explaining the standards

Community infrastructure hierarchy

In providing community infrastructure, it is important to understand the clear impact that community infrastructure should deliver to the community and to what extent. The City's community infrastructure hierarchy adopts best practice and a similar model to what is used across government and industry planning as well as other local government authorities. It has been developed as a fit-for-purpose tool to assist the City in establishing standard levels of provision for community infrastructure to ensure all community infrastructure does meet or can meet required standards of provision.

Each classification within the hierarchy considers the level of impact on the community and who it supports, how it is accessed, how it can be used and the level of amenity it should provide.

The community infrastructure hierarchy is represented by four classifications which are detailed below.

Regional

Role

Regional community infrastructure includes large-scale spaces and facilities designed to meet community needs across a large portion of the City. These facilities service multiple geographical or social regions and are likely to attract visitors from outside City boundaries.

Regional facilities are generally operated by the City and deliver services promoting health, fitness, and cultural and social wellbeing. Ideally, they are located in areas of high density, such as activity centres and corridors, with access to transport networks and major arterial roads. Their location should ensure equitable access and availability for the community, and they should incorporate innovative and environmentally sustainable design and technology.

Regional facilities have high levels of simultaneous use, providing flexible spaces that meet multiple community needs and offer a diverse range of services and amenities. They can also capture specialised facilities, such as sport-specific facilities, which can attract a larger portion of the community for a specific use.

Due to their scale, regional facilities have a role in generating numerous benefits for the community, including employment opportunities, tourism and strategic partnerships.

Examples

- Aquatic facilities
- Indoor leisure centres
- Public golf course
- Surf lifesaving facilities

District

Role

District community infrastructure includes facilities and spaces designed to meet the needs of communities in the surrounding geographical area. They are likely to attract visitors from across the City of Stirling.

District facilities are often operated by the City and deliver services promoting health, fitness, and cultural and social wellbeing. They provide residents with a centralised 'one-stop shop' to access social services as part of a community hub. Ideally, they are located in areas of high density, such as activity centres and corridors, with access to transport networks and major arterial roads. Their location should ensure equitable access and availability for the community, and they should incorporate innovative and environmentally sustainable design and technology.

District facilities accommodate simultaneous and multiple use, providing flexible spaces that meet multiple community needs and offer a diverse range of services and amenities. They can also capture specialised facilities, such as sport-specific facilities, which can attract a larger portion of the community for a specific use.

Examples

- Stirling Libraries
- Stirling Community Centres
- Arts and cultural facilities
- Indoor leisure centres
- Performing arts facilities

Community

Role

Community-level infrastructure includes facilities and spaces designed to meet the community needs of surrounding suburbs.

They promote social cohesion through opportunities for the community to share common interests, develop new skills and celebrate cultural identity, which are key foundations in enhancing the liveability of the City's communities.

Community facilities should be located centrally to the community they service, with access to transport networks such as public transport. Their location should ensure equitable access and availability for the community. They can also be provided as part of a community hub or place to enhance the service offering of other regional, district and community facilities.

Community facilities are generally designed to support specific community needs, but they also provide spaces that are flexible to support a diverse range of services and amenities. They can also capture specialised facilities, such as sport-specific facilities, which can attract a larger portion of the community for a specific use.

Examples

- Community sport clubrooms
- Outdoor full courts
- Bowling clubs
- Tennis clubs

Local

Role

Local infrastructure includes small-scale facilities and spaces designed to meet a specific need for their local community. Ideally, they are located within a walkable distance for visitors to access on a regular basis.

Local facilities should be located centrally to the community they service, with easy access to footpaths, cycle ways and public transport links. They can also be provided as part of a community hub or place to enhance the service offering of other regional, district and community facilities.

Local facilities can often act as supplementary or overflow spaces to support other community infrastructure where there is high community demand. While they are generally designed to meet specific community needs, they also provide flexible spaces to support a diverse range of services and amenities. They can also capture specialised facilities, such as sport-specific facilities, which can attract a larger portion of the community for a specific use.

