



Community Infrastructure Plan

June 2024

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Acknowledgement of Country

Ngalak Maali Boodja Kaditj

Wadjuk Moort Noongar Boodjara

Baalap Kalyagool Noyyang

Boodja Kep Moort

Ngalak Kwabaduk Wirn

Kabarli Bworan Kora Kora

Yeyi Ngoongoolong

The City of Swan acknowledges the Traditional Custodians of this region, the Whadjuk people of the Noongar Nation and their continuing connection to the land, waters and community. We pay our respects to Elders past and present, and their descendants.

About the plan

What is community infrastructure?

Local government plays crucial a role in providing and maintaining infrastructure that supports the social needs of the community, which we describe as community infrastructure. This includes open spaces and community buildings, such as parks, ovals, sporting facilities, community centres, leisure centres, libraries, art centres and youth centres.

The importance of community infrastructure

Fit-for-purpose open space and community buildings are an important element of a community's urban fabric and quality of life. They help to define a community's identity and provide social, environmental and economic benefits to residents, workers and visitors.

Open space enhances sense of place, contributes to the built form, provides sporting and recreational opportunities, plays a lead role in environmental conservation and provides the opportunity to connect with nature. It is well documented that high amenity and accessible open space is important in providing spaces and opportunities for people's wellbeing, physical and mental health.

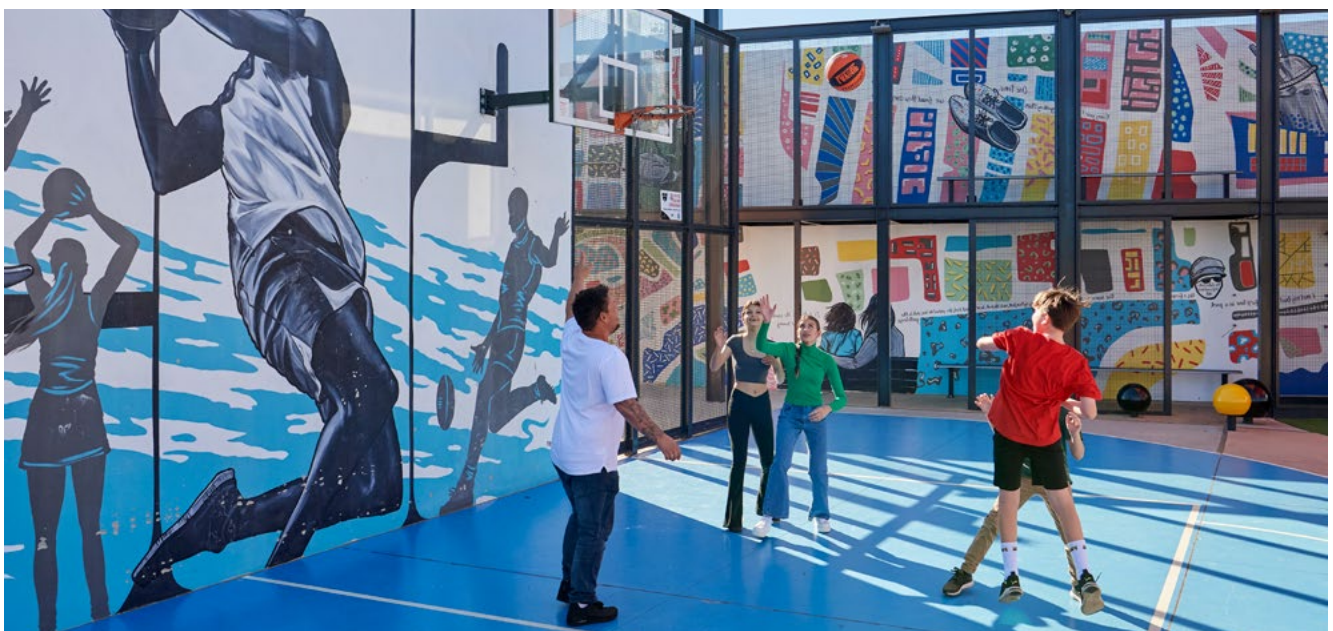
Community buildings provide important places for communities to meet to enhance connections and relationships among people to strengthen common values and promote collective goals. These goals include community cohesion, safer neighbourhoods, and support for isolated or disadvantaged people, healthier children and families and greater cultural recognition.

The purpose of the plan

The City needs a Community Infrastructure Plan to ensure that infrastructure meets community needs. There are challenges facing the provision of community infrastructure, such as population growth, ageing infrastructure, changing trends and demands, funding and inequity of provision, which impact the City's approach.

The City's Community Infrastructure Plan intends to:

- Outline the City's methodology and principles for community infrastructure planning
- Communicate the City's priorities and constraints.



2. Strategic context

Integrated Planning and Reporting Framework

An Integrated Planning and Reporting Framework provides local governments with a structure for translating community priorities and aspirations into operational objectives and tracking progress in achieving these objectives. Underlying principles of integrated planning and reporting include:

- Understanding the external environment and our community's aspirations
- Setting direction within our resource capability
- Monitoring performance for accountability and adaptability
- Applying a holistic approach to improve outcomes. Recognising the importance of integrating community and organisational planning, the Local Government (Administration) Regulations 1996 require local governments to adopt a Strategic Community Plan (SCP) and a Corporate Business Plan (CBP).

The Community Infrastructure Plan is considered an informing document within the “plans and strategies” element of this framework.

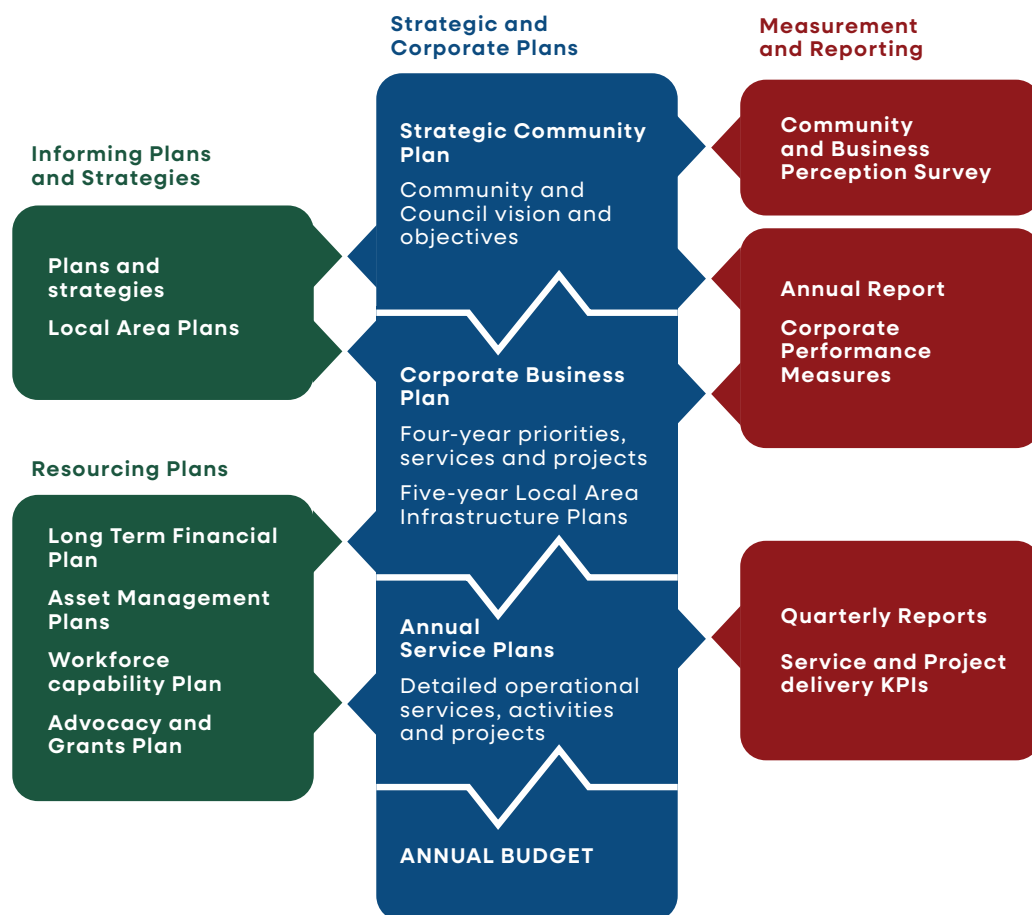


Figure 1 illustrates the City's Integrated Planning and Reporting Framework.



Strategic Community Plan

The City's Strategic Community Plan (SCP) sets out the vision, aspirations and objectives for our community over the next 10 years and is our principal strategy document. It governs all the work that the City undertakes, either through direct service delivery, partnership arrangements or advocacy on behalf of our community. The direction set through the SCP ensures infrastructure and service provision is focused to meet the requirements of our community, now and into the future.

The vision as stated in the 2021-2031 SCP is "One City, diverse people, cultures and places". The objective of the SCP is to aim towards "a sustainable, thriving City of diverse people and places enjoying a great quality of life, health and wellbeing".

