



leisure  
PLANNERS

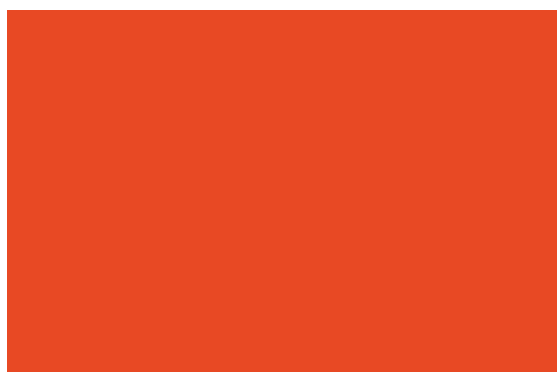


# Company Overview

2016



# INTRODUCTION



## Introducing @leisure

**@leisure** is one of Australia's largest and leading **sport, leisure and open space** consultancies. We have been providing services to government, sports and the parks and land development industry for over 20 years.

We specialise in planning and designing public spaces and facilities to support active lifestyles and enhance leisure experiences.

We employ professionals from a range of disciplines including recreation, strategic and environmental planning, sports and project management, marketing, business, and landscape design. With its multidisciplinary team @leisure delivers a range of project types, including:

- Strategic plans for infrastructure and sport and recreation organisations
- Facility plans
- Feasibility studies and business cases
- Master plans and design projects
- Demand analyses
- Participation projections and market modelling
- Comprehensive stakeholder and community engagement programs

We are known for our consultative style, the ability to work co-operatively, rigorous methods and extensive research skills. Our community, staff and stakeholder engagement process is tailored to each individual project to ensure financial, social and environmental objectives are met.

We offer our clients the full range of skills needed to undertake projects efficiently, while providing the depth of knowledge necessary to ensure outcomes are practical to implement. By addressing the specific needs of key stakeholders and a wide range of user groups, we ensure that projects succeed on the ground.



# SPECIALISTS IN

## RECREATION PLANNING AND PARTICIPATION

- Participation and activation strategies
- Community surveys and market research
- Access and inclusion
- Recreation strategies and needs assessments
- Community infrastructure planning
- Community and stakeholder engagement plans

## SPORT

- Feasibility studies and business cases
- Indoor and outdoor sport facility planning and design
- Strategic and business plans for sports organisations
- Demand projections and modelling
- Master plans and management plans
- Grounds management reviews
- Strategic Plans

## SKATE / BMX / MTB

- Skate / BMX / scooter / MTB strategic plans
- Youth facility strategies
- Facility audits, risk assessments, retrofits
- Management plans
- Design concepts

## OPEN SPACE

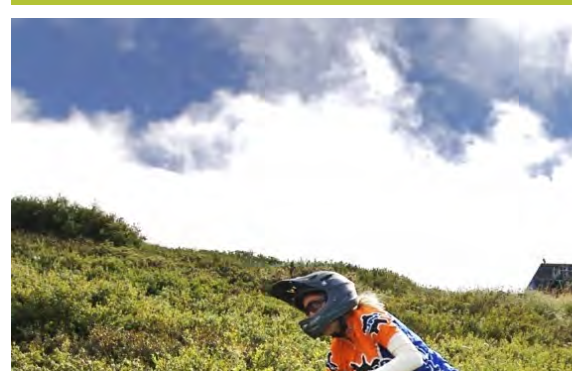
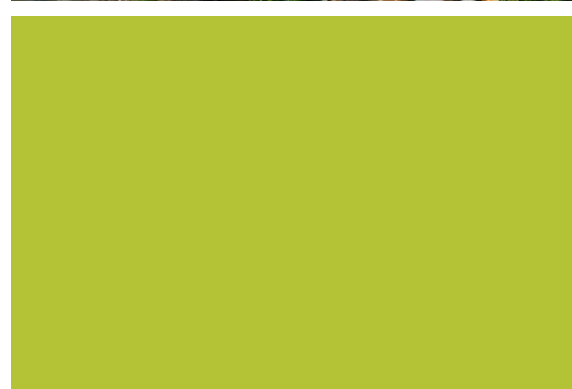
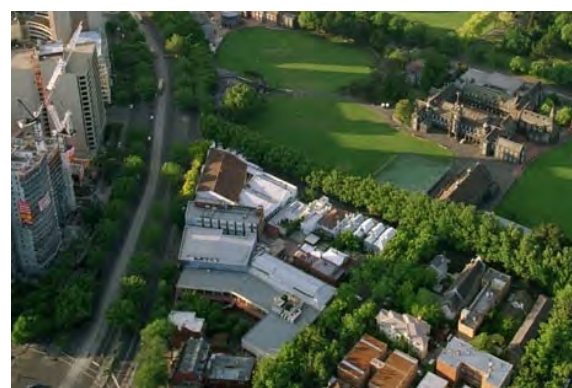
- Open space strategies
- Open space planning for new residential development and structure plans
- Peer reviews and expert witness statements
- Animal management plans and dog park designs
- GIS mapping and catchment analysis
- Master plans and designs
- Water based recreation plans

## AQUATICS

- Aquatic feasibility and business cases
- Aquatic strategies and development plans
- Design input
- Business plans and management reviews
- Demand assessments and stakeholder engagement

## TRAILS / CYCLING / WALKING

- Off-road trail strategies
- Off-road trail and path route-way planning
- Cycling, walking and equestrian strategies
- Off-road trails and path design



# TRACK RECORD

*"It's an excellent plan and I am very pleased with the result."*

Janet Webb Road Safety / Active Transport Officer,  
Melton City Council (Traffic School Business Plan)

*"We are extremely happy with the Curtain Square report."*

Mark Dornau Manager Environment & Recreation  
Services, City of Yarra (Curtain Square: Review of Dog  
Off-Leash Enclosure)

*"The Study was very well received...the RNS was adopted  
unanimously by Council, and the Councillors were all very  
pleased."*

Megan White Landscape Planner / Project Coordinator,  
North Sydney Council (Recreation Needs Study)

*"The plan will greatly assist council officers and the  
Showground user groups as a framework for its future  
development."*

Wendy Daly Community and Recreation Officer, Rural  
City of Wangaratta (Showgrounds Strategic Business  
and Management Plan)

*"I think given the work that we've undertaken this year  
partnering with health services on working in the  
primary prevention of violence against women and our  
intention to work more closely with female participation  
in AFL, this document will provide sound evidence and  
many examples of best practice to work more conscien-  
tiously in this space."*

Jacinda Erich Recreation Inclusion Officer, Yarra Ranges  
Shire Council (A Gender Lens for Leisure)

*"Overall, the response from the group was that it was a  
great plan. Thank you for your efforts on what was a  
very difficult topic and situation. It really hit the main  
point proposed in the brief...thank you!"*

Marcus Forster Acting Manager Community and  
Recreation, Rural City of Wangaratta (Showgrounds  
Strategic Business and Management Plan)

*"Well done Sally. We wouldn't be taken seriously without  
your advice and hard work. Sally has done a wonderful  
job. It's a very detailed rationale for why we need a  
stadium and demonstrates that we are serious. I have  
sent it to the Director Community Programs. He was very  
impressed."*

Phillip Stott, Committee Member, Collingwood  
Basketball Association (Collingwood College Sports  
Centre Business Case)

*"An excellent document!"*

Luke O'Brien CBA Stadium Management Committee,  
Collingwood Basketball Stadium Business Case CBA

*"I was impressed with how inclusive it is... it looks great.  
We do appreciate that you have put a lot of time into the  
strategy, and more than originally anticipated, thanks for  
that."*

Anthony Nelson, Strategic Projects Planner, East  
Gippsland Shire (Trails Strategy)

*"I believe it is a quality document and closely aligns to Sport  
and Recreations Project Brief. I feel the design work  
undertaken for Greaves Reserve/ Showgrounds area is  
really good. This documentation as well as the design  
layout going forward will provide the necessary justification  
and background for any proposed Regional Soccer facility  
within the Greaves / Dandenong showgrounds precinct.  
You put a very well argued case for the development and  
you certainly were able to change my mind about the  
preferred site."*

