



Collingwood College Sports Centre Business Case

2014



About this document

@leisure planners prepared this document for Collingwood Basketball Association and Collingwood College. It briefly sets out the demand and a very high-level business case for the provision of a new sports centre at the Collingwood College.

This document was prepared in May 2014 as the first step in planning for a new sports centre. It was revised in September 2014 following master planning work on the College.

Acknowledgements

The document was prepared following discussions with a number of people including Collingwood College, Basketball Victoria, adjacent Councils, Staff of the City of Yarra, schools and a number of people from the Collingwood Basketball Association.

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1. The proposal

This document proposes that a three to four indoor courts sports centre be developed at Collingwood College, in conjunction with the refurbishment of the performing arts centre, and the implementation of a new master plan for the College site. The number of sport courts possible will be constrained by the size of the site, and other College facilities.

This redevelopment will provide contemporary and fit-for purpose indoor sport courts and performing arts facilities (as well as flexible spaces for educational purposes) for the broader community, and replace the aging sporting facilities at the Collingwood College.

This new facility would provide for the Collingwood College in-house programs and curricula activities, a home for the Collingwood Basketball Association (CBA), as well as sport and fitness programs for residents, and other community meeting spaces.

The courts would be a redevelopment of the one full sized and one $\frac{3}{4}$ court at the College into a more purpose-built sports court facility to serve the City of Yarra, and the wider catchment not currently served by indoor basketball, netball and other sport courts in the Cities of Melbourne, Moonee Valley, Darebin.

These courts will be designed to play netball and basketball, and be configured so that they could also accommodate larger footprint sports such as European Handball, Futsal, and Indoor Hockey (that require 40m x 20m courts and can be run across multiple netball courts), as well as potentially provide for sports such as roller derby.

The demand projections suggest that there is demand for some 114.5 hours per week of probable basketball use alone, over and above what can be accommodated in a three-court sports centre.

A home for the Collingwood Basketball Association

The CBA is a not-for-profit community organisation based at Collingwood College. It was established over 30 years ago. The CBA is currently based at the Collingwood Secondary College, however it uses a number of other courts in North Fitzroy, Richmond, North Carlton, Thornbury and Kew (see Table 2).

The CBA's objectives for this project is to:

- Remain in the heart of Collingwood so it can serve its immediate community
- Redevelop its home, as a fit-for-purpose three court stadium for its expanding membership and programs
- Provide a full pathway of basketball opportunities from development and culturally based programs, venue based competitions for socially disadvantaged residents, and a full suite of domestic, representative and Big V competitions.

The Association currently has over 1,000 players. It projects a membership increase of 30% in the next few years if additional venues can be found. It has shown a 110% increase in registered domestic players since 2008, with a 25% increase in last two years.

The Association was awarded the VJBL award for "Medium Association of the Year 2012/2013" recognising the growth, strength and performance of their teams in the state junior competition. It provides the opportunity to learn and develop basketball skills in beginner programs, to play in competition on Saturdays as part of the Eastern Districts Junior Basketball Association, and for those who wish to further challenge themselves to play at representative level on Friday nights. The CBA currently has open age teams in the Melbourne Metropolitan Basketball League, runs an Access All Abilities program for players with a disability, and holiday programs during the Easter, July and September holidays¹. The Association employs a community liaison officer to work with local families, including many from the South Sudanese community, with the assistance from the City of Yarra. They have developed extensive networks with the Yarra community to increase participation at all levels of the game.

¹ Collingwood Basketball Association 2013

2. Why this development is required

1. There is a lack of available supply of indoor sports courts in Yarra and in schools

- The City of Yarra doesn't have an indoor courts sports facility.
- No other school has multiple courts sports in Yarra, except Melbourne Girls College - which is also used by the CBA, and other adjacent basketball associations.
- There are thirty-two schools in the City of Yarra. Only 10 schools in the City have an indoor court.
- There is no school in the northwest region that can host indoor interschool sports such as basketball, netball, futsal and badminton.
- The Australian Catholic University based in the City of Yarra also does not have an indoor sports court.
- There are no indoor court sports venues suitable for sports such as indoor hockey, European handball, roller derby, or futsal in the Cities of Yarra, Melbourne, Darebin, Moreland or Moonee Valley.
Table 5 illustrates the current availability of multiple court indoor facilities in Yarra and adjacent municipalities, including local schools.

2. There is increasing school and resident population and unmet demand for indoor sport in Yarra, as well as a trend towards more indoor sport

- Apart from the benefits of the development to the educational precinct this facility will provide much needed indoor sports opportunities to meet the needs of a growing community with no access to indoor court sports, and to house the continuing expansion of the Collingwood Basketball Association.
- School age children have the highest participation rates in sport. For the first time since 1971 annual births in Victoria are projected to rise, from 75,000 in 2012/13 to over 90,000 by the early 2030s².

Consequently there are likely to be around 200,000 additional primary school age children and 150,000 secondary school age children in Victoria over the next 20 years.

- The demand for indoor sport is increasing not only as a result of increase population growth (20,000 additional people are projected to live in Yarra by 2031), but as a result of the lack of outdoor space for sport in the inner city and generally the low carrying capacity of outdoor sports facilities to service demand. In addition, due to increased exposure to inclement weather and the comfort and convenience expectations of players, spectators and officials, there is a demand for indoor sporting pursuits that cannot be met elsewhere in the city.
- ### 3. The current performing arts and gym facility is reaching the end of its useful life and requires renewal to meet current standards and the future requirements of the school
- The development will replace facilities that were originally constructed as the Collingwood Education Centre, and will soon be functionally obsolete. This project will reinforce the College's reputation for innovation, which commenced in the 1970s, when the original facility was considered to be 'leading edge' in terms of both concept and design.
 - The redevelopment will reinforce the Collingwood College as a community hub and complement the suite of other community services that currently include playgroup, migrant English services, and a language school, for example.
 - It will reinforce the original and progressive concept to invite the community in, to provide for all age groups, and multiple education opportunities.
 - The College needs to redevelop its facilities to reposition its offer to a changing demographic an increasing local population, and increasing competition for quality education facilities.
 - The building, accessibility codes and standards for sports and performance facilities have increased significantly since its construction over 40 years ago.

² Department of Transport, Planning and Local Infrastructure, Research Matters, March 2014