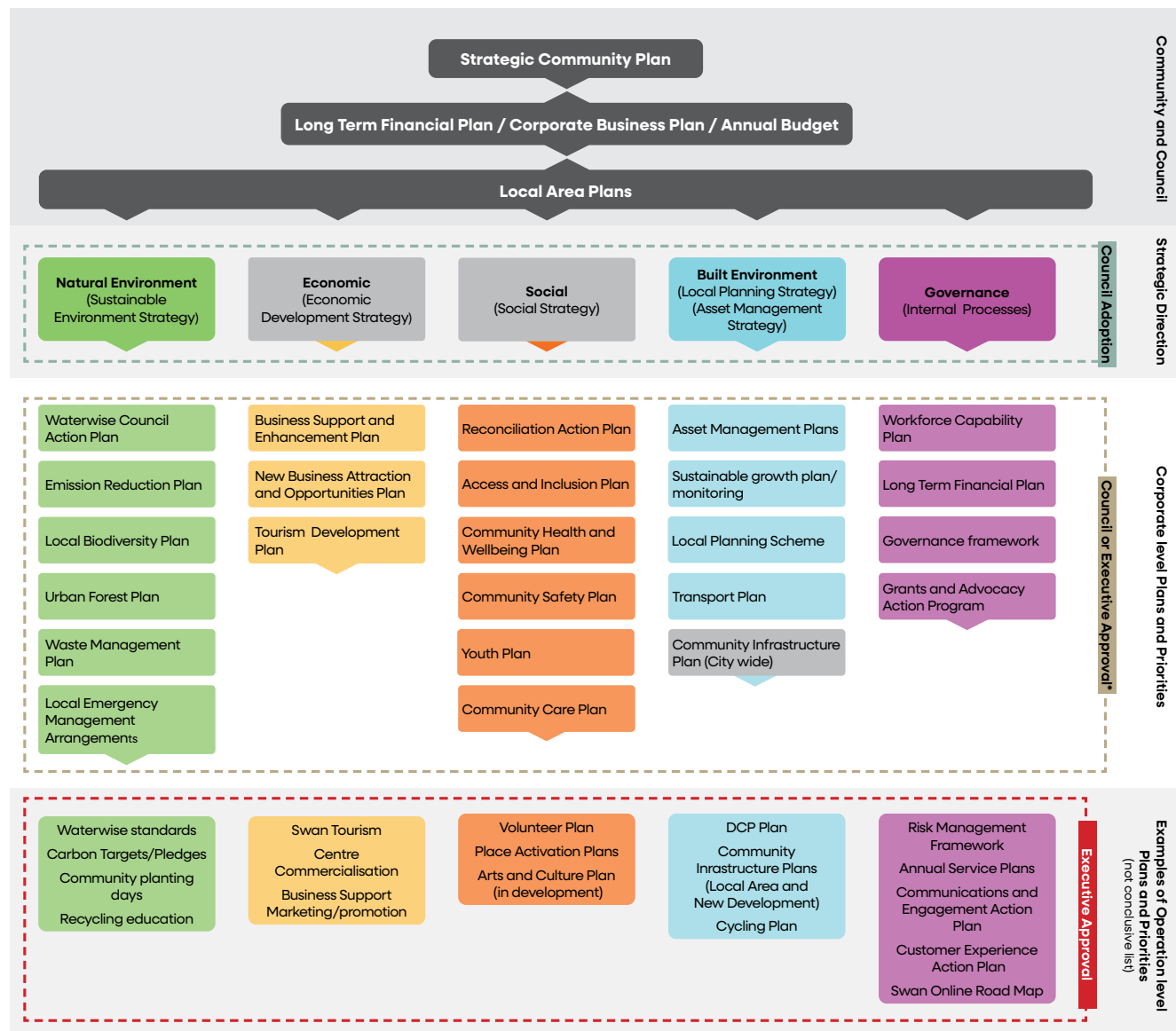
To support the delivery of the vision, the SCP contains a suite of outcomes and objectives, arranged according to five key result areas, being Natural Environment, Economic, Social, Built Environment and Governance. Community infrastructure directly contributes to the following outcomes and objectives from the built environment and social key result areas:

NO.	Outcome	Objective	Measures	Target
S1	Safe and healthy community	S1.1 Build a strong sense of community health, wellbeing and safety	% of community who feel safe in their area	Achieve at least 75%
			% of community satisfied with activities and events	Maintain or increase the two-year rolling average (baseline 67%)
S2	Accessible services meeting changing community needs	S2.1 Build service delivery options to meet the future needs of aged, youth, families and children	% of community satisfied with services and facilities for seniors	Maintain or increase the two-year rolling average (baseline 70%)
			% of community satisfied with services and facilities for families	Maintain or increase the two-year rolling average (baseline 69%)
			% of community satisfied with services and facilities for youth	Increase the two-year rolling average (baseline 56%)
			% of community satisfied with services and facilities for people with disabilities	Maintain or increase the two-year rolling average (baseline 69%)
			% of community satisfied with libraries	Maintain above 85%
B1	Planned and facilitated growth	B1.1 Create community places to live, relax and work	% of community who like living in their area	Maintain above 85%
			% of community satisfied with streetscapes and public spaces	Maintain above 70%
B2	Infrastructure that meets community need	B2.1 Manage current and future assets and infrastructure	% of community satisfied with roads	Maintain above 70%
			% of community satisfied with community buildings	Maintain above 70%
			% of community satisfied with the City's management of heritage	Achieve above 70%
			% of community satisfied with ovals and outdoor sports facilities	Maintain above 70%
			% of community satisfied with parks	Maintain above 70%

Strategy and Plan Framework

Figure 2 outlines the City's Strategy and Plan Framework which plays a crucial role in fostering good governance through creating a direct line-of-sight between the SCP's key result areas and the related plans.

The Community Infrastructure Plan falls under the Built Environment pillar of the framework.



*Corporate Plans will be brought to Council for adoption when required by legislation.



External strategic drivers

The importance of community infrastructure is recognised in global, national and state strategies and policies which influence the City's approach.

United Nations Sustainable Development Goals 2021

The Sustainable Development Goals are a set of 17 global goals and are the blueprint to achieve a better and more sustainable future for all. Ensuring healthy lives and promoting health and wellbeing for all at all ages is a Sustainable Development Goal and the City contributes to this goal through the provision of community infrastructure and associated community services.²

Australian Infrastructure Plan 2021

Infrastructure Australia prepared the Australian Infrastructure Plan in 2021 which is a practical and actionable roadmap for infrastructure reform, intended to deliver infrastructure for a stronger Australia. The plan recognises that local governments play a critical role as active owners of social infrastructure. The vision of the plan is to provide

“Quality, accessible, future-focused, multi-purpose and economically valued social infrastructure that supports a strong, healthy and prosperous nation and ongoing quality of life for all Australians.”³

State Infrastructure Strategy 2022

Infrastructure Western Australia's State Infrastructure Strategy of 2022 provides the framework for improving the state's public infrastructure system. The strategy recognises the challenges relating to urban sprawl and asset management in providing high-quality social infrastructure.⁴

Western Australian Planning Commission State Planning Policy 3.6

The policy sets out the principles and considerations that apply to development contributions for the provision of infrastructure in new and established urban areas, and the form, content, and process to be followed.⁵

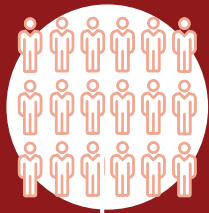
Community infrastructure guidelines and benchmarks

There are a variety of documents which provide guidance on an appropriate provision of community infrastructure, including:

- WAPC Liveable Neighbourhoods⁶
- Parks and Leisure Australia WA Guidelines for Community Infrastructure 2020⁷
- Department of Sport and Recreation – Classification Framework for Public Open Space.⁸

Our community

Census 2021 data



163,817⁹

Estimated population



49.7% male
50.3% female



58,929

Total dwellings



87.1% of residents live in separate dwellings



11.5% are medium to high-density

Age structure



25%
0-17



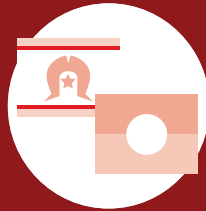
34%
35-59



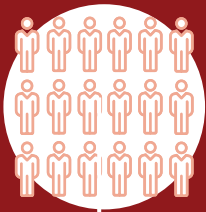
24%
18-34



17%
60+



3.5% Aboriginal and Torres Strait Islander



33.6%

of people born overseas



6.8%
United Kingdom



4%
India



3.6%
New Zealand



2.6%
Philippines



23.2%

use a language other than English at home



4.6%

identify as living with a disability



29.3%

are living with long-term health conditions



8.6%

of the population identify as having a mental health condition

Commuting to work



71.8%

of people travelled to work in a private car



5.2%

took public transport



1.5%

rode a bike or walked



5.9%

worked at home

Future

- The City covers an area of 1,042 square kilometres, equivalent to almost 20 per cent of the Perth metropolitan area. It is one of the fastest growing local government areas in WA.
- The population of the City as of June 2023 was 171,588, however that number is expected to increase by nearly 74 per cent to 298,965 people by 2051.¹⁰
- The number of dwellings in City of Swan is forecast to grow from 58,870 in 2021 to 115,530 in 2051, with the average household size falling from 2.69 in 2021 to 2.65 by 2051.
- By 2051, the City's future growth will mostly be attributed to greenfield developments in the Bullsbrook, Ellenbrook and Whiteman (Urban Growth Corridor) local planning areas (115,832 new residents), with further development in remaining areas (24,613 new residents) in the Midland, Guildford-Hazelmere and Altona local planning areas.
- Between 2021 and 2036, the age structure forecasts for City indicate a 39.8 per cent increase in population under working age, a 72.0 per cent increase in population of retirement age and a 41.5 per cent increase in population of working age.
- The City's local planning area of Whiteman has a high proportion (44 per cent) of residents from overseas, and a higher proportion of population of young families compared to the City average. It is anticipated that continued greenfield development will continue to attract a similar demographic.