John Weeks, Former Team Leader Community Sport and  
Recreation, City of Greater Dandenong (Soccer Hub  
Feasibility, Concept & Business Plan)

*"@leisure was engaged by the City of Canada Bay to  
prepare a Recreation Facilities Strategy. The purpose of the  
Strategy was to determine the type of recreation facilities  
that would be needed to meet future population demands.  
The strategy was especially important to inform the  
preparation of a new development contributions plan.  
The team at @leisure have an excellent knowledge of the  
recreation and leisure industries and provided strong  
analysis and evidence to support their recommendations.  
The staff from @leisure were a pleasure to work with, at all  
times professional and worked cooperatively with council  
staff to prepare the Strategy in a timely and efficient  
manner. Council is very happy with the quality of the work  
undertaken and would welcome the opportunity to work  
with the @leisure team again in the future."*

Paul Dewar, Senior Strategic Planner, City of Canada Bay  
(Recreation Facilities Strategy)

*"Everything you provided was excellent!"*

Steve McGrath, Open Space Planner, City of Whitehorse  
(Boronia Rd Sports Concept Plan)

*"As a whole it is fantastic and is exactly what we are after."*

Nick Allen, Recreation & Leisure Coordinator, Shire of  
Wyndham / East Kimberley (WA) (Kununurra Aquatic and  
Recreation Centre – Business Plan and Design Concept)

*"Can I congratulate you on the study to date, you have done  
a great job particularly on the consultation side given the  
large number of stakeholders identified for this facility. It  
has been great working with you and the team and  
Baulkham Hills have done well to have you do their study."*

Alan Boyd, Senior Asset Engineer, Hornsby Shire Council  
(Wisemans Ferry Boat Ramp Redesign)

*"@leisure's Regional Soccer Hub Feasibility Study and  
Business Plan presentation went very well"*

Mark Doubleday, Director Community Services, City of  
Greater Dandenong (Soccer Hub Feasibility, Concept &  
Business Plan)

*"[@leisure's] response was timely and professional; there  
was nothing more that I could've asked. The implementa-  
tion plan was thorough, will withstand anything and was a  
successful outcome"*

Fiona Morrison, Acting Manager Open Space, City of Ryde  
Council (Ryde Sportsgrounds Best Value Review)

# RECENT PROJECT EXPERIENCE

## Sports Feasibility and Business Cases

Pembroke Park Business Case and Feasibility - **Sorell Council**

Memorial Pool Business Case and Cost Benefit Analysis -  
**Circular Head Council**

Non-Council Sports Club Research Project -  
**Sport and Recreation Victoria**

Regional Table Tennis Feasibility Study -  
**City of Greater Dandenong**

Traffic School Business Plan – **City of Melton**

Norm Minns Oval Business Plan – **Rural City of Wangaratta**

Indoor Stadium Feasibility Study - **City of Stonnington**

Tatterson Park Soccer / Futsal Facility Business Case and

Economic Analysis - **City of Greater Dandenong**

Civic Reserve Recreation Centre - Business Plan - **Mornington Peninsula Shire**

Collingwood College Basketball Centre Business Case -  
**Collingwood Basketball Association**

Gippsland Regional Sporting Complex Feasibility and Master -  
Plan Stage 2 - **Wellington Shire Council**

Regional Sports Centre Feasibility, Concept and Business Plan  
(indoor and outdoor) Stage 2 - **Tweed Shire Council**

Regional Soccer Hub Feasibility, Concept and Business Plan  
(indoor and outdoor) - **City of Greater Dandenong**

Regional Indoor Hockey Facility Feasibility - **City of Banyule**

Municipal Cycle Sports Facility Feasibility - **City of Moreland**

Kununurra Leisure, Aquatic and Sport Facility Business Case -  
**Shire of Wyndham East Kimberley**

Multi-sport Synthetic Field Feasibility Study -  
**Glenelg Shire Council**

Alexandra Community Leisure Centre Redevelopment  
Feasibility Study - **Murrindindi Shire Council**

Synthetic Hockey Facility Feasibility - **Gannawarra Shire Council**

Nyora Community Facility Feasibility and Scoping Study -  
**Nyora Recreation Reserve CoM**

Preston City Oval Sport Facility Feasibility - **City of Darebin**

Yea Swimming Pool Redevelopment Feasibility -  
**Murrindindi Shire Council**

Regional Aquatic and Netball Feasibility and Master Plan -  
**Yarra Ranges Shire**

Premier Soccer Stadium Feasibility - **City of Darebin**

Synthetic Hockey Facility Feasibility -  
**Southern Grampians Shire Council and Glenelg Regional Hockey Association**

Synthetic Hockey and Soccer Field Feasibility -  
**North Sydney Council**

Indoor Sports and Aquatic Centre Feasibility -  
**Narrabri Shire Council**

Launceston Regional Tennis Facility Feasibility -  
**Tennis Tasmania and City of Launceston**

AAK Gymnastics Feasibility and Business Plan -  
**Varsity Gymnastics**

Alexandra Showgrounds Multi Purpose Centre Feasibility -  
**Murrindindi Shire Council**

Gymnastics Development Plan / Feasibility -  
**City of Warrnambool**

Gymnastics Feasibility Study - **City of Whitehorse**



# RECENT PROJECT EXPERIENCE

## Sports Master / Concept Plans

Port Macquarie Outdoor Recreation Facilities Review –  
**Charles Sturt University**

Bennettswood North Reserve Master Plan – Detailed  
Pavilion Location - **City of Whitehorse**

Frederick Street Reserve Master Plan -  
**Waratah Wynyard Council**

Stanley Showground Sports Master Plan -  
**Circular Head Council**

Wynyard Sporting Precinct Master Plan -  
**Waratah Wynyard Council**

Smithton Sporting Complex Master Plan -  
**Circular Head Council**

The McGregor Playing Fields Master Plan –  
**Town of Port Hedland**

South Hedland Sporting Complex Master Plan -  
**Town of Port Hedland**

Eastern Edge Sports Reserve Master Plans -  
**Town Of Port Hedland**

Western Edge Sports Reserve Master Plan -  
**Town of Port Hedland**

Albert Park Master Plan - **Parks Victoria**

Port Hedland Community Planning (Open Space and  
Infrastructure) Master Plan - **Town of Port Hedland**

Master Plan - Sporting Advice - **Malvern Primary**

Ardeer Green Activity Hub Master Plan - **City of Brimbank**

Regional Sport Precinct Development Plan -  
**District Council of Mount Barker**

Showgrounds Master Plan -  
**District Council of Mount Barker**

Showgrounds Strategic Plan - **Rural City of Wangaratta**

Toorak Park Precinct Plan - **City of Stonnington**

Newman Recreation Master Plan - **Shire of East Pilbara**

Boronia Road Sports Facilities Concept Plan -  
**City of Whitehorse**

Bairnsdale Sport and Recreation Precinct Master Plan -  
**East Gippsland Shire Council**

Debneys Park Master Plan - **City of Moonee Valley**

CB Smith Reserve Synthetic Soccer Facility - Site Evaluation -  
**City of Moreland**