- This project will revision these spaces and provide contemporary, energy efficient and fit for purpose community, sport, arts and education spaces for the future.
4. **The CBA has a vision of being able to provide the full pathway of basketball opportunities from development and culturally based programs, venue based competitions for socially disadvantaged residents, and a full suite of domestic, representative and Big V competitions.**
- To cost effectively run such as diversity of opportunities a minimum of a three court sports centre is required.
 - CBA can accommodate approximately 53 hours of basketball per week in their current venue. The Association hires an additional 83 hours of use from eight other venues. See Table 2.
 - The Association's current operations are restricted because of the lack of courts, and the current facility's design and the logistics of spreading the competition and training across a large number of venues.
 - The Association relies on four other school venues, the Royal Talbot, Carlton Baths and other outdoor spaces to deliver domestic and representative team competitions, all abilities and basketball development programs and training.
5. **There is an overall shortage of indoor courts in inner Melbourne.**
- Additional sport courts are needed to serve an increased demand for indoor sports such as basketball, netball, futsal (indoor soccer), volleyball, handball and table tennis as well as to serve schools in the region³.
- Basketball Victoria's State Facilities Plan indicates that the major issue for the future development of basketball Metropolitan wide-is the lack of facilities.
 - Recent projects such as leisure and sports strategies and facility plans in the Cities of Yarra, Melbourne, Darebin, Stonnington and Moonee Valley have identified the demand for additional indoor courts.
- The continued population growth in inner Melbourne, and the rise in basketball membership across the state, has led to a distinct lack of facilities, a resulting increase in waiting lists, and the turning away of new members to the sport⁴. Many other indoor sports and recreation activities are also experiencing increased demand in inner Melbourne due to changing community preferences and population growth.
 - Basketball Victoria's Facilities Master Plan indicates that participation in basketball continues to grow at a rapid rate. Major shortfalls in facilities identified from survey data include the growth areas as well as in the City of Yarra⁵.
6. **The City of Yarra's vision to develop a 6-court indoor sports centre on the Gas and Fuel Site is unlikely to be provided in the medium term due to the current and potential use of the site (East-West Link tunnel development) and potential cost of decontamination and re-purposing.**
- Such as sports centre development will compliment the proposal to redevelop the Collingwood College sports centre- due to the demand from a larger number of indoor sports and fitness activities that is currently greater than could be accommodated in a 6 court stadium.
 - If such a centre were to be constructed in addition to the Collingwood College facility the CBA would foresee utilising this facility also, in conjunction with a wide range of other sports.

³ City of Yarra, Yarra City Council Sports Strategy 2008-2012

⁴ Basketball Victoria State Facilities Plan 2012

⁵ Basketball Victoria, Facilities Master Plan 2012

3. The value of developing additional sport courts at the College

The key reasons why this site is a good site for provision of additional indoor sport courts are as follows:

1. **The CBA currently service a gap in availability of basketball clubs in inner Melbourne**
 - The next closest associations are in Albert Park (Melbourne Tigers and the Port Phillip Basketball Association at MSAC), Hawthorn, and Coburg⁶. The City of Melbourne has a small junior basketball club in Kensington Community Recreation Centre, and in the City of Stonnington some basketball training occurs in Orrong Reserve in Prahran. There is no Basketball Association in Moonee Valley. See map in Image 6.
 - The site is relatively central to the City of Yarra and the broader catchment that is without other basketball facilities
2. **Basketball Victoria have identified a shortfall of indoor courts in inner Melbourne at a local and sub-regional level of provision**
 - The existing Association needs additional facilities
3. **The Collingwood College facilities will need to be refurbished due to the age of the facilities and changing market**
4. **The larger development including performing arts and other community facilities on the one site provides the College with an integrated development and one that can be used together for large community festival and events.**
5. **There is little prospect of providing an alternative site in the City of Yarra, or at an existing school, in the medium term.**
 - There are limited known opportunities to provide additional indoor sport courts in the broader catchment, especially for basketball except:
 - a possible extra court at Northcote High School
 - an extension to the courts at the Kensington Community Centre (in the City of Melbourne from one to two or three);
 - if an indoor feasibility study, (being undertaken by Darebin), recommends such a development; and
 - if additional indoor courts are provided at the State Hockey and Netball Centre

The potential projects mooted above are likely to primarily cater for netball.

The City of Stonnington's priority is likely to be for indoor netball as evidenced by recent investigations into suitable sites and facility options for a 4 court indoor netball court .

6. **An improved facility with more courts can: help the organisation/management of the current club; reach a bigger pool of potential members; build a wider social network, provide a range of sports for all ages at the one time; and help use funding more efficiently**⁷
7. **A redevelopment supported by the City of Yarra would show commitment to better health and wellbeing outcomes and the reduction of social inequality and connectedness via greater sporting access**⁸.
 - Additional sports courts at this site would enable additional sports and indoor fitness opportunities to be offered to residents.

⁶ Collingwood Basketball Association, Feasibility inquiry April 2012

⁷ User Friendly Sport, Victorian Government 2002

⁸ Pearce K, Basketball Victoria 2012

4. Why basketball should be the anchor sport at this facility

The proposal is for the Collingwood College to accommodate three indoor netball sized courts. This would provide for the College's sports and gym activities and after hours provide primarily cater for basketball competition. .

There are a number of reasons basketball is a priority use for inner city indoor courts, and as an anchor tenant of the redeveloped Collingwood College facility.

1. **Basketball is growing as a sport. Basketball Victoria notes a 10% increase in participation in basketball between 2007 and 2011.**
2. **In 2009 Basketball Victoria estimated that for children basketball ranked as the second highest participation sport for Victorian children.**
3. **In 2012 Basketball Victoria identified that basketball is the most played sport in the state of Victoria.⁹ Seventy percent of people who play basketball¹⁰ do so for more than 27 sessions per year with 34.4% participating on average more than once per week.**
4. **Basketball competition has a young age profile that is consistent with the increase in school aged population in the inner City**
5. **Almost half the numbers of people who play basketball don't play another sport**
6. **Basketball has high potential for growth due its broad base and appeal to a number of markets. Basketball:**
 - Is played by both male and female participants in a wide range of age groups
 - Is played by people of all abilities and cultural backgrounds
 - Is a team sport, but can be played 1-on-1, 3-on-3, competitively or socially
 - Can be played indoor in a basketball stadium, outside on free access courts as well as on a ring above the garage door
 - Is a "clean" sport that is strict on player and spectator behaviour with an efficient and effective Tribunal system
 - Has a strong enthusiastic volunteer base
 - Is a very family oriented sport with a strong social environment, and
 - Provides clear pathways for athletes and officials who aspire to higher levels of opportunity, be they state, national or international aspirations¹¹.
- Although Netball is also likely to have high unmet demand netball is played at two sites in the City (Clifton Hill and Richmond) - both are outdoor, and a new facility for Netball is being proposed in Darebin.

⁹ Basketball Victoria, Strategic Plan 2013-2016

¹⁰ Basketball Victoria, Strategic Plan 2013-2016

¹¹ Pearce K, Basketball Victoria 2012

5. Why there is a need to have three or more courts at this venue

The demand for a larger indoor courts facility especially for basketball in Collingwood would serve identified demand for: domestic and representative basketball competition, venue based social and corporate basketball competitions, interschool school sports and physical education classes, as well as other non basketball sports and physical activity.

Having one larger venue will reduce the need for CBA to hire as many single court venues. This has some benefits for smaller sports such as volleyball, badminton, taekwondo, or Futsal (indoor soccer), to gain access to court time. Most of these sports are either not present in the City of Yarra, or do not have access to an acceptable sized court.

By moving the majority of competition and training sessions to one main centre, this will reduce the costs to the club and the major logistical burden of managing multiple venues. This will also enable the growth of a venue based and more social style /corporate competition, help the CBA to service the residents of the immediate social housing area, older residents not currently playing and the employee population.

Supporting the growth of a large existing Association has advantages over establishing a new one if facilities become available, for a number of reasons. Larger sports clubs are more sustainable than smaller clubs because they have a larger pool of resources such as volunteers to drawn from. An existing club with developed partnerships and player contacts and systems in place is easier to grow than starting a new club from scratch.

Current facilities however restrict the club from providing the higher levels of the game (Big V competitions) and more of the development, foundation and venue based activities that support the immediate low socio economic demographic. In turn players are lost from sport and from playing higher levels of competition because suitable opportunities are not available to Yarra residents.

There are opportunities to develop from the current base to provide a greater depth of competition and development programs.

Basketball Victoria indicates that strengthening the quality and frequency of domestic competitions in Australia is crucial to bridging the widening gap between grassroots and high performance sport.

