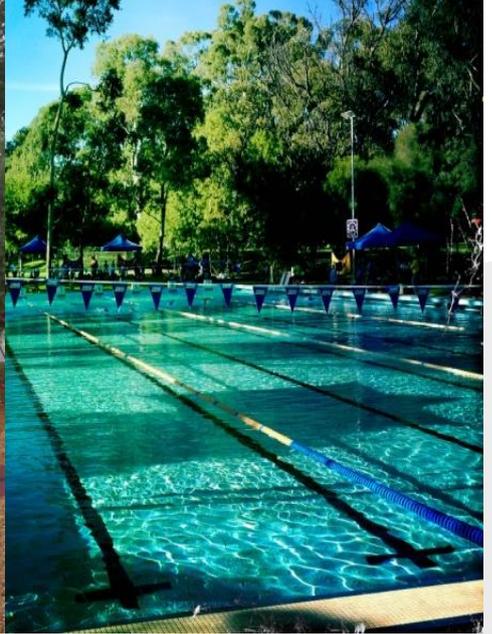




inspired



Sport and Recreation Strategy 2013/23

PART A – Strategy Development and Implementation Plan



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City of Burnside Sport and Recreation Strategy

PART A

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1 Executive Summary

1.1 Development of the Strategy

The City of Burnside is committed to providing fit for purpose sport and recreation facilities to deliver its strategic community plan desired outcomes. Council acknowledges that participation in community sport and recreation activities are fundamental to our residents' social well-being and not only provide enjoyment but produce health, physical, mental, social and economic benefits for our community. Our residents desire access to a comprehensive range of sport and recreation opportunities, which will in turn assist them to fulfil their potential and realise their physical, social, mental, and spiritual goals regardless of socio-economic status, race, age, gender or ability.

Over the last ten years, common trends in recreation participation have seen demands for more social, casual and non-competitive forms of participation, increasing demand for junior sport and more demand for evening participation opportunities. With lifestyle commitments becoming even more time demanding, our community is looking to take part in unorganised, non-weekend activities and this has seen an increasing demand for casual and unorganised individual activities, with schools providing much of the structured sport for children and young adults. Our community still recognises the importance of organised sports activities and club memberships, which traditionally are provided for through community owned assets. Recognition of the changing trends in community recreation behaviour, an aging population and limited population growth, warrants the review of the current state of our sport and recreation facilities and levels of service provision.

The purpose of the Sport and Recreation Strategy is to ensure that the City of Burnside sport and recreation services and supporting resources are able to meet the minimum needs of our community, in a socially, environmentally and financially sustainable and responsible manner. The Strategy will allow Council to plan for future service provision, as well as be able to consider opportunities as they arise in a strategic, regional and holistic manner.

The City of Burnside "Be the Future of Burnside - Our Strategic Community Plan 2012-2025" sets out a desired outcome for sport and recreation services in the City. This desired outcome is to deliver a range of fit for purpose sport and recreational opportunities and facilities that foster healthy lifestyle pursuits.

Council's approach to deliver this desired outcome is to:

1. Ensure public spaces meet the future needs of our community and provide for a variety of vibrant and inspirational opportunities, encouraging participation by the community; and
2. Create and facilitate access to diverse sustainable leisure, recreation and sporting facilities and programs that are safe for people of all ages and abilities.

To support the delivery of this desired outcome, four strategic objectives have been developed to help guide the development of recommendations of the City of Burnside Sport and Recreation Strategy. These are that Council, through its service delivery, will aim to:

1. Provide fit for purpose and well managed facilities;
2. Enhance urban character, amenity and environment;
3. Increase community awareness, involvement and inclusion; and
4. Provide diverse, innovative and sustainable programs.

Eight guiding principles have been used to direct the development of appropriate actions arising from the strategic objectives. These are to:

1. Provide a diverse range of accessible open space settings and active and passive recreation facilities and opportunities;
2. Provide safe and supportive environments for participants;
3. Promote and support opportunities for multi-use and shared usage opportunities in order to maximise participation;
4. Provide an equitable provision of facilities having due regard to age, gender, skill level, cultural background and ability;
5. Promote design excellence and flexibility to enhance sites and permit adaption to possible long term changes in community needs;
6. Implement an effective and planned approach for the delivery and maintenance of fit for purpose sport and recreation facilities and services;
7. Encourage and facilitate community participation in sport and recreation activities in recognition of the health, well-being and social benefits that they provide; and
8. Adopt a collaborative approach to working with the community, government agencies and the private sector to form appropriate partnerships that facilitate the provision of sport and recreation facilities for the Burnside community.

The Sport and Recreation Strategy can be summarised by the following diagram.



1.2 Study Information and Analysis Summary

Through using a methodology that incorporates situation analysis, supply and demand statistics and trends, localised demographics, results from activity and community surveys and club and association questionnaires, opportunities have been identified and recommended actions developed, in an attempt to address current perceived gaps and challenges in the service delivery of sport and recreation services in the City of Burnside. The following discussion provides highlights of important background information used in the formulation of recommendations.

National Activity Participation Trends

Nationally, walking, aerobics/fitness, cycling, outdoor soccer, football, outdoor cricket, basketball, netball, lawn bowls and martial arts have increasing participation rates over the last ten years, while tennis and golf participation rates have fallen. The top ten non-organised physical activities in 2010 were walking, aerobics/fitness, swimming, cycling, running, bushwalking, golf, tennis, weight training and fishing. Almost all participation in walking, cycling, running and swimming was non-organised. Aerobics/fitness had the largest increase in total participation between 2001 and 2010. The top ten organised physical activities in 2010, in terms of total participation rate were aerobics/fitness, netball, Australian Rules football (football), tennis, golf, lawn bowls, cricket, soccer, basketball and swimming.



Current Activity Trends in the City of Burnside

A City wide sport and recreation Activity Survey was undertaken. Six hundred residents were questioned by random telephone survey about their current sport and recreation activity involvement, where and when they undertook the activities and what sport and recreation services they thought the Council should focus on in the next ten years for the benefit of the community. The results were then analysed in three age-related segments.

Analysis found that 98 per cent of the community surveyed participated in at least one sport and or recreation activity. When activity types were collapsed into broad categories,

all or almost all primary and secondary school students were engaged in at least one intense physical activity. The figure dropped significantly with the adult sample to 56 per cent, indicating a decreased need for intense activity options within this segment. Conversely the importance of social activities increases with age from 7 per cent in primary school aged residents to 14 per cent in secondary schoolers to 29 per cent among adults. The need for gentle physical activity and passive activity opportunities remains consistently common, with the most popular activities being reading, computer-related activities and walking for pleasure.

Most Common Activities undertaken in the City of Burnside

Primary school-aged residents commonly participated in swimming, bike riding, playing in the park, tennis, basketball, football, cricket, netball and croquet. Secondary school aged residents commonly participated in tennis, swimming, basketball, bike riding, football, netball, croquet, athletics and cricket. Adult residents commonly participated in swimming, walking, tennis, playing in the park, fitness, cricket, football, lawn bowls and bike riding. Activities common to all school students included swimming and bike riding. Activities catering to specific segments included playing in the park/play space for primary schoolers and for secondary school-aged residents skateboarding, scootering and walking the dog. Gardening, community group participation and volunteering were very popular activities for adults.

Activity undertaken outside of the City of Burnside

Currently, 20 per cent of all swimming activity in the primary school segment is being undertaken at non-City of Burnside locations. Losses for this activity were evident, although in smaller proportions among the secondary segment and adult segment. Other notable losses across the primary and secondary school-aged resident segments were basketball, netball, soccer, football and golf. In the adult sample, the most significant losses in overall activity were in aerobics/gym/weights, golf, community group participation and volunteering.

Summary of Activity by Segment

Ninety-eight per cent of respondents carried out at least one activity in the City of Burnside. Notable gaps in provision for primary school-aged residents were in swimming, basketball, soccer and netball. Two significant gaps in provision for secondary school-aged residents identified were in aerobics/gym/weights and netball. Three significant gaps in provision for adults were identified as community group participation and volunteering; golf; and aerobics/gym/weights.



When Activities are undertaken

The primary and secondary school aged residents were more likely to engage in activities after school and into the evening from 2 pm onwards. Evenings tended to be used for gentle physical activity and organised sports and later in the evening for reading and computer-related activity. The adult sample was more variable with respect to time, with significantly more activity undertaken in the morning, particularly gentle physical activity or aerobics/gym/weights and less between 2 pm and 5 pm.

Weekends appeared less popular for all activities as the age of the resident increased. Primary school children undertook almost all of the most popular activities on weekends. Among the adult sample, more vigorous activity was reserved for earlier in the week, leaving the weekends for gardening, swimming and dog walking.

Use of Locations within the City of Burnside

Hazelwood Park and the Burnside Swimming Centre both recorded high usage in the resident activity survey. This area has always been very popular with residents and visitors

alike, as well as attracting seasonal users of the swimming pool. Swimming was one of the most popular activities undertaken in the City of Burnside yet most was undertaken in other Council areas. Kensington Gardens Reserve and Kensington Park Reserve also each have considerable use and are important sports field sites. Schools provided opportunities for both primary and secondary school aged residents, with the most popular activities undertaken being cricket, basketball, soccer, netball, tennis and swimming.



Club and Association Questionnaire

The main challenges faced by City of Burnside clubs and associations were one or more of the following issues: recruiting new members; maintaining, recruiting and retaining volunteers; encouraging juniors; retaining members; and developing links with schools. Notably, clubs and associations are keenly aware of the need to recruit and keep volunteers and encourage juniors to create sustainability in their clubs and associations. The need to work in partnership with Council and schools is a high priority for these stakeholders.

Community Survey

Generally, the results of the Council's Annual Community Survey found a positive outcome for the provision of active and passive recreation services. Most respondents' comments focused on service-oriented issues rather than infrastructure issues. When given the opportunity to suggest new or additional services, the following activities and facilities were suggested by the respondents to the survey: more provision of walking and cycling trails; provision of dog parks; and facilities catering specifically for youth.



Community Desired Future Directions

When residents were asked to suggest what they considered to be the five most important sport and recreation activities that the City of Burnside should foster and develop in the next ten years, tennis and swimming consistently featured. Other significant mentions given by both the primary and secondary school residents were bike riding (off roads and on trails) and basketball. The primary school sample also more commonly placed playing in the park within their top five wishes, while the secondary school sample were more likely to include football, netball and croquet. The only other considerable mention among the adult sample was walking for pleasure with and without dogs.

1.3 Summary of Opportunities

Overall, the City of Burnside appears to be meeting the expectations of its community with regard to sport and recreation activity and facility provision. The results of recent consultation suggest the community are not looking for significant investment in numerous best of breed, expensive, multi-use indoor facilities or a radical relocation of where opportunities are provided in the City. Indeed, many residents indicated that they just want to be able to enjoy going to a safe and pleasant park. Notwithstanding, the existing asset infrastructure in many instances needs to be upgraded to a fit for purpose standard, which is appropriate, affordable, sustainable and safe, as well as depreciated and maintained to agreed standards.

The open space network of the City of Burnside is a valuable community asset and must be recognised for its natural and social importance in helping to create the City's image and enviable lifestyle. The parks, reserves, ovals and streetscapes must continue to be maintained to their current standard and possible new open space acquisition opportunities appropriately provided and located. There is opportunity to enhance and reinvent our existing spaces through streetscape activation. Several parks offer untapped potential and new uses need to be further explored with the community e.g. Bell Yett and Langman Reserves.

Local parks should remain passive activity focused, with facilities catering for families and older residents.

Regional and district parks should be further developed using a master planning process.

There is a need to develop them to the most appropriate fit-for-purpose standard, with input from the local community and with regard to making them, unique and desirable destinations. Consideration must be given to equity of service provision across the City and the Council's ability to fund their life-cycle costs.

Council needs new ways to utilise existing spaces, including facilitating increased swimming, playing in parks, more playgrounds for older children, walking, cycling, dog walking (possible dog park sites at Effie Ferguson, and Langman Reserves and Ridge Park), youth facilities (possible sites include Glenside and Penfold Park), soccer, basketball and netball practice and invest in developing more and better shared use trails opportunities in the Hill's Face Zone. Tennis, lawn bowls, football, rugby, baseball, cricket and croquet remain strong in the City and need continued monitoring for over or under supply and new opportunities to improve or unite clubs at key locations to provide better levels of service from Council when possible. Schools provide a pivotal role in providing sporting opportunities for school aged residents and commercial operators support the desire for fitness, golf and additional swimming opportunities. The Civic Library and community centres continue to be popular and shared regional facilities need further investigation.

Survey results show that experiences and services available need to be better communicated. Our clubs and associations also need support with meeting their challenges, with the advocacy provided as needed. Council should look out to its neighbours and other organisations and provide advice and advocacy, leadership and support when and where appropriate, especially to the Eastern Regional Alliance member Councils. Volunteering is a popular activity but needs to be further supported with the development of more substantial roles which utilise our community's professional skills and knowledge. Council has a key role in showing leadership by finding, providing and supporting the provision of opportunities that foster healthy lifestyles and encourage participation and wellbeing.



2 Introduction

2.1 Background

The City of Burnside is an established predominately residential municipality of about 27 square kilometres, located in Adelaide's eastern suburbs. It is bounded in the west by the extensive Adelaide City Parklands surrounding the Adelaide Central Business District and in the east by the picturesque Adelaide Hills. The neighbouring Councils include: the City of Unley; Norwood, Payneham and St Peters; Mitcham; Campbelltown; Adelaide City; and Adelaide Hills. The dominant form of land use in the City is low density housing. As a consequence of proximity of the City of Burnside to the Adelaide Central Business District, as well as the amenity of the area, much of the municipality was settled by the mid-20th Century. These older houses, as well as the established leafy streetscapes now provide the City with its distinctive and much sought after residential character and extensive areas of natural and built heritage.

Population and dwelling change in the City have been relatively stable over the last 20 years. Future growth and change in the City of Burnside is largely influenced by a relative lack of significant development sites, as well as limited opportunities for dwelling or open space gain through subdivision and infill. Other than growth facilitated by the 30 Year Plan for Greater Adelaide, present trends are expected to continue. In 2013 the population was approximately 43,976 and this is forecast to increase by 1269 individuals by 2031. This represents an annual average growth rate of 0.2 per cent.

The City's approximately 200 ha of public reserve land is used for both active and passive recreation. The City has an extensive network of cycle paths and walking trails through the Hills Face Zone and the City is recognised for its high quality, significant parks and reserves that are greatly valued by the local community and visitors. Hazelwood Park, Kensington Gardens Reserve, Kensington Park and Tusmore Park are major parcels of distinctive open space that receive high levels of use and the hills face reserves are collectively, significant environmental and social infrastructure resources. Various other quality parks and sportsgrounds such as the Glenunga Reserve, Miller Reserve, Kingsley Avenue Reserve, Newland Park, Tregenza Oval and numerous naturally vegetated areas combine to make the City of Burnside a pleasant place to live.

Council is committed to providing a range of sport and recreational opportunities and facilities that foster healthy lifestyle pursuits. Council's staff are highly professional and committed to the maintenance and enhancement of open space and recreation assets and have achieved a good level of maintenance in the past. Partnerships have been established with adjoining Councils and State Government agencies and volunteers make a significant contribution to life in the City. Council values the role sport and recreation plays in building and promoting understanding, respect and social connectedness within the community and Council itself plays a critical role in creating opportunities and facilitating sport and recreational activities for the wider benefit of the community.

Participation in sport and recreation activities is fundamental to social well-being and provides enjoyment, health, physical, mental, social, and economic benefits for the community. Accordingly, all community members should have access to a comprehensive range of fit-for-purpose sport and recreation opportunities to enable them to realise the physical, social, mental, and spiritual benefits, regardless of socio-economic status, race, age, gender or ability. A variety of sport and recreation options enables individuals to make a choice relative to their own needs, interests, stage of life and circumstances. Best outcomes are achieved where cooperation and good communication exists between Council and other

levels of government and organisations with a recreation and sporting delivery function. Social capital is often defined as being a resource available to individuals and communities founded on networks of mutual support, reciprocity and trust. The associational nature of sport and sporting clubs is sometimes seen as a forum for the creation of social capital by providing opportunities and settings for social interaction, belonging, sharing, common interests and enhancing a sense of community.

As lifestyles change, so do the way in which people access and utilise available sport and recreational opportunities available to them in their local areas. Over the last ten years, common trends in recreation participation have seen increasing demands for social, casual and non-competitive forms of participation, increasing demand for junior sport and more demand for evening activities. Sports grounds are the only open space type that offer active surveillance during evenings by high numbers of users on floodlit grounds particularly in winter. For anyone lacking available time to access open space during the day light hours, sports grounds provide a safe and valuable facility for exercise in a public setting.

With lifestyle commitments becoming more time demanding and restrictive, people are looking for more unorganised, weekday activities and this has seen an increasing demand for casual and less structured individual activities with schools providing much of the structured sport for children and teenagers. However, the community still recognises the importance of organised sports activities and club memberships. They draw people together and provide a functioning sense of place that exceeds the landscape character of the site alone. Studies and consultation identify the important role that team activities play in child development and this cannot be underestimated, nor can lifelong participation through volunteering or the shared experience of competition be understated.

Contemporary planning must take into account the continually changing set of community needs, values and interests by facilitating participation in a ever widening range of sporting and recreational activities. Recognition of the changing trends in community recreation behaviour warrants the review of the current delivery of our sport and recreation services. The continued desires for best practice in financial, environmental and societal sustainability are key drivers for this study.

2.2 Study Scope

The scope of the Sport and Recreation Strategy is to review and set a direction for the delivery of sport and recreation activities that may be directly delivered or advocated for by Council. The City of Burnside Sport and Recreation Strategy will focus on the themes of recreation and sport as they are defined below. The study will focus on those activities that the residents of the City of Burnside utilise the most and would like to see more of, as well as activities that the City already has a current sound infrastructure investment in.

In this study, open space is defined as public space which include parks, reserves, play spaces, sporting fields, creek corridors, civic areas, streetscapes and areas of undeveloped public land. Recreation is defined as freely chosen activities usually taking place in free time that generate feelings such as enjoyment, relaxation, renewal and satisfaction. These are activities that are non-competitive or non-membership based. They include walking, cycling or organised activities such as school group participation, cooking, crafts or reading for pleasure. Recreation may be active or passive. Sport is normally separated from recreation because of its structured and competitive nature where it is generally governed by time and a set of rules.

Attachment 1 (Part C) provides a list of activities that are considered to be sport or recreation in the context of this study. Many of these activities will be reviewed in this work and others

of less relevance to the community will be considered in less detail. The relevance of the activity will be largely determined by the current and future desired sport and recreation activity demands as determined by current demand and supply; a resident survey and historical requests for services from the ratepayers of the City.

2.3 Study Objectives

The objectives of the Sport and Recreation Strategy study are:

- To articulate Council's role and function in the provision, future investment and support for recreation and sport services;
- To investigate community aspirations and needs for sport and recreation in the City, both immediately and going forward and to utilise this research to inform strategy development and to assist in the formulation of actions to support these aspirations;
- To represent the community after consultation with key stakeholders, current and potential partners, adjoining Councils and other levels of government; and
- To guide the future development and further support for recreation and sport provision within the Council area for the next ten years.

2.4 Study Management

The study was written and managed by a Project Manager, in conjunction with a Project Advisory Group composed of administrative staff, which worked according to the direction and endorsement of the Elected Members of the City of Burnside.

Project Advisory Group members include:

General Manager Urban Services; Manager Asset Services; Manager Operation Services; Manager Engineering Services; Assets Manager; Senior Project Officer, Urban Services; Manager Community Engagement; Manager Community Services; Youth Development Officer, Strategic Projects Officer and the Principal Strategy Officer, Urban Services (Project Manager).

Harrison Research was used to undertake the Resident Activity Survey, which surveyed 600 City of Burnside residents. The City of Burnside would also like to acknowledge the participation and support of its clubs and associations and that of the peak body associations, neighbouring Councils and State Government Agencies and the community of the City of Burnside.

The City of Burnside Council have endorsed several key study decisions as Council resolutions which state and guide certain aspects of work for this study. The resolutions include:

20 October 2009 O2572 Youth Recreation Space Incorporating a Skate Park Facility

"1. That Council writes to its neighbouring local government authorities, namely the City of Unley; Adelaide City Council; Campbelltown City Council; and the City of Norwood Payneham & St Peters, requesting if they have any existing skate facilities that require upgrading or potential new sites for a skate facility that the City of Burnside could become a contributing sponsor in.

3. That a further Report be brought back to Council at the December 2009 meeting on the results of the consultation with neighbouring Councils."

24 May 2011	PHI0043	Sport and Recreation Strategy	<p><i>“2. That Council endorses the ‘Sport and Recreation Strategy 2022’ Project Brief (Attachment A).</i></p>
26 June 2012	C8760	Playgrounds	<p><i>“1. That consideration be given to introducing a classification for play spaces, to identify which play spaces are intended for use by what age groups;</i></p> <p><i>2. If introduced, this information be included in documents and electronic media for public consumption and assistance;</i></p> <p><i>3. If introduced, the Playground Strategy be updated and those parameters inform and be reflected in all Administration reports in relation to play spaces;</i></p> <p><i>4. If introduced, a draft policy that includes these parameters be brought to Council for consideration.”</i></p>
27 November 2012	IE0056	Sport and Recreation Strategy	<p><i>“1. That the Report be received.</i></p> <p><i>2. That Council endorse an activity based approach to investigating issues, needs and opportunities for sport and recreation service delivery within the City of Burnside, as a key part of developing the Sport and Recreation Strategy.</i></p> <p><i>3. That Council note that by endorsing the approach in Recommendation 2 that the Sport and Recreation Strategy will address the actions and responses required as stated in the outstanding Council Resolutions CS1614, O2572 and C8760 and thus considers these resolutions as resolved pending final endorsement of the Sport and Recreation Strategy.”</i></p>
13 August 2013	C9335	Draft Sport and Recreation Strategy 2013-2023 – Public Consultation (14.4)	<p><i>“1. That the Report be received.</i></p> <p><i>2. That Council endorses the release of the draft Sport and Recreation Strategy for public consultation in accordance with the Community Consultation Methodology noted within the Report.</i></p> <p><i>4. That the Administration present the outcomes of community consultation and a final draft Sport and Recreation Strategy to Council for adoption upon completion of Recommendation 2. “</i></p>

2.5 Study Methodology

There is an identified need for a strategic vision to determine how the City can sustainably implement its desired service delivery levels and directions for recreation and sport services and infrastructure for the next ten years. In order to develop a strategy and a way forward for responsible and accountable service delivery, the vision will be developed in a strategic framework, composed of three elements, namely a Strategy, Implementation Plan and Annual Projects Program.