King George V Precinct Master Plan Update -  
**Glenorchy City Council**

Shepparton Sports Precinct Design Concept -  
**City of Greater Shepparton**

Bulgarra Public Open Space Master Plan - **Shire of Roebourne**

Coburg City Oval Reconfiguration Options - **City of Moreland**

Torquay North Civic Community Precinct Master Plan -  
**Surf Coast Shire**

Bass Recreation Reserve Master Plan -  
**Bass Coast Shire Council**

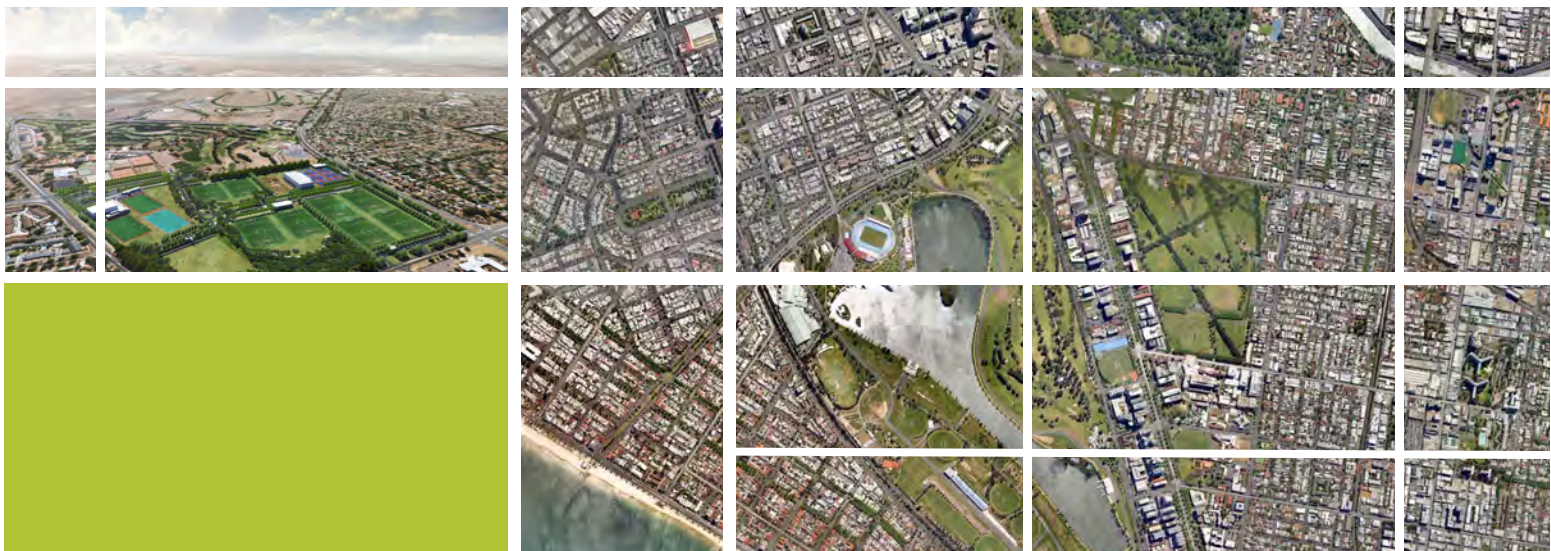
Soccer and Croquet Field Site Selection and Concept Plan -  
**East Gippsland Shire Council**

Hillview Reserve Dromana BMX and Mountain Bike Park -  
**Mornington Peninsula Shire Council**

Bennettswood North Reserve Concept Plan and Management  
Plan - **City of Whitehorse**

Hazelwood North Sports Facility Due Diligence -  
**Latrobe City Council**

Woolamai Racecourse Recreation Reserve Master Plan -  
**Bass Coast Shire Council**



# RECENT PROJECT EXPERIENCE

## Recreation Strategies

Open Space, Sport and Recreation Plan 2016-2026 -  
**Waratah-Wynyard and Circular Head Councils**

Recreation Needs Study - **North Sydney Council**

A Gender Lens For Leisure - **Knox City Council**

Open Space Recreational Needs Assessment - **Mosman Council**

Healthy Communities Plan 2014-23 - **Glenorchy City Council**

Recreation Facilities Strategy - **City of Canada Bay**

Recreation Strategy - **Bayside City Council**

Sport, Recreation and Activity Strategy - **City of Rockingham**

Active Women and Girls Strategy - **City of Moreland**

Recreation Plan - **Bass Coast Shire Council**

Recreation Plan - **Glenorchy City Council (TAS)**

Recreation Study Impact Assessment - **Melbourne Racing Club**

Recreation Asset Management Plan - **Gannawarra Shire Council**

Recreation Strategy Plan - **South Gippsland Shire Council**

Municipal Recreation Plan - **Indigo Shire Council**

Leisure Needs in M2030 Activity Centres - **City of Kingston**

Recreation Plan - **City of Newcastle**

Melbourne Recreation and Leisure (Active Melbourne) Strategy -  
**City of Melbourne**

Kensington Recreation Needs Study - **City of Melbourne**

Regional Recreation and Sports Strategy - **City of Albury**

Strategic Leisure Services Action Plan - **City of Darebin**

## Sport Facility Strategies

Sports Development Strategy -  
**Maribyrnong City Council**

Lawn Bowls, Croquet and Tennis Plan -  
**City of Greater Dandenong**

Sport and Recreation Facilities Plan (indoor and outdoor) -  
**City of Canada Bay**

Future Directions: Soccer Plan - **City of Moonee Valley**

Active Sports Strategy Review -  
**Mornington Peninsula Shire Council**

Tennis Facility Strategy - **City of Kingston**

Sport 2050 Strategic Plan - **City of Greater Shepparton**

North and West Metropolitan Regional Tennis Strategy -  
**Tennis Victoria**

## Play Space Strategies

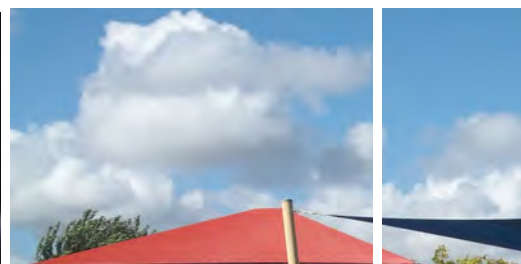
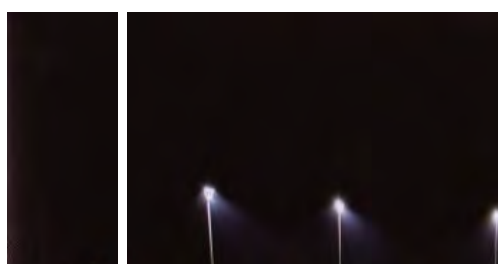
Play Space Strategy - **Wyndham City Council** Play Space  
Strategy 2016 - 2026 -  
**Rural City of Wangaratta**

Play Space Strategy - **Latrobe City Council** Play Space  
Strategy - **Launceston City Council**

Sharing Elsternwick Park (People, Pets and Play) -  
**City of Bayside**

Review of Playground Fencing and Dog Policy -  
**City of Sydney**

Accessible Play Strategy - **City of Moonee Valley**



# RECENT PROJECT EXPERIENCE

## Sport Management Plans, Pricing & Occupancy Agreements

Kinder Gym Program Management Review -  
**Frankston City Council**

Best Value Review – Sportsground management and allocation -  
**City of Ryde**

Sportsground Management Strategy - **Penrith City Council**

Sportsground Management Plan -  
**Northern Sydney Regional Organisation of Councils (NSROC)**

Boroondara Sportsground Allocation and Pricing Policy Review -  
**City of Boroondara**

Fees and Charges Review - **City of Albury**

Leases and Licences Policy Review - **Glenorchy City Council**

Sports Policy - **City of Newcastle**

Sportsground Allocation Procedure and Pricing Policy -  
**City of Boroondara**

Review of Committees of Management -  
**Murrindindi Shire Council**

No.1 Sportsground Lease and Sports Occupancy Agreements -  
**City of Newcastle**

Review of Committee and Occupancy Agreements -  
**City of Glen Eira**

Review of Leases and Licences and Property Strategy -  
**Glenorchy City Council**

Standard Licence Agreements for Specific Sports Codes -  
**City of Moreland**

Sportsground Pricing Policy - **Parks and Leisure Australia**

Review of Sports Fees and Charges Policy -  
**Kingborough Council**

Sports and Community Fees and Charges Policy -  
**City of Moreland**

Review of Occupancy Agreements for all Community Facilities -  
**City of Moreland**

