



Wanneroo Raceway Master Plan Report

Contents

Executive Summary.....	4
1. Master Plan Development	6
1.1 Wanneroo Raceway and Surrounding Land: The Study Area	6
1.2 Context: Development Considerations	7
1.3 Master Planning Process.....	7
2. Document Analysis and Review	9
2.1 City of Wanneroo	9
2.2 State Department and Agencies.....	10
2.3 Sporting Bodies and Organisations.....	11
2.4 Wanneroo Raceway Historic Documentation	14
2.5 Local Sporting Club Documentation	15
2.6 Demographic Considerations.....	16
2.7 Summary Conclusions	20
3. Site Constraints	22
3.1 Constraint Mapping	22
3.2 Visual Site Audit	23
4. Consultation Outputs.....	25
4.1 City of Wanneroo	25
4.2 State Government.....	25
4.3 Sporting Clubs.....	27
4.4 State and National Peak Sporting Bodies	28
5. Facility Benchmarks	32
5.1 Existing Motorsport Facilities	32
5.2 Latest Motorsport Event Centre Benchmarks.....	33
5.3 Automotive Industry Trends Review	36
5.4 BMX and Other Cycling Benchmarks	38
6. Development Options.....	40
6.1 Facility Development Analysis: Motorsport Disciplines and Event Use.....	40
6.2 Development Priorities and Potential Functionality	47
7. Wanneroo Raceway Master Plan and Costs	52
7.1 Master Plan Design Principles	52
7.2 Opinion of Probable Cost.....	53
7.3 Stakeholder Touch Points	54

8. Risk Assessment	57
9. Funding Plan Options.....	59
10. Implementation Plan.....	62
11. Recommendations.....	67
APPENDIX A: Document Review.....	68
APPENDIX B: Demographic Analysis	94
APPENDIX C: Constraint Mapping	111
APPENDIX D: Visual Site Audit.....	119
APPENDIX E: Benchmarks.....	125
APPENDIX F: Master Plan.....	141
APPENDIX G: Master Plan Costings.....	147
APPENDIX H: Risk Assessment	151

Executive Summary

The existing Wanneroo Raceway comprises 62 hectares (Lot 12748) surrounded by bushland with a variety of adjacent land parcels providing for a range of motorsport opportunities. The extended site to the north offers the potential opportunity to develop onto another 109 hectares of land. The purpose of the Master Plan was to identify options for investment and the extent of any future development for potential motorsport, tourism, sport, events and business opportunities which could support both emerging community requirements and the City's evolving economy.

Wanneroo Raceway provides a unique facility and opportunities for the resident population of the City. It has been identified through a variety of reports as a site which has the potential to deliver both community and economic benefits to the City. As a regional and state level facility, Wanneroo Raceway draws principally from a state wide catchment for circuit racing and driver/rider training activities. Within a 10km catchment of the site, it is estimated that the population will expand from the 2016 level of 122,616 to 178,515 in 2036 (ABS Census data). This population growth will necessitate the development of a range of community and commercial opportunities to support the emerging population.

Through the review and consultation process a number of key aspects were considered which are critical to the redevelopment of Wanneroo Raceway. These can be summarised as:

- There are opportunities to attract tourists through an integrated events strategy, should the site receive the appropriate level of investment.
- The current Wanneroo Raceway motor racing circuit has a number of design deficiencies which will require addressing.
- Current Wanneroo Raceway infrastructure is ageing and much of the associated supporting infrastructure is in need of improvement if the site is to reach its full potential for community and economic return.
- The site and surrounding land are subject to a number of constraints which may impact on development and will need to be addressed if the full potential is to be reached. These relate to environmental, water management, bushfire risk, indigenous heritage, planning and conservation.
- The need for alternative sporting opportunities has been previously identified. In particular, the site has the potential to accommodate a variety of non-motorised cycle sports; in particular, the relocation of Wanneroo BMX Club.
- There are numerous opportunities (based on industry benchmarking) to develop the site and surrounding land into a comprehensive motorsport and events destination. However, this will require the expansion of the current site to protect the interests of the existing user groups (most notably the WA Sporting Car Club).

Facility development options were explored for the current Wanneroo Raceway site and expanded land to the north. It was determined that the most effective and efficient way of developing the site was to develop a separate FIM grade 2 circuit on land to the north of the existing circuit, whilst maintaining the existing club racing circuit as an independent entity. This would enable the two circuits to perform different functions and ensure that a variety of uses could be undertaken within the broader complex at any one time, thereby maximising use and potential visitor throughput.

It was determined that priorities for investment should be ranked in accordance with the following priority list:

- Priority 1: Essential element to drive income and sustainability of the site and/or essential club infrastructure components.
- Priority 2: Marginal economic value but important extension of club activities.
- Priority 3: Marginal development options to be considered. Possible future developments under investigation.

The table overleaf identifies the development options as they are ranked together with the Order of Probable Cost (OPC) associated with each priority level.