The Strategy will be the guide to how to achieve the delivery of the relevant corporate desired outcomes. In order to actually delivery the strategy an implementation action plan will be created as an outcome of a gap analysis.

The Implementation Plan will consist of identified individual actions. These actions are then assigned time frames for delivery with short term priority actions then being assigned and approximate costs for both capital and recurrent funding where practicable. This plan will then form the basis for the preparation of projects to be presented to the Elected Members for consideration at the Annual Budget Review process. This allows the Sport and Recreation Strategy projects to be considered along with other Council projects being presented.

Strategy → Implementation Plan → Annual Business Plan Projects

Strategy - A statement of city wide service delivery objectives.

Strategy Aim: To guide the future investment, development, consolidation and support for sport and recreation services for the next ten years in the City of Burnside.

Implementation Plan – Actions that can deliver the Strategy.

Implementation Plan Aim: To provide prioritised actions and projects to assist the Sport and Recreation Strategy implementation.

Annual Business Plan Process Projects - Selection, approval and funding of new projects to deliver the Strategy.

Process Aim: Transparent and equitable funding of projects to deliver the Sport and Recreation Strategy.

The following diagram Figure 1 explains the key elements of the framework, the relationship between the elements, the process for consideration of funding including grant funding, how the Council and community input into the decision making processes and at what stage.

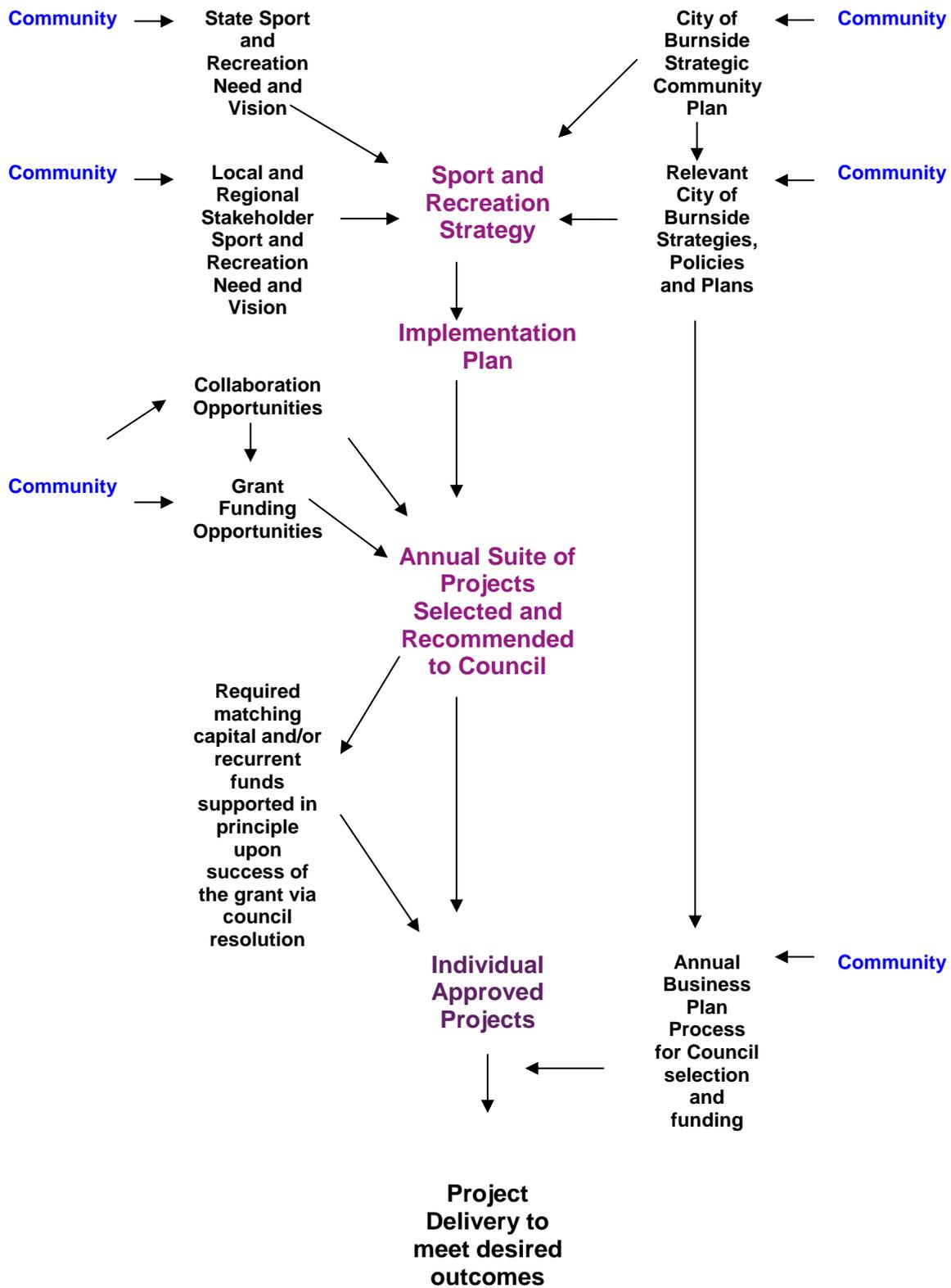


Figure 1 – Key Elements of the Sport and Recreation Strategy Framework

2.6 *Process of Strategy Development*

In order to develop the Strategy the following tasks were undertaken:

- Review of existing policy, reports and plans that have a bearing on recreation and sport provision.
- Review of the major national, state and local recreation and sporting trends that will influence the provision of services across the Council.
- Identification of current and projected demographic trends and profiling to assist in determining gaps and opportunities.
- Determination of the existing provision and utilisation of recreation infrastructure or sites across Council and the community's current and desired activity usage.
- Defined Council's role in relation to the provision and facilitation of recreation and sport and its relationship to and support for other providers.
- Identified the local and regional opportunities and shortcomings in recreation and sport provision.
- Community and stakeholder input regarding current and future gaps and opportunities.

Figure 2 illustrates a summary of the staged approach used in the development of the Strategy.

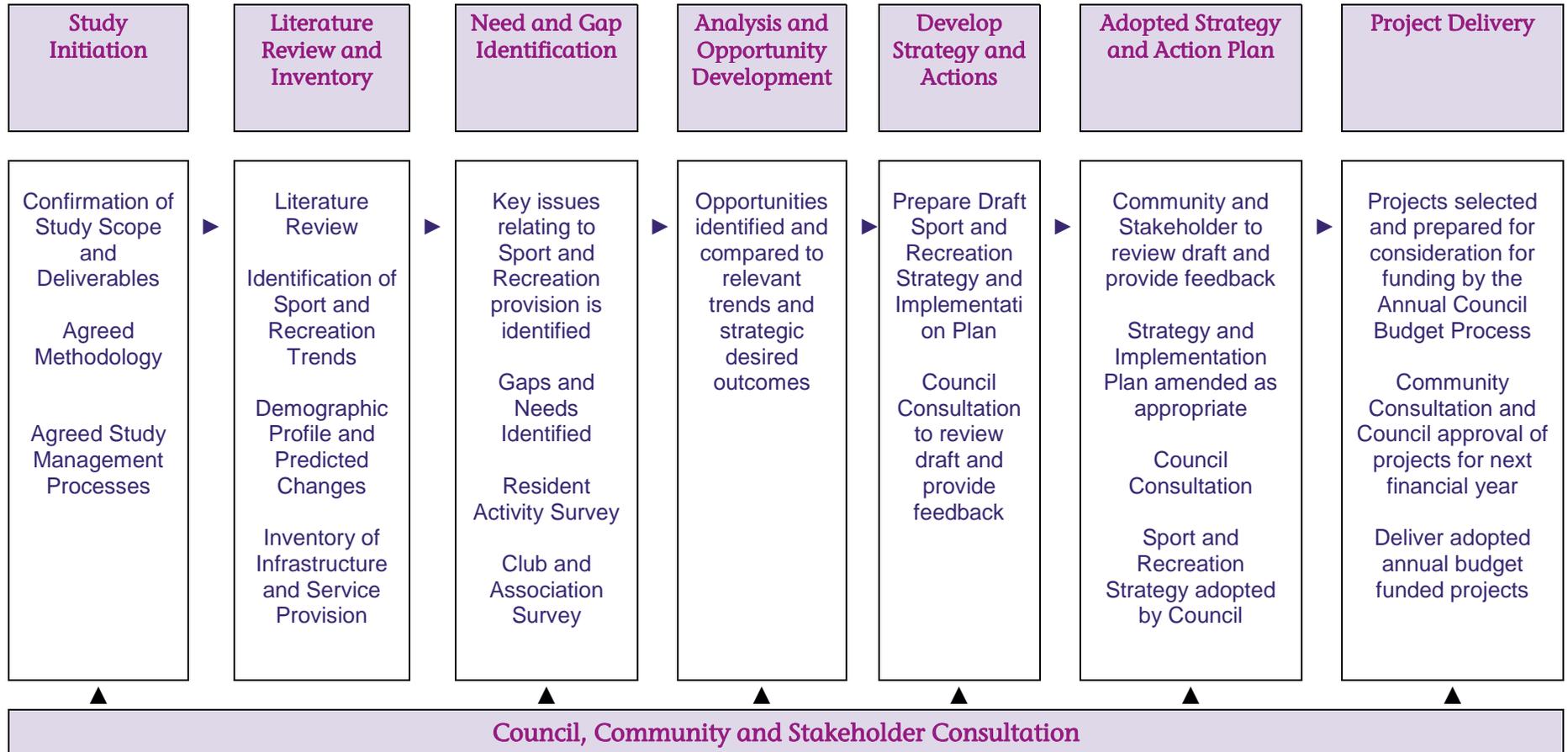
2.7 *Approach to the Situational Analysis*

One of two distinct approaches are generally utilised to undertake an analysis of issues, gaps and opportunities in a strategy development study. One approach is driven by focusing on the location of delivery, typically using site master planning processes, while the other approach is driven by reviewing the activities that could or should happen generally across the deliverable area. The activity approach is not initially guided by site limitations or preconceptions based on historical use, but more influenced by important trends, needs and opportunities.

With the benefits and issues for both approaches in mind, this study used the activity-based approach initially because of its many advantages over using a location only-based approach, in order to determine strategic, long term, city and regional needs, issues and opportunities. Once the possible and preferred activity where considered, challenges and opportunities by site and theme were also considered.

It is also important to note that the Strategy document has been divided into three parts for ease of reading. Part A has the Executive Summary that is intended to be a short standalone Summary of the outcomes of the study. The remainder of Part A has the most important discussion sections and implementation plan. Part B has the key background research that supported the decisions made in Part A, while Part C contains attachments to Part A and Part B.

Figure 2 – Strategy Development and Delivery Framework Methodology



3 Community and Stakeholder Consultation

3.1 Introduction

The City of Burnside is committed to achieving a best practice standard on community consultation issues. The Public Consultation Policy has five levels of consultation and this strategy uses techniques and principles from Levels 2 to 4 to engage, involve and collaborate with the community.

Level 2 – Consult with the Community

This second level of consultation aims to obtain public feedback on analysis, alternatives or decisions of Council. Council asks and listens to the community if they have ideas to make improvements; which options they prefer; or what would happen if a certain decision were made.

Level 3 – Involve the Community

This third level of consultation expands on previous levels, and aims to work directly with the public during the formulation process to ensure that their concerns/ ideas are understood and considered. Council includes the community in planning and implementation; or asks how they would like to proceed before a final decision is made.

Level 4 – Collaborate with the Community

This fourth level of consultation aims to work with stakeholders in each aspect of the decision, including the development of alternatives, the identification of a preferred solution and incorporating comments into the decision process. Council works together with the Community to find solutions, taking into account information that leads to an agreed outcome.

3.2 Consultation Processes

A comprehensive consultation process was established to help provide both ‘consult’, ‘involve’ and ‘collaborate’ levels of consultation with residents, key users, relevant Council staff and other key stakeholders as appropriate. Consultation was designed to ensure that a wide cross-section of people were given an opportunity to provide comments for consideration. Previous relevant community consultations, requests to Council and meeting minutes with key users or interested parties were also used to inform the strategy development.

The following section provides a summary of the consultation that was undertaken to collect the information used to assist identification of the challenges and issues and then to support the development of the recommendations.

3.2.1 Meetings and Interviews

Meetings were held with stakeholders such as the Eastern Region Alliance Members, Elected Members and Council Administration staff to discuss ideas and opportunities for service delivery and the draft Strategy document and its Implementation Plan recommendations.

3.2.2 Club and Association Questionnaires

A questionnaire was developed as per Attachment 3 (Part C) and Attachment 5 (Part C) and sent to all clubs and associations listed in Attachments 4 (Part C) and 6 (Part C) who currently lease or use Council sport or recreation facilities. The intent was to uncover any key issues or ideas that different groups may have and to identify any key challenges that exist or may exist in the future for those clubs and associations.

3.2.3 Resident Activity Survey

To understand the greater sport and recreation needs of the City of Burnside community it is also relevant to first explore existing behaviours. It is important to have a detailed study of what activities the community engages in generally. In order to do this, a community survey using a specifically designed questionnaire was undertaken. The questionnaire was designed to address the study objectives and is included as Attachment 7 (Part C). This work was done in collaboration with Harrison Research, who advised on the questionnaire and approach and undertook the fieldwork and reporting.

The overarching survey design was quantitative to facilitate the reliable measurement of existing recreation and physical activity behaviours within the City of Burnside area, as well as opportunities to increase levels of engagement. The questionnaire was carried out using a computer assisted telephone interviewing technique. A statistically rigorous reflection of all community age groups was obtained using quotas, ensuring sufficient samples for analysis by primary school age, secondary school age and adults (each sample = 200, with a total of n=601). All surveys were conducted between 27 November 2012 and 9 December 2012.

Sport and recreation participation is partially determined by the age of the individual. Therefore the survey was designed to explore sport and recreation needs and behaviours among three key segments: primary school students; secondary school students; and adults. In the event the person in the household who last celebrated a birthday was not an adult, a parent or guardian responded on their behalf. The following sample sizes were achieved for each segment, allowing for statistically robust analysis of responses by demography. As such each segment is reported independently within an average error margin of +/- 6.9 per cent.

The areas of questioning of the Resident Activity Survey explored were:

- Existing participation in sport and recreation in a general sense;
- Existing participation in sport and recreation within the City of Burnside;
- Identification of losses and leakages of participation to areas outside of the City of Burnside;
- General behaviours with respect to physical activities undertaken within the Burnside Council area including location, place, day and time of day;
- Sport and recreation undertaken outside Council area not currently accessible/aware of within City of Burnside area – identifying opportunities; and
- Perceived importance of future sport and recreation activities for future directions.

4 Existing Provision of Facilities

4.1 The City of Burnside

Historically, the parks and sporting grounds of the City of Burnside have a varied and often colourful background. The early development of the City, with its farm and estate composition has both enhanced and restricted the open space network in existence today. Council took an important decision in 1967 when it decided to aim at having 12.5 acres (5ha) of open space per 1000 people of its population. Existing parks covered 354 acres (141.4 ha) for a population of about 35,000 and as such fell nearly 150 acres short of that target and the estimated 625 acres (250ha) which should be found by 1990. As one step towards their goal, Council secured Ministerial approval in 1969 to establish a reserve fund for the purchase of parks with the right to set aside a maximum of \$25,000 to build up to a total maximum of \$250,000. The purchase of 41.8 ha in Chambers Gully and 28 ha of Mt Osmond Heights Reserve has helped Council to meet these aims. Effie Ferguson Estate, comprising another 8 ha, was proclaimed a conservation park in 1976. Tusmore Park was acquired by the Council in stages, first in 1924 and then another 4.8 ha, after other small purchases and a gift to Council. The GV Allen Mine Reserve was laid out as a planned and designed reserve and won a Civic Trust Award in 1974 for its significant contribution to landscaping.

Three other open spaces were given to the Council, namely Kensington Gardens Reserve (16 ha), Hazelwood Park 12.18 (ha) and Beaumont Common 4 (ha). Hazelwood Park was administered by the South Australian Department of Tourism as a pleasure resort in July 1915. After a long discussions with the State Government, Hazelwood Park was then transferred to Council management on the condition that the name be retained and it be developed and maintained to the Minister's satisfaction as a pleasure resort, park and recreation ground and that its natural beauty and character particularly any natural flora and fauna established there, be developed and fostered. The formal Deed of Transfer was made on 2 January 1964 for 12.2 ha of Section 298. Mayor Bolton then worked with residents on the idea to build a swimming pool complex in Hazelwood Park. When initially proposed the idea lacked public support, but after continuing to develop and modify the concept, eventually the Council had success and the resident vote supported the construction of the swimming pool complex in 1963, but to a much less grandiose scale than envisaged by Mayor Bolton.

This historical information indicates that the open space network of the City of Burnside was set very early in Adelaide's development and many of the current parks were gifts or purchases of estates and farm properties as typical of the time. The Hazelwood Park swimming centre story also shows a long, active and vocal interest in the potential and considered development of open space in the City and is an example of how community ideas and needs change over time and how Council needs to continually review and consult with its residents.

The following table Figure 3 highlights the now existing provision of sport and recreation activities available at Council managed sites within the City of Burnside. The table is intended as an overview of where the most popular activities occur and the data has been used to create the activity location map, Figure 4. It does not show non-Council managed activities that occur within the City or the less frequently undertaken activities. Other non-Council providers and facilities were also considered and summarised. This summary is presented in Part B of the Strategy documentation.

Figure 3 – Provision of Common Sport and Recreation Activities in the City of Burnside

<i>Park, Reserve or Location</i>	<i>ID No</i>	<i>Open Space Type</i>	<i>Open Space Hierarchy D=District, R=Regional, L=Local Park</i>	<i>Tennis</i>	<i>Cricket</i>	<i>Rugby</i>	<i>Croquet</i>	<i>Swimming</i>	<i>Baseball</i>	<i>Lawn Bowling</i>	<i>Lacrosse</i>	<i>Athletics</i>	<i>Sport Shooting</i>	<i>Guides or Scouts</i>	<i>Library/Community</i>	<i>Cinema</i>	<i>Art and Craft</i>	<i>Basketball / Netball</i>	<i>Football</i>	<i>Soccer</i>	<i>Play Space</i>	<i>Walking</i>
Civic Centre and Gardens	54	Civic	D												Yes							
Dulwich Community Centre		Civic	D												Yes							
Eastwood Community Centre	73	Civic	D												Yes						Yes	
Allen Mine Reserve	110	Cultural Significance	D																			
Magill Stone Mine Reserve	35	Cultural Significance	D																			Yes
Mine Chimney Reserve	111	Cultural Significance	D																			Yes
Prescott Terrace Plantation	30	Cultural Significance	D																			
Michael Perry Botanic Reserve	70	Cultural Significance, Park	D																			Yes
Waterfall Terrace Reserve	82	Cultural Significance, Park	D																			Yes
Glenside Detention Basin	114	Drainage Reserve	D																			

<i>Park, Reserve or Location</i>	<i>ID No</i>	<i>Open Space Type</i>	<i>Open Space Hierarchy D=District, R=Regional, L=Local Park</i>	<i>Tennis</i>	<i>Cricket</i>	<i>Rugby</i>	<i>Croquet</i>	<i>Swimming</i>	<i>Baseball</i>	<i>Lawn Bowling</i>	<i>Lacrosse</i>	<i>Athletics</i>	<i>Sport Shooting</i>	<i>Guides or Scouts</i>	<i>Library/Community</i>	<i>Cinema</i>	<i>Art and Craft</i>	<i>Basketball / Netball</i>	<i>Football</i>	<i>Soccer</i>	<i>Play Space</i>	<i>Walking</i>
Ferguson Conservation Park	49	National Park	D																			Yes
Alan E Cousin Reserve	71	Natural Area	D																			Yes
Auldana Reserves (North)	10	Natural Area	D																			Yes
Auldana Reserves (South)	24	Natural Area	D																			Yes
Chambers Gully Reserve	98	Natural Area	D										Yes									Yes
Gully Reserve	107	Natural Area	D																			Yes
Ifould Reserve	86	Natural Area	D																			Yes
Themeda Reserve	108	Natural Area	D																			Yes
Willowbridge Reserve	69	Natural Area	D																			Yes
Zig Zag Reserve	113	Natural Area	D																			Yes
Beaumont Common	91	Natural Area, Park	D																			
Dashwood Gully Reserve	97	Not developed	D																			Yes
Linden Gardens Reserve	64	Park	D																			