6. Likely facilities required to sustain potential participation

- Based on typical carrying capacities of venues, 6-7 sport courts would be required in order to provide for the proposed basketball use that the CBA can realistically fill.
- A six-court venue will allow some use from other sports, except at peak times after school on Saturdays that could be used exclusively for basketball.
- The City of Yarra indicates that they seek a 6 court indoor court venue, and that the preferred site for such a complex is the Gas and Fuel site in Fitzroy.
- Currently CBA's program could fill 4-5 courts, without the projected growth or expansion of programs proposed. If a three-court venue is developed some 114.5 hours of project court use will not be able to be met.
- The site constraints at Collingwood College are likely to limit the scale of this proposed development to three courts. If this is the case the Association will continue to require multiple court facilities (mainly school venues) for training and some domestic competition.
- With a three court centre, other sports or indoor physical activity use can be accommodated on: one court during the day, as well as early morning week-day use of the courts before the school program commences (at around 10 am on most days).

7. The key components and design issues for the courts sports facility

This section relates only to the sports centre. The nature of the development at the performing arts centre is currently being scoped in conjunction with the school's master plan.

Proposed facility components and configuration of the sports centre

The facility should have 3 or more courts suitable to play netball and basketball, (and other sports that can be accommodated within the footprint).

The CBA needs multiple courts together to create: opportunities for in-venue competitions, as well as a critical mass of use. This will enhance cost effective management of staff and enable the provision of a canteen for example, whilst assisting with the sustainability of an Association.

Courts will be configured side by side to provide flexibility for competition and programming and enhance logistics, as well as be able to accommodate larger footprint sports across the three. This would provide for sports such as European Handball, Futsal, and Indoor Hockey (that require 40* 20m courts) or a show court, as well as potentially provide for sports such as roller derby.

Desirably, the scale of the facility will enable it to attract additional casual use from the surrounding population as a social hub for activity. The facility would need to be constructed in accordance with FIBA standards, and be suitable for Big V competition.

Court configuration and separation

Courts should be aligned so that they are parallel, and can be divided with a vinyl and net curtain lengthways.

Levels

Desirably the change, toilet and referee facilities, canteen, storage, and any clubroom facilities would be on the same level as the courts. This will enhance logistics for school use as well as external hirers, and aid supervision.

One of the problems with the existing facility is that the toilets and change are located on an upper level. Kids can and do muck around completely unsupervised.

Street address and parking

The entry of the facility should be open, welcoming and address the street and adjacent car parking.

Sight lines and access to the venue from the street should be clear.

It is proposed to retain the car parking along McCutcheon Way, which appears to be inside school property.

Consideration may also be given to using the underground car park of the adjacent housing estate for tournaments.

Entrance, kiosk and office

The facility should have an entrance reception/kiosk, modest office, and foyer space in a central position to provide for the public and spectators to games as well as general milling and socialising that happens before and after a game or practice session.

Where possible the facility design should enable use of one court for public hirers during the day, when school is in progress.

Where space allows, access to one or two meeting or multipurpose rooms is an advantage for team and association meetings – supper for away teams, and for use during tournaments etc. Multipurpose rooms could also be used for such things as yoga classes and Tai kwon do.

Floor

It is recommended that the floor be a sprung timber floor compliant to FIBA Standards. This is preferred over and above a Taraflex or Gerflor type of flooring which schools sometimes prefer, and which meets FIBA standards for lower levels of the sport, but which is not a preferred surface by competition basketballers.

Circulation space around the courts should be generous, more than the 2m minimum to any obstruction, spectators or bench to adequately cater for players and spectators using wheelchairs.

Line markings

Whilst multiple marking will be necessary as a school facility, the number of line markings should be limited to 3 (netball, basketball, and badminton) on one or two courts that will be used for higher levels of basketball competition.

Additional storage and equipment

Considerable storage should be provided including a dedicated storage area for both the school and the Basketball Association. Scoreboards must be clearly viewable from spectator areas of the courts.

The facility will require scoreboards, a scorer's bench and shot clocks suitable for Big V competition. These should be placed in a location most suitable to view from spectator seats and the bench.

Comfort and residential amenity

Acoustics and temperature control/ventilation, should be a major consideration due to the possibility of the facility being used by multiple and different activities during the day, and because of the level of competition to be played.

Seating

A small amount of permanent spectator seating is desirable on one court (200) including wheelchair accessible spectator space.

8. Design concept and College master plan

The Sports Centre as a component of the College Master Plan

A design concept for the indoor sports centre has been prepared following the development of the College facilities master plan. The sports centre is a key element of the Collingwood College's facility master plan, prepared by Gardner Architects and completed in October 2014.

The College facilities master plan aims to accommodate population growth and increasing student numbers, while encompassing the need to fulfil space requirements for different activities and educational purposes. It will assist Collingwood College in maximising facility usage for school and community, including the Victorian School of Language, Collingwood All Stars Basketball Association, and other groups. The stated goals of the master plan include the upgrade of the school gymnasium (into an indoor sports centre), theatre facilities, and full occupation of the "H" building for educational purposes.

The existing red brick building will be upgraded to cater for school programs and pre-school activities. The sports centre and theatre facilities will be upgraded as a separate project. These upgrades are projected to be finished in 2019. The master plan incorporating the indoor sports centre is shown on the following page.

Meaden Architects prepared the design concept and artists impression. These are illustrated on the following page.

The nature and use of the current school buildings, relationship with the theatre, proximity to the street and adjacent houses, and the need to retain the associated green space are key design considerations to be addressed in the final design.

The concept shows three elevated courts over the car spaces accessed from McCutcheon Way. This allows the sports courts to be netball sized, and run side by side.

This configuration protects the green space and residential amenity.

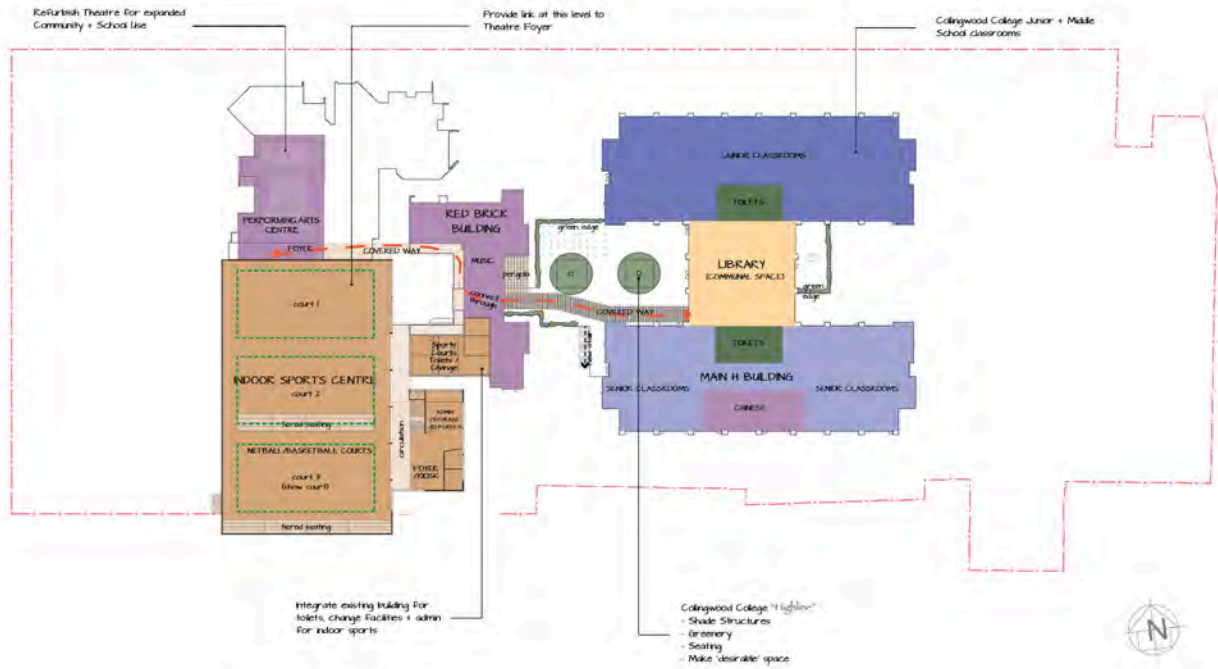


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COLLINGWOOD COLLEGE MASTER PLAN



FIRST FLOOR PLAN - 1:750

9. Likely use and programming of the sports centre

The sports centre is likely to attract over 200,000 visits per year.