Sports Administration and Fees Review - **City of Whitehorse**

Pricing Seminar - **Mornington Peninsula Shire Council**

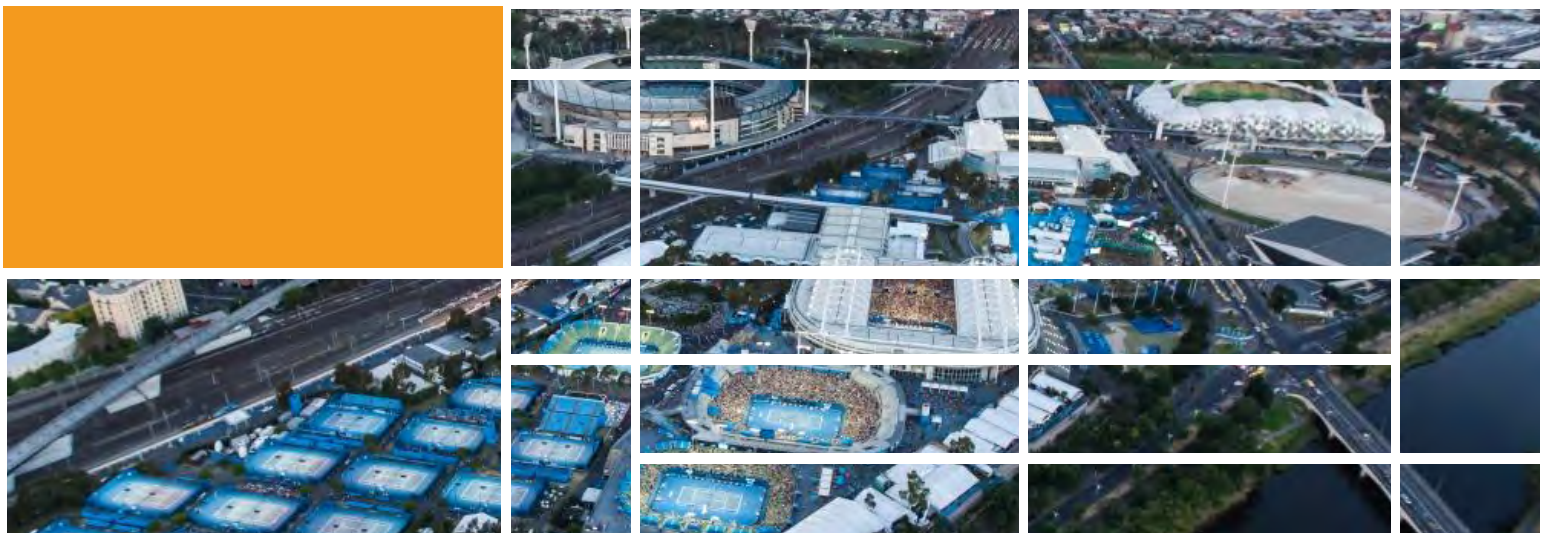
Sports Fees and Charges Policy - **Manningham City Council**

Review of Leases & Use Agreements for Community Tennis  
Facilities - **City of Melbourne**

Review of the Rowing Occupancy Agreements -  
**City of Melbourne**

Review of all Tennis and Lawn Bowls Clubs Occupancy  
Agreements - **City of Melbourne**

Crown Land Rental Policy - **City of Melbourne**





# RECENT PROJECT EXPERIENCE

## Sports Planning and Management Strategies

State Facilities Plan - **Football Federation Victoria (FFV)**

Strategic Plan - **Eastern Recreation and Leisure Services**

Governance Review - **Table Tennis Victoria**

Strategic Plan - **Badminton Victoria**

Strategic Plan - **Softball Victoria**

State Rugby Union Centre at Glenferrie Oval -

**Victorian Rugby Union Inc.**

Victorian Tennis Participation Study - **Tennis Victoria**

Victorian Ice Sports Strategic Plan: Revised Action Plan  
2009-2012 -

**Ice Sports Victoria, and Sport and Recreation Victoria**

North West Metropolitan Regional Tennis Facilities Plan -  
**Tennis Victoria**

Strategic Marketing Plan - **Surf Life Saving Victoria**

Launceston Regional Tennis Centre Feasibility and  
Management Plan - **Tennis Tasmania**

Input into Strategic Plan - **Bendigo Ice Centre**

Strategic Plan - **Bendigo Ice Skating Club**

Bacchus Marsh Racecourse Reserve Master Plan -  
**Harness Racing Vic.**

Concept for New Parklands and Centre of Racecourse -  
**Melbourne Racing Club**

Sports Development Plan - **Victorian Ice Racing Association**

Victorian Ice Sports Strategic Plan -  
**Ice Sports Victoria, and Sport and Recreation Victoria**

Royal Park Tennis Strategic and Business Plan -  
**Royal Park Tennis Club**

Strategic Plan for Lawn Bowls Victoria -  
**Sport & Recreation Victoria**

Strategic Plan - **Victorian Amateur Fencing Association**

Market Research - Aggressive Inline Segment - **Skate Victoria**

AAK Gymnastics Feasibility and Business Plan -  
**Varsity Gymnastics**



# RECENT PROJECT EXPERIENCE

## Open Space Strategies

Public Open Space Strategy - Stage 2 Needs Assessment - **Monash City Council**

Open Space, Recreation and Contributions Study – **Auburn Shire Council**

Open Space Strategy - **Launceston City Council**

Open Space Strategy - **Glenorchy City Council**

Integrated Open Space Plan - **The Hills Shire Council**

Open Space Strategy - **Macedon Ranges Shire Council**

Open Space Strategy - **Mitchell Shire Council**

Open Space Strategy (GIS layer, Precinct Analysis, Demand and Consultation Findings and Issues Papers) - **Wyndham City Council**

Open Space Plans Practice Note Advice - **Dept. of Planning and Community Development**

Open Space Strategy Finalisation and Implementation - **Moreland City Council**

Review of Open Space and Section 94 Plan - **Maitland City Council**

Council Open Space Strategy - **Casey City Council**

Open Space Plan Peer Review and Forum - **Bayside City Council**

Open Space Strategy Consultation and Survey -

**Manningham City Council**

Open Space Needs Analysis - **Maroondah City Council**

Consultancy for Development of an Open Space Strategy -

**Clarence City Council**

Open Space Strategy Implementation Plan - **Port Phillip City Council**

Open Space Plan Implementation - **Maribyrnong City Council**

Cradle Coast Regional Open Space Plan - **Sport & Recreation Tasmania**

Central Coast Open Space Plan - **Central Coast Council**

Open Space Strategy Brief - **Whitehorse City Council**

Open Space Plan Revision and Summary - **Maroondah City Council**

Open Space Strategy - **Port Phillip City Council**

Recreation and Open Space Plan - **Mitchell Shire Council**

Open Space Policy for Mitchell Shire Planning Scheme - **Mitchell Shire Council**

Open Space Strategy - **Coffs Harbour City Council**

Recreation and Open Space Plan - **Newcastle City Council**

Open Space Study & Active City Strategy M2030 -

**Sport and Recreation Victoria**

Open Space Strategy - **South Gippsland Shire Council**

Recreation & Open Space Strategy - **Ararat Rural City**

Swan Hill Parks & Reserves Strategy - **Rural City of Swan Hill Open**

Space Strategy - **Hobsons Bay City Council**

Open Space Assessment of Kingswood Golf Club, Dingley Village -

**Kingston City Council**



# RELEVANT PROJECT EXPERIENCE

## Open Space, Peer Review and Expert Witness Statements

Open Space 2-4 Buckhurst St, Port Melbourne - Expert Witness - **Meinhardt**

Review of Provision of Open Space Proposed at 105 Smiths Lane (as part of Thompsons Rd Precinct Structure Plan) - **Beveridge Williams**

Swan Hill RC Amendment C40 Open Space Evidence – **Rural City of Swan Hill**

Shepparton North East Growth Corridor Open Space Review – **City of Greater Shepparton**

Open Space Plan Peer Review and Forum - **City of Bayside**

Murrumbateman Structure Plan- Open Space and Recreation Plan- **Yass Valley Shire Council**

Input into Growth Area Planning Framework: Unstructured Open Space - **City of Casey**

C21 Planning Amendment - Open Space Planning Input - **City of Casey**

Shepparton North East Growth Corridor Open Space Peer and Compliance Review - **City of Greater Shepparton**

Clyde North Precinct Structure Plan – Passive Open Space Expert Witness - **City of Casey**

Officer Structure Plan - Open Space Assessment - **Cardinia Shire Council**

Cotter Dam Precinct, Recreation and Open Space Planning Input - **GHD**

Cranbourne East Structure Plan - Open Space Peer Review - **Growth Areas Authority**