<i>Park, Reserve or Location</i>	<i>ID No</i>	<i>Open Space Type</i>	<i>Open Space Hierarchy D=District, R=Regional, L=Local Park</i>	<i>Tennis</i>	<i>Cricket</i>	<i>Rugby</i>	<i>Croquet</i>	<i>Swimming</i>	<i>Baseball</i>	<i>Lawn Bowling</i>	<i>Lacrosse</i>	<i>Athletics</i>	<i>Sport Shooting</i>	<i>Guides or Scouts</i>	<i>Library/Community</i>	<i>Cinema</i>	<i>Art and Craft</i>	<i>Basketball / Netball</i>	<i>Football</i>	<i>Soccer</i>	<i>Play Space</i>	<i>Walking</i>
Glenunga Reserve	87	Sports Ground	D		Yes							Yes			Yes				Yes	Yes	Yes	
Burnside Civic Centre		Civic	R												Yes							
Chelsea Theatre		Civic	R													Yes						
Waterfall Gully Reserve	92	Natural Area	R																			Yes
Cleland Conservation Park	101	NPWS	R																			Yes
Mt Osmond Reserve	100	NPWS	R																			Yes
Hazelwood Park	55	Park	R					Yes													Yes	
Kensington Road Lookout	51	Park	R																			Yes
Hubbe Court		Civic	N														Yes					
Alexandra Avenue Plantation	39	Cultural Significance	N																			
Davenport Olive Reserve	93	Cultural Significance	N																			
Magill War Memorial Reserve	3	Cultural Significance	N																			
Wood Park	80	Cultural Significance	N																		Yes	

<i>Park, Reserve or Location</i>	<i>ID No</i>	<i>Open Space Type</i>	<i>Open Space Hierarchy D=District, R=Regional, L=Local Park</i>	<i>Tennis</i>	<i>Cricket</i>	<i>Rugby</i>	<i>Croquet</i>	<i>Swimming</i>	<i>Baseball</i>	<i>Lawn Bowling</i>	<i>Lacrosse</i>	<i>Athletics</i>	<i>Sport Shooting</i>	<i>Guides or Scouts</i>	<i>Library/Community</i>	<i>Cinema</i>	<i>Art and Craft</i>	<i>Basketball / Netball</i>	<i>Football</i>	<i>Soccer</i>	<i>Play Space</i>	<i>Walking</i>
Auldana Drainage Reserve	22	Drainage Reserve	N																			
Wattle Park Reserve	26	Drainage Reserve	N																			
Attunga Gardens	31	Garden	N																			
Danthonia Reserve	112	Natural Area	N																			Yes
Elizabeth Reserve	59	Natural Area	N																			Yes
Heatherbank Reserve	60	Natural Area	N																			Yes
Moorcroft Court Reserve	56	Natural Area	N																			Yes
Young Park	14	Natural Area	N																			
Wheal Gawler Reserve	106	Natural Area, Cultural Significance	N																			Yes
Brock Reserve	96	Natural Area, Park	N																		Yes	Yes
Hubbe Court Reserve	57	Natural Area, Park	N																		Yes	Yes
Philps Reserve	46	Natural Area, Park	N											Yes	Yes							
Simpson Reserve	58	Natural Area, Park	N																			

<i>Park, Reserve or Location</i>	<i>ID No</i>	<i>Open Space Type</i>	<i>Open Space Hierarchy D=District, R=Regional, L=Local Park</i>	<i>Tennis</i>	<i>Cricket</i>	<i>Rugby</i>	<i>Croquet</i>	<i>Swimming</i>	<i>Baseball</i>	<i>Lawn Bowling</i>	<i>Lacrosse</i>	<i>Athletics</i>	<i>Sport Shooting</i>	<i>Guides or Scouts</i>	<i>Library/Community</i>	<i>Cinema</i>	<i>Art and Craft</i>	<i>Basketball / Netball</i>	<i>Football</i>	<i>Soccer</i>	<i>Play Space</i>	<i>Walking</i>
Albert Street Reserve	52	Park	N																		Yes	
Austral Park	77	Park	N																			
Brae Road Reserve	94	Park	N																			
Branson Reserve	37	Park	N																		Yes	
Chapel Street Reserve	4	Park	N																		Yes	
Constable Hyde Memorial Garden	32	Park	N																		Yes	
Effie Ferguson Reserve	40	Park	N																		Yes	
Gurney Road Garden	43	Park	N																		Yes	
J B Ware Reserve		Park	N																		Yes	
Langman Lookout	85	Park	N																			
Main Street Reserve	72	Park	N															Yes			Yes	
Plane Tree Reserve	75	Park	N																			
Ray Cooper Gardens	79	Park	N																			

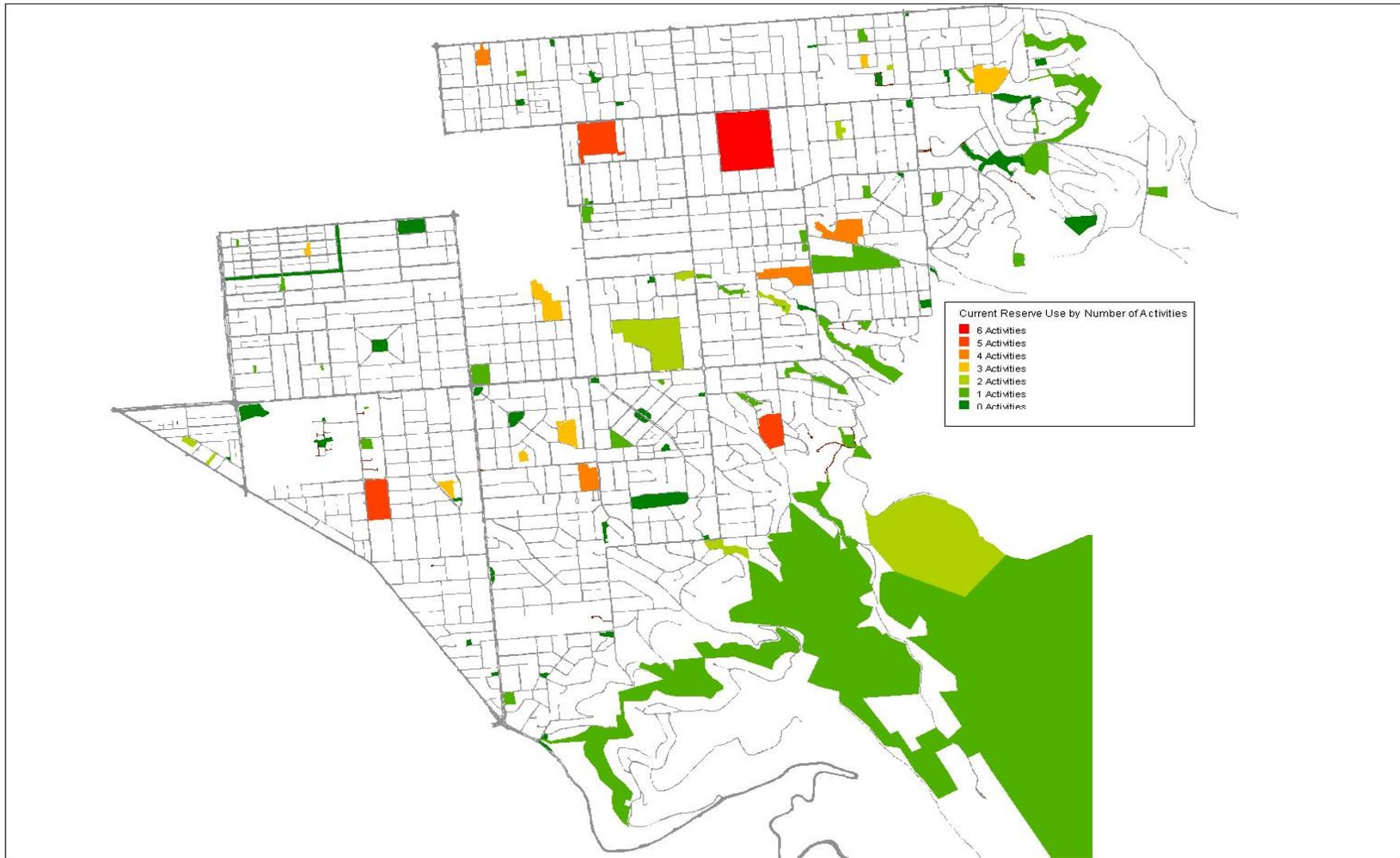
<i>Park, Reserve or Location</i>	<i>ID No</i>	<i>Open Space Type</i>	<i>Open Space Hierarchy D=District, R=Regional, L=Local Park</i>	<i>Tennis</i>	<i>Cricket</i>	<i>Rugby</i>	<i>Croquet</i>	<i>Swimming</i>	<i>Baseball</i>	<i>Lawn Bowling</i>	<i>Lacrosse</i>	<i>Athletics</i>	<i>Sport Shooting</i>	<i>Guides or Scouts</i>	<i>Library/Community</i>	<i>Cinema</i>	<i>Art and Craft</i>	<i>Basketball / Netball</i>	<i>Football</i>	<i>Soccer</i>	<i>Play Space</i>	<i>Walking</i>	
Symons & Symons Reserve	76	Park	N															Yes					
Webb Street Reserve	36	Park	N											Yes	Yes							Yes	
Fergusson Square	53	Park and Garden	N																				
Tregenza Oval	78	Sports Ground	N		Yes	Yes																Yes	
Blue Gums Reserve	61	Drainage Reserve	L																				
Romalo Reserve	15	Drainage Reserve	L																				Yes
Briant Road Reserve	5	Natural Area	L																				
Gilles Road Reserve	102	Natural Area	L																				
Harris Reserve	47	Natural Area	L																				Yes
Wyfield Reserve	42	Natural Area	L																				
Lavers Reserve	38	Natural Area, Park	L																				Yes
Russell Avenue Memorial Reserve	67	Natural Area, Park	L																				
Traminer Reserve	28	Not developed	L																				Yes

<i>Park, Reserve or Location</i>	<i>ID No</i>	<i>Open Space Type</i>	<i>Open Space Hierarchy D=District, R=Regional, L=Local Park</i>	<i>Tennis</i>	<i>Cricket</i>	<i>Rugby</i>	<i>Croquet</i>	<i>Swimming</i>	<i>Baseball</i>	<i>Lawn Bowling</i>	<i>Lacrosse</i>	<i>Athletics</i>	<i>Sport Shooting</i>	<i>Guides or Scouts</i>	<i>Library/Community</i>	<i>Cinema</i>	<i>Art and Craft</i>	<i>Basketball / Netball</i>	<i>Football</i>	<i>Soccer</i>	<i>Play Space</i>	<i>Walking</i>
Verdelho Reserve	27	Not developed	L																			Yes
Ashley Avenue Reserve	99	Park	L																			
Bradman Park	7	Park	L																			
Bushy Park	17	Park	L																			
Caloroga Street Reserve	34	Park	L																			
Chelsea Theatre Garden	25	Park	L																			
Gardiner Reserve	33	Park	L																		Yes	
Glenside Olive Reserve	63	Park	L																			
Glyde Street Reserve	11	Park	L																			
Hewitt Avenue Reserve	29	Park	L																		Yes	
John F Kennedy Memorial Garden	2	Park	L																			
Knightsbridge Reserve	45	Park	L																			
Linden Avenue Reserve	65	Park	L																			
Matilda Street Reserve	74	Park	L																			

<i>Park, Reserve or Location</i>	<i>ID No</i>	<i>Open Space Type</i>	<i>Open Space Hierarchy D=District, R=Regional, L=Local Park</i>	<i>Tennis</i>	<i>Cricket</i>	<i>Rugby</i>	<i>Croquet</i>	<i>Swimming</i>	<i>Baseball</i>	<i>Lawn Bowling</i>	<i>Lacrosse</i>	<i>Athletics</i>	<i>Sport Shooting</i>	<i>Guides or Scouts</i>	<i>Library/Community</i>	<i>Cinema</i>	<i>Art and Craft</i>	<i>Basketball / Netball</i>	<i>Football</i>	<i>Soccer</i>	<i>Play Space</i>	<i>Walking</i>
McKenna Street Reserve	12	Park	L																			
Penfold Wine Reserve	21	Park	L																			
Pepper Street Reserve	9	Park	L														Yes				Yes	
Queens Lane Reserve	103	Park	L																			
Seaford Avenue Reserve	81	Park	L																			
Short Crescent Reserve	95	Park	L																			
Sydney Street Reserve	89	Park	L																			
Warland Reserve	68	Park	L																		Yes	
Woodley Wine Reserve	104	Park	L																			
Bell Yett Reserve	41	Natural Area, Park	D	Yes														Yes			Yes	Yes
Miller Reserve	90	Park	D	Yes						Yes	Yes										Yes	
Penfold Park	16	Park	D	Yes																	Yes	Yes
Tusmore Park	44	Park	D	Yes				Yes													Yes	
Kensington Park Reserve	18	Sports Ground	D	Yes	Yes							Yes			Yes			Yes				

<i>Park, Reserve or Location</i>	<i>ID No</i>	<i>Open Space Type</i>	<i>Open Space Hierarchy D=District, R=Regional, L=Local Park</i>	<i>Tennis</i>	<i>Cricket</i>	<i>Rugby</i>	<i>Croquet</i>	<i>Swimming</i>	<i>Baseball</i>	<i>Lawn Bowling</i>	<i>Lacrosse</i>	<i>Athletics</i>	<i>Sport Shooting</i>	<i>Guides or Scouts</i>	<i>Library/Community</i>	<i>Cinema</i>	<i>Art and Craft</i>	<i>Basketball / Netball</i>	<i>Football</i>	<i>Soccer</i>	<i>Play Space</i>	<i>Walking</i>
Newland Park	48	Sports Ground	D	Yes					Yes									Yes	Yes			
Kensington Gardens Reserve	19	Sports Ground	R	Yes	Yes	Yes				Yes											Yes	Yes
Bennett Reserve	8	Park	N	Yes														Yes			Yes	
Holmes Reserve	20	Park	N	Yes																	Yes	
Lancelot Avenue Reserve	66	Park	N	Yes																		
Langman Reserve	85	Park	N	Yes	Yes													Yes			Yes	Yes
Mellor Reserve	1	Park	N	Yes										Yes				Yes			Yes	
Salop Street Reserve	6	Park	N	Yes																		
Warrego Crescent Reserve	83	Park	N	Yes														Yes			Yes	
Kingsley Avenue Reserve	88	Sports Ground	N	Yes			Yes														Yes	

Figure 4 – Map of Open Space Sites by number of Activities at those Sites



4.2 Site Use by Key Users

Many of the City of Burnside reserves are well maintained passive activity parks, suitable for walking, reading, picnicking, playing in the playground etc. Others have been developed with more active pursuits in mind and the City has many tennis courts for both club and public use, sports ovals and pitches designed for the more commonly played sports. The following section identifies which user group is using which site or facility.

The following reserves have public tennis courts available for casual use.

Tennis Court Provision

<i>Reserve</i>	<i>State of Courts</i>	<i>Number of Courts for Public Use/Hire</i>
Bennett Reserve	Good	1 Tennis
Bell Yett Reserve	Fair	2 Tennis
Glenunga Reserve	Good	6 Tennis
Holmes Reserve	Good	2 Tennis
Kensington Gardens Reserve	Fair	2 Tennis
Kensington Gardens East	Fair	3 Tennis
Kensington Gardens West	Fair	6 Tennis
Kingsley Avenue Reserve	Good	5 Tennis
Langman Reserve	Fair	2 Tennis
Lancelot Reserve	Fair	1 Tennis
Mellor Reserve	Good	2 Tennis
Miller Reserve	Fair	7 Tennis
Newland Park	Good	4 Tennis
Penfold Park	Fair	2 Tennis
Salop Street	Good	2 Tennis
Tusmore Park	Fair	5 Tennis
Warrego Crescent Reserve	Good	3 Tennis, 1 Basketball/Netball

The City has five sites which have tennis courts, bowling greens, croquet greens used by clubs and associations for organised tennis, lawn bowls and croquet. The following courts or greens as listed are used by the named club or association.

Court and Green Users

Miller Reserve

Beaumont Tennis Club (Club room and 7 Tennis courts)

Beaumont Bowling Club (3 Bowling Greens)

Newland Park

Burnside District Hard Court Tennis Club Inc. (Tennis/Netball Clubrooms, 4 Tennis Courts)

Kensington Gardens

Reserve

East Torrens - Kensington Gardens Hard Court Tennis Club Inc. (Tennis Club rooms, 6 Club Tennis Courts, Tennis Courts 7, 8 & 9)

Kensington Gardens Bowling and Tennis Club Inc. (Bowling & Tennis Clubrooms, 8 Tennis and 2 Greens)

Kingsley Avenue Reserve

Glenunga Tennis Club Clubrooms (5 Tennis Courts)

Glenunga Croquet Club (3 Croquet Greens)

Salop St, Beulah Park and Kensington Park Reserve

Pembroke School Inc. (Tennis Courts 1 & 2)

The City has twelve ovals which are used for cricket, football, lacrosse, rugby union and athletics. The following ovals as listed are used by the named club or association.

Oval Users

Langman Reserve Oval

Kensington District Cricket Club
Burnside Primary School (winter football, summer cricket)

Miller Reserve Oval

Burnside Lacrosse Club
Linden Park Primary School

Ford Oval at Kensington Gardens Reserve

Burnside Rugby Union Football Club
Kensington District Cricket Club

Parkinson Oval at Kensington Gardens Reserve

Burnside Rugby Union Football Club
Kensington District Cricket Club
SA Women's Rugby

Col Waite Oval at Kensington Gardens Reserve

Kensington District Cricket Club
Pembroke School
Burnside Rugby Union Football Club
Christian Boys College (via Burnside Rugby Union Football Club)

Burnell Oval at Kensington Gardens Reserve

Kensington District Cricket Club

Tregenza Oval

Old Collegians Rugby Club
Eastern Suburbs Junior Cricket Club
Multicultural Sports Club
SA Women's Rugby
Oz Tag

Glenunga Reserve Oval & Webb Oval

Glenunga Sports and Social Club
Glenunga International High School
Glenunga Football Club
Old Ignatians Soccer Club
Glenunga Cricket Club
Eastern Districts Little Athletic Club

Bill Cooper Oval & Lower Playing Field at Newland Park

Kensington Baseball Club
Burnside Primary School Junior Football

Kensington Park Reserve Oval

Pembroke School Inc.

5 Analysis of Key Issues, Needs and Gaps

Several drivers of demand for sport and recreation facilities in the City of Burnside have informed the analysis process. These include:

- The current and predicted population growth across the City and neighbouring Councils;
- The demographic profile and higher proportions of Australian born residents as key characteristics of current and future communities;
- Industry trends and average participation rates of SA residents in selected sporting activities as tools to predict future participation levels;
- Community aspiration and industry benchmarks for the provision of selected facilities; and
- The current number, distribution and condition of existing facilities and their capacity to absorb increased demand.

The following principles were used to assess the appropriateness of various options and scenarios considered during the sports and recreation needs analysis process:

- Provide a diverse range of accessible open space settings and active and passive recreation facilities, services and opportunities;
- Provide safe and supportive environments for participants;
- Promote and support opportunities for multi-use and shared usage opportunities in order to maximise participation;
- Provide an equitable provision of facilities having due regard to age, gender, skill level, cultural background and ability;
- Promote design excellence and flexibility to enhance sites and permit adaptation to possible long term changes in community needs;
- Implement an effective and planned approach for the delivery and maintenance of fit for purpose sport and recreation facilities and services;
- Encourage and facilitate community participation in sport and recreation activities in recognition of the health, well-being and social benefits that they provide; and
- Adopt a collaborative approach to working with the community, government agencies and the private sector to form appropriate partnerships that facilitate the provision of sport and recreation facilities and services for the Burnside community.

5.1 Gaps in Provision

A situational analysis of current supply and demand for sport and recreation activity based services is vital to assist the identification of gaps in service provision in the City of Burnside.

The following table Figure 5 reviews each of the most popular and important activities for Burnside, its current provision and usage, demands, where the activity is viewed by the community as being a future direction for Council and any other service gaps identified for each activity.

Figure 5 – Gaps in Provision and Issues by Activity

<i>Activity</i>	<i>Current Council Provision Locations</i>	<i>Demand Comments and or noted as a Future Direction Priority</i>	<i>Gap Identified</i>
<i>Aerobics/ fitness/ gym/ weight training</i>	<p>Casual use of parks, reserves, local streets</p> <p>No formal Council indoor gym facility for unorganised public use</p> <p>Some community fitness classes</p> <p>Personal trainers use parks</p>	<ul style="list-style-type: none"> • 10 per cent of adults surveyed highlighted this activity as a possible future direction for the Council to consider. • Participation in fitness and weight training has increased substantially. • This is a growing activity. • Many younger people and women participate. • Commercial gyms and fitness providers provide service mostly at commercial venues. • Parks, footpaths and trails provide places for fitness activities but not always lighted at night or safe for running or cycling. • Recent increase use of parks by personal trainers for group and individual training sessions. 	<p>Yes, perceived gap by secondary students and adults.</p> <p>This activity is increasing in demand by users of all ages for opportunities.</p>

<i>Art and Craft</i>	Pepper Street, Hubbe Court, Community Centres and parks.	<ul style="list-style-type: none"> • Mostly undertaken at home, Pepper Street or in the Community Centres or parks. 	No gap perceived gap.
<i>Athletics</i>	Basic facilities at Glenunga Reserve	<ul style="list-style-type: none"> • 13 per cent of secondary school students surveyed highlighted this activity as a possible future direction for the Council to consider. 	No perceived gap if Glenunga Reserve facilities are maintained and suitable.
<i>Australian Rules Football</i>	Glenunga Reserve Langman Reserve used in winter. Lower Field Newland Park for Junior football	<ul style="list-style-type: none"> • Lack of available open space inhibits the Council from increasing the number of football ovals in the City. • School provision is important to meet any increase in demand. • 14 per cent of primary school students surveyed highlighted this activity as a possible future direction for the Council to consider. • 16 per cent of secondary school students surveyed highlighted this activity as a possible future direction for the Council to consider. • Generally participation in football has increased and is strong. 	Yes, perceived by secondary students. Important to retain at Glenunga Reserve and assist school to fill perceived gap.
<i>Baseball</i>	1 formal playing diamond Bill Cooper Oval at Newland Park and some use of the Lower Playing Field at Newland Park	<ul style="list-style-type: none"> • Club is sustainable and doing well. • Issue with balls going over fence into neighbours at current site. 	No perceived gaps in provision but site issues need to be addressed.
<i>Basketball</i>	Basketball rings and backboards at:	<ul style="list-style-type: none"> • 15 per cent of primary school students surveyed highlighted this activity as a possible future 	Yes, perceived gap by primary and secondary students.