The core activities to be accommodated in the centre, based on the demand assessment and facility type are:

- Physical Education (Collingwood College) and school sports. School use will primarily be between 10 am and 3pm each weekday.
- CBA will use the courts for basketball after school during the week, and all Saturday and Sunday.
- Early morning group fitness, and other sports use
 - Group Fitness (in the early mornings)
 - Gentle exercise programs for older adults (e.g. Living Longer living Stronger) and preschool children e.g. KinderGym, Gymeroo etc.
 - Day time badminton and table tennis programs for older adults
 - Corporate sports, club training and casual use for sports such as Martial Arts, Netball, Volleyball and Futsal
 - Casual use

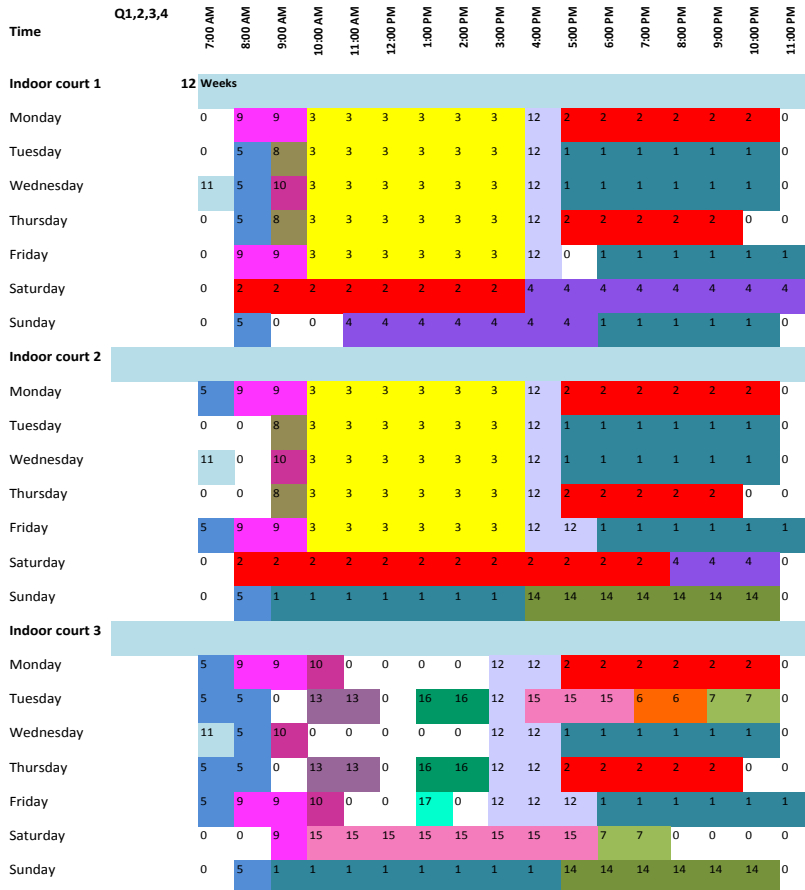
Theoretically such a facility could be used for up to 16 hrs. a day over 40-48 weeks per year. In a typical term week there is sufficient projected use to fill the venue on average 10-14 hrs. per day over that time.

The majority of use will be during school terms. Some use in the additional weeks may be realistic for tournaments, additional programs, private hire and special events.

Casual use should be encouraged, when no programmed use is occurring. This is not likely to be a significant revenue source, and has not been accounted for in revenue projections.

The following program illustrates a typical term schedule.

Proposed 3 court program CBA Basketball Schedule



LEGEND		9	Badminton
1	CBA Basketball Representative Competition	10	Elderly Fitness Group
2	CBA Basketball Domestic Competition	11	Private School Sports Training
3	Collingwood College Internal PE/Sport	12	Casual Court Use
4	Basketball Big V	13	Table Tennis
5	Group Fitness	14	Futsal
6	Volleyball competition	15	Basketball Beginner/AAA/Skills
7	Community Basketball	16	Social Netball
8	KinderGym	17	Corporate Events



10. The probable cost of the sports centre

Ballpark capital costs of the sports centre

Other similar developments have cost \$10-12 million dollars. However the exact design, and the scale of works to existing school facilities have not yet been determined, and the cost of the project may also need to include the following:

- hazardous materials and contaminated soils
- structural founding on site
- insufficient site infrastructure services, and
- any works to the adjoining school buildings

All of these require separate investigation and analysis to determine the cost impact these will have on the project.

The overall cost can reasonably be assumed to increase by 3-5% per annum until the works are completed based on today's construction industry market. This is subject to change if the building market demand fluctuates. Funding is anticipated to be provided by a partnership of local and state government, as well as sporting associations.

Probable recurrent costs and revenue

Based on the likely program of use shown in the previous image, outside of the College's use, the revenue that can be expected per annum from the sports centre is in the order of \$355,000. This excludes revenue from a canteen.

It is assumed CBA staffs the canteen during basketball activities and the revenue is accrued by CBA.

Some \$240,000 of revenue could be generated from basketball, assuming the cost to CBA per court per hour is \$35.00, and no additional lease fee.

The major recurrent costs of non-school use are likely to be in the order of \$140,000 per year. This assumes:

- The cost of operating the centre does not include school use;
- The CBA will staff its use of the stadium
- Cyclic maintenance costs, security, building insurance and asset renewal are with the school

Recurrent costs will largely include:

- Electricity
- Minor maintenance
- Equipment maintenance
- Court maintenance and cleaning
- A junior staff member or part time senior staff for booking, administration and programming the courts

11. How the new stadium could be managed

The key management considerations for this facility are that:

- Collingwood College will use 2 courts between 10 am—3 pm each school day.
- CBA will utilise all three courts for basketball 7 days per week outside school hours
- Group fitness and sports use for early childhood, daytime, and older adult markets could be programmed over approximately 2784 court hours per year. This is primarily early mornings, during week days and on Sunday, and school holidays. This time could be programmed by The City of Yarra for example. Potential activities include: group fitness, older adult sports and preschool gentle exercise or movement classes, holiday and after school programs, smaller indoor sports and overflow competition and training, as well as casual use or non sports activities. This access is unlikely to be attractive to a private operator, given the cost of staffing and limited time available.

The most likely management scenario is for the College to licence the use of the courts to CBA to run basketball from it as an anchor tenant, and to license Council or other private providers to program the remaining time for fitness and other sports (as above).