Our infrastructure

Current

Open space



343

Parks and open spaces

This includes:



36

Reserves used for organised sport



54

Outdoor basketball/netball courts



11

Tennis courts



16

Skate parks



9

BMX tracks



22

Cricket pitches



2

Golf courses



19

Cricket nets



31

BBQs



160

Playspaces

Community buildings



20

Community centres



10

Health, family and childcare centres



3

Leisure centres



6

Libraries



39

Sports pavilions and buildings



13

Community halls



9

Community buildings (single-purpose)



5

Youth centres

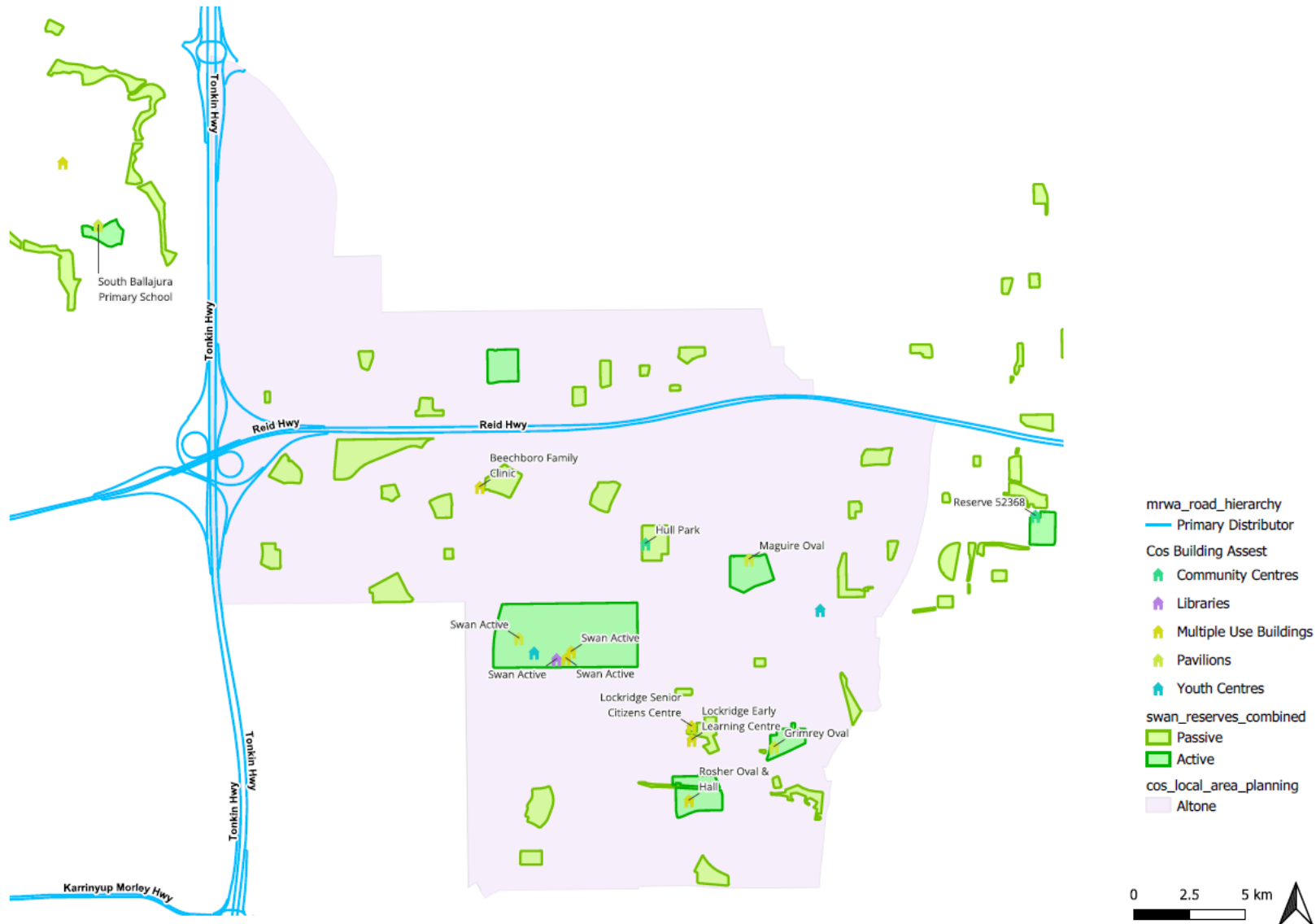


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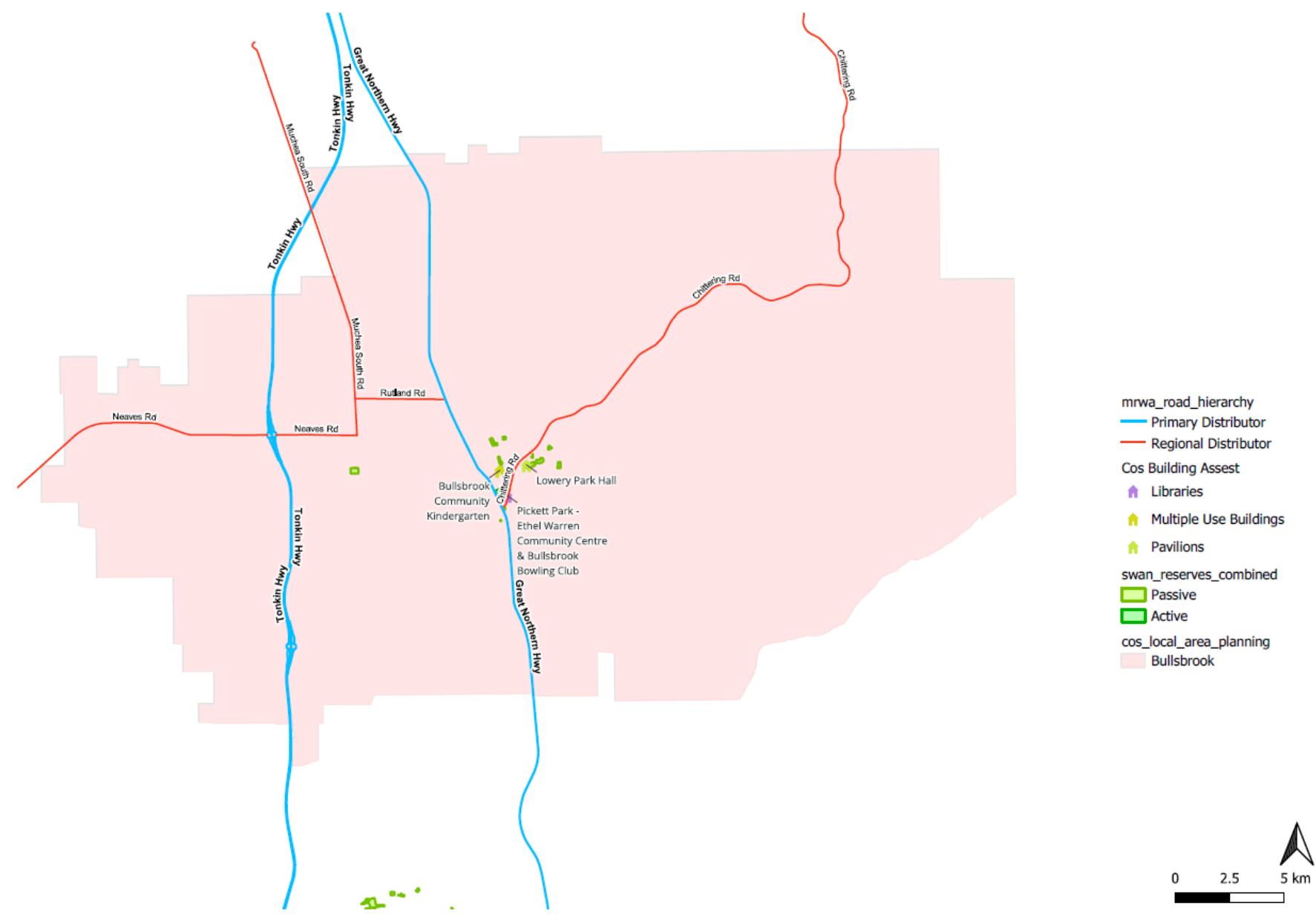
Heritage buildings