State Development Contributions Plan - Peer Review (Environment) for Growth Areas Authority - **Department of Sustainability & Environment**

Merinda Park Activity Centre Structure Plan - Open Space Input - **City of Casey**

Carlton Housing Redevelopment - Open Space Expert Witness Report - **Department of Human Services**

Chiquita Park - Open Space Planning Analysis and Expert Witness Report - **City of Kingston**

Casey Central Town Centre Structure Plan Study - **City of Casey**

## Open Space Planning For Structure Plans / Residential Development Projects

Open Space Analysis Sunbury VU Campus - **Hansen Partnership / Hume City Council**

Spring Creek Growth Areas Plan – Open Space Plan - **Surf Coast Shire**

Review of Open Space in South Laverton- Laverton Urban Renewal Project - **City of Hobsons Bay**

Doveton / Eumemmerring Precinct - Open Space Review of School Sites - **City of Casey**

Shepparton South East Growth Corridor Development - Open Space and Recreation Plan - **City of Greater Shepparton**

Kilmore Structure Plan: Open Space Review - **Mitchell Shire Council**

Wallan Structure Plan – Open Space Review - **Mitchell Shire Council**

Open Space Assessment Of A Number Of Subdivision Plans And Proposals - **Shire of Mitchell**

State Development Contributions Plan – Open Space Catchment Analysis - **Department of Sustainability and Environment**

Knox Central Urban Design Framework: Open Space Assessment - **Hansen Partnership Pty Ltd**

Cairnlea Residential Development- Open Space Review - **City of Brimbank**

William Anglis Estate Residential Development -Open Space Review - **City of Brimbank**



# RELEVANT PROJECT EXPERIENCE

## Aquatic Feasibility and Facility Projects

Aquatics Consultancy Services -  
**Glenelg Shire Council**

Gunyama Park and Green Square Aquatic Centre Planning and Design (in conjunction with Andrew Burges Architects/ Grimshaw/Taylor Cullity Lethlean) - **City of Sydney**

Hobart Aquatic Centre Fees and Charges Review –  
**City of Hobart**

Yarra Leisure Service Review (Aquatics and indoor gym/fitness)  
– Industry Benchmarking – **City of Yarra**

Yarra Leisure Service Review (Aquatics and indoor gym/fitness)  
– Market Analysis – **City of Yarra**

Guidelines for Outdoor Seasonal Pools - Maintenance, Retrofitting, Refurbishment & Re-Building Input -  
**Aquatics Recreation Victoria**

Corryong Swimming Pool Master Plan -  
**Shire of Towong**

Corryong Swimming Pool Community Engagement -  
**Shire of Towong**

Newman Recreation Facilities Master Plan (including aquatic facilities) - **Shire of East Pilbara**

Business Case and Concept for a Kununurra Aquatic and Leisure Facility - **Shire of Wyndham East Kimberley**

Business Case and Feasibility – Tweed Regional Sports Centre (including aquatic centre) - **Tweed Shire Council**

Business and Marketing Plan for a new Aquatic Centre -  
**Orange City Council**

Regional Aquatic and Netball Precinct Feasibility and Master plan - **Yarra Ranges Shire**

Aquatics Consultancy Services - **Glenelg Shire**

Aquatic Facility Development Strategy and Strategic Technical Assessment - **Southern Grampians Shire Council**

Yea Swimming Pool Redevelopment Feasibility -  
**Murrindindi Shire Council**

Aquatic Facilities Contract Specifications -  
**Glenelg Shire Council**

Indoor Sports and Aquatic Centre Feasibility -  
**Narrabri Shire Council**

Marketing Strategy - **Life Saving Victoria**

Aquatic Centre and Gym Expansion Feasibility Study -  
**Hurstville City Council**

Swimming Pool & Leisure Facility Recurrent Cost Analysis -  
**Orange City Council**

Indoor Sport and Recreation Facility and Feasibility Study -  
**Gungahlin Development Authority**

Aquatics Strategy - **City of Newcastle**

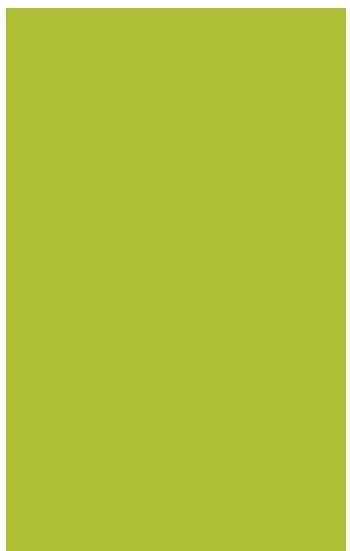
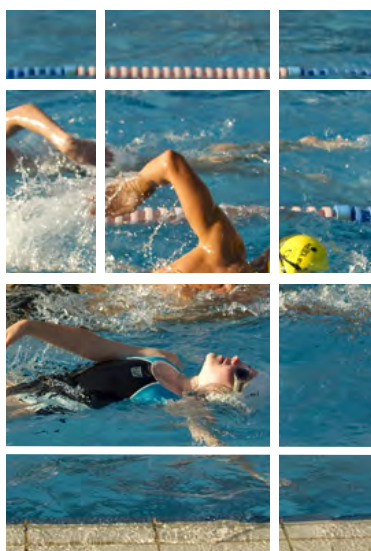
Alexandra & Yea Aquatic Facilities Development Plan & SRV Submission - **Murrindindi Shire Council**

Torquay Recreation & Cultural Facility Feasibility Study -  
**Surf Coast Shire**

Specification for Altona & Laverton Aquatic Centres -  
**City of Hobsons Bay**

Market Assessment, Redevelopment & Coordination of the Planning & Design of the North Melbourne Swimming Pool -  
**City of Melbourne**

Specification for the Management of Queens Park Pool -  
**City of Moonee Valley**



# RELEVANT PROJECT EXPERIENCE

## BMX and Skate Planning

Stan Riley BMX Track and Landscape Risk Assessment - **City of Monash**

Cycle and Skate Sports Strategy - **City of Whittlesea**

Bicentennial Park Regional Skate Park Design Concept - **City of Kingston**

Craigieburn Gardens BMX Track and Dirt Jumps Design Concept - **City of Hume**

Holland Park BMX Dirt Jumps - Risk Management Works - **City of Melbourne**

Holland Park BMX Redesign and Management Plan - Stage 2 - **City of Melbourne**

Harold Reid Reserve BMX Track Concept Plan - **Mornington Peninsula Shire Council**

Hillview Reserve Dromana BMX and Mountain Bike Park Master Plan - **Mornington Peninsula Shire Council**

Park Orchards BMX Track Risk Assessment - **Manningham City Council**

Risk Assessment of all Skate and BMX Parks - **Mitchell Shire Council**

Risk Assessment of Skate and BMX Facilities: Risk Management Series for Councils - **Civic Mutual Plus**

Thorpdale BMX Track Planning - **Baw Baw Shire Council**

Western Reserve BMX Track Design - **Mount Alexander Shire Council**

Assessment and Re-Design of Deanswood BMX Dirt Jumps - **Mornington Peninsula Shire Council**

BMX Track Design Coronet Bay - **Bass Coast Shire Council**

Dromana BMX Site Assessment - **Mornington Peninsula Shire Council**

Yea BMX Track Planning Advice - **Murrindindi Shire Council**

Seminar: Skate and BMX Management - **Parks and Leisure Association**

Skate and BMX Maintenance Checklists and Dirt Jumps Policy - **Mornington Peninsula Shire Council**

Woody Yaloak Skate & BMX Track Planning - **Golden Plains Shire Council**

Redesign of Brookland Green BMX Track - **City of Casey**

Unstructured Recreation Plan: Skate and BMX - **Hornsby Shire Council**

Review of Woody Yaloak BMX Dirt Jump Design and Inspection - Checklist - **Golden Plains Shire Council**

Skate and BMX Facility Management Plan and Maintenance - Checklists - **City of Maroondah**