The City of Yarra may wish to consider staffing and programming the time outside CBA and College use, under the current Yarra Leisure brand. This arrangement is preferred due to:

- The high proportion of use required by the school and CBA
- The need to maximise use at times when the school and basketball don't require it – so a lease with basketball for exclusive use of the venue is not preferred
- Programming and marketing court use of the stadium beyond the College's own uses is not likely to be considered core business, or within the College's expertise.

- However Council has considerable expertise in this area and may see the benefit of accessing one court during the day, and the early morning slots for all three courts, as well as holiday periods and other unallocated times.
- Council may market and program the centre to meet Yarra residents' needs.
- The allocation and booking of this time outside basketball and core school hours might be through a centralized Council system. However up to one equivalent staff person may be required to undertake these roles.
- Basketball would provide staff /volunteers to supervise basketball operations in the facility as currently

A joint use arrangement, or licence arrangements with a heads of agreement could be used to cement management objectives and intent, conditions of occupancy and cost apportionment.

If CBA were to have a licence for the venue for basketball use it may contribute to the provision of specific basketball equipment such as scoreboards and shot clocks and their maintenance on a pro-rata basis, over their design life.

Management Objectives

The proposed management objectives of this stadium are to:

1. Contribute to the range of educational and complementary community facilities that meet the need of the growing student population in inner Melbourne
2. Cement the school and community partnership in delivering sport and education benefits to community and students
3. Maximise the value of the facility for the College and other Yarra school use during the day
4. Maximise the use of the facilities so as to provide physical, social activity opportunities and health benefits to school and residents populations
5. Provide an additional source of revenue for the College to support its programs and endeavours
6. To retain the asset in a good condition that enhances use and extends its life
7. Retain the adjacent green space for school and casual community use.

12. Background Information

Collingwood College and the existing gymnasium

The current home venue of the Collingwood Basketball Association is the Collingwood College. The College is located off Hoddle Street, Collingwood in the City of Yarra.

The College currently teaches students from Prep to Year 12. The current facility houses pre-school and school aged services, community theatre, migrant English services, a language school, Melbourne Youth Music, as well as the sports facilities. It is a community facility accommodating the Victorian School of Languages and a wide range of community groups. Other programs held at the College include: the Collingwood Steiner Group, the Reggio Emilia Inspired Playgroup, the Parents Association, and the Kitchen Garden¹².

The facilities used for sport include two indoor courts / gymnasiums. The larger of the two indoor courts measures 33m x 22.5m and the second court is 25m x 15m. Only one court is large enough for competitive basketball. The facility has its own weights room and toilet / shower area. The toilet change is upstairs from the courts.

The ground level entry has a foyer, small storage area and cafeteria. These are strengths of the facility, for the conduct of community activities and sport.

Key issues associated with the facility that influence the nature of development include: the nature of the existing buildings, and the school's role as a community educational hub in the inner city.

Outside of the indoor courts is a small playing field and open space used as a soccer field to the west. This is the only open green space serving the immediate area outside the public housing areas. The school also has a kitchen garden, and a football and netball / basketball area at the front of the school to the east.

The 270 seat performing arts centre (the only such facility in the City of Yarra), and the indoor ball court facilities are in need of refurbishment due to their age, changing functional requirements and the additional demands for use.

Image 1 and *Image 2* show aerial photography of the College. The existing courts are at the bottom centre of *Image 1*.

Image 1: Collingwood College



Image 2: Main gymnasium and open space at the rear of the college (viewpoint is from the corner of McCutcheon Way and Campbell Street)



The site as a community educational precinct

Since the 1970s the college has played an important role as a community educational precinct. This is no less important today in addressing the school's philosophy, appeal, educational niche market, as well as local community needs in a cost effective way. The facility is situated immediately adjacent to a large public housing area that offers affordable housing for more than 2,000 people from a wide range of cultural backgrounds, many of whom experience social disadvantage.

¹² Collingwood College, www.collingwood.vic.edu.au/community

The age of buildings on the site

The College has a number of different adjoining buildings built at different times. The first school buildings on the site were constructed in 1882 as Vere Street National School No 2462. In 1915 a school of domestic economy was opened on the site, it became a co-educational high school in 1968, and then the Collingwood Education Centre in the 1970s.

The age of the buildings has several key influences on the project. Part of the original building remains on the site. This is only evident from within the site, however it is likely to have local significance to the school community. Some of the buildings on the site are past their useful life. The size, connectedness and different levels in existing buildings will influence the cost and configuration of new facilities, the ability to have a street address, and to be perceived as a community facility, and hence these things will influence management.

Usage of the existing facility by Collingwood Basketball Association

The programs and competitions currently conducted by CBA at Collingwood College include:

Table 1. Programs and competitions currently held by the CBA at Collingwood College

Program	Competition	When	Age Groups
Junior Domestic	Eastern Districts Junior Basketball Association (EDJBA)	Saturdays	U8 - U20 (Summer) U9 – U19 (Winter)
Junior Representative	Victorian Junior Basketball League (VJBL)	Friday nights	U12 – U20
Beginner	Aussie Hoops & Mini Ball All Star Hoops & Mini Ball	Saturdays Tuesday afternoons	5 – 10 years Prep - grade 6
Holiday Programs		School Holidays	Various
Access for All Abilities		Saturdays	8 - 15 years

¹³

During the day the sport courts are used by the school from 9am or 10 am, to 3pm.

In addition to the above the CBA currently use (hire) the following venues¹⁴.

¹³ Collingwood Basketball Association 2013

¹⁴ Collingwood Basketball Association Inc., City of Yarra Feasibility inquiry April 2012

Table 2: Facilities used by Collingwood Basketball Association

Venue	Use (Ave hrs p/w)	Nature of Use
Collingwood College (full sized court)	33	Domestic and Representative training and Competition, Beginner programs
Collingwood College (¾ court)	20.5	Training / programs
Fitzroy High School	24.5	Domestic competition, Domestic and Representative training
Princes Hill Secondary College	14	Domestic competition and training
Princes Hill Primary School	4	Domestic training
Melbourne Girls College Court 1	5	Representative competition
Melbourne Girls College Court 2	5	Representative and competition
Thornbury High School	18.5	Domestic competition, Domestic and Representative training
Royal Talbot	8.5	Domestic training
Carlton Baths	3.5	Domestic competition
Edinburgh Gardens Outdoor Court		Occasional training

Table 3. Collingwood Basketball Association Current Court Usage By Venue

Venue	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total (Av. hrs. per week)
Collingwood College (full sized)	5	2	4	4	5	9.5	3.5	33
Collingwood College (¾ court)	3.5	3.5	4	4		5.5		20.5
Fitzroy High School	5		3.5	3.5		10	2.5	24.5
Princes Hill Secondary College				4		10		14
Princes Hill Primary School	2			2				4
Melbourne Girls College Court 1					5			5
Melbourne Girls College Court 2					5			5
Thornbury High School		4	2	2		9	1.5	18.5
Royal Talbot	4		1.5	3				8.5
Carlton Baths						3.5		3.5
Total	19.5	9.5	15	22.5	15	47.5	7.5	136.5

Note: These hours are what CBA is able to negotiate – not what the association thinks is optimal.

Training programs are extremely difficult to source additional court space for in the City of Yarra and surrounding municipalities.

Many school courts are used in the evenings by other operators, in particular commercial Futsal operators. Because of the limited supply of courts, hire costs have reportedly increased significantly as there is considerable competition for space and commercial operators can afford to pay more than community sporting groups.