Examples

- Public toilets
- Wheeled recreation facilities
- Tennis courts and hit up walls
- Half basketball courts

While community infrastructure under each classification impacts and services the community in different ways, it should be considered holistically to better understand how the best outcomes can be provided for the community. For example, regional infrastructure such as an aquatic centre, which services a large geographical area, could also provide community and local infrastructure like sports courts or meeting spaces to support surrounding communities. It is also important to acknowledge that where public open space and community infrastructure are provided collectively, they may not be classified at the same level and therefore may deliver very different impacts to the community.

Types of community infrastructure

Community infrastructure is classified into six categories relative to their core function. Under each category, community infrastructure is further identified by type which refers to the primary role that a facility or space should provide to meet community needs.

A community infrastructure type can be delivered under more than one hierarchy classification. Where a community infrastructure type is delivered under multiple hierarchy classifications, the role and function will differ particularly with regard to service catchment and amenity provision. This ensures that the City is providing a diverse range of community infrastructure to best respond to the needs and demands of the City's community at a local, neighbourhood and citywide level.

While community infrastructure type considers the primary function and role of each community infrastructure, they should also have the ability to support and adapt to other community infrastructure needs. For example, the primary role of a clubroom facility is to provide opportunities for the community to participate in community level sport but as a secondary service, it could also support the broader community by providing a gathering space for community groups.

The community infrastructure captured within the plan is considered infrastructure that is fundamental to delivering the City's core community services. Historically there have been and will continue to be circumstances which the City provides, directly and indirectly, specialised community infrastructure that falls outside of the City's core community infrastructure provision. In these cases, the planning and provision of specialised community infrastructure should still align with the delivery principles of this plan. It should also be supported by a robust needs assessment to ensure that provision of this infrastructure is equitable and sustainable and provides high social value for the City's community.



Supporting infrastructure

- Public toilets



Leisure facilities

- Aquatic facilities
- Indoor leisure centres
- Public golf courses



Informal recreation

- Wheeled recreation
- Outdoor sports courts

Community infrastructure types



Sport facilities and spaces

- Tennis clubs and courts
- Bowling clubs
- Synthetic hockey turfs
- Clubroom facilities
- Surf lifesaving clubs



Community facilities and spaces

- Multi-purpose community centres
- Age and disability facilities
- Scout and guide halls



Learning, arts and culture

- Libraries and lifelong learning
- Performing arts
- Arts and culture
- Youth spaces



Leisure facilities

Aquatic facilities

Provide aquatic services to the community with a core focus on health and fitness, competitive and leisure aquatic activities, and learn to swim opportunities. They can provide both “wet” and “dry” facilities to support the diverse and changing recreation, sporting and leisure needs of the community.

Indoor leisure centres

Provide recreation, sporting, and leisure services through the provision of indoor sports courts and flexible community spaces.

Public golf courses

Are accessible to the general public and provide opportunities for the community to participate in golfing activities.



Informal recreation

Wheeled recreation facilities

Capture a diverse array of facilities designed to support the skate, BMX, mountain bike and trail facility needs of the City’s community. These facilities can range from a small dirt bike track or junior scooter path to a regional hub providing a variety of different skate, scooter, BMX, and mountain bike opportunities.

Outdoor sports courts

Are publicly accessible outdoor courts, generally provided in public open space, that are available for community use through free access. They provide opportunities for the local community to participate in recreational activities as well as gather and socialise in an informal setting. Outdoor sports courts include full, half, 3-on-3 and modified sized basketball and netball facilities, multi-use courts and tennis hit up walls.



Learning, arts and culture

Libraries and lifelong learning

Provide library, education, information sharing and community history services to the community.

Performing arts

Provide opportunities for the community to participate in community performance activities such as music, dance, theatre and circus. This can include indoor spaces such as theatres and rehearsal space and outdoor spaces such amphitheatres.