	Bell Yett Reserve (1), Bennett Reserve (1 ring and full court), Langman Reserve (1), Main Street Reserve (1), Mellor Reserve (2), Newland Park (1), Symons and Symons Reserve (1), Warrego Crescent Reserve (2).	<p>direction for the Council to consider.</p> <ul style="list-style-type: none"> • 18 per cent of secondary school students surveyed highlighted this activity as a possible future direction for the Council to consider. • Participation has decreased slightly in basketball nationally. • Significant open space and funding is required to provide a purpose built facility. Council does not current possess a suitable site. 	<p>Survey and consultation for Glenunga Reserve remodelling did not reveal any community desire for an indoor facility for basketball or fitness.</p> <p>Demand is being catered for by local secondary schools.</p>
<i>BMX</i>	Some Hills Face Zone tracks are utilised.	<ul style="list-style-type: none"> • Primary focus for children. 	Yes, perceived need for more off road trails.
<i>Community and Volunteering</i>	Numerous programs.	<ul style="list-style-type: none"> • Activity Survey showed an increased desire to undertake volunteering activities. 	Yes, perceived gap by adults.
<i>Computer</i>	Burnside Civic Centre Library.	<ul style="list-style-type: none"> • Mostly undertaken at home or in the Civic Centre Library. 	No gap perceived.
<i>Cricket</i>	6 turf pitches, 2 hard pitches. Ford Oval, Parkinson Oval,	<ul style="list-style-type: none"> • High proportion of turf cricket pitches for size of population, but they are maintained by the leasing Club not Council. • Elite level cricket is played at Kensington Gardens Reserve. • Many neighbouring schools have well 	<p>School provision and current Council oval site provision are meeting current demands.</p> <p>Need to monitor supply and demand in future, especially if schools reduce provision.</p>

	<p>Col Waite Oval, Burnell Oval, Kensington Gardens Reserve, Langman Reserve Oval, Lower Field Newland Park, Glenunga Reserve.</p>	<p>maintained turf pitches and practice net facilities.</p> <ul style="list-style-type: none"> • 14 per cent of primary school students and 12 per cent of secondary school students surveyed highlighted this activity as a possible future direction for the Council to consider. • 10 per cent of adults surveyed highlighted this activity as a possible future direction for the Council to consider. • Participation has increased nationally in cricket. 	
<i>Croquet</i>	<p>One club with three greens at Kingsley Avenue Reserve.</p>	<ul style="list-style-type: none"> • Good provision of croquet facilities for the present demand. • A sport gaining popularity at present and so it is anticipated that participation levels may increase over the next five years. • 13 per cent of primary school students surveyed highlighted this activity as a possible future direction for the Council to consider. • 15 per cent of secondary school students surveyed highlighted this activity as a possible future direction for the Council to consider. 	<p>Perceived gap by secondary students.</p> <p>If interest in the sport continues to increase there will be a shortage of facilities.</p>
<i>Cycling</i>	<p>Local streets, pathways in parks. No formal indoor provision.</p>	<ul style="list-style-type: none"> • 31 per cent of primary school students surveyed highlighted this activity as a possible future direction for the Council to consider. • 18 per cent of secondary school students surveyed highlighted this activity as a possible future direction for the Council to consider. 	<p>Yes, community would like more opportunities to safely ride bicycles. This is especially evident with the primary schoolers.</p>

<p><i>Dog Walking, Dog Parks</i></p>	<p>One temporary dog park at Conyngham Street Reserve.</p> <p>This site may be decommissioned at some time in the next five years.</p>	<ul style="list-style-type: none"> • A temporary, very basic “all size dog” fenced dog park was created at the Conyngham Street Reserve. • If this land is not available for its current use which is anticipated to occur within the next five years, alternative sites will be required to meet the demand. • Dog registration numbers have been mapped against suburbs in Burnside. These patterns of dog densities have then been reviewed to help determine which parks in the City could be ideally located for a dog park. 	<p>Residents have provided Council with petitions for dog parks and requests via survey for more formalised and fenced dog walking and exercise facilities.</p> <p>If there is decommissioning of Conyngham Street there will be a gap in provision and a need to investigate other suitable sites.</p>
<p><i>Gardening</i></p>	<p>Formal provision through Council Community Gardens (ie Chapel Street Community Garden) and volunteer programs.</p>	<ul style="list-style-type: none"> • Community Gardens are increasing in popularity. • Council is currently meeting the demand for requests for new community gardens. 	<p>No gap perceived, although there are enquires about starting a community garden and joining existing community gardens</p>
<p><i>Golf</i></p>	<p>No provision by Council.</p> <p>Mt Osmond Golf Course is accessible to residents but is a private course requiring membership.</p> <p>The North Adelaide Public Golf Course is also accessible.</p>	<ul style="list-style-type: none"> • The Mt Osmond Golf Course is ideally located to meet the current demand. • Players keen to experience different courses such as links courses or international competition standard courses will go courses of their choice elsewhere. 	<p>Perceived gap by adults.</p>
<p><i>Hockey</i></p>	<p>No formal Council provision.</p>	<ul style="list-style-type: none"> • Hockey was an established sport in the City, having developed as independent women’s and men’s clubs based at Ford Oval, Kensington Gardens Reserve. The very successful Burnside 	<p>No gap perceived by the community generally, although there have been a loss of the sport at public facilities in recent</p>

		<p>Hockey Club after the amalgamation of the two clubs was lost to the Council area as a result of the clubroom being demolished due to deterioration issues.</p> <ul style="list-style-type: none"> • The Club have approached Council requesting a new site within the City of Burnside. A City of Burnside Hockey Feasibility Study was commissioned in 2010 and undertaken by Treadwell Management. • Ten possible sites were considered by the Study with three identified as having further potential for investigation, namely Kensington Gardens Reserve, Miller Reserve and Seymour Girls School, Glen Osmond. • The Burnside Hockey Club currently uses the State Hockey Centre at Gepps Cross. • Investigations and subsequent Council reports have been presented and considered to find a suitable site, but as yet no site meets the needs of all stakeholders. 	<p>years.</p> <p>Schools and other Councils are providing sites for the sport currently.</p> <p>The City of Burnside Hockey Feasibility Study 2010 found that the eastern suburbs of Adelaide do not have adequate access to a hybrid synthetic hockey facility.</p>
<i>Lacrosse</i>	One field at Miller Reserve.	<ul style="list-style-type: none"> • Continue current provision. • Lacrosse Club would consider relocating if suitable facilities could be found. 	No gap perceived.
<i>Lawn Bowls</i>	Three clubs on six greens.	<ul style="list-style-type: none"> • Good provision of lawn bowls facilities. • Bowling greens are costly to construct and maintain and the participation in the sport is generally decreasing. 	<p>No gap perceived.</p> <p>A review of facilities should occur within the next five years and sooner if the sustainability of a club becomes an issue.</p>

<i>Mountain Bike Riding</i>	Some Hills Face Zone tracks are utilised.	<ul style="list-style-type: none"> • Varying age groups, with increasing number of adults 	Yes, perceived need for more off road trails.
<i>Netball</i>	No formal provision. Practice hoops are provided on many public tennis courts.	<ul style="list-style-type: none"> • Both primary and secondary schoolers wanted more public facilities. • 14 per cent of primary school students surveyed highlighted this activity as a possible future direction for the Council to consider. • 15 per cent of secondary school students surveyed highlighted this activity as a possible future direction for the Council to consider. • Participation has decreased slightly in netball nationally. 	<p>Yes, there is a gap perceived by primary and secondary school children.</p> <p>Other than additional practice rings on tennis courts, space is limited for new courts. Possible conversation of excess tennis courts.</p> <p>Competition play is provided by local schools and other providers.</p>
<i>Picnic Areas</i>	49 areas, 16 barbeques.	<ul style="list-style-type: none"> • Quite a high provision of picnic areas and barbeques, but this is supported by community requests for passive recreation opportunities. • Provision for open space is low or absent in St Georges, Glen Osmond and Dulwich suburbs. 	No gap perceived, other than in the St Georges, Glen Osmond and Dulwich suburbs.
<i>Play Spaces</i>	35 play spaces.	<ul style="list-style-type: none"> • Relatively high provision of play spaces for the population size of the City. • Most play spaces suitable for ages under 6 year olds. • Gap in provision for older children/young adults. • Requests for more opportunities for naturalistic play spaces. • As per Resolution C8760, play spaces were 	Gaps in the provision of facilities for older children and young adults and for more natural opportunistic play spaces.

		<p>categorised for suitable age group use.</p> <ul style="list-style-type: none"> • 26 per cent of primary school students surveyed highlighted this activity as a possible future direction for the Council to consider. • 11 per cent of secondary school students surveyed highlighted this activity as a possible future direction for the Council to consider. • 12 per cent of adults surveyed highlighted this activity as a possible future direction for the Council to consider. 	
<i>Reading</i>	Burnside Civic Centre Library and parks.	<ul style="list-style-type: none"> • Mostly undertaken at home or in the Civic Centre Library or parks. 	No perceived gap.
<i>Rugby</i>	Three fields at Kensington Gardens Reserve located on Ford, Parkinson and Col Waite Oval and one field at Tregenza Oval.	<ul style="list-style-type: none"> • Clubs are stable and utilising their sites. 	No gap perceived.
<i>Shooting</i>		<ul style="list-style-type: none"> • Clubs are sustainable and well sited, but looking for suitable new members. 	No gap perceived.
<i>Skateboarding and Scooter</i>	<p>No provision.</p> <p>City of Unley has a skate park which would service the south western end of the City. Discussions have been had to support the further development of the skate park at Ridge Park.</p>	<ul style="list-style-type: none"> • Needs exploring further as there are no obvious, purpose built facilities for older children/young adults, including for this type of activity. • 11 per cent of primary school students surveyed highlighted this activity as a possible future direction for the Council to consider. • Skateboarding as an activity is generally still strong and riding a scooter is potentially a key 	<p>Yes, a gap is perceived by primary school children for facilities for skateboarding and scootering.</p> <p>There are no facilities for older children that allow for extended play space activity.</p>

			activity that will increase the demand for hard surfaces.
<i>Soccer</i>	One pitch at Glenunga Reserve.	<ul style="list-style-type: none"> • There is a relatively low provision of soccer facilities. • Generally participation in soccer has increased and is strong. • There is a limited amount of open space suitable for additional soccer pitches in the City. • Soccer is a growth sport and does need consideration for growth in the City, albeit limited due to the generally older demographic of the City. 	<p>Yes, there is a perceived gap by both primary and secondary schoolers.</p> <p>Currently schools are meeting the demand for competitive soccer, but consideration should be given to increasing public soccer practice areas when possible.</p>
<i>Softball</i>	No formal provision.	<ul style="list-style-type: none"> • Currently there is not a high demand for public softball facilities and this is not expected to change. 	<p>No gap perceived.</p> <p>Schools are meeting current demand.</p>
<i>Swimming</i>	Burnside Swimming Centre at Hazelwood Park and Tusmore Park Wading Pool.	<ul style="list-style-type: none"> • Swimming was a primary focus from the Activity Survey with all segments having high participation rates mostly at the Hazelwood Park and Tusmore Park facilities or private pools, but also facilities outside of the Council area as well. • All segments supported fostering and developing opportunities for swimming. This is good support for the redevelopment of the Hazelwood Park Swimming Centre. • 36 per cent of primary school students surveyed highlighted this activity as a possible future direction for the Council to consider. 	<p>Yes, a gap is perceived by all segments and they would all like more opportunities in the City.</p> <p>The redevelopment of Hazelwood Park Swimming Centre can help to address this gap.</p> <p>The lack of access to the facility all year round, results in users having to use other facilities for swimming.</p>

		<ul style="list-style-type: none"> • 29 per cent of secondary school students surveyed highlighted this activity as a possible future direction for the Council to consider. • 28 per cent of adults surveyed highlighted this activity as a possible future direction for the Council to consider. 	
<i>Tennis</i>	<p>11 Club courts and 41 Community courts.</p> <ul style="list-style-type: none"> • Bennett Reserve (2), • Bell Yett Reserve (2), • Glenunga High (6), • Holmes Reserve (2) • Kensington Gardens (11), • Kingsley Reserve (5), • Langman Reserve (2), • Miller Reserve (7), • Lancelot Avenue Reserve (1) • Mellor Reserve (2), • Newland Reserve (4), • Penfold Park (2), • Salop Street Reserve (2), • Tusmore Park (5), • Warrego Crescent Reserve (3). 	<ul style="list-style-type: none"> • There is a high provision of tennis courts in the City, both private, public and club courts. • Potential demand based on national participation would be approximately 19 tennis courts. The City of Burnside has 52 tennis courts with three tennis clubs. • All segments supported tennis as a focus to foster and develop. • 26 per cent of primary school students surveyed highlighted this activity as a possible future direction for the Council to consider. • 30 per cent of secondary school students surveyed highlighted this activity as a possible future direction for the Council to consider. • 24 per cent of adults surveyed highlighted this activity as a possible future direction for the Council to consider. • Tennis remains a key activity, even though participation nationally has decreased slightly. Participation can be related to the success of Australian players in the international competition circuit. • Rated highest for future directions for secondary 	<p>Yes, gap perceived. All segments would like more, despite national supply figures suggesting that the City has an oversupply of tennis courts.</p> <p>Some courts need considerable repair work and could be considered for removal or other sympathetic uses.</p> <p>There is possibly a perception that the public courts are not available for use.</p>

schoolers and fourth highest for primary and third highest for adults.

- Consideration should be given to maintaining courts to a hierarchy system, so to minimise cost and maximise usage.

Walking and Trails

- Low provision of linear pathways.
- Good provision of pathways in parks.
- Trails are established but there great potential for more trails through the Hills Face Zone, through the City using some key parks as linkages and linkages to other neighbouring Councils' trails.
- Shared use paths in the Hills Face Zone are also problematic for both cyclists and walkers and a study is required to extend and differentiate paths for different users.
- Participation in casual activities such as running and fitness has increased substantially.
- 13 per cent of primary school students surveyed highlighted this activity as a possible future direction for the Council to consider.
- 12 per cent of secondary school students surveyed highlighted this activity as a possible future direction for the Council to consider.
- 28 per cent of adults surveyed highlighted this activity as a possible future direction for the Council to consider.

Adults perceive a gap and would like more walking trails. One of the key activity requests from the Activity Survey.

Cyclists would also like more shared use paths and trails.

Trails in the City require a holistic study to extend, connect and differentiate paths for different users and skill levels.

6 Analysis of Potential Opportunities

6.1 Opportunities by Key Activity

Utilising the situation analysis, demographics and results from surveys and questionnaires the following opportunities and recommendations have been created to address perceived gaps and challenges as identified by activity.

The following table Figure 6 reviews each selected activity and suggests opportunities for addressing the gaps or challenges.

Figure 6 – Opportunities Identified and Recommendations for Consideration by Activity

<i>Activity</i>	<i>Recommendations</i>
<i>Aerobics , fitness, gym and weights training</i>	<ul style="list-style-type: none">• Facilitate and support private commercial health and fitness service providers in the Burnside regional area.• An audit of businesses and personal trainers operating out of parks should be undertaken with the business operator details (only those business with accredited and qualified staff) being available on the City of Burnside website.• Encourage appropriate use by permit only of appropriate parks for approved activities by qualified personal trainers delivering appropriate fitness classes.• Adult play ‘fitness’ equipment should be investigated with the community, with consideration of appropriate installed equipment in the regional and district parks, such as Hazelwood Park, Kensington Gardens, Kensington Park, Glenunga Reserve and Tusmore Park.• Running/walking tracks should be considered for the larger parks where a perimeter track can be created for safe walking, child bike riding, pusher walking etc. Parks such as Glenunga Reserve and Kensington Gardens Reserve should be considered.• Consider/ continue to support providing aqua aerobics classes from the Swimming Centre.• Schools should be encouraged to foster secondary school ‘fitness’ rooms for student to be able to access during

	<p>lunch breaks and after hours with supervision as appropriate.</p> <ul style="list-style-type: none"> • Fitness play equipment could be encouraged to be installed in school grounds as appropriate.
<i>Australian Rules Football</i>	<ul style="list-style-type: none"> • Continue with the current provision. Burnside does not have an elite level or SANFL football team or oval and is not likely to have demand for one in the next ten years with the current demographic. • Continue to provide a football oval at Glenunga Reserve. • Support schools to utilise their sports ovals for training and match play for school aged residents.
<i>Art and Craft</i>	<ul style="list-style-type: none"> • Continue to promote programs at locations such as Pepper Street and the community centres. • These sites need to continue to be able to provide targeted programs for school students and older resident interests. • Consider future viability of the neighbouring community centres such as Eastwood and in particular the future of Dulwich Community Centre in the light of the new multipurpose community facility to be constructed at Glenunga Reserve.
<i>Athletics</i>	<ul style="list-style-type: none"> • Continue the current provision as part of the redevelopment of Glenunga Hub. Consider site and use aspects to position athletics areas suitably on the site.
<i>Baseball</i>	<ul style="list-style-type: none"> • Continue current provision. • Alternative sites for relocating the baseball diamond have been considered. Any alternative site has similar issues and would not warrant relocation of the Club from its existing site. • Modifications to the facilities need to be considered for a more permanent and longer term solution, including a fencing arrangement at Newland Reserve to prevent balls from going across the road and into neighbour's yards.
<i>Basketball</i>	<ul style="list-style-type: none"> • Continue to provide additional basketball hoops and backboards at tennis courts where possible. • Consider any future surplus tennis court site for conversion to full basketball courts. • Consider installation of basketball hoops and backboards and line markings in areas already asphalted i.e. in low use car parks as exemplified at Bell Yett Reserve.
<i>BMX</i>	<ul style="list-style-type: none"> • Work with ERA Recreation Group to facilitate and develop a regional trails network which has shared use paths as a priority. • Encourage use of Apex Park, BMX facilities in City of Mitcham.

Community and Volunteering

- Advocate for organisations that need more volunteers for their organisations.
- Provide innovative and satisfying volunteering opportunities in Council.
- Ensure the management of volunteers is undertaken in a professional manner.

Computer

- Foster and support community use of the Burnside Civic Centre community facilities.
- Foster and support community use of the Burnside Library facilities.
- Investigate further 'computing' internet based opportunities to encourage school aged and older resident's involvement and learning.

Cricket

- Maintain the existing cricket facilities.
- Provide a cricket oval at Glenunga Reserve.
- Consider the water use efficiency of the ovals and when turf is required to be replaced, possible drainage and recycling opportunities.
- Encourage and support the elite level cricket at Kensington Gardens Reserve and identify this site as a regionally important facility for cricket in the eastern region.
- Consider the addition of practice nets at appropriate active reserves.

Croquet

- Continue current provision.
- Investigate the new popularity and monitor future provision.
- If new greens are required in future, consider converting under-utilised lawn bowl greens or other appropriate open space areas.

Dog Parks

- Investigate the provision of entry level dog parks (basic fenced double gated area, water, shelter, variable natural surfaces, dog waste disposal bags etc.) at the following locations: Effie Ferguson Reserve, and Langman Reserve and jointly with City of Unley at Ridge Park.
- Inform residents of the closure of the Congynham Street Dog Park and of the next nearest fenced park areas and off leash parks if notice is provided to Council.

Dog Walking

- Continue to provide safe dog walking opportunities in local streets and parks.
- Ensure enough 'dog litter disposal bags' are provided at appropriate locations in parks and around the City.

- Advocate for good dog management and ownership responsibilities, using brochures and on the City of Burnside website.
- Consider and where appropriate and possible, implement the recommendations of the City of Burnside Animal Management Plan.

Gardening

- Promote and advocate for innovative gardening ideas such as: roof top gardens, sustainable verges, sustainable turf, vegetable gardens, water wise gardening, composting and recycling.
- Continue to support public community garden development.
- Promote programs such as the Open Garden Scheme.
- Develop programs that could be delivered by the HACCC program that support older residents maintain their gardens and stay in their homes longer.
- Support and advocate for private land community gardens.

Golf

- Advocate for and promote as appropriate the Mt Osmond Golf Course, via the City of Burnside website and any other suitable mechanism as appropriate.

Hockey

- Alternative sites for locating hockey have been considered previously. All possible sites have issues of limited size, off street parking, residential impact etc.
- Continue to promote opportunities for hockey at regional or school facilities.
- Continue negotiations with Uni SA and City of Campbelltown for possible site for regional facility establishment.
- Together with the City of Unley, negotiate with the Adelaide City Council re Victoria Park master plan and possible hockey pitch sightings.

Lacrosse

- Continue current provision.

Lawn Bowls

- No new facilities required.
- Investigate the utilisation at all clubs and how sustainable the clubs are reviewing their business models and potential market.
- Consider possibility of a future amalgamated sporting association, possibly based at an upgraded multiuse facility at Kensington Gardens.