Table 4. Current Court Usage (No. Of Courts) By Program

	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
Times	4.30/5.00 – 9.30/10.00	4.30 -6.30, 5.30 -9.30	5.00 -9.00	4.30 / 5.00 - 9.00	6.00 -11.00	8.30 -6.30		
Girls Domestic Training	3.5							3.5
Boys Dom Training				5				5
Rep / Open Training	2	1.5	4	.5			2.5	10.5
Dom Competition						4.5		4.5
Rep Competition					3			3
Beginner / AAA / Skills		2 (2 x2hrs)				.5		1
Total Current Usage	5.5*	2.5 *	4	5.5*	3	5*	2.5*	27.5*

*Equivalent court usage but currently spread across more courts ¹⁵

¹⁵ Collingwood Basketball Association Inc, City of Yarra Feasibility inquiry April 2012

13. The demand for basketball and other indoor courts sports

Basketball Victoria advises that there is significant growth in participation reflected by unprecedented growth in registrations with affiliated associations.

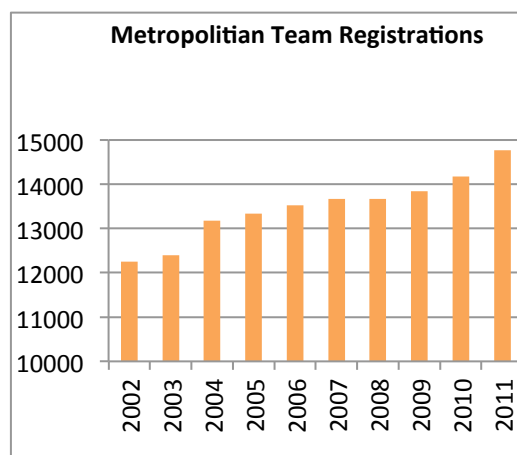
Current participation in basketball

Currently there are over 14,000 teams registered with Basketball Victoria in metropolitan Melbourne with registrations increasing by over 8% over the last 10 years and 4.2% alone last year “despite a chronic shortage of playing and training space”.

Surrounding affiliated associations are: Coburg, Darebin, Hawthorn, Melbourne, Melbourne Metro (senior competition), Metro and Southern Districts (senior competition) and Playball, with the latter 4 playing out of the Melbourne Sports and Aquatic Centre¹⁶.

The following graph shows the Metropolitan Team Registrations since 2002.

Image 3. Basketball Vic Metropolitan Team Registrations



The following table shows the number of teams registered in the surrounding Associations affiliated with Basketball Victoria (2011).

Table 5. Number of teams registered in surrounding Associations affiliated with Basketball Victoria (2011)

Basketball Association	No. of Teams 2011
Collingwood	96
Coburg	238
Darebin	26
Hawthorn	647
Melbourne	279
Melbourne Metro	31
Metro and Southern Districts	228
Playball Basketball	254
Port Phillip Basketball Association	54

¹⁶ Pearce K, Basketball Victoria 2012

Collingwood Basketball Association membership

Existing membership

The CBA provides opportunities for over 1,000 young people mostly between the ages of 5-23 yrs. to participate in basketball.

They currently provide a wide range of programs including:

- Aussie Hoops (the National Junior Development Basketball Program)
- Domestic (Eastern Districts Junior Basketball Association)
- Representative (Victorian Junior Basketball League) competition
- Senior (Melbourne Metropolitan Basketball League) competition
- An Access for All Abilities program
- Holiday programs and skills training.

CBA has shown a 110% increase in registered domestic players since 2008, with a 25% increase in last two years.

The Association was recently awarded the VJBL award for "Medium Association of the Year 2012/2013" recognising the growth, strength and performance of teams in the state junior competition.

Other awards include Basketball Victoria's Inclusive Basketball Association of the Year Award (2012) and Basketball Victoria's Most Improved Junior Association (2009).

In excess of 10% of all players and participants are from local public housing and/or culturally and linguistically diverse communities. Significant effort is made by club members to provide financial support and transport assistance.

Projected membership

CBA has identified the potential growth figures for the following teams below, over the next 3-4 years.

- One hundred and twenty five domestic teams (30% increase) plus Saturday local competition (12 teams)
- Thirty one representative teams (30% increase)
- Two to four Open Age teams in Big V comp (in addition to MMBL teams)
- Beginner programs on Tuesdays and Wednesdays (50% increase)
- Beginner programs on Saturdays (30% increase)

¹⁷

▪

¹⁷ Collingwood Basketball Association 2013

Projected number of indoor sports participants and likely centre users

Users of an expanded indoor sports facility in Collingwood would likely come from three catchments:

1. **The immediate surrounding residential area, which includes the public housing high-rise and walk-up apartments within walking distance of the site.** Within this catchment there are likely to be some 212¹⁸ indoor courts sports participants, (excluding gym and fitness)
2. **The City of Yarra local government area.** Within the City of Yarra there are likely to be some 8,623¹⁹ people who may play an indoor court sport; and
3. **Population within approximately 5km radius of the site.** This is the area primarily without multiple court basketball courts, and is the distance that 80% of basketball players typically travel to a facility²⁰. In this catchment there are likely to be some 28,611²¹ indoor courts sports participants, (excluding gym and fitness), of which over 12,000 are likely to play basketball.

More detail about potential users in each catchment is provided below.

Catchment 1: People living in the immediate area, especially the adjacent public housing

The population of this catchment is approximately 1,820²². There are approximately 100 people likely to participate in basketball in this catchment²³.

A map of the catchment is shown in *Image 4*.

This catchment is important because the demographic profile of the area includes a large number of young people, and a large number of people born overseas in non-English speaking countries. There are a large number of people of Asian and African origin; many of these people have a high probability of playing basketball. The adjacent residents also include a high proportion of people with relatively low incomes.

Basketball is a truly global sport with teams from Europe (east, west, north and south), North and South America, Africa, the Middle East and Australia all positioned in the top 20 men's basketball rankings.²⁴

The adjacent residents are not a mobile population (they typically don't have access to their own vehicle) and a venue-based competition is likely to attract a number of people who otherwise would not be able to play basketball or other indoor sports.

Due to social disadvantage this catchment is likely to benefit significantly from the opportunities of participating in sport, and as this market is unlikely to be able to travel to away games, as discretionary income and willingness to pay, the opportunity cost will be lower than for most of the population.

In this catchment there are 212 potential indoor courts sport participants including basketball players within walking distance of the Collingwood College.

The following table illustrates the high level number of potential participants in indoor sports, from the surrounding catchment.

¹⁸ Figures are based on the projected participation by age group multiplied by the current participation rates for the state (sourced from ERASS 2011 and ABS 2012).

¹⁹ Figures are based on the projected participation by age group multiplied by the current participation rates for the state (sourced from ERASS 2011 and ABS 2012).

²⁰ Basketball Victoria Strategic Plan

²¹ Figures are based on the projected participation by age group multiplied by the current participation rates for the state (sourced from ERASS 2011 and ABS 2012).

²² ABS table builder (2011) figures made up of SA1 groups: 2114114, 2114108, 1224107, 2114106

²³ Figures are based on the projected participation by age group multiplied by the current participation rates for the state (sourced from ERASS 2011 and ABS 2012).