Skate and BMX Strategy and Management Plans - **City of Maroondah**

East Burwood Reserve Mountain Bike Track Design - **City of Whitehorse**

Community Youth Activity Nodes - **Shire of Melton**

Elsternwick Skate and Bowls Rectification Work - **City of Bayside**

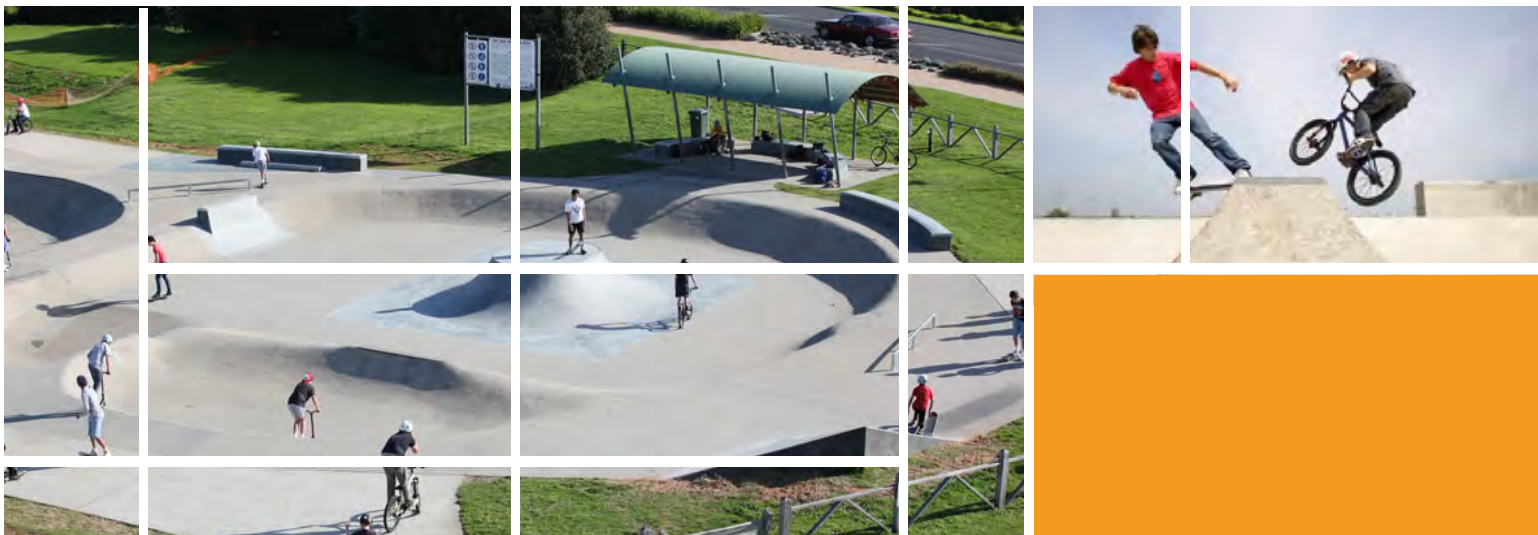
Sandringham BMX Site Selection and Dirt Jumps Design - **City of Bayside**

Bayside Dirt Jumps Area Planning and Management - **City of Bayside**

Hill 'n' Dale BMX Park Risk Assessment and Management Plan - **City of Boroondara**

Hill 'n' Dale Reserve Risk Assessment - **ASPECT Melbourne Pty Ltd**

Peer Review and Retrofit: Hill 'n' Dale BMX Track - **City of Boroondara**



# RECENT PROJECT EXPERIENCE

## Cycle and Trail Strategies

Newman Shared Paths and Recreation Facilities Map - **Shire of East Pilbara**

Identification and Audit of Regional Trails - **Moira Shire Council**

Recreation Trails Strategy and Guidelines - **Mitchell Shire Council**

Moreland Cycle Sport Feasibility - **City of Moreland**

Trails Strategy and Guidelines - **East Gippsland Shire Council**

Whitehorse Open Space and Bicycle Plan Project Brief - **City of Whitehorse**

Yarra Bend Dog Friendly Park Guidelines (including the Yarra Trail) - **Parks Victoria**

Dandenong Creek Trail Strategy - **Department of Planning and Environment**

Warburton Rail Trail Development Plan - **Shire of Lilydale**

Docklands Skate Routeways and Trails Strategy - **Dockland Authority**

Moonee Ponds Creek Landscape Improvement Project (in collaboration) with Land Design - **Melbourne Water, and cities of Melbourne and Moonee Valley**

Review of the Tan Track (around Botanic Gardens Melbourne) - **City of Melbourne**

## Strategy and Route Way Planning (route planning as part of open space)

Shepparton North East Growth Corridor - Open Space and Recreation Plan - **City of Greater Shepparton**

Shepparton South East Growth Corridor - Open Space and Recreation Plan - **City of Greater Shepparton**

Kilmore Structure Plan Review - Open Space Elements - **Shire of Mitchell**

Shepparton North East Growth Corridor - Open Space and Recreation Plan - **City of Greater Shepparton**

Shepparton South East Growth Corridor - Open Space and Recreation Plan - **City of Greater Shepparton**

Kilmore Structure Plan Review - Open Space Elements - **Shire of Mitchell**

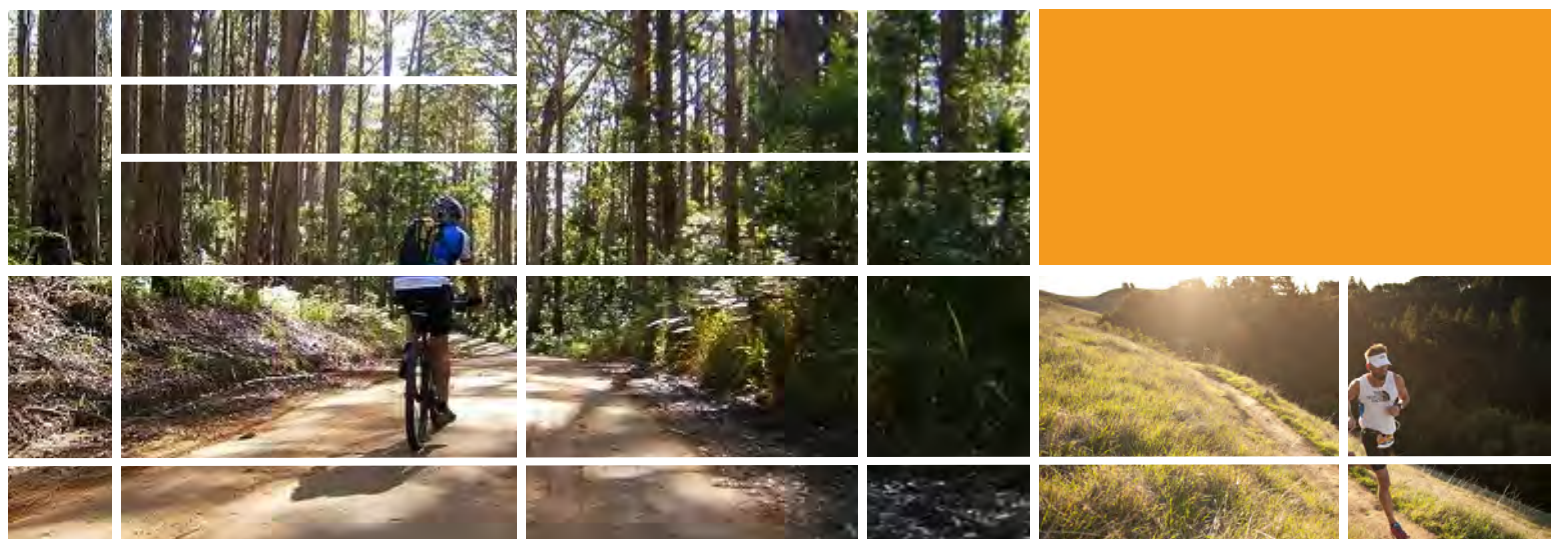
Wallan Structure Plan Review - **Shire of Mitchell**

Officer Structure Plan - Open Space and Off Road Trails - **Shire of Cardinia**

Cranbourne East Precinct Structure Plan Open Space Peer Review - **Growth Area Authority**

Clyde North Precinct Structure Plan - Open Space Assessment - **City of Casey**

Yarrawonga to Bundalong Foreshore Master Plan (in conjunction with Coomes Consulting) - **Moira Shire Council & Goulburn Murray Water**