Arts and culture

Provide opportunities for the community to participate in arts and cultural activities such as film, sculpture, textiles, ceramics, glass, painting, drawing and photography, and can include spaces for workshops, galleries, exhibitions and artist studios.

Youth spaces

Support the provision of youth services, leisure activities and programs, and advisory, mental health and wellbeing spaces for young people, generally aged 10 to 24 years.



Community facilities and spaces

Multi-purpose community centres

Provide a mix of multi-use and flexible spaces to support and facilitate services and activities for the local community. A multi-purpose community centre typically provides community social and meeting spaces.

Age and disability facilities

Provide spaces and services for seniors and people with a disability to socialise and participate in community activities. These include Stirling Community Care, men’s and women’s sheds and senior spaces.

Scout and guide halls

Accommodate and support the provision of scout and guide activities for the community.



Sport facilities and spaces

Clubroom facilities

Provide spaces for local seasonal sporting clubs to operate from, provide the surrounding community with access to local sporting participation opportunities and support the activation of surrounding sporting spaces.

Tennis clubs and courts

Provide opportunities for the surrounding communities to participate in competitive and social tennis.

Bowling clubs

Provide space for surrounding communities to participate in lawn bowls in both a social and competitive setting. They also provide opportunities for the community to gather and socially connect.

Synthetic hockey turf

Synthetic hockey surfaces and supporting facilities designed to support and service competition and social hockey participation in the City.

Surf lifesaving clubs

Support surf lifesaving clubs in providing surf club activities and lifeguard services to the beach community.



Supporting infrastructure

Public toilets

Universally accessible toilets provided by the City for use by the members of the general public. This excludes toilets that are only internally accessible within City facilities.

Provision standards

The community infrastructure standards provide three strategic measures designed to deliver consistent and robust decision making regarding the provision of community infrastructure in the City, based on their hierarchy classification and type.

Population standards

It is important to understand whether provision of community infrastructure meets current and forecast population and density, and whether it can service the City's community effectively. Without considering population, the provision of community infrastructure will not account for changes in population growth and the subsequent increase in demand.

The City's provision standards have been developed in line with industry benchmarking based on the role and classification of each community infrastructure type, community demand, social impact, and participation requirements to support sustainable use and urban renewal constraints.

Location standards

Location is an important factor in the provision of community infrastructure. The principal considerations are accessibility, equitable distribution, and operational sustainability. To support increasing density and maximise community value, community infrastructure should generally:

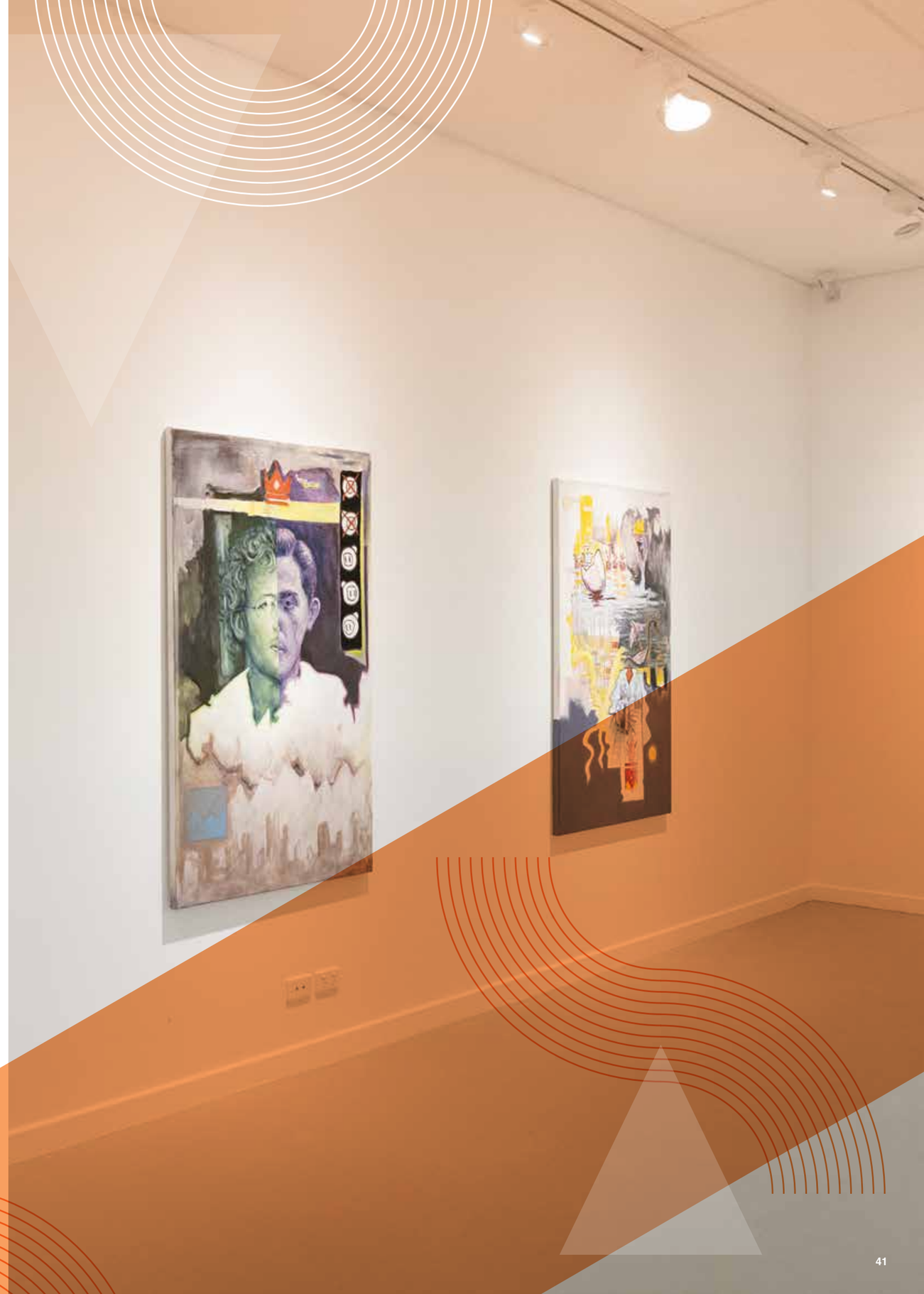
- Be well-distributed and easily accessible
- Be located close to activity centres, community focal points, transport networks and employment clusters
- Consider areas of existing and forecast residential growth
- Support and connect community infrastructure with public open space and other supporting amenities such as civic spaces, where viable
- Create a focal point for community activity and contribute to a sense of place.

Location standards establish the most desirable location for each community infrastructure type and should take into consideration guiding policies and strategies, industry best practice, changing trends and community needs. They also need to consider physical limitations and cost viability given ideal locations may be restricted due to current land use or topography.

Amenity standards

Amenity refers to the features or spaces provided within a building or place. Within the City, community infrastructure amenity has historically been provided based on specific and short-term community service needs which has meant that several City facilities are now no longer fit-for-purpose and are not designed with the effective flexibility required to adapt to the diverse and changing needs of the community.

To establish a more consistent approach to the planning and development of community infrastructure, this plan provides a set of high-level standards designed to guide the amenity provision of new and upgraded community infrastructure in the City. These standards are aimed at guiding the consistent delivery of functional, adaptable and sustainable community infrastructure in the City capable of supporting the delivery of the City's core community services.





How will our community infrastructure be funded?

It is vital that the City understand the fiscal opportunities and constraints and explore new funding options available to support the delivery of the Community Infrastructure Plan 2023-2033. Ensuring that planning for future community infrastructure needs is undertaken early in local, state and federal planning contexts when considering urban planning targets will provide a stronger social impact and economic response for our community and our future generations.