²⁴ FIBA Men's Basketball Rankings 2013

Image 4: Catchment 1



Table 6 Number of projected indoor court sport participants for 2011 for the immediate Catchment ²⁵

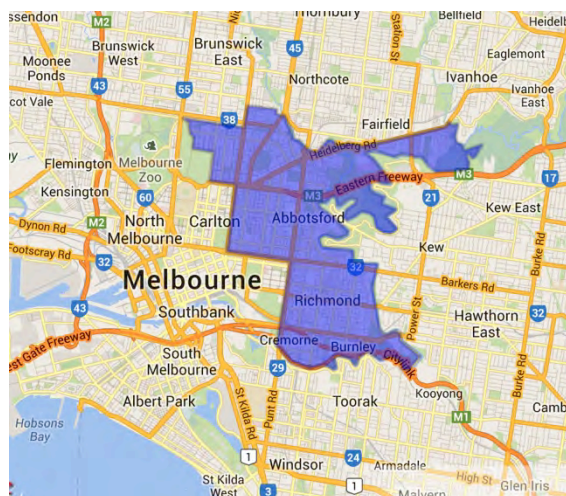
Indoor courts sport	Projected no. of participants
Basketball	100
Soccer (indoor)	26
Volleyball	15
Badminton	13
Squash / racquetball	10
Table tennis *	7
Cricket (indoor)	5
Hockey (indoor)*	1
Netball	35
TOTAL	212

²⁵ Figures are based on the projected participation by age group multiplied by the current participation rates for the state (sourced from ERASS 2011 and ABS 2012)

Catchment 2: City of Yarra

The City of Yarra is bordered by the City of Moreland and Darebin City to the north, the Yarra River and the City of Boroondara in the east, the Yarra River and the City of Stonnington in the south, and the City of Melbourne in the west. It includes the suburbs of Abbotsford, Alphington (part), Burnley, Carlton North (part), Clifton Hill, Collingwood, Cremorne, Fairfield (part), Fitzroy, Fitzroy North, Princes Hill and Richmond. See the following image.

Image 5: Catchment 2



The population of this catchment is approximately 74,091²⁶. There are approximately 3,619 people likely to participate in basketball in this catchment.

The City of Yarra as a whole has a lower number of school aged children, a higher proportion of young adults and a higher proportion of English speaking people than the Greater Melbourne statistical division, however the number of school age children is increasing.

Basketball has the largest potential participation of the main indoor courts sports in Yarra.

Some 8623 people in the City of Yarra are likely to play indoor courts, based on state participation rates for 2011²⁷.

²⁶ ABS table builder (2011) figures made up of SA1 groups: 2114114, 2114108, 1224107, 2114106

²⁷ Figures are based on the projected participation by age group multiplied by the current participation rates for the state (sourced from ERASS 2011 and ABS 2012).

The potential demand for indoor court sports in the City of Yarra, for organised and non-organised activities is projected as the likely number of players in the following table.

Table 7: Projected number of indoor court sport participants for 2011, and 2031 for the City of Yarra²⁸

Indoor courts sport	No. indoor sports participants	
	2011	2031
Basketball	3,619	5377
Soccer (indoor)	1,164	1742
Volleyball	748	1022
Badminton	683	903
Squash / racquetball	472	707
Table tennis *	327	490
Cricket (indoor)	206	308
Hockey (indoor) *	65	98
Netball	1339	1993
TOTAL	8623	9,852

There are other potential uses of the indoor courts apart from indoor courts sports for example group fitness, and early childhood physical activity programs, as well as holiday programs and sports camps outside of school terms.

Analysis of the car ownership of the households in the City of Yarra in 2011 shows that 1 in 5 (20%) people in the City of Yarra (compared to the Greater Melbourne average of 9%) do not own a car; therefore travelling to play in home and away games for many will be difficult.

Catchment 3: Inner Melbourne (approximately five kilometre catchment around Collingwood College)

The population of this inner Melbourne catchment is approximately 249,512.²⁹ There are approximately 12,104 people likely to participate in basketball in this catchment, and 28,611 in indoor courts sports.³⁰

A five-kilometre radius extends from Kensington in the west, Coburg and Thornbury in the north and northeast, Kew in the east and South Yarra in the south. This is an area that is largely not served by multi court indoor sports courts. See map in Image 6.

The projected number of people likely to play indoor courts sports, in this inner Melbourne catchment is shown in the following table.

Table 8. Number of projected participants in indoor court sports for 2011 within a five kilometres catchment

Indoor courts sport	No. indoor sports participants
Basketball	12104
Soccer (indoor)	3966
Volleyball	2326
Badminton	2058
Squash / racquetball	1611
Table tennis	1119
Cricket (indoor)	701
Hockey (indoor)	224
Netball	4502
TOTAL	28,611

The closest indoor court sports stadiums with multiple courts within the inner Melbourne catchment are shown in Table 11, and *Image 6: Indoor multiple court facilities located within a 5km catchment of Collingwood Basketball Association.*

²⁸ Ibid

²⁹ ABS Census 2011 data, retrieved using ABS Table builder

³⁰ Figures are based on the projected participation by age group multiplied by the current participation rates for the state (sourced from ERASS 2011 and ABS 2012).

14. Numbers of courts required to meet the demand projected by CBA

Four to five courts will be required to accommodate Collingwood Basketball Association's current competitions and programs. Six to seven courts will be required to accommodate the projected growth in demand and the CBA's probable schedule of activities and frequency of use.

This forecast provided by the CBA shows that if 7 courts could be provided, some additional space for smaller indoor sports would be available. The following table illustrates CBA's use of a 7 court centre.

Table 9 Proposed CBA Court Usage By Court/Time for Seven Courts ³¹

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Court 1	Dom Train 5.00 - 9.00	Rep Train 5.30 - 9.30	Rep Train 5.30 - 9.30	Dom Train 5.00 - 9.00	Rep Comp 6.00 - 11.00	Dom Comp / Big V 8.30 - 10.30	Big V / Open Comp 11.00 - 10.00
Court 2	Dom Train 5.00 - 9.00	Rep Train 5.30 - 9.30	Rep Train 5.30 9.30	Dom Train 5.00 - 9.00	Rep Comp 6.00 - 11.00	Beg / Dom Comp 9.00 - 7.30	Rep Train / Open Comp 9.00 - 10.00
Court 3	Dom Train 5.00 - 9.00	Rep Train 5.30 - 9.30	Rep Train 5.30 - 9.30	Dom Train 5.00 - 9.00	Rep Comp 6.00 - 11.00	Beg / Local Comp 9.00 - 7.30	Rep Train / Open Comp 9.00 - 10.00
Court 4	Dom Train 5.00 - 9.00	Beg 4.30 - 6.30 Open Comp 6.30 - 10.30	Rep Train 5.30 -9.30	Dom Train 5.00 - 9.00	Rep Comp 6.00 - 11.00	Dom Comp 8.30 - 7.30	
Court 5	Dom / Rep Train 5.00 – 10.00	Beg 4.30 - 6.30 Open Comp 6.30 - 10.30	Rep Train 5.30 - 9.30	Dom Train 5.00 - 9.00		Dom Comp 8.30 - 7.30	
Court 6	Rep / Open Train 5.30 - 10.00	Beg 4.30 - 6.30 Open Comp 6.30 - 10.30	Beg 4.30 - 6.30 Open Comp 6.30 - 10.30	Dom Train 5.00 - 9.00		Dom Comp 8.30 - 7.30	
Court 7	Rep / Open Train 5.30 - 9.30			Dom / Rep Train 4.30 - 9.30		Dom Comp 8.30 - 7.30	