# RECENT PROJECT EXPERIENCE

## Water Based Recreation

Docklands Fishing Strategy - **City of Melbourne**

Wisemans Ferry Boat Ramp Redesign - **Hornsby Shire Council**

Caulfield Racecourse: Park and Lake Facilities Design -  
**Melbourne Racing Club**

Cradle Coast Regional Open Space Plan (included consideration of fish and boating) - **Sport and Recreation Tasmania**

Yarrawonga Bay Foreshore and Master Plan (included rowing, yachting, canoeing and water police facilities. (In conjunction with HBO) -  
**TAMS and ACT Planning Authority**

Yarra Bend Parks Sports Facilities Plan (included casting pool) -  
**Parks Victoria**

Sustainable Waterbased Recreation Facilities Plan - **Hornsby Shire**

Bass Coast Recreation Plan (included assessment of jetties and boat landing facilities) - **Bass Coast Shire**

Yarrawonga to Bundalong Foreshore Master Plan (in conjunction with Coomes Consulting) - **Moira Shire Council & Goulburn Murray Water**

Unstructured Recreation Strategy (included water based activities) -  
**Hornsby Shire**

Elwood Foreshore Recreation Management Plan - **City of Port Phillip**

Recreational Fishing Project – Planning Day and Issues Paper -  
**Sport & Recreation Victoria**

Recreational Waterways Strategy -  
**Goulburn Broken Catchment Management Authority**

Accessible Fishing Feasibility Study - **Sport and Recreation Victoria**

Review of Surf Life Saving Clubs - **City of Port Phillip**

Narr Maen Reserve Development Plan (Wetlands) -  
**City of Maroondah**

Newlands Arm (Gippsland Lakes) Water Ski Management Review -  
**Gippsland Ports**

Moonee Ponds Creek Revival: Recreation Analysis -  
**City of Moreland, City of Moonee Valley and Melbourne Water**

Fraser National Park & (Lake) Eildon State Park: Management Plan (In conjunction with Biosis Research) -  
**Department of Conservation and Natural Resources**

Seminar Wet and Wild -  
**Guidelines for the Provision of Water Bodies in New Housing Estates**

Guidelines For The Design In Inland Water Bodies -  
**Royal Life Saving Society**

Dandenong Creek Recreation and Environmental Strategy -  
**Ministry for Planning and Environment Victoria**

Yan Yean Reservoir Park: Recreation & Tourism Demand Analysis -  
**Melbourne Parks & Waterways**

Review of Non-Powered Boating on the Yarra River -  
**City of Melbourne**

Options for the Development of the Rowing Landing Stage on the Yarra River- **City of Melbourne**

Review of Rentals and Preparation of the Occupancy Agreements for Rowing Clubs on the Yarra River -  
**City of Melbourne**



# WHO WE ARE

## Sally Jeavons

Principal Planner

- Grad Dip Market Modelling, Swinburne U.T.
- Grad Dip Recreation Planning, Canberra CAE
- BA (Geography), University Of New England

Sally has 30 years experience as a recreation planner and twenty years as a director of @leisure. She has held board positions on international leisure associations over many years. She has managed local government recreation departments and has worked as an employee of state government in planning, recreation and housing departments.

Sally has undertaken extensive work in market research, community engagement, open space planning methodology, facility, sports facility planning and feasibility management and design, as well access and inclusion. She has presented and published papers widely. Sally is a life member of Play Australia, and Parks and Leisure Australia. She was the recipient of the 2009 Frank Stewart Award for excellence and outstanding contribution to the field.

Sally is typically involved in all stages of the work and methodological aspects of projects as well as overall performance of each study team.



## Shane Bruce

Business and Project Manager

- Higher Professional Diploma Sport and Leisure Management, Loughborough, UK
- BA ITT Hons Degree in Physical & Sport Education, St Marys University, UK

Shane brings a wealth of experience in operating and managing leisure and aquatic centres in Australia and the UK. He has previously held senior roles in public and private sector facilities and most recently held the position of Aquatics Team Leader in Frankston City Council.

In this role he was responsible for managing & developing daily operations, business performance and safeguarding the success of Frankston's Aquatics services. Shane has experience programming sport and leisure centres, producing delegated authority requests, developing business case proposals and accompanying budget forecasts, setting up and adhering to numerous health and safety initiatives and managing all aspects of human resource functions.

Shane's in-depth knowledge of marketing and commercial initiatives ensures the delivery of customer care consistent with robust brand standards. Shane's role at @leisure will be based particularly around analysis of trends, review of operations and business case development.



## Suvam Ganguli

Business and Project Manager

- MBA Finance & Marketing, Sikkim Manipal University
- Bachelor of Business Management, Bangalore University

Suvam has over 10 years experience in banking and financial services industry across a range of roles spanning strategic analysis, portfolio management, business development and client servicing.

Suvam has a strong background in financial analytics, research, data handling, statistical & quantitative analysis and information systems. He has strong proficiency in strategic planning, prioritisation of workflows, market plan execution and creating supportive team environments to enhance productivity and profitability.

Suvam's communication and leadership skills are highly developed. He has distinguished written and verbal abilities and is able to convey ideas to all stakeholders of a business. He also has experience in working closely with senior management and regulatory agencies such as the RBA and ASIC.

Suvam has a keen interest in sports especially cricket and established a corporate cricket program for Bendigo & Adelaide Bank that is still ongoing.

Prior to joining @leisure Suvam was in an Associate, Program Management, role within the Finance and Treasury department at Bendigo and Adelaide Bank. In this role he had a wide range of responsibilities including: securitisation operations, data management, internal and external reporting, project management and customer relationship management.

Suvam's role in projects includes business and strategic planning as well as financial modeling, project management and financial control.





# WHO WE ARE

## Michael Graham

### Senior Sport and Recreation Planner

- Bachelor of Arts – Recreation Management, Victoria University.
- Graduate Certificate – Business Marketing, RMIT University.

An experienced aquatic and leisure facility manager, Michael has worked in the industry for the past 28 years with local government, Universities, the YMCA, RANS Management Group and the past 13 of these with Belgravia Leisure; an operator of aquatic and leisure facilities, sports stadiums, golf courses, day spas, alpine resorts and events centres. Most recently as General Manager – Programs, Michael was responsible for the national growth and development of programs.

Michael has extensive experience undertaking leisure centre performance audits across both large and small leisure facilities in Victoria, South Australia, Queensland and the UAE. Identifying and planning for improved financial performance has been a key to his success. He also has experience with facility design from the operators perspective; contract management; business improvement analysis and program implementation; business plans including marketing plans and environmental plans; budget preparation and management; staff recruitment, mentoring and performance reviews; Capital works programming and asset management; marketing, membership retention and sales.



## Daniel Willmore

### Senior Sport and Recreation Planner

- Dip of Management, Recreation Planning, NBIT and HM Leisure Planning
- Grad Dip Sport Business, Victoria University
- Dip of Applied Science (Horticulture), University of Melbourne

Daniel has in excess of 25 years experience in the sport and recreation industry across three states in Australia and in the UK. Daniel has experience in Recreation Planning, Event and Venue Operations, Sports and Recreation Development and Horticulture for both private and public organisations.

Previous to working with @leisure, Dan was a Recreation Planner for Kingborough City Council in Tasmania, where he undertook many projects such as developing a recreation facility strategy, planning and managing the implementation of an urban mountain bike park as well as numerous trails, playground and sport facility projects and preparation of numerous successful funding applications for large and small projects.

In his spare time, Daniel likes to participate in a range of activities such as kayaking, mountain biking and coaching his children's soccer teams.



## Ross Parkhill

### Business Analyst

- Masters of Engineering and Management, University of Strathclyde, United Kingdom

Ross is a qualified Business Analyst and PRINCE2 project manager who has experience working in a diverse range of industries both here and in the UK. Ross's experience includes successfully managing challenging projects across different business sectors, involving multiple stakeholders and external vendors, whilst delivering on both tight timescales and budgets.

Within @leisure, Ross has successfully project managed several sport/recreation needs assessments and facility feasibility studies.