While the City has a commitment to deliver needed core community services it does not need to be the primary delivery agency. Stronger partnerships, shared use and new and innovative models of delivery and operation should be explored to ensure our community has access to sustainable services that consider our fiscal capacity and the generational impact on our community and ratepayers.

Some of the current funding mechanisms available are shown below.

Municipal funding	Municipal funding is generated by the City through the levying of annual rates, contributions and other operating revenue such as service charges.
Reserve funding	Reserve funding is the long-term saving of funds for future major expenditure such as strategic or major capital projects which cannot be managed within a single budgetary year often negating or minimising the need for loan borrowings.
Grant funding	Grant funding is funding provided by government, public, private, and not-for-profit organisations to be used for a particular purpose largely for public benefit. Generally, grant funding must be applied for and projects must meet a set of eligibility criteria for funding to be granted. Some examples of grant funding opportunities that can be sought by the City or community groups in partnership with the City to support the City's provision of community infrastructure include: • State Government Community Sporting and Recreation Facilities Fund (CSRFF) • Federal Government grant funding programs • State Sporting Association (SSA) funding • Election commitment funding • Lotterywest community grants.
Developer contribution	State Planning Policy 3.6 allows for contributions to be collected from developers or landowners by local government authorities towards the cost of new or upgraded community infrastructure required to service the future urban growth and development. Funds are levied through Development Contributions Plans (DCPs) which are primarily implemented through structure plans and local planning schemes. Any community infrastructure where a contribution is sought through a DCP has an implied agreement that the City will deliver the infrastructure in line with a 10-year long-term financial plan.
Partnerships	The City can form a partnership with another government body or private entity to fund and develop community infrastructure within the City.

With the cost of providing community infrastructure increasing and the availability of funding constrained, new, innovative, and sustainable ways to fund community infrastructure should be regularly explored and considered to ensure the City's community infrastructure needs can continue to be met. Consideration of the different funding mechanisms also needs to align with the City and Council's financial philosophy and plans.

Measuring success

This plan sets out actions required to ensure the success of this plan and support the City in achieving its vision ‘to be a sustainable City with a local focus’. Each of the actions are linked to the City’s Strategic Community Plan, Sustainable Stirling 2022-2032 and the goals this plan is aiming to achieve.



Objective:

Promote active and healthy lifestyle choices

Healthy and active people create strong and resilient communities. The City will ensure that our community, through all stages of life, has access to a range of opportunities to support an active lifestyle. We will build partnerships and advocate with others to make sure our community has access to services that improve health and wellbeing outcomes for all.

Goal 1:

Provide accessible and equitable access to a diverse range of community infrastructure that will provide a social benefit to the community through social connection, community interaction and health and wellbeing.

How will we achieve this?		Timeframe
Improve access to community facilities to increase participation opportunities.	• Review the need for fees for use of the City's directly managed public tennis courts.	2024
	• Support online public tennis court booking systems to improve access and experience.	2025
	• Ensure that the use of existing facilities responds to community needs and supports multi-functional use to maximise utilisation and improve user experience.	Ongoing
Co-location of community infrastructure as part of community hubs that are well-distributed throughout the City.	• Improve access to a diverse range of services within community hubs that align with local needs. Ensure the services being provided align with the community's character and local focus.	2024 (Hamersley Hub)
	• Identify the role and service needs for each of the City's hubs including opportunities for shared use and partnerships.	2026
Ensure that community use aligns with local community needs and facility purpose.	• Align community facility usage to ensure that programs, services and community use meet community need and support the facility's role.	2025