Table 10 CBA Forecast Court Usage By Program

No of Courts	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
Girls Dom. Training	4.5							4.5
Boys Dom. Training				6.5				6.5
Rep / Open Training	2.5	3	5	.5			2*	12
Dom. Competition						6		6
Rep. Competition					4			4
Beginner / AAA / Skills		3*	1*			2*		3
Open Competition		3*	1*				2*	3
Big V Competition						.5*	1*	1
Total Expected Usage	7	6	6	7	4	7	3	40

³¹ Collingwood Basketball Association Inc, City of Yarra Feasibility inquiry April 2012

15. Likely other and competing sports centres

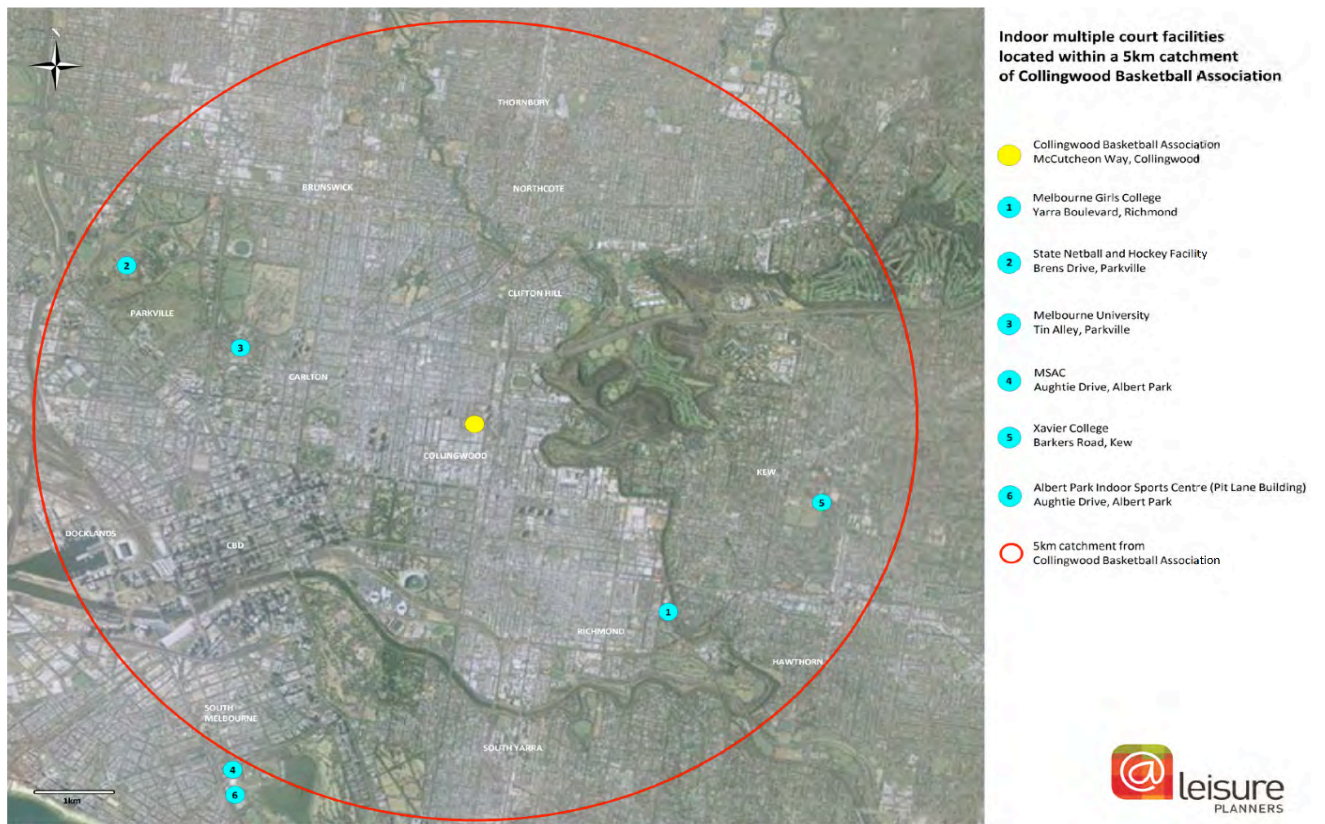
There are no dedicated public indoor courts sports facilities in Yarra. Although there are 7 schools with one, and one school with two indoor sport courts.

The closest indoor court sports stadiums with multiple courts within the inner Melbourne catchment are shown in the following table, and *Image 6: Indoor multiple court facilities located within a 5km catchment of Collingwood Basketball Association.*

Table 11 Existing indoor court facilities with two or more courts in the inner Melbourne catchment

Municipality	Venue	Basketball Association	Other Sport	Suburb	Distance from Collingwood
City of Yarra	Melbourne Girls College	Collingwood and Hawthorn both play here	Aerobics Dance Volleyball	Richmond	4.3kms
City of Melbourne	The State Hockey and Netball Facility	Melbourne Tigers (NBL) venue only	Netball Gymnastics Boxing Taekwondo	Parkville	3.8kms
	Melbourne University	Melbourne University Basketball	Squash Badminton Volleyball	Parkville	2.6kms
City of Port Phillip	MSAC	Melbourne Tigers, Port Phillip Basketball Assn., Chase Basketball, Metropolitan & Southern Districts Basketball Assn., Victorian Business Houses Basketball Assn. Albert Park Junior Basketball Assn. CYMS Basketball Association Chase Junior Basketball League	Badminton Table Tennis Volleyball Squash	Albert Park	5kms
	Pit Lane (Albert Park Indoor Sports Centre)		Futsal and Netball	Albert Park	5 kms
City of Boroondara	Xavier College	Hawthorn	Badminton, Futsal, Netball	Kew	4.6kms

Image 6: Indoor multiple court facilities located within a 5km catchment of Collingwood Basketball Association



Likely impact of a new 3 court stadium on other facilities

If Collingwood Basketball Association was to have access to three courts at Collingwood College they would grow participant numbers and likely increase competitive game scheduling. It is also likely that CBA would continue to utilise at least three of its existing school venues, for training and some domestic competition. This is because the projected number of courts required to house the current and projected number of CBA participants has been estimated at 6 or 7. See Table 9.

A review of school facilities further east indicated that schools such as Kew High School (2 courts), Balwyn High (3 Courts) Carey (2 courts), Marcellin (2 courts) are fully booked by local basketball associations.

Schools with indoor courts in the City of Yarra

There are eight known schools in the City of Yarra with basketball-sized courts. These are:

- Melbourne Girls College (2 courts)
- Alphington Grammar School (1)
- Princes Hill Secondary College (1)
- Fitzroy Secondary College (1)
- Princes Hill Primary (1)
- Fairfield Primary School (1)
- Academy Of Mary Immaculate (1)

Only one (Melbourne Girls College) has multiple indoor basketball courts.

Previous investigations have found that of these and other schools without courts, there is no easy option to provide additional courts on a school site. These school facilities are used for a wide range of sports such as Tae Kwon Do, Badminton, Boccia, Table Tennis, Futsal, and basketball.

There is a proposal to extend the number of courts at Northcote High School just north of Fitzroy, in the City of Darebin.

Sport and Recreation Victoria posed the potential issue that schools may lose their current tenants and hence be left “out of pocket” if additional courts were provided together in Yarra.

@leisure’s assessment is, that due to the extent of demand, and the limited number of courts that can be provided, Collingwood will still need 2-3 courts for training and the remainder could be easily filled by one or more of the smaller sports where demand has been established.