Location of facilities

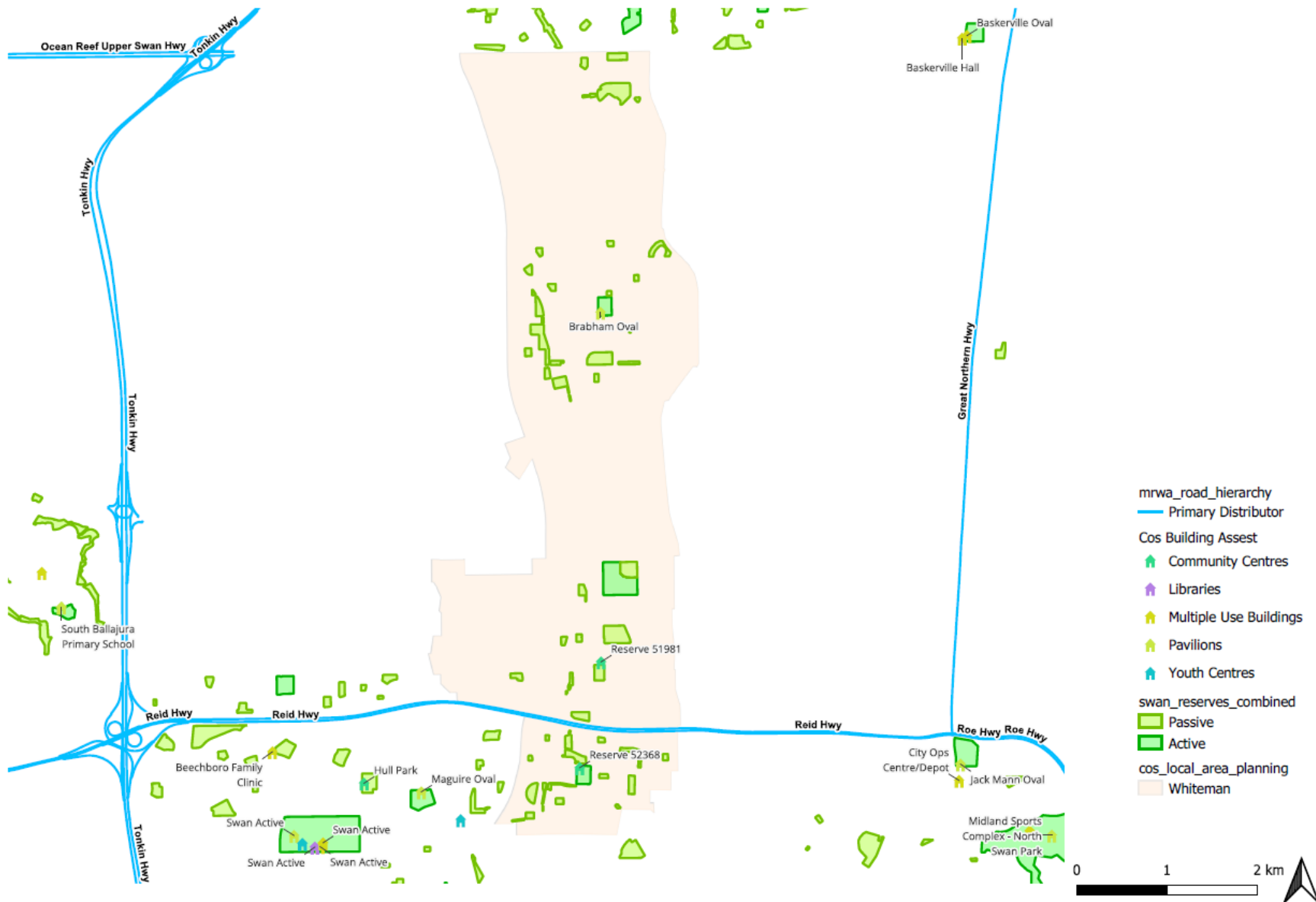
Altone local planning area



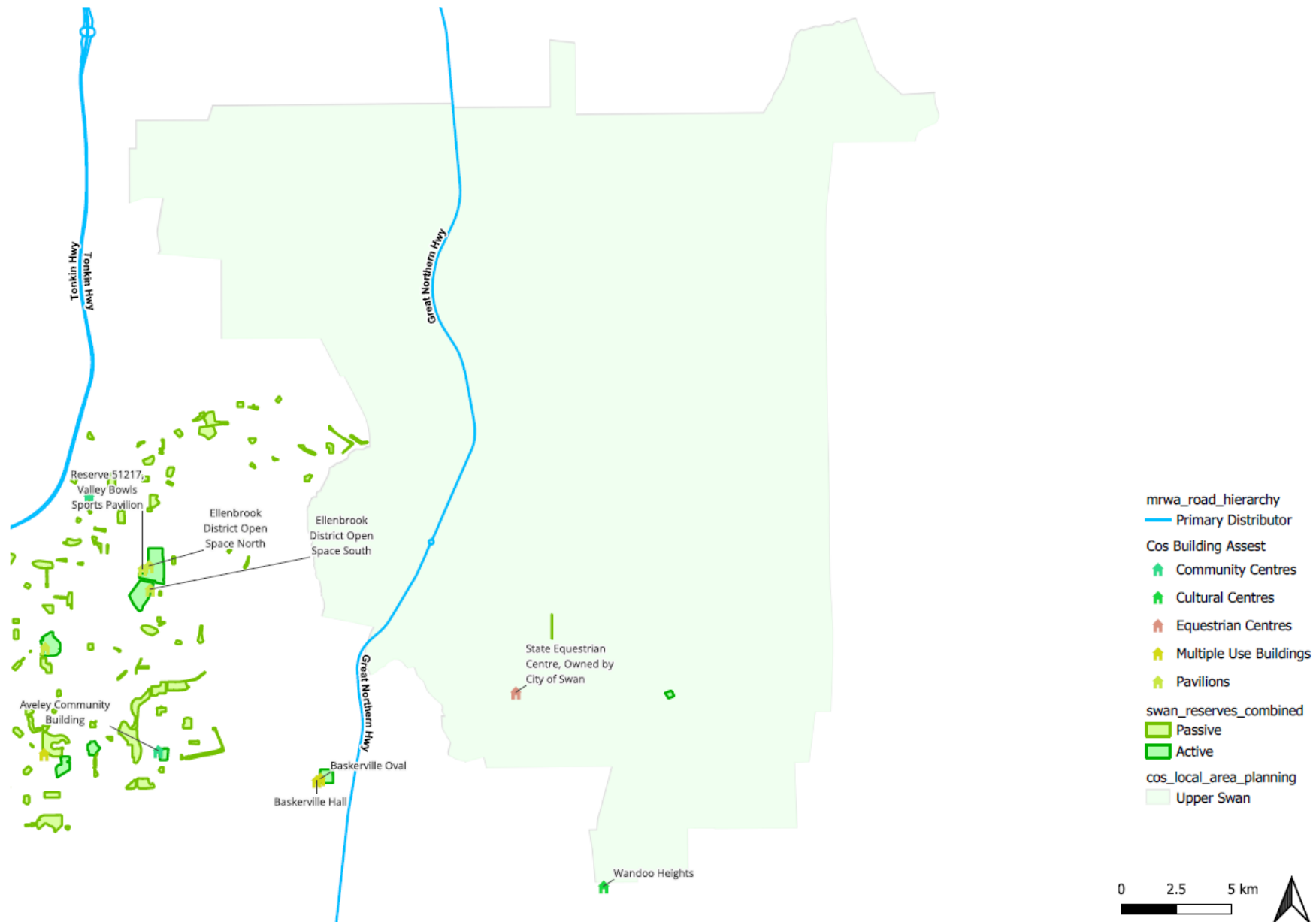
Bullsbrook local planning area



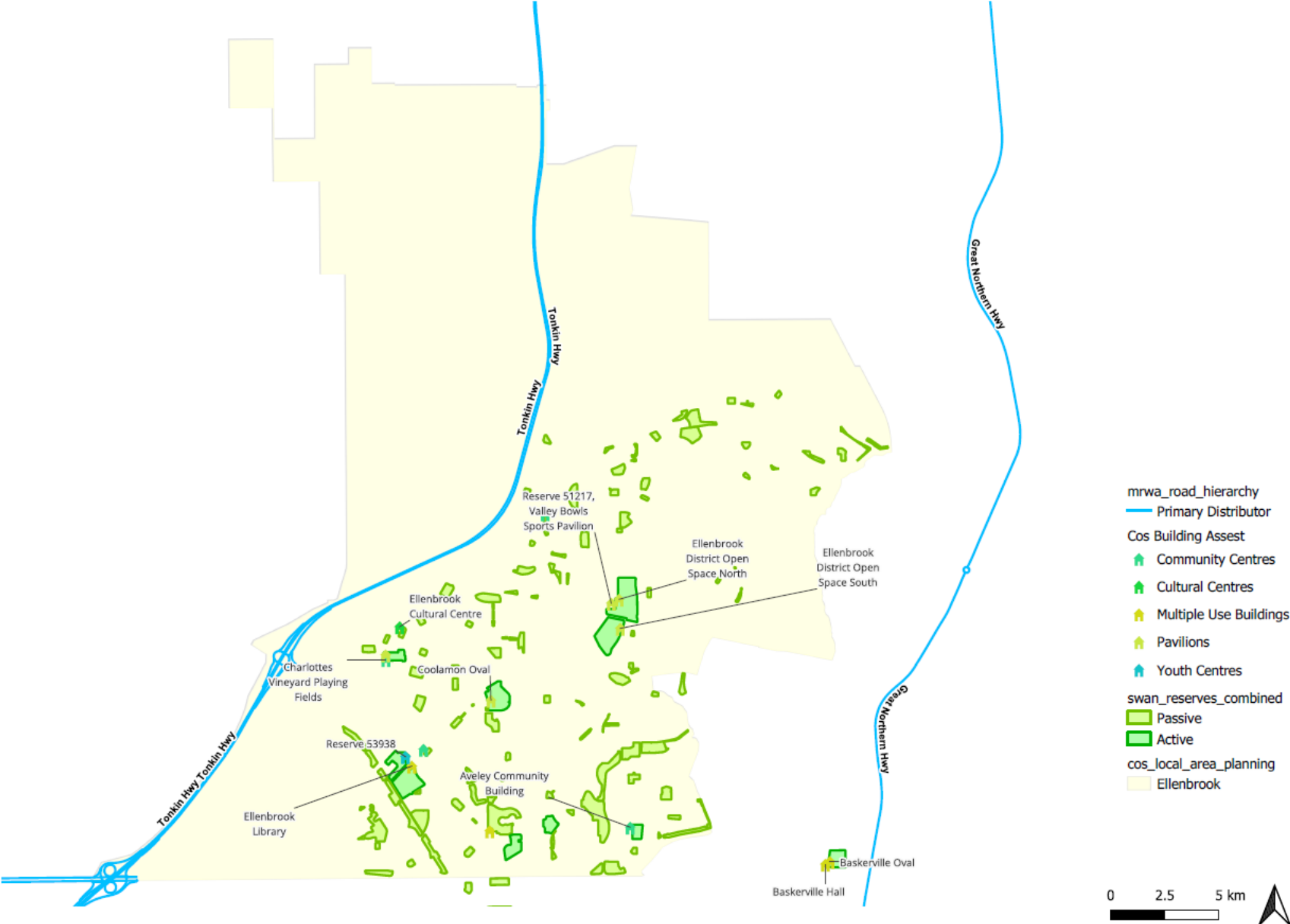
Whiteman local planning area



Upper local planning area



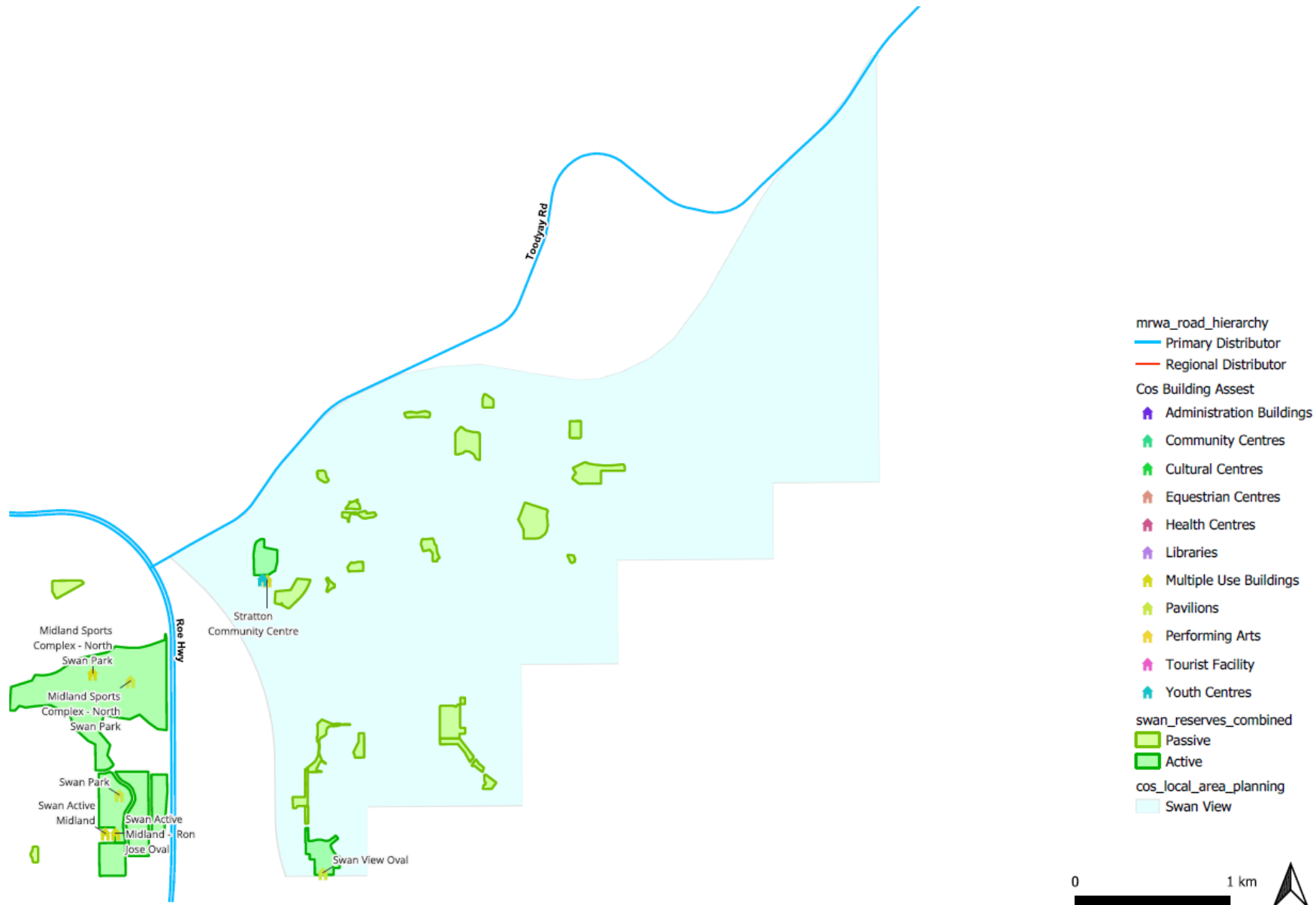
Ellenbrook local planning area



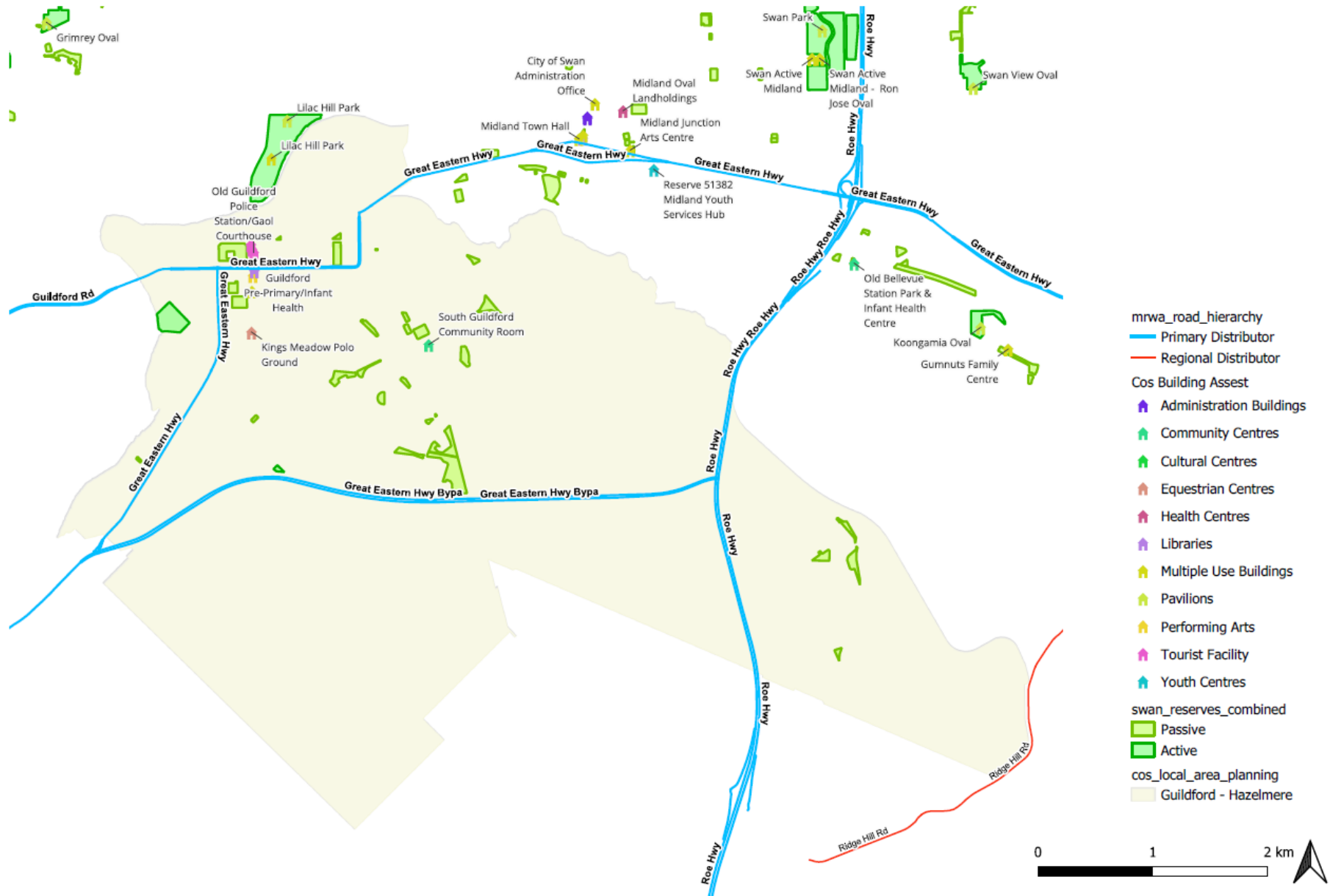
Malaga local planning area



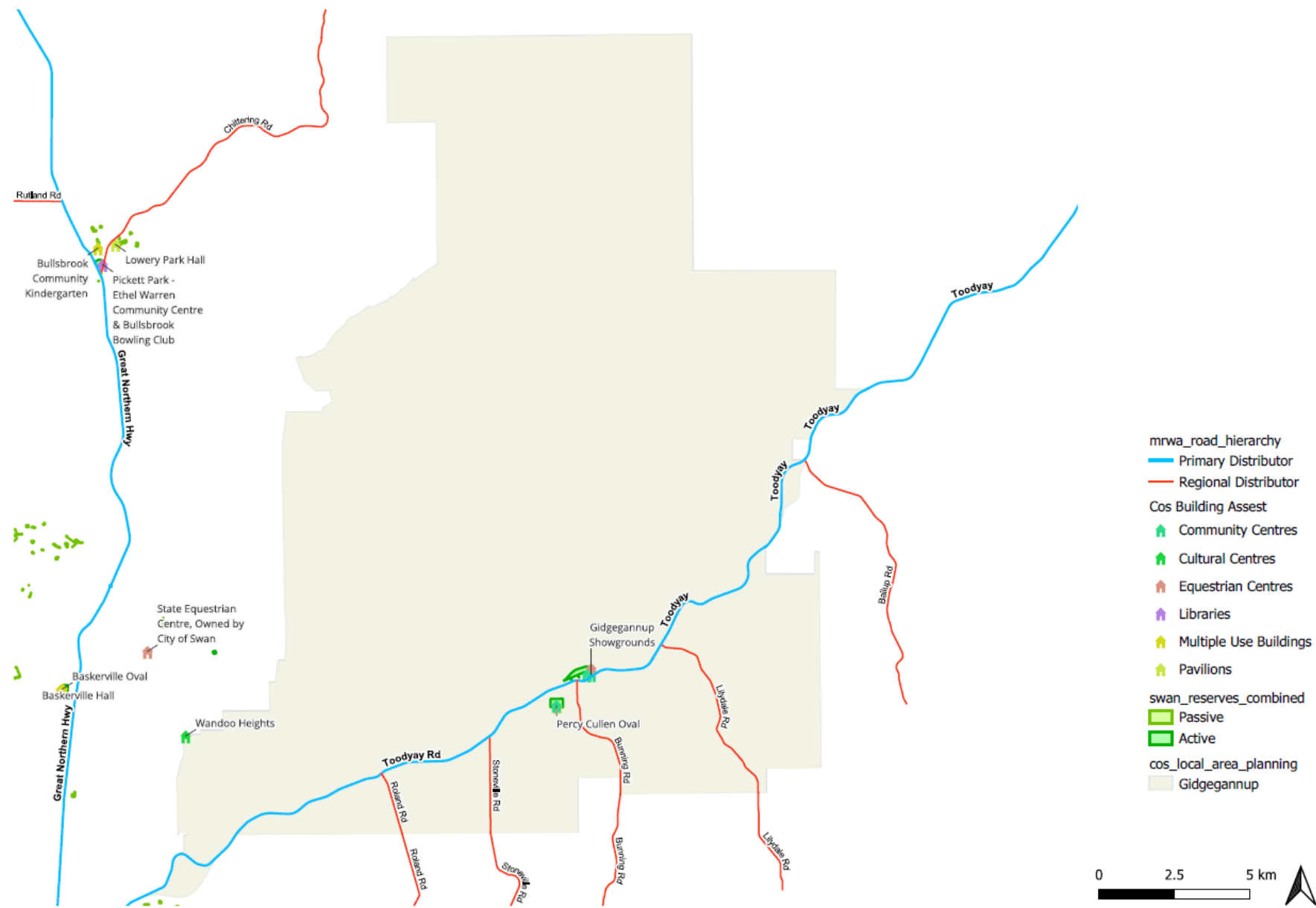
Swan View local planning area



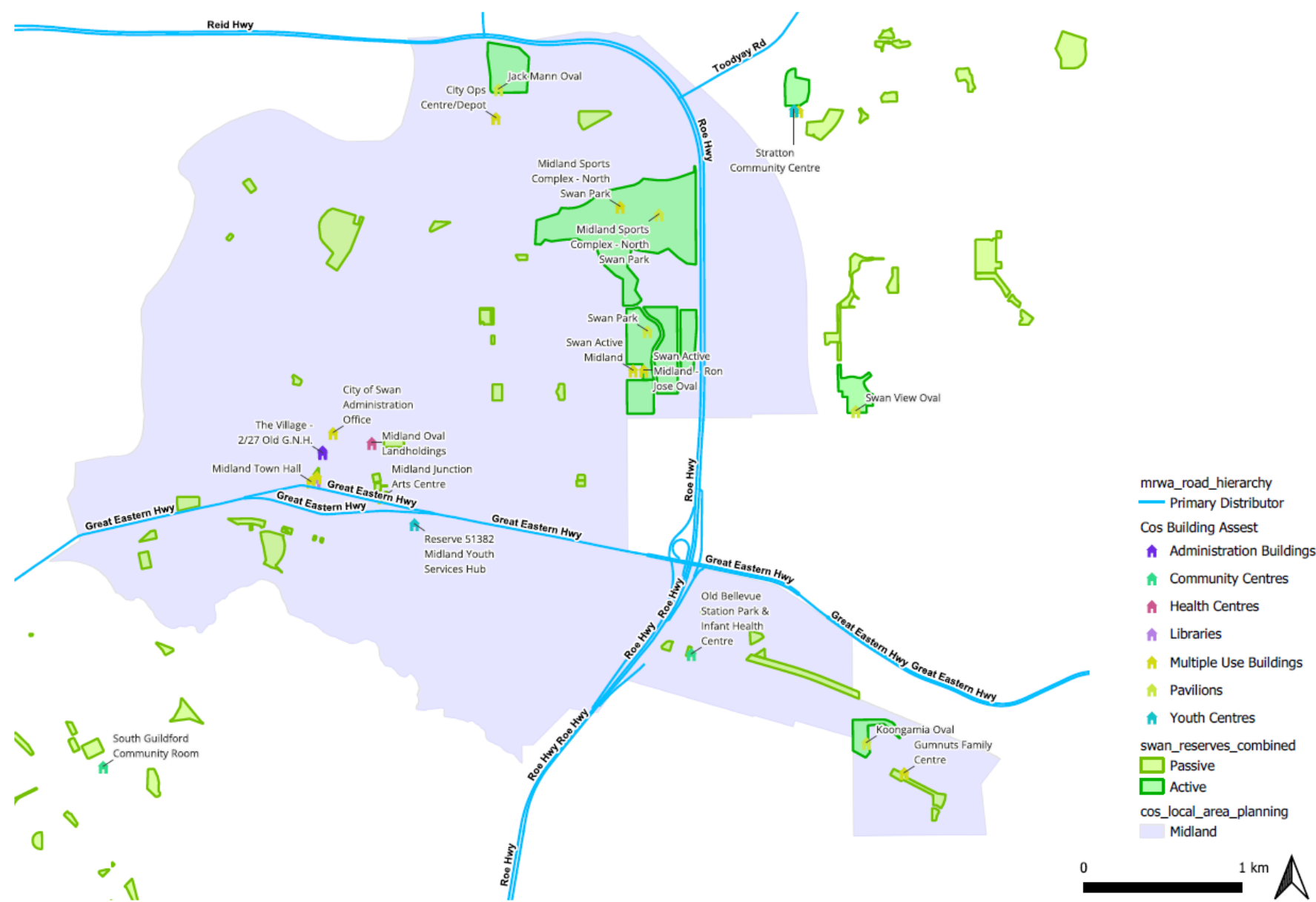