How will we achieve this?		Timeframe
Advocate to the Department of Education and other schools associations within the City for shared community infrastructure opportunities, particularly where communities are not being serviced by existing community infrastructure.	• Establish an agreement with the Department of Education to improve access to community infrastructure where there are gaps in provision to better support our community's sporting, recreational, arts and cultural needs.	2024
	• Achieve new shared use arrangements for our community to address gaps in provision.	Ongoing
	• Lead discussion with the Department of Education and other relevant state departments to review existing shared-use policy and implement shared-use agreements with identified schools.	2024
Advocate to local public and private organisations for shared community infrastructure opportunities, particularly where communities are not being serviced by existing community infrastructure.	• Initiate discussions with a range of community groups, not-for-profit and private partners to improve community access where there are service provision gaps.	2024



Objective:

Ensure City assets meet current and future community needs

With people choosing to spend more time close to home, our public open spaces and facilities are under increasing pressure as our community looks for local places to relax, connect and socialise. The City is proud to have a reputation for delivering exemplary open spaces and facilities for its community. To ensure that this continues, the City will deliver a comprehensive asset management process to provide quality, well-maintained facilities and open spaces that meet the needs of our current and future community.

Goal 2:

Deliver a strategic approach to the provision and improvement of community infrastructure to ensure we have a blueprint for future community needs.

How will we achieve this?		Timeframe
Develop localised community infrastructure plans to identify gaps in service provision across the City for each infrastructure type to guide the City's annual and longer-term financial planning.	• Complete the City's Community Infrastructure Action Plan.	2023
	• Update the Skate and BMX Facilities Strategy implementation plan and complete the City-wide mountain bike plan.	2025
	• Ensure that any references to community infrastructure in the City's Arts and Events Plan aligns with and integrates with the Community Infrastructure Plan.	2024
	• Complete a detailed performing arts, visual arts and cultural facility needs assessment.	2025
Undertake community infrastructure needs assessments in line with this plan to ensure decision making aligns with the City's strategic objectives.	• Annually, all community infrastructure projects are supported by a detailed needs assessment in line with this plan.	Ongoing
Review this plan annually to ensure it responds to community needs and demands and aligns with the City's Strategic Community Plan and Council priorities.	• Review the goals and actions contained within the plan annually to ensure they continue to reflect the changing need of our communities and local areas, and aligns with the City's Strategic Community Plan and Council priorities.	Ongoing
Deliver the capital works program in a way that responds to community need and asset renewal in an integrated manner.	• Annually align capital works projects to ensure they meet community needs and inclusively respond to the actions and priorities identified in the Community Infrastructure Plan.	Ongoing

Goal 3:

Connect and engage with our community to recognise and ensure their social needs are integrated in community infrastructure provision and design.

How will we achieve this?		Timeframe
Implement individual community engagement plans for all community infrastructure projects to ensure the community can have their say.	• Ensure the community has a say in the City's Community Infrastructure Plan to ensure their values, priorities and aspirations inform our community infrastructure planning and decision making.	2023
	• Engage, consult and inform the community in accordance with the City's Community and Stakeholder Engagement Policy.	Ongoing

Goal 4:

Invest in the provision of new and improved community infrastructure that will deliver an increased social and economic return that is equitable and sustainable for our community.

How will we achieve this?		Timeframe
Consider the value of our community sporting and recreational clubs on private land and consider how they can support the City in meeting community infrastructure needs.	• Review current financial assistance and engage with external funding agencies to consider supporting community groups on private land which are publicly accessible and provide community benefit where there is an identified need.	2025
Ensure that the Community Infrastructure Plan is integrated in future land use and other related infrastructure planning to deliver an inclusive approach to meeting community values and expectations.	• Integrate with local planning schemes and other planning frameworks such as the Public Open Space Strategy to ensure that community infrastructure needs inform them.	Ongoing



Objective

Encourage economic investment

The City is proud of its current economic profile and we will work hard to advocate and partner with key stakeholders to promote the City's investment potential. The City will encourage economic investment to create a diverse mix of industries to attract and establish next generation jobs and businesses. Our planning frameworks will be used to support investment and urban regeneration.

Goal 5:

Advocate for increased investment in community infrastructure planning through better integration at all levels of government.