<i>Mountain Bike Riding</i>	<ul style="list-style-type: none"> • Consider shared use and bike only trails as part of the development of the Trails Strategy. • Work with ERA Recreation Group and SAMB A to facilitate and develop a regional trails network which has shared use paths as a priority.
<i>Netball</i>	<ul style="list-style-type: none"> • Promote opportunities for netball at regional or school facilities. • Consider more provision of practice rings in appropriate parks on tennis courts. • Consider the conversion of surplus tennis courts for multi-use facilities including netball courts.
<i>Picnic areas</i>	<ul style="list-style-type: none"> • Continue current provision and service standard. • When undertaking park upgrades or asset replacements, investigate opportunities to provide additional or better spaces for quiet passive recreation opportunities especially for older residents and others for family gatherings. • Continue to look for opportunities to purchase open space in St Georges and Dulwich areas.
<i>Play spaces and Parks</i>	<ul style="list-style-type: none"> • Increase the number of play spaces suitable for residents aged six years and older. • More seating for carer watching required. • More shade sails over play spaces required. • Some play spaces may benefit from safety fences around them. • Provide more seating between parks to permit walking by less able bodied people between parks.
<i>Reading</i>	<ul style="list-style-type: none"> • Ensure the Library has the resources to meet the needs of the community. • Continue with theme days to attract more clients to the Library.
<i>Riding a Bike</i>	<ul style="list-style-type: none"> • Enact the Bicycle Strategy to provide for safer and more enjoyable cycling experience in City of Burnside. • Provide more bicycle ways for younger residents to safely learn how to ride their bikes within parks.
<i>Rugby</i>	<ul style="list-style-type: none"> • Continue current provision.
<i>Shooting</i>	<ul style="list-style-type: none"> • Continue current provision.
<i>Skateboarding and Scooter</i>	<ul style="list-style-type: none"> • Investigate the provision of entry level skate parks (basic jumps and rails, water, shelter, variable natural surfaces, passive surveillance, near transport) at Penfold Park and the Glenside Redevelopment Site. • Promote usage of Ridge Park in the City of Unley, especially if upgraded and also usage of Darley Road facility in

the City of Campbelltown.

Soccer

- Promote opportunities for soccer at regional or school facilities.
- Consider more provision of practice nets i.e. (two posts and back stop walls) in appropriate parks.
- Consider opportunities for additional soccer pitch sites within the City, especially kick about spaces as well as full pitches.
- Consider Langman Reserve and Bell Yett Reserve for more formal fields for soccer if onsite parking issues can be resolved.
- Consider Bell Yett Reserve for informal kick about field for younger children if formal fields are not possible.
- Consider development of soccer fields at lower playing field of Newland Park Reserve.

Softball

- Promote opportunities for softball at regional or school facilities.

Swimming

- Upgrade of the swimming centre should be a priority for Council and it should be done to meet the needs of the community as this facility is used by all age groups and has more potential users if the upgrades are done well.
- Continue to maintain Tusmore Wading Pool, but review the ability to provide a safe facility and possible alternatives that would be more cost and maintenance effective but still meet the existing public demand.
- Model the costs/benefits of having the swimming centre open for longer hours during the day and through the year to permit increased access to the pool.
- Consider timing of School vacation swimming classes so as to permit as much public access to the swimming centre pool as possible through the busy times.
- Consider working with schools which have pools to provide public access to formal swimming classes during the school holiday Christmas break.
- As part of the swimming centre redevelopment investigate opportunities to provide sustainable technologies to power the facility.
- Consideration must be given to the funding of any upgrade to swimming based facilities, and in particular to ability of the community to pay the increased recurrent cost if one is incurred.

Tennis

- Current apparent demand would suggest not reducing significantly the provision of the tennis courts in the City despite tennis not being as popular as it has been in the past. Site inspections found all courts being used at time of site visits.

- Undertake a review of usage of the public courts via site survey and user counters to ascertain actual usage and make recommendation for a service level hierarchy for court maintenance so that club and well used public courts have the highest service level and lesser used courts have a lower level of service provision but ensure there is equity of provision of service across the City still.
- Survey to initially focus on Langman Reserve, Bell Yett Reserve and Lancelot Reserve courts with a view to removing or reusing the courts. Master planning of Langman and Bell Yett Reserves should be considered first.
- Improve public knowledge of tennis court sites to promote increased usage.
- Encourage clubs to utilise the resources of Tennis SA to support their continued sustainability.
- Consider future use of Lancelot Reserve Courts. Possibly more youth orientated with basketball/netball, informal youth facilities.
- Consider possibility of future amalgamated sporting association, possibly based at an upgraded multiuse facility at Kensington Gardens.

Walking and Trails

- The location and quality of paths in many parks requires review.
- Develop a Trails Strategy that clearly maps and defines the management of: walking; cycling; and shared use trails. Focus the trails on the Hills Face Zone (especially Auldana and Mt Osmond Areas), linkages via parks and streets along the two main watercourses in the City, and linkages sites of interest (parks and places) with continued connections to neighbouring Councils' trails.
- Regional planning is required to connect trails to make a comprehensive network.
- Consider mechanisms such as compulsory easement acquisition for the possible second creek linear park walk trails to provide a linear trail of importance and improve second creek vegetation and stormwater management.
- Work with ERA Recreation Group to facilitate and develop a regional trails network.
- Investigate and provide further opportunities within larger parks for running/walking tracks as part of redevelopments.
- Consistent signage and trail markings need to be used across the network.
- Communicate to the community suitable routes and park locations for walking and jogging.
- Use the Pedestrian Strategy, which clearly shows safe and accessible walking routes and sites for the community, with points of interest and suitable facilities on route.

6.2 Opportunities by Site

Utilising the situation analysis, demographics and results from surveys and questionnaires the following opportunities and recommendations have been created to address perceived gaps and challenges as identified by site.

The following table, Figure 7, reviews each selected site and suggests opportunities for addressing the gaps or challenges.

Figure 7 – Opportunities Identified and Recommendations for Consideration by Site

<i>Park ID No.</i>	<i>Reserve</i>	<i>Open Space Type</i>	<i>Hierarchy</i>	<i>Opportunities</i>	<i>Needs Master Plan</i>	<i>Trails Strategy</i>	<i>Consult on Dog Park</i>	<i>Consult on Skate Park</i>	<i>Consider future revised use or sale</i>
41	Bell Yett Reserve	Park, Natural Area	District	Need site Master Plan. Consider removal or reuse of tennis courts.	Yes				
87	Glenunga Reserve	Sports Ground	District	Undergoing Master Planning and Consultation.	Yes				
18	Kensington Park Reserve	Park, Sports Ground	District	Needs Site Master Plan.	Yes				
90	Miller Reserve	Park	District	Needs Site Master Plan.	Yes				
48	Newland Park	Sports Ground	District	Need Site Master Plan.	Yes				
16	Penfold Park	Park	District	Needs Site Master Plan. Possible site for Skate facilities.	Yes			Yes	
44	Tusmore Park	Park	District	Needs Site Master Plan.	Yes				

<i>Park ID No.</i>	<i>Reserve</i>	<i>Open Space Type</i>	<i>Hierarchy</i>	<i>Opportunities</i>	<i>Needs Master Plan</i>	<i>Trails Strategy</i>	<i>Consult on Dog Park</i>	<i>Consult on Skate Park</i>	<i>Consider future revised use or sale</i>
4	Chapel Street Reserve	Park	Neighbourhood	Needs Site Master Plan, Continue with Community Garden.	Yes				
85	Langman Reserve	Park	Neighbourhood	Need Site Master plan and reconsider use of space for sport. Improved kick about space.	Yes				
78	Trogenza Oval	Sports Ground	Neighbourhood	Need Site Master Plan.	Yes				
55	Hazelwood Park	Park	Regional	Needs Site Master Plan.	Yes				
19	Kensington Gardens Reserve	Park, Sports Ground	Regional	Needs Site Master Plan.	Yes				
51	Kensington Road Lookout	Park	Regional	Needs Site Master Plan.	Yes				
10 & 24	Auldana Reserves	Natural Area	District	Develop Trails Strategy.		Yes			
98	Chambers Gully Reserve	Natural Area	District	Develop Trails Strategy.		Yes			
97	Dashwood Gully Reserve	Undeveloped	District	Develop Trails Strategy.		Yes			
49	Ferguson Conservation Park	NPWS	District	Develop Trails Strategy.		Yes			
86	Ifould Reserve	Natural Area	District	Develop Trails Strategy.		Yes			

<i>Park ID No.</i>	<i>Reserve</i>	<i>Open Space Type</i>	<i>Hierarchy</i>	<i>Opportunities</i>	<i>Needs Master Plan</i>	<i>Trails Strategy</i>	<i>Consult on Dog Park</i>	<i>Consult on Skate Park</i>	<i>Consider future revised use or sale</i>
70	Michael Perry Botanic Reserve	Park, Cultural Significance	District	Develop Trails Strategy.		Yes			
108	Themeda Reserve	Natural Area	District	Develop Trails Strategy.		Yes			
113	Zig Zag Reserve	Natural Area	District	Develop Trails Strategy.		Yes			
23	Sylvaner Reserve		Local	Develop Trails Strategy.		Yes			
28	Traminer Reserve	Undeveloped	Local	Develop Trails Strategy.		Yes			
27	Verdelho Reserve	Undeveloped	Local	Develop Trails Strategy.		Yes			
42	Wyfield Reserve	Natural Area	Local	Develop Trails Strategy.		Yes			
112	Danthonia Reserve	Natural Area	Neighbourhood	Develop Trails Strategy.		Yes			
46	Philps Reserve	Park, Natural Area	Neighbourhood	Develop Trails Strategy.		Yes			
26	Wattle Park Reserve	Drainage Reserve	Neighbourhood	Develop Trails Strategy.		Yes			
101	Cleland Conservation Park	NPWS	Regional	Develop Trails Strategy.		Yes			

<i>Park ID No.</i>	<i>Reserve</i>	<i>Open Space Type</i>	<i>Hierarchy</i>	<i>Opportunities</i>	<i>Needs Master Plan</i>	<i>Trails Strategy</i>	<i>Consult on Dog Park</i>	<i>Consult on Skate Park</i>	<i>Consider future revised use or sale</i>
100	Mt Osmond Reserve	NPWS	Regional	Develop Trails Strategy.		Yes			
92	Waterfall Gully Reserve	Natural Area	Regional	Develop Trails Strategy.		Yes			
40	Effie Ferguson Reserve	Park	Neighbourhood	Possible site for Dog Park.			Yes		
66	Lancelot Avenue Reserve	Park	Neighbourhood	Possible site for Dog Park. Consider removal or reuse of tennis courts.			Yes		Yes
	Dulwich Community Centre	Community Use		Review current use or reuse of sale.					Yes
81	Seaford Avenue Reserve	Park	Local	Review current use or reuse or sale.					Yes
114	Glenside Detention Basin	Drainage Reserve	District	Possible site for Skate Park.				Yes	
8	Bennett Reserve	Park	Neighbourhood	Retain tennis courts.					

6.3 Opportunities by Strategic Theme

Four strategic objectives have been developed as part of this study to help guide the development of recommended actions to deliver on the desired outcome for the City of Burnside Sport and Recreation Strategy.

Council will aim to deliver:



Utilising the situation analysis, demographics and results from surveys and questionnaires the following opportunities have been created to address perceived gaps and challenges as identified by theme as they related to the strategic objectives that support this study. The following table, Figure 8, reviews each selected theme and suggests opportunities for addressing the gaps or challenges.

Figure 8 – Issues and Opportunities Identified for Consideration by Strategic Theme

<i>Fit for Purpose and Well Managed Facilities</i>			
<i>Theme</i>	<i>Service Category</i>	<i>Comments</i>	<i>Opportunities</i>
Asset Management	Facility audits		Identify opportunities to improve and or enhance informal recreation facilities and infrastructure through facility audits.
Asset Management	Club room standards		Develop asset infrastructure management agreements that detail what standards are to be provided for clubs and under what circumstances.
Asset Management	Club room standards		Audit the state of the club rooms and where there is a gap, note and program into the asset management works program to ensure equitable standards and good asset management practices.
Asset Management	Programs		Undertake capital works to upgrade and extend existing facilities as programmed.
Asset Management	Programs		Demolish and replace existing buildings or infrastructure with new, where it is not economical to upgrade the existing building.
Asset Management	Asset management replacement		Continue to implement the Asset Management Program using prioritised renovations in accordance with condition reports.
Asset Management	Asset management database		Ensure the data in the asset management data base is current, accurate and capable of being used to provide management reports which assist with depreciation and asset replacement estimations, as well as supplier value and asset reliability.
Asset Management	Sustainability	Minimise water use	Ensure maintenance on irrigations systems is

			undertaken regularly and appropriate systems are used, well designed and leaks and bursts minimised.
Asset Management	Sustainability	Minimise water use	Consider options for provision of self-cleaning toilets at high use locations.
Asset Management	Sustainability	Minimise water use	Consider use of recycled water systems for irrigation of sports ovals and significant areas of grass in suitable parks.
Asset Management	Sustainability	Minimise power consumption	Investigate the further use and ideal placement of solar lighting in parks and sports grounds.
Asset Management	Sustainability	Minimise power consumption	Upon advice of a sports lighting audit, remove lights that are surplus to requirements or upgrade to more efficient lighting sources which meet Australian Standards.
Asset Management	Sustainability	Climate change may impact the viability of council assets and the management of budgets and natural assets over time.	Undertake an audit to investigate the City's climate change challenge readiness in relation to sport and recreation activities and consider producing budget bids for high risk or high impact projects as appropriate.
Asset Management	Sports field lighting	In order to maximise club usage and minimise wear and tear on sports turf ovals, and to extend use time, appropriate flood lighting is required at key locations.	Upgrade sports lighting to meet at least Australian Standards and where required sport functionality requirements, or higher standard if night usage of the facility can be continued, expanded or initiated as appropriate in consultation with the community. Night use should generally be only for training purposes and at suitable 'regional or neighbourhood' sports ovals such as Glenunga Reserve and Kensington Gardens Reserve.
Asset Management	Sports field lighting		Establish management guidelines for the sports clubs use of training lights that articulates permitted hours of use and club responsibilities, including noise and parking considerations for neighbouring residents.

Asset Management	Leases and licences		Review and where needed implement new procedures and agreements for maximising Council facilities and grounds including new tenure agreements, new fees and charges and incentives to promote greater participation.
Asset Management	Leases and licences		Benchmark City of Burnside fees and charges against other like Councils fees and charges as per similar facilities and standard and adjust using an agreed and endorsed process as required.
Reserve Management	Rubbish management	People require a safe, clean and inviting space in which to want to participate in activities.	Ensure maintenance standards of parks and public open space is maintained to the highest possible standards to create a clean, safe, inviting environment.
Reserve Management	Playing surface standards		Develop asset infrastructure management agreements which detail what standards are to be provided for all playing surfaces and under what circumstances. Audit the state of the surfaces and where there is a gap, note and program into the asset management works program to ensure equitable standards and good asset management practices.
Reserve Management	Sustainability		Upgrade and renovate sports where grounds that can be economically converted to be more drought resistant i.e. with drought resistant grass species, shade trees, more effective irrigation, drainage and water reuse initiatives etc.
Reserve Management	Sustainability		Prepare the Northern Hills Face Reserves Management Plan and the Central Hills Face Reserves Management Plan with passive recreation considerations.
Reserve Management	Grounds usage		Consider a reserve booking and sports ground allocation criteria that favours Burnside residents and teams.

Policy	Tobacco use on reserves		Develop for Council endorsement, a policy via consultation for keeping public parks and other council recreation assets smoke free.
Policy	Festivals and event management		Develop for Council endorsement, a policy for management of festivals and events on reserves, including event management and parking on reserves.
Policy	Leases and club support		Develop for Council endorsement, a policy to be used to consider suggested relocation or sharing of Council facilities for clubs and associations which are not sustainable and not meeting community expectations.
Policy	Community Land Management plans		Review and update as required all of the Community Land Management plans.
Policy	Reserve management		Continue to promote Council's existing dog off lead policies, while consulting for possible new formalised dog parks.
Policy	Open Space Fund		Develop for Council endorsement, a policy which states that revenue generated from sales of open space assets should be set aside for future public open space acquisition or embellishment.
Policy	Open space acquisition and disposal		Develop for Council endorsement, a policy to guide future public open space disposal and acquisition taking into account e.g. appropriate size, usability criteria etc. and how the processes would be undertaken. The criteria could then be used to help guide the review of existing land holdings, such as Seaforth Avenue Reserve.
Policy	Personal trainers		Develop for Council endorsement, a policy to allow approved certified Personal Trainers or other commercial sports activity users to utilise appropriate parks for approved uses, under a permit system.

Enhance Urban Character, Amenity and Environment

<i>Theme</i>	<i>Service Category</i>	<i>Comments</i>	<i>Opportunities</i>
Regional Planning	Victoria Park Master Plan		Establish with the City of Unley, desired use of the area and apply jointly for site use as appropriate.
Regional Planning	Victoria Park Master Plan		Keep Council updated on development to this site and utilise the opportunities to gain access to regional facilities as appropriate.
Regional Planning	Shared use	Regional planning is critical for future development and to enable the best use of all resources to be undertaken by each Council in collaboration with its neighbours.	Support ERA Recreation Group to establish a Regional Recreation Officer to assist with regional coordination of sport and recreation services by the ERA network councils.
Regional Planning	Shared use	At present it is difficult to know what Council services are offered by other Council's and where, due to different types and forms of information and varying presentation of that information.	Support an ERA Recreation Group project to classify and document all of the regional open space using one agreed classification, and share asset information to allow the development of an ERA regional sport and leisure asset database of facilities and the levels of sport or service those facilities provide.
Regional Planning	Regional sports facilities	Each Council currently has a sports team that plays at semi-professional/professional level. Most Councils have a football team based in their area, but	Recognise Glenunga Reserve and Kensington Gardens Reserve as the 'regionally' significant organised sport locations in Burnside.

		the City of Burnside does not, but instead has cricket as the equivalent sport.	Work with City of Campbelltown to enable City of Burnside resident's access to the upgraded Campbelltown Leisure Centre.
Regional Planning	Neighbouring Council opportunities		Continue to foster collaboration with the administration of neighbouring Councils and progress opportunities for youth facilities and other major sporting initiatives as they arise, such as Ridge Park with the City of Unley, Victoria Park with the Adelaide City Council, Magill Village with the Norwood Payneham St Peters Council, shared use trails with the Adelaide Hills Council and the Campbelltown Leisure Centre with the City of Campbelltown
Regional Planning	City school opportunities		Foster collaboration with the administration at local primary schools and progress opportunities as they arise.
Regional Planning	City school opportunities	Glenunga International High School	Continue to work with the administration at the school to progress opportunities as they arise and facilitate a successful redevelopment of the Glenunga Hub Facility.
Regional Planning	City school opportunities	St Peters Girls College	Foster collaboration with the administration at St Peters Girls College and progress opportunities for the public use of: Sporting facilities that include a heated outdoor (25m) pool, gymnasium, six tennis courts, two soccer/hockey pitches, a number of netball courts and a multi-purpose indoor sports stadium used for basketball, volleyball, badminton, gymnastics club, aerobics and other sports. Consider shared use of facilities with the master plan development of Bell Yett Reserve. Car parking is also a joint issue to be considered.

Regional Planning	City school opportunities	Seymour College	<p>Seymour College relationship is particularly important as it is located in an area of the City that has a gap in public open space and active sport facility supply.</p> <p>Foster collaboration with the administration at Seymour College and progress opportunities for public use of some facilities to address area gap.</p> <p>Facilities and possible activities include: basketball, netball, badminton, weights room, heated pool, tennis courts, athletics, softball, soccer and hockey.</p>
Regional Planning	City school opportunities	Pembroke College	<p>Foster collaboration with the administration at Pembroke College and progress opportunities for:</p> <p>Facilities include Australian Rules football and cricket, with both the netball and tennis courts positioned adjacent to the Oval. The swimming pool, located on the Oval's eastern boundary, is used for swimming competitions, training and water polo. Seven additional playing fields, located at Park 17 (Adelaide, South Parklands), are available to the School for soccer, hockey and softball.</p> <p>The gymnasium includes weights, rowing training and aerobics rooms, two squash courts and a multi-purpose stadium.</p> <p>Pembroke School also enjoys access to the neighbouring Kensington Park Reserve Oval which has been developed for sport and maintained for both cricket and football.</p> <p>Pembroke School was also one of the three key sites identified for hockey in the Feasibility Study.</p>
Regional Planning	Church opportunities	All denominations	<p>Work with interested church organisations for joint use agreements for suitable activities in need.</p>