Guildford-Hazelmere local planning area



Gidgegannup local planning area



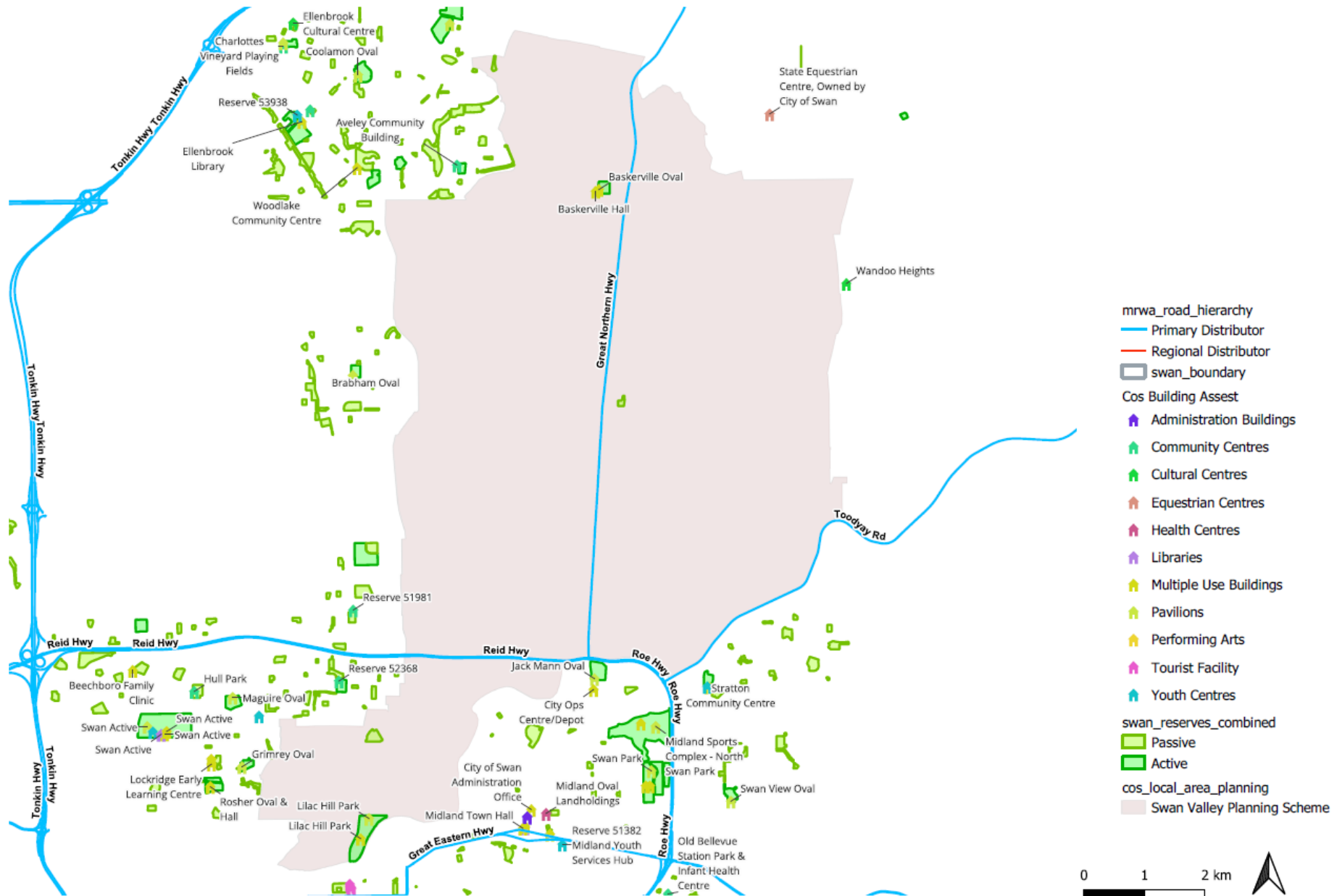
Midland local planning area



Ballajura local planning area



Swan Valley local planning area



Our trends

Physical activity

In Australia, trends show that participation in physical activity is increasing for both sport and non-sport related activities. Over the last 20 years, non-sport activities such as walking, running, cycling and fitness/gym has had the biggest increase¹¹, which supports the City's endeavour to diversify opportunities for physical activity within the public realm.

Sports registrations adults and kids



Most popular activities kids¹²



Most popular activities adults¹³



Leisure centres per year¹⁴



Community

Annual library use

*Note closure of Midland during this period.



Annual facility bookings





Our principles

The City has developed principles to guide the planning, delivery and management of community infrastructure. These principles respond to the challenges and strategic environment in which the City operates.