How will we achieve this?		Timeframe
Advocate across the sector and to State and Commonwealth governments to ensure future urban planning and other relevant planning frameworks capture community infrastructure planning as an essential component and considers density and population growth in an integrated manner.	• Advocate for increased financial investment in community infrastructure provision across State and Commonwealth sectors.	Ongoing
	• Seek funding for community infrastructure provision and improvements to ensure our community has better access to quality community infrastructure that meets their needs.	Ongoing
Seek stronger partnerships with State and Commonwealth governments and with localised partners to deliver an economically efficient model to better support development of community infrastructure in our community.	• Establish stronger partnerships with state and Commonwealth, not-for-profits and other relevant stakeholders to deliver an improved fiscal model for the provision and improvement of community infrastructure.	Ongoing
	• Seek inclusion of relevant industry planning initiatives and projects to ensure state planning considers and aligns with localised needs and priorities.	Ongoing

Goal 6:

Engage in partnerships to provide more equitable and sustainable access to high quality community infrastructure.

How will we achieve this?		Timeframe
Build stronger integrated relationships with State Sporting Associations and private sport partners.	• Ensure that future state facility planning integrates with localised needs and priorities and considers the economic and social impact of provision standards on participation and community access in a more integrated manner including financial assistance mechanisms.	2026
Engage in partnerships with neighbouring Local Government Authorities for better investment in community infrastructure across shared catchments.	• Engage with neighbouring Local Governments Authorities to consider integrated planning and partnership opportunities to address identified gaps and better support community infrastructure needs across catchments.	Ongoing
Engage in partnerships with the Department of Education and other partners for better shared use investment.	• Engage with the Department of Education to seek a localised and integrated approach to better development opportunities to address identified gaps and better support our community infrastructure needs.	Ongoing

Planning for the future

While it is important to have a future blue print plan for community infrastructure, planning should also include an understanding of context and place to deliver better quality urban design that responds to the specific changing needs of that place. To effectively plan for future community infrastructure provision in the City, we will not only integrate our model and standards but also ensure we understand changing trends, new opportunities and partnerships, local characteristics and our changing community profile. This in turn will ensure we provide a practical and strategic approach to our decision making and provision of community infrastructure. Our informing plan establishes our decision making platform and will be utilised to help us develop our community infrastructure action plans. These determine our current needs whilst integrating with our longer-term focus. The plan will be reviewed annually and will integrate with other strategic corporate informing documents to ensure best practice decision making in an inclusive and integrated manner.