City Open Space Planning	Limited sports grounds	The City has limited ability to acquire additional sizeable parcels of open space. Smaller offerings may occur as a result of redevelopment but they may not be large enough to include ovals.	<p>Consider in the master planning process the need or desirability to relocate other sports.</p> <p>As a priority consider the possibility of at the lower playing field at Langman Reserve (more regular club based use of the oval), Bell Yett Reserve (increased kick about space for football one end of oval and soccer at the other), Kensington Gardens Reserve (possibly including relocated junior cricket).</p> <p>Consider the possible future need to amalgamate tennis and or lawn bowls clubs to central sites with enhanced facilities.</p>
City Open Space Planning	Increasing effective open space		<p>Review opportunities for acquisition and or community access to open space and recreation facilities as part of any development resulting from the 30 Year Plan for Greater Adelaide, Inner Rim DPA or other planning opportunities.</p>
City Open Space Planning	Public open space provision in St Georges, Glen Osmond, Dulwich	St Georges, Glen Osmond and Dulwich are considered to be underrepresented with open space provision.	<p>Be on the alert for opportunities to purchase suitable open space in the areas where the City is under provided for i.e. St Georges, Glen Osmond and Dulwich.</p>
City Open Space Planning	Public open space provision	With smaller private open space and limited public open space, many Councils are looking to activate other public areas such as car parks, local streets, civic spaces and other similar environments.	<p>Consider street and civic space activation as a means to meet additional recreation need for passive and some unorganised active activities.</p>
City Open Space Planning	Use of private open space for public use	The use of private open space in City of Burnside should also be considered more than it has been. Council can act as an advocate and help people get	<p>Investigate the opportunities for use of private tennis courts for public use, using the Council website as a connector.</p>

		connected or provide leadership in some programs.	
City Open Space Planning	Master planning		Investigate the development of recreational Hubs in the City as per the Hubs Strategy to increase participation in the featured activities. This work can occur as part a site master plan process. Kensington Gardens Reserve is a key site.
City Open Space Planning	Off street parking		As part of the Traffic Management Plan for the City and site master plans, review the ability to make a provision for more suitable onsite parking at key locations where off street parking is an issue for traffic, park users or residents. This would include Hazelwood Park, Kensington Gardens Reserve, Bell Yett Reserve, Langman Reserve and Kensington Park Reserve.
City Open Space Planning	Indoor multiuse facility	Community consultation for the Glenunga Hub project, found that there was not a current demand for a multi court facility or gymnasium on the site.	Continue without a Council managed public indoor multiuse facility. If future demand warrants consider a multi court model in preference to a single court model.
City Open Space Planning	Reserve hierarchy and usage		Designate appropriate parks 'predominately passive' recreation parks so as to maintain peaceful, quiet and safe places for passive recreation opportunities such as walking, reading, painting, drawing, picnicking etc.
City Open Space Planning	Tennis Courts	Activity Survey showed demand for tennis, although the City has an oversupply based on national ratios.	Removal or reuse of courts at Langman Reserve, Bell Yett Reserve and Lancelot Reserve should be considered after a Court Usage Survey and before the next major renewal activities are undertaken. Although no new courts are required generally, it should be considered that groupings of 5 or more courts assist tennis clubs with grant funding applications. Increased communication of public tennis court

			accessibility is required to help address perceived gap in supply.
Reserve Design	Pathways		Ensure pathways, trails and park seating are accessible and in good condition and where appropriate paths are hard surfaces suitable for wheelchairs and strollers.
Reserve Design	Safety		Consider opportunities to improve perceptions of public safety around sporting facilities by improving path surfaces, lighting, site lines and opportunities for casual surveillance of parks and trails.
Reserve Design	Design guidelines		Develop Design Guidelines for Parks according to the Open Space Hierarchy and use these guidelines to create a sense of identity, equity and place making.
Reserve Design	Master planning		As part of the Master Plans/Landscape Plan development process, review existing active sports reserves for opportunities to improve facilities and infrastructure for both active and passive recreation, i.e. ensure spectators have safe and shaded seated places to observe the 'game'.
Reserve Design	Master planning		Using a master plan process to reconfigure sports grounds and facilities to maximise usage capacity and flexibility to accommodate a range of sports where possible and also consider environmental and traffic management upgrades. As a priority park specific plans should be developed for Hazelwood Park, Glenunga Reserve, Kensington Gardens Reserve, Kensington Park, Tusmore Park, Newland Park Reserve, Miller Reserve, Bell Yett Reserve and Langman Reserve.
Reserve Design	Master planning		Consider provision for casual sporting opportunities in all relevant parks master plans for e.g. basketball

			pads, netball rings, soccer goals, tennis hit up walls, golf nets, jogging tracks, skate rails, hand ball grids and hopscotch grids.
Reserve Design	Sustainability	The cost of water in South Australia has increased on average around 30 per cent each year for the last three years.	Reduce reliance on mains water for irrigation where possible, by using sustainable plantings, using low water use but appropriate native species and revegetation, conversion of irrigated areas to other appropriate surface covering where practical and appropriate.
Reserve Design	Youth	The youth demographic have different activity desires to adults as shown by the survey and they need to be provided with organised and unorganised options for participation in healthy lifestyle pursuits.	Consider both opportunistic as well as planned placement of facilities designed to attract young people to be active in the City in appropriate places and ways.
Reserve Design	Youth	Activity Survey showed demand for more volunteering opportunities.	As part of the Council programs, consider young volunteers for assistance with dog walking and gardening for older residents.
Reserve Design	Youth		Investigate opportunities to build upon and develop new youth events and school holiday program to trial and encourage participation in sport and recreation activities.
Reserve Design	Hubs		Any new community centre built or redesigned as a result of the Hub Strategy should incorporate spaces for informal recreation and low level sporting activities.
Reserve Design	Hubs		Any new Hub created should consider the possibility of including opportunities for basketball, netball, soccer, fitness activities, walking and cycling and youth facilities.

Reserve Design	Swimming	Survey showed significant demand for swimming in the City.	Upgrade the Burnside Swimming Centre and utilise community engagement to help develop the recommended upgrades to meet the needs of the community.
Reserve Design	Swimming		Review the method of service provision for swimming at Tusmore Park and ensure services meet the needs of the community.

Increase Community Awareness, Involvement and Inclusion

<i>Theme</i>	<i>Service Category</i>	<i>Comments</i>	<i>Opportunities</i>
Club Support and Management	Club sustainability	The Club Questionnaire responses highlighted the most challenging issues faced by clubs and associations.	Establish a “City of Burnside Sport and Recreation Network” for Councils clubs and associations to network and exchange ideas and provide mentoring.
Club Support and Management	Club sustainability		Establish training forums to impart business and strategic management skills to sports clubs as required.
Club Support and Management	Club sustainability		Prepare a guide for community groups to assist with planning for sports activities.
Club Support and Management	Club sustainability		Include social obligation initiatives into Council leasing agreements.
Club Support and Management	Club sustainability		Monitor sports club usage and collate annual data on participation rates and evaluate social obligations initiatives.
Club Support and Management	Club sustainability		Provide support for clubs trying to attract new players by using advertisements on the Council website.
Club Support and Management	Mentoring		Encourage affiliations between junior and senior clubs

Management			of the same sports, especially those that use the same venues.
Club Support and Management	Mentoring		Encourage alliances between clubs where there would be clear benefits to both parties.
Club Support and Management	Practices		Assist and encourage sports clubs to become registered and accredited with the Good Sports Program.
Club Support and Management	Practices		As there is limited scope to provide or realistically acquire additional sites, Council will need to monitor current management practices to ensure equitable community access consistent with field carrying capacity.
Club Support and Management	Practices		Continue to work with clubs to educate them on field carrying capacity and impacts of training patterns as assist them to encourage greater ownership/responsibility in the use of facilities. Ensure playing fields are closed when very wet to protect playing surfaces from excessive damage.
Communication	Website	Both clubs and users found it difficult to identify contact people and locate clubs and associations.	Develop an area of the Council website to enable more effective linkages, networking and communication about sport and recreation opportunities in the City.
Communication	Website		Produce an annual sports club directory and publish it on the Council website.
Communication	Connected community		Ensure a high level of community involvement and consultation is undertaken in relation to site park/recreation planning.
Communication	Signage		Review signage and improve public information regarding responsible dog ownership. Signage may need to be upgraded to ensure consistency and advice of regulations as appropriate.

Community Support	Volunteering	Survey showed an increase demand for volunteering opportunities.	Advocate for other community organisations that need volunteers to undertake their programs.
Communication	Brochures		Develop additional walking and cycling brochures promoting key trails and locations.
Community Support	Transport	People need to be able to get to and from activity sites, be it via car, cycle or public transport. The census data shows there are many households with cars but as resident's age they may no longer drive and have to rely on other transport means.	Investigate opportunities to utilise existing community transport and or create new transport options to assist people in accessing sport or recreational activities i.e. a bus route from the Civic Centre to Hazelwood Park.
Community Support	Fitness	Survey showed a demand for fitness opportunities.	Advocate for local businesses which provide professional and accredited fitness services.
Community Support	Golf	Survey showed a demand for golf opportunities.	Advocate for the Mt Osmond Golf Course as the local golf course.

Diverse, innovative and sustainable programs

<i>Theme</i>	<i>Service Category</i>	<i>Comments</i>	<i>Opportunities</i>
Target Programs	Demographic focus - 50 plus years 'healthy aging'	The City of Burnside has two demographic age groups of significance.	Deliver services that meet the needs of this demographic but which also add value to the suite of assets and services that related to sport and recreation.
Target Programs	Demographic focus- 12-21 years	The City of Burnside has two demographic age groups of significance.	Deliver services that meet the needs of this demographic but which also add value to the suite of assets and services that related to sport and

			recreation.
Target Programs	Use of private open space for public use		Encourage residents to take part in Open Gardens Schemes to increase awareness and interest in local gardening ventures.
Target Programs	Use of private open space for public use		Encourage residents to start community gardens in their private open space to assist neighbours and build community spirit and connections.
Target Programs	Dog parks		Investigate by community consultation locations for the establishment of dog parks in the city as noted in this strategy.
Target Programs	Skateboarding		Investigate by community consultation locations for the establishment of skateboarding style facility(s) in the City as noted in this strategy.
Target Programs	Community gardens		Investigate by community consultation locations for the establishment of suitable community gardens sites for the City.
Target Programs	Play spaces		Ensure a range of play spaces are provided across the City that caters for a variety of age groups.
Target Programs	Cycling		Implement the Burnside Bicycle Strategy as this will provide opportunities for shared walking/cycle networks.
Target Programs	Football		Retain football at Glenunga Reserve, Langman Reserve and Newland Park.
Target Programs	Cricket		Retain cricket at Kensington Gardens reserve and consider relocation of junior teams to this site from Newland Park and make 'cricket hub' at site. Retain cricket at Tregenza Oval and Glenunga Reserve.
Target Programs	Lawn Bowling		Retain lawn bowling at Miller Reserve and Kensington Gardens Reserves.
Target Programs	Rugby		Retain rugby at Kensington Gardens Reserve and Tregenza Oval.

Target Programs	Wading Pool		Retain the Tusmore Wading Pool but consider options for decreased maintenance and increased safety.
Target Programs	Croquet		Retain croquet at Kingsley Avenue Reserve and consider reuse of tennis courts at Newland Park if demand for sport increased and the courts became available in the future.
Target Programs	Reading, computer		Ensure the City of Burnside has quality library capacity and resources to meet the demand for reading and computer activities.
Target Programs	Walking		Review the walking network of the City and make a brochure showing the various walks in the City. Make three grades of walks: short and easy, longer and linkages, challenging and distance.
Partnerships and Connections	Connected community	There is a need for people to live a healthy and active lifestyle right throughout their life. Council has an advocate and communicator role.	Work with schools, sporting clubs and community organisations to establish and sustain networks that promote and support pathways to participation.
Partnerships and Connections	Community perceptions and needs	Having an increased understanding of what the community wants and what it thinks about current services and service delivery performance is vital if sound management decisions are going to be made on a daily basis with regard to asset management.	As part of the annual community survey, analyse community perceptions of the service delivery performance of sport and recreation related services and make recommendations to Council to address issues as appropriate.
Partnerships and Connections	Joint facilities		Investigate and pursue opportunities for joint community use and access agreements with education sites and facilities.
Partnerships and	Mt Osmond Reserve		Continue discussions with State Government on the

Connections			future management of Mt Osmond Reserve and its potential to provide walking/cycling/shared use trails and BMX facilities as well as improved bushfire management in the Hills Face Zone.
Partnerships and Connections	Private facilities		From a social equity perspective Council should be seeking to negotiate joint use and/or partnerships with private or other public facility providers for more swimming opportunities, fitness, football, hockey etc.
Partnerships and Connections	National Parks		Work in partnership with SA National Parks to facilitate improved community access and usage to national park land for informal recreation.
Community Grants	Community group grants	Council could create a special category of community grant funding especially for active or passive recreation extension programs.	Encourage community organisations to utilise Councils annual community grants program to create new or expand existing programs.

7 Strategy Development

The research and consultation undertaken as part of this study has been used to identify the issues and to inform the development of the strategy. The strategy has been developed utilising the guiding components of: a desired outcome, approach, principles, objectives, strategy, actions and measures of success. The following section documents these guiding planning components.

7.1 Delivering the Desired Outcome

The City of Burnside “Be the Future of Burnside-Our Strategic Community Plan 2012-2025” sets out a desired outcome for sport and recreation in the City. This desired outcome is to deliver a range of fit for purpose sport and recreational opportunities and facilities that foster healthy lifestyle pursuits.

The approach to deliver this **desired outcome** is to:

- Ensure public spaces meet the future needs of our community and provide for a variety of vibrant and inspirational opportunities, encouraging participation by the community; and
- Create and facilitate access to diverse leisure, recreation and sporting facilities and programs that are safe for people of all ages and abilities; and

The **success indicators** will be:

- The active use of the adopted Sport and Recreation Strategy which reflects community need and aspirations;
- Delivery of the adopted Asset Management Plan projects which result in improvements to sport and recreation related infrastructure;
- Delivery of sport and recreation programs that encourage community participation; and
- Increased community participation and healthy lifestyles.

The **guiding principles** that have been used to develop the strategy and implementation are:

- Provide a diverse range of accessible open space settings and active and passive recreation facilities, services and opportunities;
- Provide safe and supportive environments for participants;
- Promote and support opportunities for multi-use and shared usage opportunities in order to maximise participation;
- Provide an equitable provision of facilities having due regard to age, gender, skill level, cultural background and ability;
- Promote design excellence and flexibility to enhance sites and permit adaption to possible long term changes in community needs;
- Implement an effective and planned approach for the delivery and maintenance of fit for purpose sport and recreation facilities and services;
- Encourage and facilitate community participation in sport and recreation activities in recognition of the health, well-being and social benefits that they provide; and

- Adopt a collaborative approach to working with the community, government agencies and the private sector to form appropriate partnerships that facilitate the provision of sport and recreation facilities and services for the Burnside community.

Four strategic objectives for the City of Burnside Sport and Recreation Strategy were developed through consultation with a wide range of stakeholders. These four Strategic Objectives combined with their themes, are the basis of the Sport and Recreation Strategy.

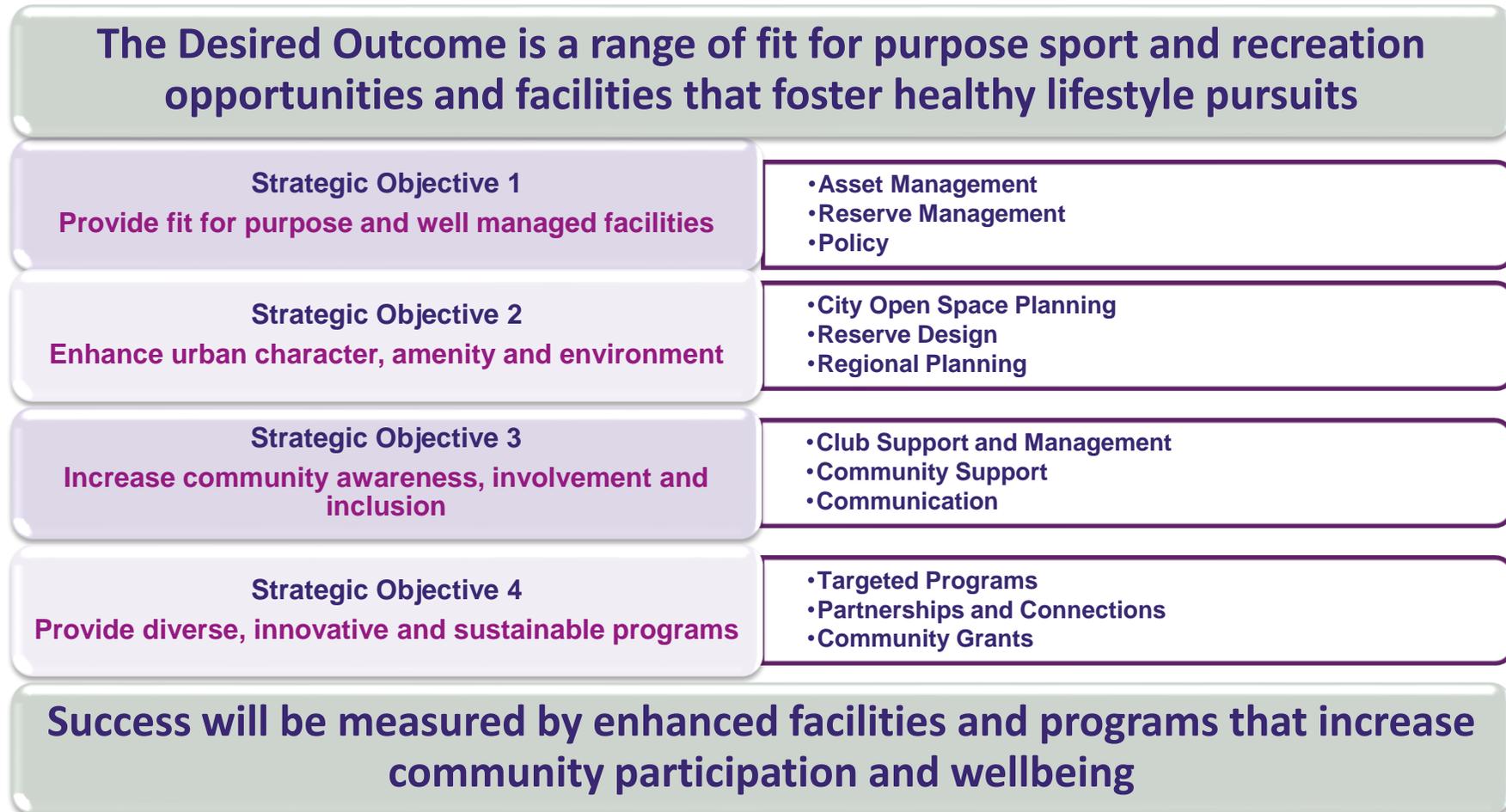
Strategic Objective	Themes
<p>Strategic Objective 1 Provide fit for purpose and well managed facilities</p>	<ul style="list-style-type: none"> • Asset Management • Reserve Management • Policy
<p>Strategic Objective 2 Enhance urban character, amenity and environment</p>	<ul style="list-style-type: none"> • City Open Space Planning • Reserve Design • Regional Planning
<p>Strategic Objective 3 Increase community awareness, involvement and inclusion</p>	<ul style="list-style-type: none"> • Club Support and Management • Community Support • Communication
<p>Strategic Objective 4 Provide diverse, innovative and sustainable programs</p>	<ul style="list-style-type: none"> • Targeted Programs • Partnerships and Connections • Community Grants

The following table represents the relationship between the Principles and the Strategic Objectives of the Sport and Recreation study.

<i>Principles</i>	<i>Strategic Objectives</i>			
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>
Provide a diverse range of accessible open space settings and active and passive recreation facilities, services and opportunities.				
Provide safe and supportive environments for participants.				
Promote and support opportunities for multi-use and shared usage opportunities in order to maximise participation.				
Provide an equitable provision of facilities having due regard to age, gender, skill level, cultural background and ability.				
Promote design excellence and flexibility to enhance sites and permit adaption to possible long term changes in community needs.				
Implement an effective and planned approach for the delivery and maintenance of fit for purpose sport and recreation facilities and services.				
Encourage and facilitate community participation in sport and recreation activities in recognition of the health, well-being and social benefits that they provide.				
Adopt a collaborative approach to working with the community, government agencies and the private sector to form appropriate partnerships that facilitate the provision of sport and recreation facilities and services for the Burnside community.				

7.2 Summary of the Strategy

The Sport and Recreation Strategy can be summarised by the following diagram.



8 Implementation Plan

Implementation of the Sport and Recreation Strategy will involve the incorporation, prioritisation and execution of the individual actions identified in this plan through Council's Annual Budget Business Case process or through annual operational work programs. This will assist in enabling actions to be implemented in line with overall Council priorities and provide the opportunity for projects in need of new capital expenditure to be considered for inclusion into the annual budget.

Another key factor in the implementation of this Plan will be working with identified partners to achieve outcomes for our Community. Strategic partnerships with key government agencies, community organisations and other Councils will maximise resource expenditure within the community and prevent duplication.

8.1 Strategy Recommendations – The Implementation Plan

Each action developed in this plan has been allocated the following attributes to assist with its implementation:

Action Plan Table Headings

- Action Categories
- Action
- Key Sites
- Timing Priority
- Funding Source
- Approximate Cost
- Responsibility
- Role

Sites

As per the Community Land Management Plans, Open Space Strategy and Asset Management Plans.

Role Statement

- Advocate (A)
- Agent (G)
- Direct Provider (D)
- Facilitator or Initiator (F)
- Information Provider (I)
- Leadership (L)
- Owner or Custodian (O)
- Part Funder (P)
- Partner (T)
- Regulator (R)

Funding Source

- Internal Recurrent Funding (IR)
- Internal Capital Funding (IC)
- External Grant Funding (EG)

Timing Priority

The timeframe is as follows:

- Short Term – less than 3 years (S)
- Mid Term – 3 to 6 years (M)
- Long Term – 7 to 10 years (L)

The following table in Figure 9 outlines the recommended actions to address the identified sport and recreation gaps and opportunities.

Please note that the Funding Source, Approximate Cost, Responsibility and Role is provided as a guide only to assist the overall planning process. These cost estimates should be reviewed on a case by case basis prior to budget planning and implementation approval of individual projects.