Ross is an active sports participant and has coached both senior and junior soccer teams. His hands on experience in sport includes setting-up a club's junior soccer programme and managing various fund-raising initiatives for club development.

Ross's role in @leisure also includes testing the feasibility of facilities, preparing financial forecasts and writing business plans, these plans have been produced for sporting facilities like the Civic Reserve Recreation Centre Mornington, venues such as the Wangaratta Showgrounds and commercial entities like the Flemington Traders Association.



# WHO WE ARE

## Bruce Drummond

Open Space Planner

- Grad Dip Arts (Sociology) James Cook University
- Bachelor of Community Development and Planning, James Cook University

Bruce has fifteen years local government recreation and leisure experience. From greenfields precinct planning to urban renewal projects, Bruce has extensive experience in preparing community sporting and recreation infrastructure plans.

He has undertaken extensive work in qualitative and quantitative research methods, community engagement, open space planning, sports facility planning and business case development. Bruce has presented and published his work in industry forums and conferences throughout his career.

Outside work Bruce is an active member of his local sports community and committee and is a keen advocate for children's sports and recreation. Bruce will provide project management advice to clients and strives for excellence in client relationships.



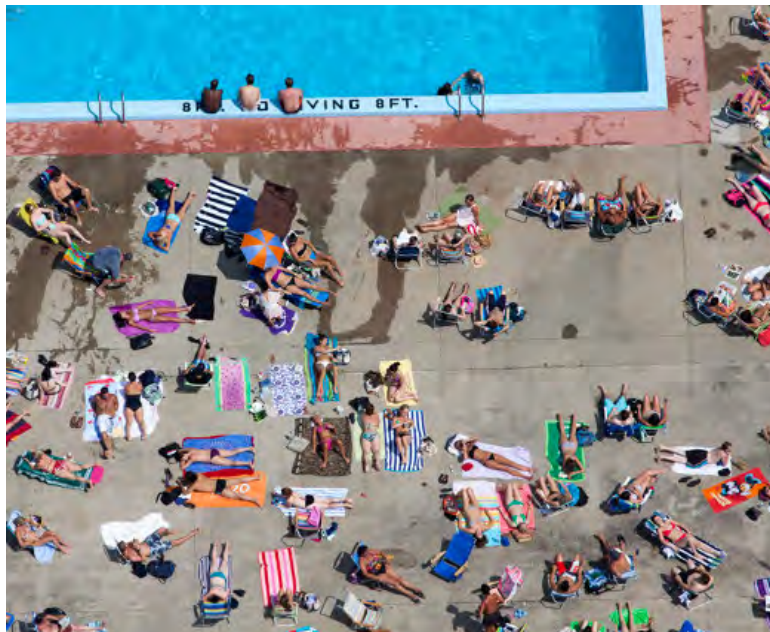
## Xavier Di Toro

Data Analyst (GIS)

- Bachelor of Applied Science in Multimedia Cartography, RMIT University

Xavier brings experience as a professionally qualified cartographer, with significant proficiency in GIS data collection, management, manipulation and project coordination. Having previously worked at Lonely Planet and mapping large European cities such as Rome, Xavier in more recent times has been working as a Risk Analyst where he manages several plans across hundreds of employees. In this role he was able to generate, analyse and report on large sets of data.

Xavier's primary role at @leisure is to prepare open space and recreation-related strategies including providing assessments of recreation participation and demographics, undertaking of community engagement, and assessment of open space and recreation supply at both a municipal and local level. Xavier has the ability to maintain GIS layers and produce mapping of open space and recreation facilities through ESRI ArcGIS, AutoCAD, JELMAP and MapInfo.



## Alison Lynn

Recreation Administrator

- Bachelor of Sport and Recreation Management, Victoria University

Alison is a recreation planner and business administrative specialist with substantial experience working in sports. At the Footscray City Gymnastics Club she was a key figure in implementing innovations and programs that saw the Footscray City Gymnastics Club win the Gymnastics Victoria larger club of the year award in 2010 and 2015.

Alison's role is to co-ordinate the community and stakeholder engagement process, assist in data collection and collation, provide recreation planning input into projects as well as financial control and administrative support. Away from @leisure Alison enjoys the outdoors, camping and being involved with her families sporting and leisure activities.

In this project she will co-ordinate much of the stakeholder engagement, assist in data collection and collation and provide administrative support.



# CORPORATE INFORMATION

## Memberships and Affiliations

- Aquatic Recreation Victoria
- Australian Leisure Facilities Association
- Victorian Planning and Environmental Law Association (VPELA)
- Victorian Chamber of Commerce and Industry (VCCI)
- Australian and New Zealand Leisure Studies Association
- Australian Consultants in Access, Australia
- Institute of Public Works Engineering Australia (IPWEA)
- World Leisure (World Leisure Association)
- Sports, Play and Construction Association
- Australian and New Zealand Association of Leisure Studies

## Life Memberships

- Parks and Leisure Australia
- Play Australia

## Insurance and Statutory Requirements

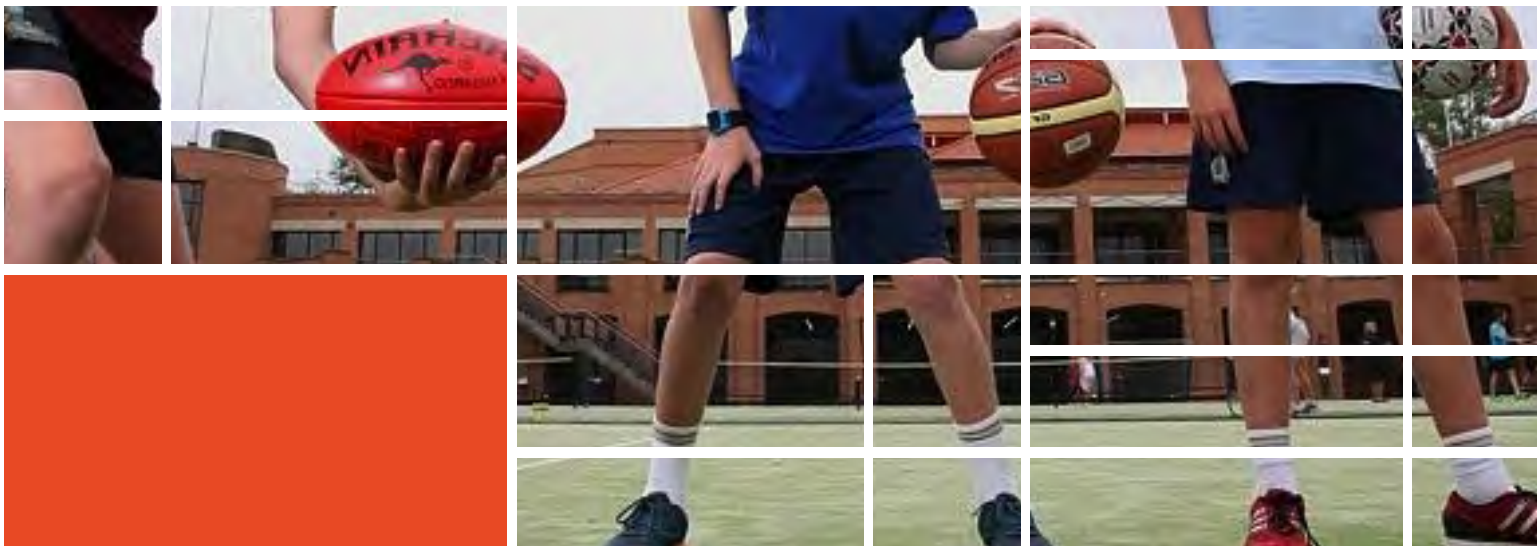
@leisure Planners Pty Ltd currently has:

<i>Insurance policy:</i>	<i>Company:</i>	<i>Policy number:</i>	<i>Policy value:</i>
Public Liability	QBE Insurance	41A584156BPK	\$20 million
Professional Indemnity	Lloyds, London	03PLL002847/04	\$5 million each and every claim
Workcover	CGU	12945124	Full cover

@leisure Planners Pty Ltd

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ACN: 137 749 636





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