Monitoring and evaluation

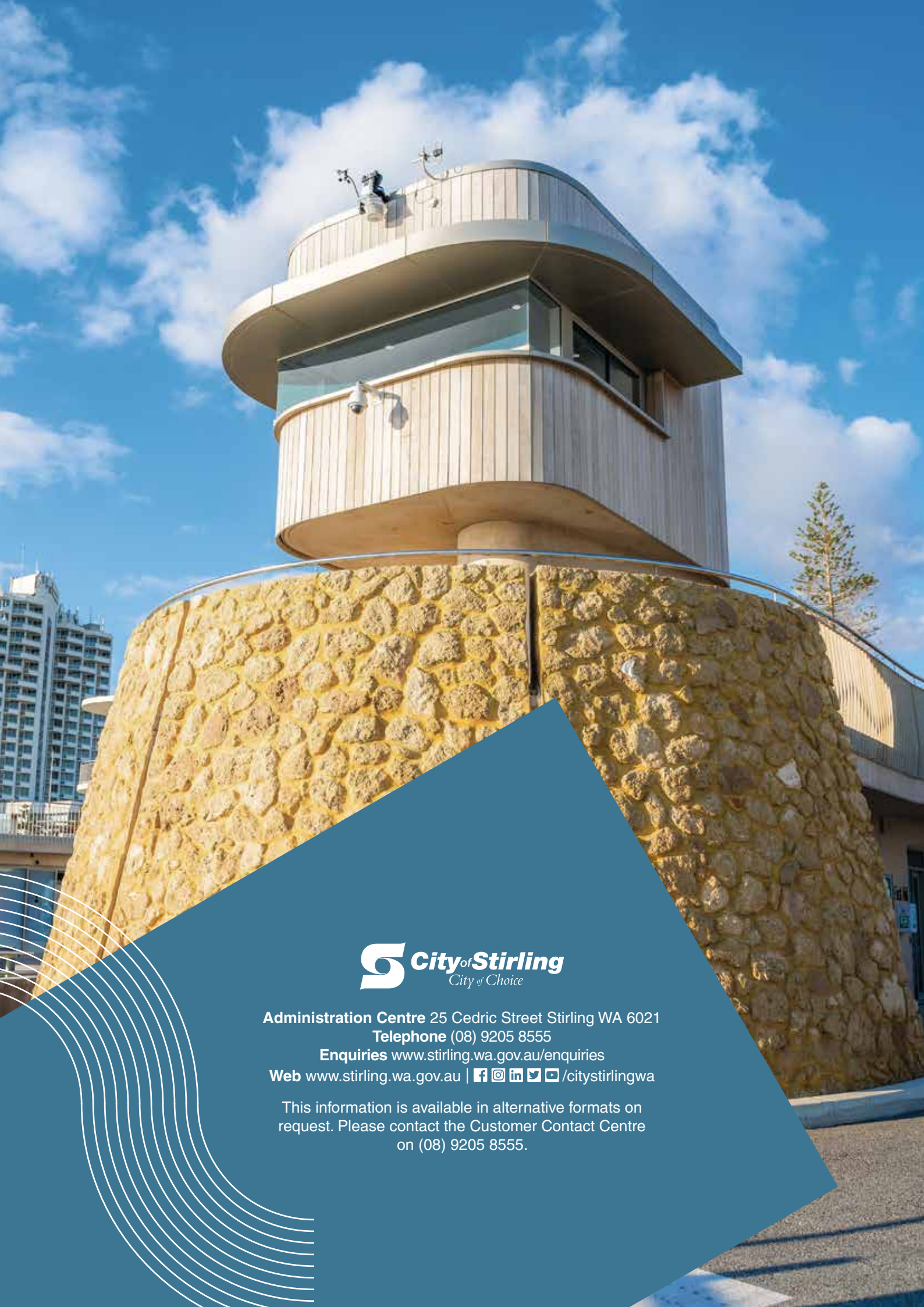
The goals and actions contained within the plan will be reviewed and monitored annually as part of integrated planning, budgeting and reporting processes to ensure they continue to reflect the changing needs of our communities and local areas.

Glossary

Advocate	To support or speak in favour of a public plan or action.
Amenity	A desirable or useful feature or facility of a building or place.
Community infrastructure	Public buildings and spaces that accommodate services and activities to support the social needs of the community.
Equitable	Fair and reasonable; treating everyone in an equal way.
Population density	The number of individuals occupying a particular at a specified time.
Integrated Planning and Reporting Framework	A framework that identifies the City's key informing plans. Informing plans are used to provide more specific and detailed guidance and outline what action will be taken to deliver the City's vision and priorities as identified in our Strategic Community Plan. The Community Infrastructure Plan is identified as a key informing plan.
Needs assessment	Identifying the gap between 'what is' and 'what should be'. The needs assessment process is used to set priorities for programs and allocation of resources.
Provision	Something that is supplied.
Provision standard	The providing or supplying of something at an accepted level of quality or attainment.
Social benefit	The total benefit from any activity that contributes to the public's general wellbeing.
Social impact	The effect of an activity on a community and the wellbeing of individuals and families.
Social needs	The needs that create social value and opportunities for people to have an active and effective role in society.
State Sporting Association	A state sporting association (SSA) is the pre-eminent governing body for a sport in Western Australia.
Urban infill	To fill the spaces around or between other buildings

Source: Oxford University Dictionary and Centre for Social Impact





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