Figure 9 – Implementation Plan for the Strategy

<i>Action</i>	<i>Key Sites</i>	<i>Timing Priority</i>	<i>Funding Source</i>	<i>Approximate Cost Range</i>	<i>Who Responsible</i>	<i>Role</i>
		<i>S,M,L</i>	<i>IR, IC, EG</i>			
<i>Fit for Purpose and Well Managed Facilities</i>						
Asset management						
Facility Audits	1. Identify opportunities to improve and or enhance informal recreation opportunities and infrastructure through facility audits.	All parks and assets as appropriate.	M	IR	Varied	MAS L,O,D

Club Room Standards	2. Develop asset infrastructure management agreements which detail what standards are to be provided for clubs and under what circumstances.	All sports facilities as appropriate.	M	IR	Staff time	MAS	L,O,D
Club Room Standards	3. Audit the state of the club rooms and where there is a gap, note and program into the asset management works program to ensure equitable standards and good asset management practices.	All sports facilities as appropriate.	M	IR	Varied	MAS	L,O,D
Asset Management Database	4. Ensure the data in the asset management data base is current, accurate and capable of being used to provide management reports which assist with depreciation and asset replacement estimations, as well as supplier value and asset reliability.	All open space, recreation and sporting activity related assets.	S	IR	Staff time	MAS, Eng GIS Officer	I
Sustainability	5. Ensure maintenance on irrigation systems is undertaken regularly and appropriate systems are used, well designed and leaks and bursts minimised.	All irrigated parks, ovals and reserves as appropriate.	S	IR, IC	Varied, \$10,000 to \$150,000 per site	MAS, MOS	O

Sustainability	6. Investigate the further use and idea placement of solar lighting in parks and sports grounds.	All parks as appropriate. Prioritise regional parks and parks which have known night safety issues or high evening use.	L	IC	Varied. Average per unit price	MAS	L,O
Climate Change	7. Undertake an audit to investigate the City's climate change challenge readiness with regard to sport and recreation activity related assets and programs and produce budget bids for project actions as appropriate.	All recreation related assets.	L	IR	Cost of audit, approximately \$15,000.	MAS, Env Officer	L,O
Sports Field Lighting	8. Undertake an audit of all sports lighting and address high risk situations from inadequate and unsafe lighting setup.	All sports facilities as appropriate.	S	IR	Audit cost of undertaking annual improvements	MAS	O
Sports Field Lighting	9. Upgrade sports lighting to meet at least Australian Standards and where required sport functionality requirements, or higher standard if night usage of the facility can be continued, expanded or initiated as appropriate after consultation.	All sports facilities as appropriate.	M	IC, EG	Varied – site specific	MAS	L,O

Sports Field Lighting	10. Ensure lighting design minimises light spillage to surrounding areas in accordance with Australian Standards.	All sports facilities as appropriate.	M	IC	Cost of specific site design	MAS	L
Sports Field Lighting	11. Establish management guidelines for the sports clubs use of training lights that articulates permitted hours of use and club responsibilities (including noise considerations for neighbouring residents).	All sports facilities as appropriate.	S	IC	Staff time	MAS	L,F
Tennis Courts	12. Develop a tennis court hierarchy system for service standard and associated maintenance, so has to minimise cost and maximise usage.	All tennis courts.	M	IR	Staff Time	MAS	L,O,I,F,R
Change of Activity	13. When tennis courts are not required, change their use to basketball, netball or badminton courts in either full or half courts as best suits. When lawn bowling greens are not required, convert their use to croquet or other similar sports.	All tennis courts and lawn bowling greens as applicable.	L	IC and or EG	Cost of renovation varies per site. \$10,000 to \$200,000	MAS	L,O,I,F,R
Programs	14. Undertake capital works to upgrade and extend existing sports facilities as programmed.	All sports facilities as appropriate.	S	IC and or EG	Cost of program varies. Ranges from \$10,000 to	MAS	O

\$5,000,000							
Programs	15. Demolish and replace existing buildings etc with new buildings where it is not economical to upgrade the existing building.	All sport and recreation assets as appropriate.	M	IC and or EG	Cost of program varies. Ranges from \$10,000 to \$5,000,000	MAS	O,I
Leases and Licences	16. Review and where needed implement new procedures and agreements for maximising council facilities and grounds including new tenure agreements, new fees and charges and incentives to promote greater participation.	All sport and recreation assets as appropriate.	M	IR	Staff time	MAS	L,O,R,I
Leases and Licences	17. Benchmark City of Burnside fees and charges against other like Councils fees and charges as per similar facilities and standard and adjust using an agreed and endorsed process as required.	All sport and recreation assets as appropriate.	M	IR	Staff time	MAS	L,I
Reducing Maintenance	18. Consider options for provision of self-cleaning toilets at high use locations as part of upgrade and redevelopment of regional parks and regional play spaces.	All sport and recreation assets, focusing on regional level parks as appropriate.	L	IC and or EG	Cost of toilet and maintenance	MAS	I

Asset Management	19. Continue to implement the Asset Management Program using prioritised renovations in accordance with condition reports.	All sport and recreation assets as appropriate.	S	IR, IC	Varied	MAS	O
Reserve Management							
Rubbish Management	20. Ensure maintenance standards of parks and public open space is maintained to the highest possible standards to create a clean, safe, inviting environment for people to want to get in and enjoy via sport and recreation opportunities.	All open space, recreation and sporting activity related assets.	S	IR	Staff time	MOS, MAS	O
Playing Surface Standards	21. Develop asset infrastructure management standards which detail what standards are to be provided for all playing surfaces and under what circumstances.	All sports facilities as appropriate.	M	IR	Staff time	MAS	O,R
Playing Surface Standards	22. Audit the state of the surfaces and where there is a gap, note and program into the asset management works program to ensure equitable standards and good asset management practices.	All sports facilities as appropriate.	M	IR or IC	Varied. Range from \$10,000 to \$250,000	MAS	O

Sustainability	23. Upgrade and renovate grounds which can be economically converted to be more drought resistant i.e. with drought resistant grass species, shade trees, more effective irrigation, drainage and water reuse initiatives etc.	All sports facilities as appropriate.	M	IR or IC	Varied. Range from \$10,000 to \$250,000	MAS	O
Trails	24. Prepare the Northern Hills Face Reserves Management plan and consider the areas recreational contributions especially for the trails network.	All parks in the Northern Hills Face Reserves as appropriate.	S	IR	Approximate \$20,000 or Staff time	MOS	L,O,I,A,F
Trails	25. Prepare the Central Hills Face Reserves Management plan and consider the areas recreational contributions especially for the trails network.	All parks in the Central Hills Face Reserves as appropriate.	S	IR	Approximate \$20,000 or Staff Time	MOS	L,O,I,A,F
Safety	26. Review vegetation management and maintenance along pathways to ensure clear sight-lines and prevent blind spots.	All parks as appropriate.	S	IR	Staff time	MOS	O
Policy							
Burnside Preference	27. Consider a reserve booking and sports ground allocation criteria that favours Burnside residents and	All open space, recreation and	M	IR	Staff time	MAS	L,O,R,F

	teams.	sporting activity related assets.					
Tobacco use on Reserves	28. Develop a policy via consultation for keeping public parks and other Council recreation assets smoke free.	Parks with play spaces, high children visitation and encloses areas and sports grounds.	M	IR	Staff time	PSO	O,R,I
Event Management	29. Develop a policy for endorsement for the management of festivals and events on reserves, including event management and parking on reserves.	Applicable for regional and other neighbourhood parks as appropriate.	M	IR	Staff time	PSO	O,R,I
Leases and Club Support	30. Develop a policy to be used to consider suggested relocation or sharing of Council facilities for clubs and associations which are not sustainable and not meeting community expectations.	All open space, recreation and sporting activity related assets.	M	IR	Staff time	PSO	O,R,I
Community Land Management Plans	31. Review and update as required all of the Community Land Management Plans.	All parks as appropriate.	S	IR	Staff time	MAS	O,R,I

Reserve Management	32. Continue to promote Councils existing dog off lead policies.	All parks as appropriate.	M	IR	Staff time	MAS	O,R,I
Open Space Acquisition and Disposal	33. Develop a policy to guide future public open space disposal and acquisition taking into account e.g. appropriate size, usability criteria etc. and how the processes would be undertaken. The criteria could then be used to help guide the review of existing land holdings.	All parks as appropriate.	M	IR	Staff time	PSO	O,R,I
Personal Trainers	34. Develop or incorporate in an existing policy guidelines to allow qualified personal trainers to utilise parks under a permit system.	All parks as appropriate.	M	IR	Staff time	PSO	O,R,I
Tennis Instruction	35. Develop or incorporate in an existing policy guidelines to allow tennis coaches to run training clinics on public courts under a permit system.	All parks with tennis courts as appropriate.	M	IR	Staff time	PSO	O,R,I

Enhance Urban Character, Amenity and Environment

Regional Planning

Victoria Park Master Plan	36. Together with City of Unley seek a place on the Adelaide City Council Victoria Park redevelopment panel considering allocation and selection of facilities to applicants.	Victoria Park	S	IR	Staff time	MAS	L,P
Victoria Park Master Plan	37. Keep Council updated on development to this site and utilise the opportunities to gain access to regional facilities as appropriate.	Victoria Park	S	IR	Staff time	MAS	I
Shared Use	38. Support ERA Recreation Group to establish a Regional Recreation Officer to assist with regional coordination of sport and recreation services by the ERA network Councils.	All sites.	S	IR	Staff time	MAS	L,I,A
Shared Use	39. Support an ERA Recreation Group project to classify and document all of the regional open space using one agreed classification, and share asset information to allow the development of an ERA regional sport and leisure asset database of	All sites.	S	IR	Staff time	MAS	P

	facilities and the levels of sport or service those facilities provide.						
Regional Sports Facilities	40. Recognise Kensington Gardens as the 'regionally' significant organised sport location in Burnside.	Kensington Gardens.	S	IR	Staff time	MAS	O,L,A
Neighbouring Council Opportunities	41. Foster collaboration with the administration at the City of Norwood Payneham St Peters and progress opportunities for joint projects, especially along the boundary.		S	IR	Staff time	MAS	L,I,F,P
Neighbouring Council Opportunities	42. Foster collaboration with the administration at City of Unley and progress opportunities for: Victoria Park collaborative use; shared use of parks along Glen Osmond corridor.		S	IR	Staff time	MAS	L,I,F,P
Neighbouring Council Opportunities	43. Foster collaboration with the administration at City of Campbelltown and progress opportunities for joint projects, especially along the boundary.		S	IR	Staff time	MAS	L,I,F,P
Neighbouring Council Opportunities	44. Foster collaboration with the administration at Adelaide Hills Council and progress opportunities for joint projects, especially along		S	IR	Staff time	MAS	L,I,F,P

the boundary.

City School Opportunities	45. Foster collaboration with the administration at Glenunga International High School and progress opportunities for football, cricket, soccer and athletics.	S	IR	Staff time	MAS	L,I,F,P
City School Opportunities	46. Foster collaboration with the administration at St Peters Girls College and progress opportunities for joint use projects as they arise.	S	IR	Staff time	MAS	L,I,F,P
City School Opportunities	47. Foster collaboration with the administration at Pembroke College and progress opportunities for joint use projects as they arise.	S	IR	Staff time	MAS	L,I,F,P
City School Opportunities	48. Foster collaboration with the administration at Seymour College and progress opportunities for joint use projects as they arise.	S	IR	Staff time	MAS	L,I,F,P
City School Opportunities	49. Foster collaboration with the administration at Norwood Morialta High School and progress opportunities for joint use projects as they arise.	S	IR	Staff time	MAS	L,I,F,P

City School Opportunities	50. Foster collaboration with the administration at the various local primary schools and progress opportunities for joint use projects as they arise.		S	IR	Staff time	MAS	L,I,F,P
City Open Space Planning							
Open Space Strategy	51. Undertake a review of the Open Space Strategy, including updating and adding an auditing process for project delivery.	All park and reserves.	S	IR	Staff time	MAS	L,O
Open Space Strategy	52. Implement the recommendations of the Open Space Strategy at each site as identified.	All parks and reserves.	M	IR or IG and or EG	Varied, dependent on project and site	MAS	O
Streetscape Strategy	53. Within the Public Domain Streetscape Strategy, acknowledge the role that footpaths and shared use paths and street furniture can have in providing opportunities for active and passive recreation through walking, running and cycling.	Streets.	S	IR	Staff time	MAS	L,A
Limited Sports Grounds	54. Constantly monitor for the opportunity to acquire or share use larger parcels of open space for	Council area and neighbouring	S	IR	Staff time	MAS	L,F,P

	sports grounds requiring ovals and pitches.	areas.						
Public Open Space Provision	55. Be on the alert for opportunities to purchase suitable open space in the areas where the City is under provided for i.e. St Georges, Glen Osmond and Dulwich.	Council area.	M	IR	Staff time	MAS	L,F,P	
Public Open Space Provision	56. Consider Street and Civic Space Activation as a means to meet additional recreation need for passive and some unorganised active activities.	Appropriate streets and spaces.	M	IR	Staff time	MAS	L,O,F	
Use of Private Open Space for Public Use	57. Investigate the advertisement of opportunities for use of private courts or building for public use, using the website i.e. tennis	Appropriate private facilities.	M	IR	Staff time	MAS	L,I,A	
Increasing Effective Open Space	58. Review opportunities for acquisition and or community access to open space and recreation facilities as part of any development resulting from the major planning studies and initiatives.	Council area.	M	IR	Staff time	MAS	L,F,P	
Master Planning	59. Investigate the development of recreational Hubs in the City as per the Hubs Strategy to increase	Open space sites designated as	S	IR	Staff time	MAS	L,O,P	

	participation in the featured activities. This work can occur as part a site master plan process.	a potential Hub site ie Kensington Park, Miller Reserve etc.						
Off Street Parking	60. As part of the Traffic Management Plan for the City and site master plans review the ability to make a provision for more suitable onsite parking at key locations where off street parking is an issue for traffic, park users or residents. This would include Hazelwood Park, Kensington Gardens Reserve and Kensington Park Reserve.	All relevant sites with issues, but this would include Hazelwood Park, Kensington Gardens Reserve and Kensington Park Reserve.	S	IR	Staff time	MAS, MOS and MES	L,O	
Indoor Courts	61. Continue with no provision for a public indoor court facility and allow commercial operators and schools to provide that service. If future demand warrants consider a multi court model in preference to a single court model.	Council area.	L	None	None	MAS	I,F	
Rest and Sit Design	62. Develop a plan to provide places to rest and sit within the City at intervals of between 200 to 400m.	Council area.	M	IR or IC and EG	\$25,000	MAS	O,P	

Reserve Hierarchy and usage	63. Designate appropriate parks 'predominately passive' recreation parks so as to maintain peaceful, quiet and safe places for passive recreation opportunities such as walking, reading, painting, drawing, picnicking etc.	Appropriate parks, generally local parks and designated areas in regional and neighbourhood parks.	S	IR	Staff time	MAS	L,O
Reserve Design							
Site Master Plans	64. Form an expert team "Open Space Master Planning Team" for master planning processes, which has relevant across Council expert knowledge and a project manager.	Council wide, but start with Regional Reserves.	S	IR	Staff time	MAS, MOS, MES	L,A
Site Master Plans	65. Develop a terms of reference for the Open Space Master Planning Team which includes representatives, roles, responsibilities, frequency of meetings and reporting.	Council wide, but start with Regional Reserves.	S	IR	Staff time	MAS	L, F
Site Master Plans	66. Develop a framework model for Master Plan development and its key components.		S	IR	Staff time	MAS	L,I,F

Pathways	67. Ensure pathways, trails and park seating are accessible and in good condition and where appropriate are hard surfaces suitable for wheelchairs and strollers.	All parks and reserves.	M	IR	Staff time	MAS	O
Safety	68. Consider opportunities to improve perceptions of public safety including improving path surfaces, lighting and opportunities for casual surveillance of parks and trails.	All parks as appropriate. Priorities regional parks and parks with known safety issues or high night/evening use.	M	IR	Staff time	MAS	L,O
Master Plan	69. As part of the Master Plans/Landscape Plan development process, review existing active sports reserves for opportunities to improve facilities and infrastructure for both active and passive recreation. Consider a hierarchy approach for sportsgrounds. Ensure spectators have safe and shaded seated places to observe the 'game'.	All parks and reserves.	M	IR	Staff time	MAS	L,O,F
Site Master Plans	70. Develop master plans for the regionally and district significant parks and review site constraints for multipurpose facilities and	Penfold Park, Kensington Gardens, Chapel Street	S	IR	Staff time	MAS	L,O,F

	recommend improved layout, amenity upgrades required and parking provision.	Reserve, Glenunga Reserve, Hazelwood Park, Kensington Park, Kensington Road Lookout, Kingsley Avenue Reserve, Miller Reserve, Newland Reserve						
Master Plans	71. Using a master plan process to reconfigure sports grounds and facilities to maximise usage capacity and flexibility to accommodate a range of sports where possible and also consider environmental and traffic management upgrades and the development of park specific Master Plans/Landscape Plans.	Hazelwood Park, Glenunga Reserve, Kensington Gardens, Kensington Park, Tusmore Park, Newland and Langman Reserves.	S	IR	Staff time	MAS	L,O,F	
Master Plans	72. Consider provision for casual sporting opportunities in all relevant parks master plans for e.g. basketball pads, netball rings, soccer goals, tennis hit up walls,	All regional and district parks and reserves.	S	IR	Staff time	MAS	L,O	

	golf nets, jogging tracks, skate rails, hand ball grids and hopscotch grids.						
Design Guidelines for Parks	73. Develop Design Guidelines for Parks according to hierarchy and use and for each asset class to create a sense of identity, equity and place making.	All regional and district parks and reserves.	S	IR	Staff time	MAS	L,F
Oval Surfacing	74. Consider the use of synthetic surfaces where there is asset lifecycle cost and safety and increased use advantages.	Sports ground playing surfaces.	L	IR	Staff time	MAS	L,O,P
Irrigation	75. Sports ovals will utilise recycled water or bore water as appropriate and where possible. New ovals will consider reuse systems as part of the site and irrigation design.	Sports ground playing surfaces.	L	IR	Staff time	MAS	L,O,A
Signage	76. Develop and implement Park Signage Guidelines that has a hierarchy of signs that provides directions and identities key facilities and opportunities.	All parks and reserves.	L	IR	Staff time	MAS	L,O,I
Safety	77. Develop a plan to provide appropriate shade sails, natural shade or shade shelter to play spaces and prioritise those play	All play spaces.	M	IR	Staff time	MAS	O

	spaces designed for 0-6 years.						
Youth	78. As part of the key Council services, consider youth volunteers for assistance with dog walking and gardening for older residents.	Council area.	M	IR	Staff time	MAS, Chris, Andrew	L,I,A,F
Youth	79. Investigate opportunities to build upon and develop new youth events and school holiday progress to trail and encourage participation in sport and recreation activities.	Council area.	M	IR	Staff time	MAS, Chris, Andrew	L,I,A,F
Demographic Focus -50 plus years 'healthy ageing'	80. Ensure reserves are designed to allow safe access to main features and places for people to sit in comfort.	All parks and reserves.	M	IR	Staff time	MAS, Chris, Andrew	O
Hubs	81. Any new community centre built or redesigned as a result of the Hub Strategy should incorporate spaces for informal recreation and low level sporting activities.	All regional and district parks and reserves.	M	IR	Staff time	MAS, Chris, Andrew	L,O
Swimming	82. Upgrade the Burnside Swimming Centre and utilise community engagement to help develop the recommended upgrades to meet the needs of the community for swimming.	Hazelwood Park.	S	IR	Staff time	MAS, PSP	L,O,I,F,P

Cycling	83. Work with Adelaide City Council at Victoria Park to increase opportunities for residents in the western side of the City for cycling and mountain biking.	Victoria Park.	M	IR	Staff time	MAS	L,I,A,F
Football and Soccer	84. Upgrade the Glenunga Reserve and utilise community engagement to help develop the recommended upgrades.	Glenunga Reserve.	S	IR	Staff time	MAS, PSP	L,O,I,F,P

Increase Community Awareness, Involvement and Inclusion

Club Support and Management

Sustainability	85. Establish training forums to impart business and strategic management skills to sports clubs as required.	All sports clubs as appropriate.	L	IR	Staff time	MAS	L,O,I,F
Sustainability	86. Establish a Sport and Recreation Network for Council's clubs and associations to network and exchange ideas and provide mentoring.	All sports clubs as appropriate.	M	IR	Staff time	MAS	L,I,F,P

Sustainability	87. Prepare a guide for community groups to assist with planning for sports activities.	All sports clubs as appropriate.	L	IR	Staff time	MAS	L,I
Sustainability	88. Include social obligation initiatives into Council leasing agreements.	All sports clubs as appropriate.	S	IR	Staff time	MAS	L,O,R
Sustainability	89. Monitor sports club usage, and collate annual data on participation rates and evaluate social obligations initiatives.	All sports clubs as appropriate.	L	IR	Staff time	MAS	I
Sustainability	90. Provide support for clubs trying to attract new players by using advertisements on the Council website.	All sports clubs as appropriate.	M	IR	Staff time	MAS	A
Mentoring	91. Encourage affiliations between junior and senior clubs of the same sports, especially those that use the same venues.	All sports clubs as appropriate.	M	IR	Staff time	MAS	A
Mentoring	92. Encourage alliances between clubs where there would be clear benefits to both parties.	All sports clubs as appropriate.	L	IR	Staff time	MAS	A
Good Sports	93. Assist and encourage sports clubs to become registered and	All sports clubs as	L	IR	Staff time	MAS	L,A

Program	accredited with the Good Sports Program.	appropriate.					
Star Club	94. Work with the Office of Recreation and Sport SA to increase the number of licensed sporting clubs accredited with 'Star Club'.	All sports clubs as appropriate.	L	IR	Staff time	MAS	L,O,A,F,
Practices	95. As there is limited scope to provide or realistically acquire additional sites, Council will need to monitor current management practices to ensure equitable community access consistent with field carrying capacity may be required.	All sports clubs as appropriate.	M	IR	Staff time	MAS	O,R
Practices	96. Continue to work with clubs to educate them on field carrying capacity and impacts of training patterns as assist them to encourage greater ownership/responsibility in the use of facilities. Ensure playing fields are closed when very wet to protect playing surfaces from excessive damage.	All sports clubs as appropriate.	M	IR	Staff time	MAS	O,R,I

Communication							
Traditional Ownership	97. Council will consult with the Indigenous people on matters that relate to and fall within the Federal and State environmental heritage and Indigenous heritage legislation.	Council wide.	M	IR	Staff time	MAS	A,I
Website	98. Develop a location on the City of Burnside website to enable more effective linkages, networking and communication about sport and recreation opportunities in the City.	All sports clubs as appropriate.	S	IR	Staff time	MAS	L,I,P
Website	99. Produce an annual sports club directory and publish it on the website.	All sports clubs as appropriate.	M	IR	Staff time	MAS	L,I,A
Connected Community	100. Ensure a high level of community involvement and consultation is undertaken in relation to site park/recreation planning.	All open space, recreation and sporting activity related assets.	S	IR	Staff time	MAS	I,F
Signage	101. Review signage and improve public information regarding	All parks and	L	IR	Staff time	MAS	O,I

	responsible dog ownership. Signage may need to be upgraded to ensure consistency and advice of regulations as appropriate.	reserves.					
Brochures	102. Develop additional walking and cycling brochures promoting key trails and locations.	Appropriate parks and reserves.	M	IR	Staff time	MAS	O,I
Community Support							
Transport	103. Investigate opportunities to utilise existing community transport and or create new transport options to assist people in accessing sport or recreational activities i.e. a bus route from the civic centre to Hazelwood park.	Sites may include Hazelwood, Kensington and Tusmore Parks or other popular park sites.	M	IR	Staff time	MAS	L,A,G
Volunteering	104. Advocate for other community organisations that need volunteers to undertake their programs.	Council wide.	L	IR	Staff time	MAS	A
Fitness	105. Advocate for local business which provide professional and accredited fitness services including personal trainers using parks.	Parks at sites where Trainers have permits to operate.	L	IR	Staff time	MAS	A