Sustainability	The core to providing and maintaining open space and community buildings is balancing the current and future needs of the community, the environment and the economy. The City will: • Plan for community facilities in new areas in order to manage the impacts of urban growth • Understand its financial sustainability through robust asset management practices • Consider whole-of-life costs in making infrastructure decisions. • Employ climate adaptation and environmental design principles.
Community needs and engagement	To ensure the responsible investment of public funds in community infrastructure, there must be a demonstrated need for new or upgraded facilities, which has been informed by community engagement. The City will: • Proactively assess local areas and infrastructure trends to understand community needs now and into the future • Engage affected community in the preparation of strategies, plans, designs, and construction • Be sufficiently robust and flexible to provide opportunities for adapting facilities to meet changing needs • Prioritise the development of facilities with respect to relative needs of the wider community • Actively seek input from Aboriginal and Torres Strait Islander communities to inform the planning and development of appropriate public open spaces • Make decisions to build new or renew infrastructure based on evidence.



Access and equity	A range of open spaces and community buildings of different size and function should be accessible to all the City's residents and visitors, so that locations, user groups or segments of the community are not disadvantaged. The City will: • Apply a consistent standard to facility provision and upgrades • Consider access and equity in prioritisation of the capital works program. • Employ inclusive design principles • Recognise the needs of Indigenous Australians • Support the principles of multimodal transport including walking, bicycling, public transport and driving.
Maximising resources	The provision and maintenance of open space and community buildings must represent an efficient use of resources. The City will: • Prioritise multi-use and shared-use arrangements over exclusive facilities • Maximise use of existing facilities before developing new • Rationalise or dispose of infrastructure more than community needs • Consider partnerships and grants for provision and management of community facilities.
Quality and enjoyment	Open space and community building design should enhance the physical quality and appearance of public places, helping to reinforce a place's identity and making it a more attractive environment for people to gather and interact with each other. The City will: • Provide quality facilities that contribute to the amenity of the area • Design to be based on local climate, topography and history.

Our direction

The City's position for the provision of different types of community infrastructure is developed through research and benchmarking and summarised in a range of internal City documents.

Standards of Provision

The City's Standards of Provision were endorsed by Council in 2017 and set benchmarks and criteria for the provision of public open space and community buildings per population catchments. These benchmarks include hierarchy, function, use and length of stay. The City uses these benchmarks to ensure there are enough public open spaces and community buildings with appropriate infrastructure to support the community.

Types of facilities

The following summary outlines the City's position on key infrastructure typically provided by local government authorities:



Indoor recreation centres

- Indoor recreation centres include all the “dry” elements of a leisure centre. For example, gyms and indoor sports courts.
- In Australia, participation rates in fitness and gym have had a big increase over the past 20 years, from 15.9 per cent in 2001 to 37.7 per cent in 2022.¹¹
- The City currently operates two main “dry” indoor sport recreation centres with a third planned in Ellenbrook.
- The standards have a population catchment of 1:250,000 for recreation centres.

Sporting and recreation

- The City provides facilities for organised sporting activities such as Australian rules football, cricket, soccer, bowling, tennis, rugby and baseball.
- Recreation spaces are also provided for informal exercise, socialising and relaxing. These include gardens and open parklands.
- The standards identify a preferred ratio for sporting space, at 1 space per 4,000-5,000 residents. Across the City, the population requirements are generally met, however some areas have a lesser area of sporting space compared to others.
- The City seeks to optimise its provision of sport and recreation facilities through shared use. This includes pairing complimentary summer and winter sports to the same facility and sharing oval facilities with schools.
- The City understands that clubs grow and change over time which may trigger the requirement for facility upgrades, however works must be considered against the City’s relative priorities. The earlier that club needs are identified, the better chance the City has in proactively responding to growth.
- The City seeks to provide pavilions for activated neighbourhood and district sporting areas. An assessment of the City’s sports pavilions has found all district sites have a pavilion. Only one activated neighbourhood site in the City is without a pavilion at the Woodlake Sports Ground.
- There are five sporting pavilions planned in new development areas over the next 10 years.

Libraries and place service hubs

- The City operates libraries in Midland, Ellenbrook, Guildford, Bullsbrook and Beechboro. The Ellenbrook library is currently operated in partnership with the Department of Education.
- Libraries are adapting. They need to be digitally inclusive and provide flexible spaces for events, services, and programs.
- New housing developments in Swan may create a need to expand library provision in the future.
- The City will complete a position paper on the state of libraries to determine planning required.

Community centres

- Community centres are multi-functional buildings to support the social and cultural needs of a neighbourhood or district.
- The standards outline that the size for a neighbourhood community centre is 300sqm and a district community centre is 900sqm for population catchments of 1:5,000 people and 1:15,000-25,000 respectively.
- The number of community centres in the City meets the standards in terms of population requirements. However, some do not meet the current standards for size.
- Upgrades to increase size and functionality typically undertake at the time of planned building refurbishments.
- The City is developing a new community centre in Ellenbrook and will continue to consider new centres in development areas.



Aquatic facilities

- The City operates three aquatic facilities in Midland, Beechboro and Ballajura, and is developing a fourth centre in Ellenbrook.
- The City has an Aquatic Strategy which was endorsed by Council in 2022.
- The Aquatic Strategy confirmed the requirement to develop a centre in Ellenbrook and recommended continued investment in existing centres to modernise and diversify offerings.

Arts and culture

- The City partners with arts organisations to provide cultural facilities in Ellenbrook and Midland.
- Early feasibility planning for a new arts and culture facility in Ellenbrook is underway to accommodate for the City's growing population.
- The City will be developing an Arts and Culture Plan to provide further strategic guidance to the investment in cultural facilities.



Youth facilities

- Youth facilities are typically provided at district and regional sites according to local needs, and are co-located with community centres, libraries or sporting spaces. According to the Standards of Provision, a district youth centre will provide for a population catchment of 1:20,000-50,000.
- The City has six youth facilities, including Ellenbrook Youth Centre.
- The City is well serviced in this area according to the standards, however providing for youth needs consideration in all future developments.
- The City's current service delivery model is being reviewed to ensure that service delivery from these facilities is equitable, accessible, safe, and effective and meets duty-of-care obligations.

Outdoor Active Recreation

- The City aims to create inclusive outdoor recreation spaces that everyone in the community can enjoy, regardless of age, gender, skill level, cultural background and personal interests.
- Outdoor active recreation typically includes skate parks, BMX, multi-use games areas, hangout areas, parkour, rock climbing and scooter tracks.
- The City has a high number of skate and BMX facilities compared to other local governments in Perth. However, past provision has been focused on smaller spaces that provide limited opportunities.
- The City has developed a guideline to inform the provision and design of outdoor active recreation spaces. The aim is to provide more equitable provision across the City, with both smaller and larger spaces according to a hierarchy.
- Upgrades to existing sites are planned according to the needs, hierarchy, and condition. This includes the planned upgrade to the Altone Skate Park.



Scouts and Guides

- There are seven Scouts and Guides groups in the City: Ballajura, Beechboro, Ellenbrook, Swan Valley, Gidgegannup, Bullsbrook and Midland.
- The City commissioned the Scouts Feasibility and Strategy in 2019 which reviewed the provision of infrastructure Australia-wide. The study indicated that infrastructure should be provided in line with a strategic plan for investment as coordinated by Scouts WA.
- At this time, the City undertakes renewal and maintenance activities for existing facilities on local government land, however, does not have plans to develop new or upgraded Scouts and Guides facilities.

Playspaces

- There are 160 playspaces in the City, and this number is growing each year as new developments are completed.
- The City is working on a Playspace Plan to inform an updated direction in response to changing community preferences, trends, equity of provision and ageing infrastructure.

Men's sheds

- There are four men's sheds operating from City buildings: Midland, Ellenbrook, Beechboro and Gidgegannup.
- Men's sheds are operated and led by community. They are strongly supported by grant funding programs such as Lotterywest in recognition of the social benefits.
- The City supports men's sheds which are located on local government land, have established governance and successfully seek funding partnerships. The City typically undertakes renewal and maintenance of buildings located on local government land.



Our process

The City follows a process to determine the need for new, upgraded, or rationalised infrastructure as outlined in the below graph. Community engagement and consultation forms a key part of the City's process to ensure infrastructure meets community needs.

1. Assess the need

The City proactively reviews local areas on a periodic basis to understand the needs, requirements, and gaps in infrastructure provision. Such assessments include:

- A review of existing infrastructure provision against the City's Community Infrastructure Plan, Standards of Provision, and other key documents
- Analysis of population forecasts, demographics, demands, trends, usage and condition of existing facilities
- Review of State Sporting Associations facilities guidelines
- Community engagement on use of existing facilities and aspirations.

The City forms infrastructure priorities for a 5-10-year period based on this assessment. The City also receives requests from community outside of this process which are considered against the City's principles and priorities.

2. Test the feasibility

To determine whether an infrastructure project is feasible, the City may:

- Prepare masterplans or concept designs including an estimation of cost
- Consider the funding strategy for the project including grant opportunities or potential partnerships
- Undertake stakeholder engagement.
- If a project is considered feasible, it will be included in the City's Annual Budget or Long Term Financial Plan for consideration by Council.