Golf	106. Advocate for the Mt Osmond Golf Course as the local golf course.	Mt Osmond Golf Course.	S	IR	Staff time	MAS	A
<i>Diverse, innovative and sustainable programs</i>							
Target Programs							
Use of Private Open Space for Public Use	107. Encourage residents to take part in Open Gardens Schemes to increase awareness and interest in local gardening ventures.	Private open space.	L	IR	Staff time	MAS	L,I,A
Use of Private Open Space for Public Use	108. Encourage residents to start community gardens in their private open space to assist neighbours and build community spirit and connections.	Private open space.	L	IR	Staff time	MAS	L,I,A
Women	109. Promote the existing range of opportunities for women to be active in the City of Burnside and address barriers to participation where practical to enable women to undertake activities of their choice.	All open space, recreation and sporting activity related assets.	L	IR	Staff time	MAS	L,O,I,A,F
Demographic Focus -50 plus years 'healthy	110. Deliver services that meet the needs of this demographic but which also add value to the suite of assets and services that related to	All open space, recreation and sporting	L	IR	Staff time	MAS	L,O,I,A,F

ageing'	sport and recreation.	activity related assets.					
Healthy Ageing	111. Develop an 'older' resident sports participation program aimed at increasing opportunities to participate in sport within the region.	All open space, recreation and sporting activity related assets.	L	IR	Staff time	MAS	L,O,I,A,F
Demographic Focus-12-21 years	112. Deliver services that meet the needs of this demographic but which also add value to the suite of assets and services that related to sport and recreation.	All open space, recreation and sporting activity related assets.	L	IR	Staff time	MAS	L,O,I,A,F
Dog Parks	113. Investigate by community consultation locations for the establishment of dog park(s) in the City.	Sites to investigate: Effie Ferguson, Langman, Reserves.	S	IR	Staff time	MAS	L,O,I,F,P
Skateboarding	114. Investigate by community consultation locations for the establishment of skate facility(s) in the City.	Glenside Detention Basin, Penfold Park.	S	IR	Staff time	MAS	L,O,I,F,P
Community	115. Investigate by community consultation locations for the	Council wide.	M	IR	Staff time	MAS	L,O,I,F,P

Gardens	establishment of suitable community gardens sites for the City.						
Play Spaces for Young Adults	116. Provide play spaces that are designed to cater for young adults aged 12-25 years, with consideration of nature playspace/co-educational spaces	Penfold Park, Kensington Gardens, Glenunga Reserve.	S	IR, IC and or EG	Staff time and new playgrounds. Range \$50,000 to \$500,000	MAS	L,O,I,F,P
Cycling	117. Implement the Burnside Bicycle Strategy as this will provide opportunities for shared walking/cycle networks.	Council wide.	S	IR	Staff time	MES	L,O,I,F,P
Reading and Computer Use	118. Ensure the City of Burnside has quality civic library capacity and resources to meet the demand for reading and computer activities.	Civic Centre.	S	IR	Staff time	MLS	L,O,I,F,P
Reading	119. Continue the Mobile Library ensuring relevant routes are taken and material provided.	Council wide.	S	IR	Staff time	MLS	L,O,I,F,P
New Activities	120. Monitor and trial new types of activity initiatives and introduce new sport/activities into new areas as accepted by the community.	Council wide.	L	IR	Staff time	MAS	L,O,I,F,P

Walking	121. Review the walking network of the city and make a brochure showing the various walks in the City. Make three grades of walks: short and easy, longer and linkages, challenging and distance.	Council wide.	M	IR	Staff time	MAS	L,O,I,F,P
Trails	122. Develop a formalised Trails Strategy Plan to increase usage, connectivity of trails in the City.	Foothills open space and connectors	S	IR	Staff time	MAS, MOS	L,O,I,F,P
Partnerships and Connections							
Community Perceptions and Needs	123. As part of the annual community survey, analyse community perceptions of the service delivery performance of sport and recreation related services and make recommendations to Council to address issues as appropriate.	Council wide.	S	IR	Staff time	MAS	L,O,I
Connected Community	124. Work with schools, sporting clubs and community organisations to establish and sustain networks that promote and support pathways to participation.	Council wide.	M	IR	Staff time	MAS	L,I,A,F,P
Joint Facilities	125. Investigate and pursue opportunities for joint community	Council wide.	S	IR	Staff time	MAS	L,A,F

use and access agreements.

Mt Osmond Reserve

126. Continue discussions with State Government on the future management of Mt Osmond Reserve and its potential to provide walking/cycling/shared use trails and BMX facilities as well as improved bushfire management in the Hills Face Zone.

Mt Osmond Reserve.

S

IR

Staff time

MAS

L,O,G

Private Facilities

127. From a social equity perspective Council should be seeking to negotiate joint use and/or partnerships with private or other public facility providers for additional swimming opportunities, fitness, football, hockey etc.

Council wide.

M

IR

Staff time

MAS

L,A,F,G

Department of Environment, Water and Natural Resources

128. Work in partnership with Parks SA to facilitate improved community access and usage to national park land for informal recreation.

National Parks in the Hills Face Zone region.

M

IR

Staff time

MAS

L,A,F,G

Community Grants

Community Group Grants

129. Encourage community organisations to utilise Council's community grants.

Council wide.

L

IR

Staff time

MAS

L,O,I,F,P

8.2 Short Term Priority Actions

There are many opportunities for implementation or recommendations suggested by this study. In order to start to address the many opportunities raised “short term priority actions” have been shortlisted here. A summary table of the priority actions to be considered for implementation over the next three years has been compiled. Opportunities have been categorised into either annual recurrent budget projects or new capital expenditure required projects.

Figure 10 – Short Term Priority Actions for Implementation

Capital Investment Required

<i>Action</i>	<i>Key sites</i>	<i>Approximate Cost Range</i>	<i>Who</i>
5. Ensure maintenance on irrigation systems is undertaken regularly and appropriate systems are used, well designed and leaks and bursts minimised.	All irrigated parks, ovals and reserves as appropriate.	Varied, \$10,000 to \$150,000 per site	MAS, MOS
8. Undertake an audit of all sports lighting and address high risk situations from inadequate and unsafe lighting setup.	All sports facilities as appropriate.	Audit cost, undertaking annual improvements per year	MAS

11. Establish management guidelines for the sports clubs use of training lights that articulates permitted hours of use and club responsibilities (including noise considerations for neighbouring residents).	All sports facilities as appropriate.	Staff time	MAS
14. Undertake capital works to upgrade and extend existing sports facilities as programmed.	All sports facilities as appropriate.	Cost of program varies. Ranges from \$10,000 to \$5,000,000	MAS
19. Continue to implement the Asset Management Program using prioritised renovations in accordance with condition reports.	All sport and recreation assets as appropriate.	Varied	MAS
52. Implement the recommendations of the Open Space Strategy at each site as identified.	All parks and reserves.	Varied, dependent on project and site	MAS
116. Provide play spaces that are designed to cater for young adults aged.	Penfold Park, Kensington Gardens, Glenunga Reserve.	Staff time and new playgrounds. Range \$50,000 to \$500,000	MAS

Recurrent Budget Investment Required

<i>Action</i>	<i>Key sites</i>	<i>Approximate Cost Range</i>	<i>Who</i>
4. Ensure the data in the asset management data base is current, accurate and capable of being used to provide management reports which assist with depreciation and asset replacement estimations, as well as supplier value and asset reliability.	All open space, recreation and sporting activity related assets.	Staff time	MAS, GIS Officer
20. Ensure maintenance standards of parks and public open space is maintained to the highest possible standards to create a clean, safe, inviting environment for people.	All open space, recreation and sporting activity related assets.	Staff time	MOS, MAS
26. Review vegetation management and maintenance along pathways to ensure clear sight-lines and prevent blind spots.	All parks as appropriate.	Staff time	MOS
31. Review and update as required all of the Community Land Management Plans.	All parks as appropriate.	Staff time	MAS
36. Together with City of Unley seek a place on the Adelaide City Council Victoria Park redevelopment panel considering allocation and selection of facilities to applicants.	Victoria Park.	Staff time	MAS
37. Keep Council updated on development to this site and utilise the opportunities to gain access to regional facilities as appropriate.	Victoria Park.	Staff time	MAS

38. Support ERA Recreation Group to establish a Regional Recreation Officer to assist with regional coordination of sport and recreation services by the ERA network Councils.	All sites.	Staff time	MAS
39. Support an ERA Recreation Group project to classify and document all of the regional open space using one agreed classification, and share asset information to allow the development of an ERA regional sport and leisure asset database of facilities and the levels of sport or service those facilities provide.	All sites.	Staff time	MAS
40. Recognise Kensington Park as the ‘regionally’ significant organised sport location in Burnside.	Kensington Park.	Staff time	MAS
41. Foster collaboration with the administration at City of Norwood Payneham and St Peters and progress opportunities for joint projects, especially along the boundary. Projects many include joint funding of a Dog Park at St Morris Reserve or Skating/BMX Facility at War Memorial Gardens Norwood Oval.	St Morris Reserve, Norwood Oval.	Staff time	MAS
42. Foster collaboration with the administration at City of Unley and progress opportunities for: Victoria Park collaborative use; shared use of parks along Glen Osmond corridor such as Ridge Park or potential development of new Glenside open space, or Dog Park around Eastwood, Frewville, Glenunga, Parkside and Fullarton areas.	Victoria Park, Ridge Park.	Staff time	MAS
43. Foster collaboration with the administration at City of Campbelltown and progress opportunities for: Magill Urban Village redevelopment; opportunities for recreation at the	University of South Australia, Magill Campus, Hills Face Zone.	Staff time	MAS

University of South Australia site; connections for trails in the hills face zone.			
44. Foster collaboration with the administration at City of Adelaide Hills and progress opportunities for: connections for trails in the hills face zone.	Hills Face Zone.	Staff time	MAS
45. Foster collaboration with the administration at Glenunga International High School and progress opportunities for redevelopment of the Glenunga Reserves and use of gymnasium.	Glenunga Reserve.	Staff time	MAS
46. Foster collaboration with the administration at St Peters Girls College and progress opportunities for community access to appropriate agreed facilities.	St Peters Girls College.	Staff time	MAS
47. Foster collaboration with the administration at Pembroke College and progress opportunities for community access to appropriate agreed facilities.	Pembroke College.	Staff time	MAS
48. Foster collaboration with the administration at Seymour College and progress opportunities for community access to appropriate agreed facilities.	Seymour College.	Staff time	MAS
24&25. Prepare the Northern and Central Hills Face Reserves Management plans.	All parks in the Northern Hills Face Reserves as appropriate.	Approximate \$20,000 or Staff time per plan	MOS
49. Foster collaboration with the administration at Norwood Morialta High School and progress opportunities for community	Norwood Morialta High School	Staff time	MAS

access to appropriate agreed facilities.			
50. Foster collaboration with the administration at the various local primary schools and progress opportunities as they arise.	Primary Schools in City of Burnside.	Staff time	MAS
51. Undertake a review of the Open Space Strategy, including updating and including an auditing process for project delivery.	All park and reserves.	Staff time	MAS
53. Within the Streetscape Strategy, acknowledge the role that footpaths and shared use paths and street furniture can have in providing opportunities for active and passive recreation through walking, running and cycling.	Streets.	Staff time	MAS
54. Constantly monitor for the opportunity to acquire or share use larger parcels of open space for sports grounds requiring ovals and pitches.	Council area and neighbouring areas.	Staff time	MAS
57. Investigate the development of recreational Hubs in the City as per the Hubs Strategy to increase participation in the featured activities. This work can occur as part a site master plan process.	Open space sites designated as a potential Hub site i.e. Kensington Park, Miller Reserve etc.	Staff time	MAS
60. As part of the Traffic Management Plan for the City and site master plans review the ability to make a provision for more suitable onsite parking at key locations where off street parking is an issue for traffic, park users or residents. This would include Hazelwood Park, Kensington Gardens Reserve and Kensington Park Reserve.	All relevant sites with issues, but this would include Hazelwood Park, Kensington Gardens Reserve and Kensington Park Reserve.	Staff time	MAS, MOS and MES

<p>63. Designate appropriate parks ‘predominately passive’ recreation parks so as to maintain peaceful, quiet and safe places for passive recreation opportunities such as walking, reading, painting, drawing, picnicking etc.</p>	<p>Appropriate parks, generally local parks and designated areas in regional and neighbourhood parks.</p>	<p>Staff time</p>	<p>MAS</p>
<p>64. Form an expert team "Open Space Master Planning Team" for master planning processes, which has relevant across Council expert knowledge and a project manager.</p>	<p>Council wide, but start with Regional Reserves.</p>	<p>Staff time</p>	<p>MAS, MOS, MES</p>
<p>65. Develop a terms of reference for the Open Space Master Planning Team which includes representatives, roles, responsibilities, frequency of meetings and reporting.</p>	<p>Council wide, but start with Regional Reserves.</p>	<p>Staff time</p>	<p>MAS</p>
<p>70. Develop master plans for the regionally and district significant parks and review site constraints for multipurpose facilities and recommend improved layout, amenity upgrades required and parking provision.</p>	<p>Penfold Park, Kensington Gardens, Chapel Street Reserve, Glenunga Reserve, Hazelwood Park, Kensington Park, Kensington Road Lookout, Kingsley Avenue Reserve, Miller Reserve, Newland Reserve.</p>	<p>Staff time</p>	<p>MAS</p>
<p>71. Using a master plan process to reconfigure sports grounds and facilities to maximise usage capacity and flexibility to accommodate a range of sports where possible and also consider environmental and traffic management upgrades and the development of park specific Master Plans/Landscape Plans.</p>	<p>Hazelwood Park, Glenunga Reserve, Kensington Gardens, Kensington Park, Tusmore Park, Newland and Langman Reserves.</p>	<p>Staff time</p>	<p>MAS</p>

72. Consider provision for casual sporting opportunities in all relevant parks master plans for e.g. basketball pads, netball rings, soccer goals, tennis hit up walls, golf nets, jogging tracks, skate rails, hand ball grids and hopscotch grids.	All regional and district parks and reserves.	Staff time	MAS
73. Develop Design Guidelines for Parks according to hierarchy, use and for each asset class, to assist asset replacement decisions and to create a sense of identity, equity and place making.	All regional and district parks and reserves.	Staff time	MAS
74. Consider young volunteers for assistance with dog walking and gardening for older residents.	Council area.	Staff time	MAS, Chris, Andrew
82. Upgrade the Burnside Swimming Centre and utilise community engagement to help develop the recommended upgrades to meet the needs of the community for swimming.	Hazelwood Park.	Staff time	MAS, PSP
84. Upgrade the Glenunga Reserve and utilise community engagement to help develop the recommended upgrades to meet the needs of the community.	Glenunga Reserve.	Staff time	MAS, PSP
88. Include social obligation initiatives into Council leasing agreements.	All sports clubs as appropriate.	Staff time	MAS
98. Develop a website area for the City of Burnside to enable more effective linkages, networking and communication about sport and recreation opportunities in the City.	All sports clubs as appropriate.	Staff time	MAS

100. Ensure a high level of community involvement and consultation is undertaken in relation to site park/recreation planning.	All open space, recreation and sporting activity related assets.	Staff time	MAS
106. Advocate for the Mt Osmond Golf Course as the local golf course.	Mt Osmond Golf Course.	Staff time	MAS
113. Investigate by community consultation locations for the establishment of dog park(s) in the City.	Sites to investigate: Effie Ferguson, Langman, Reserves.	Staff time	MAS
114. Investigate by community consultation locations for the establishment of skate facility(s) in the City.	Glenside Detention Basin, Penfold Park.	Staff time	MAS
117. Implement the Burnside Bicycle Strategy as this will provide opportunities for shared walking/cycle networks.	Council wide.	Staff time	MES
118. Ensure Burnside has quality Civic Library capacity and resources to meet the demand for reading and computer activities.	Civic Centre.	Staff time	MLS
119. Continue the Mobile Library ensuring relevant routes are taken and material provided.	Council wide.	Staff time	MLS

<p>122. Develop a formalised Trails Strategy Plan to increase usage, connectivity of trails in the city, focussing on the foothills network.</p>	<p>Foothills open space and connectors i.e. Auldana Reserves, Chambers Gully, Cleland Conservation Park, Danthonia Reserve, Dashwood Gully Reserve, Ferguson Conservation Park, Ifoud Reserve, Michael Perry Botanic Reserve, Mt Osmond Reserve, Philips Reserve, Sylander Reserve, Themeda Reserve, Traminer Reserve, Verdelho Reserve, Waterfall Gully Reserve, Wattle Park Reserve, Wyfield Reserve, Zig Zag Reserve.</p>	<p>Staff time</p>	<p>MAS,MOS</p>
<p>123. As part of the annual community survey, analyse community perceptions of the service delivery performance of sport and recreation related services and make recommendations to Council to address issues as appropriate.</p>	<p>Council wide.</p>	<p>Staff time</p>	<p>MAS</p>
<p>125. Investigate and pursue opportunities for joint community use and access agreements with education sites and providers.</p>	<p>Council wide.</p>	<p>Staff time</p>	<p>MAS</p>
<p>126. Continue discussions with state government on the future management of Mt Osmond Reserve and its potential to provide walking/cycling/shared use trails and BMX facilities as well as improved bushfire management in the Hills Face Zone.</p>	<p>Mt Osmond Reserve.</p>	<p>Staff time</p>	<p>MAS</p>

8.3 Measures of Success and Review

It is important that progress in implementing the actions of the Strategy is monitored over time to ensure that the strategic objectives, principles and actions remain relevant and are able to be effectively implemented. It is recommended that regular project delivery monitoring occur on an annual basis, possibly as part of the annual plan program review.

The success of the Strategy will be able to be measured by the following indicators:

1. The active use of the adopted Sport and Recreation Strategy which reflects community need and aspirations;
2. Delivery of the adopted Asset Management Plan projects which result in improvements to sport and recreation related infrastructure;
3. Delivery of sport and recreation programs that encourage community participation; and
4. Increased community participation and healthy lifestyles.

Monitoring of these indicators can be measured partly by using the results of the Annual Community Survey or a repeated Activity Survey. In addition every project that directly impacts on the community and commits rate payers funding, needs active project monitoring and consultation throughout the implementation process.

A major review and potential update of the actual Strategy is recommended every five years in light of possible local planning changes resulting in a different open space provision and possible review emerging recreation trends.

8.4 Funding Options and Opportunities

Funding is a major issue for all Councils when attempting to improve sport and recreation service provision. The goal of Council should be to ensure that limited resources are allocated efficiently and equitably in relation to the maintenance and development of sport and recreation services, and planned to utilise the available open space and building assets.

Councils have several options for increasing funding, especially capital funding. Examples of these options of are:

- increase Council rates to provide a greater revenue source;
- cease the delivery of a particular service being delivered and redirect resources to other areas or services of Council;
- reduce the level of service of a particular service(s) and redirect resources to other areas or services of Council;
- sale of open space or a building asset to cover the cost of improvements to and/or purchase of another asset (capital improvements only, will not cover additional ongoing costs of a new or enhanced service);
- seek and obtain project funding grants for capital investment (grants will not cover ongoing costs associated with new or improved services generally and often require matching funding);
- obtain corporate funding through advertising associated with Council facilities;
- pool resources with neighbouring Councils to save or share the cost of a new regional facility or service;
- lease out to commercial business at a rate greater than the cost of maintenance and depreciation;

- increase fees and charges on other services; and/or
- user pays for an increase in service level provided by new or upgraded facilities.

Increasing rate revenue is usually politically unpopular and redirecting resources from other parts of Council is an issue that requires substantial Elected Member and community consideration and agreement. Grant income is limited, sporadic and generally only pays for capital improvements.

The most critical issue for Council is funding ongoing recurrent costs each year, especially when a major upgrade occurs. This increase in financial burden is also a challenge for a club or association leasing the Council asset that has been upgraded if Council passes on the true cost of the upgrade by increasing the annual lease payments.

Therefore there is a critical need to balance fit-for-purpose assets with desired and fundable service levels for the provision of sport and recreation services.

9 Conclusion

This study has identified community activity behaviours and a range of gaps and challenges in the current sport and recreation service provision. It has also discussed possible opportunities and subsequent proposed actions for the future provision of sport and recreation services within the City of Burnside.

Generally, the study has found that Council is meeting the demands of its residents and that current residents are generally content with the current services provided for the rates that they pay. Indeed there is no desire for significant investment of funds in projects, other than in the ones already identified by Council and having been subject to considerable community consultation such as the Burnside Swimming Centre and Glenunga Reserves upgrades. The community is also changing and the increasing older population but also the significant teenage population requires different opportunities to meet their diverse needs for sporting and recreation activity.

Implementation of the actions arising from this Strategy is intended to ensure a focussed approach is taken by Council in relation to the provision of sports and recreation services and should contribute to more effective delivery of infrastructure and facilities to increase the resident participation of in physical activities within the City of Burnside.

In order for this Strategy to be effective over the next ten years, Council needs to continue to listen to its community and ensure as best as it can that it responds to the needs and aspirations of the changing population. This can be achieved by building upon the already diverse range of sport and recreation facilities and programs.