3. Delivery

The City will undertake detailed planning and delivery of priority projects endorsed as part of the Annual Budget, including:

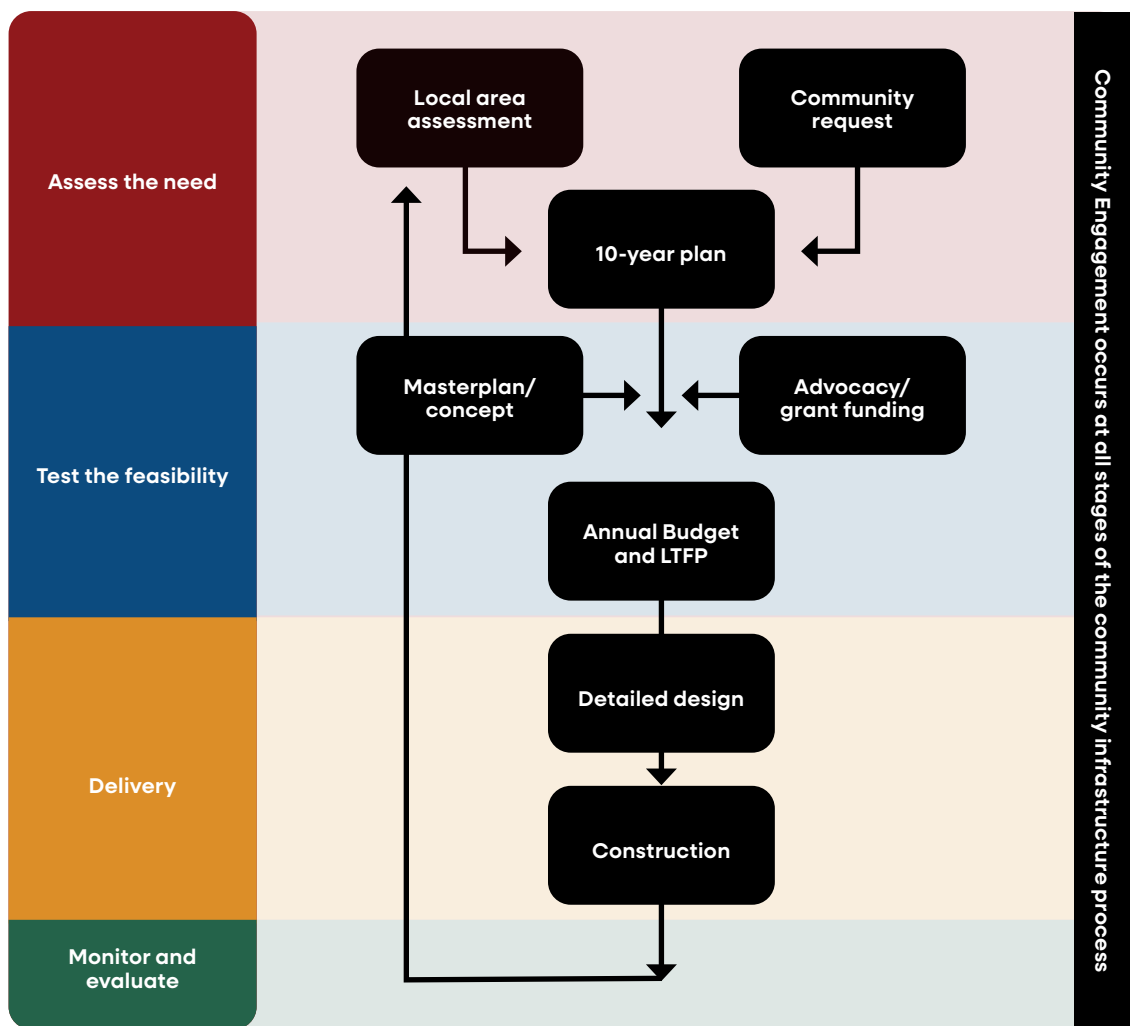
- Detailed design and approvals
- Consultation with affected community
- Construction.

4. Monitor and evaluate

To ensure continuous improvement, the City will undertake:

- Analysing hours of use and behaviour of users
- Periodic condition surveys
- Community consultation.



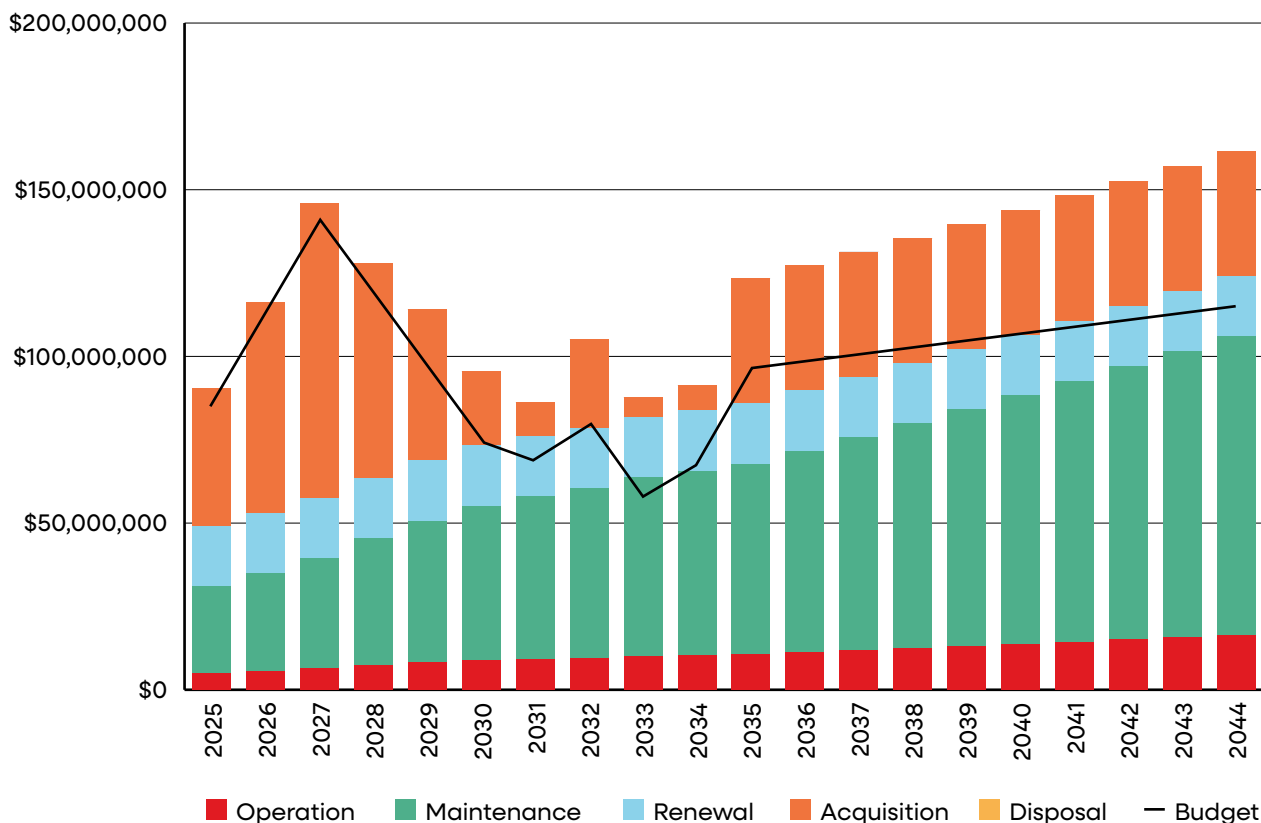


Funding

The City undertakes financial modelling to predict the funding required to maintain its current assets and provide new assets over a 20-year period.

The figure below provides an example of the modelling undertaken on the funding required to provide and maintain public open space infrastructure over the next 20 years. Modelling indicates that the City has a predicted funding deficit to provide public open space infrastructure at our current level of service.

Lifecycle summary: Building 2024/25, Parks 2024/25



The modelling indicates that rate revenue alone cannot sustain the City's requirements and the City must continue to refine its approach to provide affordable public open space. The City must explore external funding opportunities to ensure infrastructure can be provided to meet community needs.

The City typically considers funding from the following streams:

- Municipal funding – rate revenue is the City's primary source of funding.
- Reserve funding – the City's funding strategy includes allocating some rate revenue to reserves dedicated to a specific purpose, to ensure priorities are funded.
- Grant funding – the City applies for grant programs and undertakes advocacy to attract external funding for community infrastructure. Grant funding is typically available for new or upgraded facilities as opposed to refurbishment of existing facilities.
- Developer contributions – the City has established Developer Contribution Plans for new areas where development has necessitated new or upgraded community facilities. This is a key funding strategy to ensure infrastructure is provided for new communities.
- Partnerships – partnering with community or industry groups with a similar focus or purpose can reduce the cost burden to the City.

Community engagement

How we engage

Community facilities must respond to community needs to be effective. Therefore, the City undertakes engagement at all levels of the community infrastructure planning process. Engagement is essential for the City to set its service levels, understand trends and needs, identify community priorities and project specific concerns.

The City engages in accordance with our policy POL-C-153 Stakeholder and Community Engagement, which outlines the City's commitment and procedures to proactive engagement. There is no "one-size-fits-all" approach to community engagement activities. A variety of methods are used for the different purposes of engagement as well as the diverse range of groups and individuals in the community and their varying circumstances.

The matrix below outlines the City's general approach to planning engagement.

	Level of stakeholder influence (lowest to highest)				
	Inform	Consult	Involve	Collaborate	Empower
Engagement goal	To provide the community with balanced and objective information to assist them in understanding the problems, alternative and/or solutions	To obtain community feedback on analysis, alternatives and/or decision.	To work directly with the community throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the community in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the community.
Example tools	• Fact sheets • Flyer or brochure • Info on website • Media coverage	• Focus groups • Surveys • Public meetings	• Workshops • Deliberative polling	• Community advisory group • Participatory decision-making	• Grants • Citizen jury • Delegated decision-making

Swan Engage is the City's online engagement portal, where all matters seeking public comment are advertised.



Our projects

For an up-to-date list of projects in your area, please visit www.swan.wa.gov.au/projects

It is important to note that the City's priority projects and associated timeframes are subject to change as the City continues to plan, engage, budget and review priority projects.

References

- 1 City of Swan Standards of Provision 2017
- 2 <https://unstats.un.org/sdgs/report/2021>
- 3 <https://www.infrastructureaustralia.gov.au/2021-australian-infrastructure-plan>
- 4 <https://www.infrastructure.wa.gov.au/state-infrastructure-strategy>
- 5 <https://www.wa.gov.au/government/publications/state-planning-policy-36-infrastructure-contributions>
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- 12 <https://www.clearinghouseforsport.gov.au/research/ausplay/results#portal>
- 13 <https://www.clearinghouseforsport.gov.au/research/ausplay/results#portal>
- 14 Aquatic Facilities Strategy 2021. Includes figures from 21/22 Beechboro and Ballajura & 20/21 Midland (due to Midland refurbishment)



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