Priority 1	Priority 2	Priority 3
FIA Grade 2 FIM Grade B Circuit, including:		
<ul style="list-style-type: none"> • 4.27 km Main FIA Circuit • 2.6 Km National Circuit • 1.7 Km Club Circuit • Enhanced Spectator Area • Temporary Grandstand • Primary Paddock • Primary Pit Building 	Secondary Paddock Secondary Pit Building 750m Straight for Informal Drag Racing	Speedway and/or dedicated criterium area and/or jet boat area (subject to further consideration).
Wanneroo Raceway		
Rationalise current infrastructure and undertake asset improvements.		
Driver Experience Centre		
Operate within the existing Wanneroo Raceway circuit and where necessary be closed off to run as a separate smaller circuit.		
Off-Road Facilities		
Integrating the existing FIM Motocross circuit within an extreme sport zone	Multi-Use Off Road Area	Dirt Speedway Oval
Non-automotive Facilities:		
<ul style="list-style-type: none"> • Existing Infrastructure and Storage • Open Parkland • Hotel • Luxury Villas • Potential Amphitheatre Location(s) • Commercial / Retail Units • Extreme Park Welcome Centre • BMX Track • Pump Track • Camping Area and Event Parking • Existing Natural Trails 	Motor Museum Automotive Club House	Infield Jet Boat Area
Ancillary facilities		
<ul style="list-style-type: none"> • Site Welcome Structure • Parking Area • Protected Bushland • Primary Access • Secondary Access 		
Cost: \$183,436,175	Cost: \$33,695,598	Cost: \$13,898,002

To accompany the report, a risk assessment was undertaken which will need to be reviewed as the development of the Master Plan evolves. A recommendation to endorse the Master Plan and subsequent engagement and approval process is on page 64.

1. Master Plan Development

Wanneroo Raceway is located within the City of Wanneroo, on Crown land vested under a management order to the City of Wanneroo. The City leases the site to the WA Sporting Car Club (WASCC). The land comprises an area of approximately 60 hectares, being a portion of 440 (Lot 12748) Wattle Avenue, Neerabup. The Council has recently resolved to surrender the existing lease and approve a new lease for a further 10 years (which expires in 2028) to enable a Master Plan process to be developed and implemented.

The primary objective of developing a Master Plan for the Wanneroo Raceway site is to potentially provide for separate, but interconnected, racing circuits for car and motorcycle racing, with integrated and connected pit, administrative and ancillary facilities. The plan is to support the proposed infrastructure development with an integrated governance model (management of the circuit(s)) and a funding model which supports a 10-year implementation horizon.

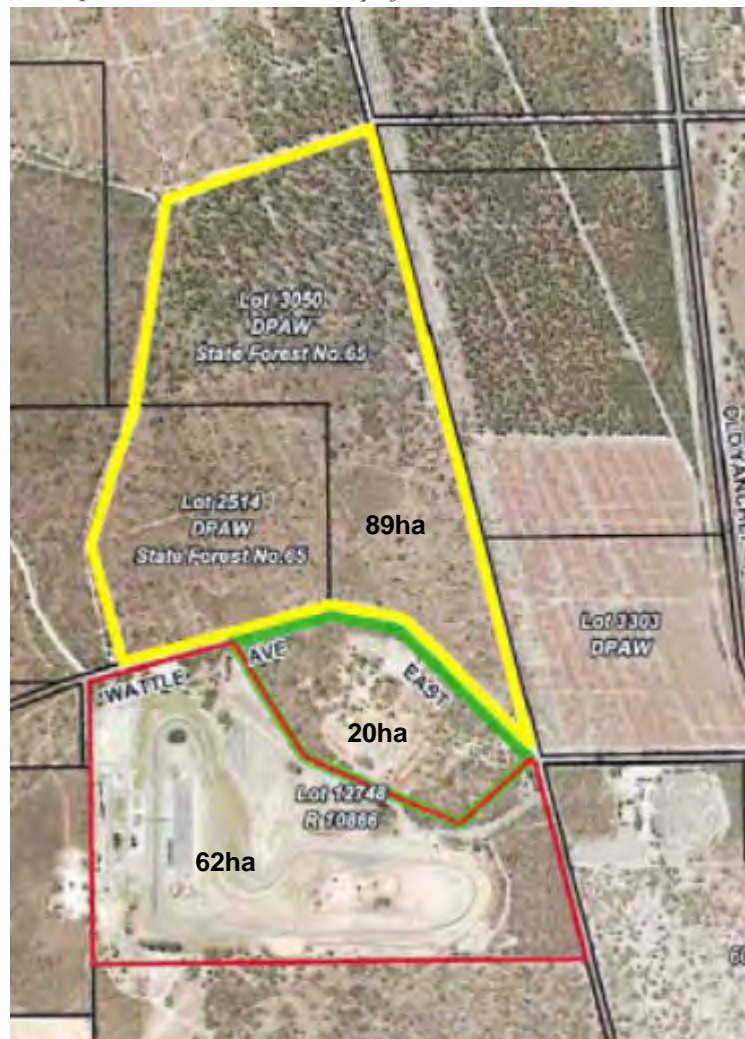
1.1 Wanneroo Raceway and Surrounding Land: The Study Area

The Wanneroo Raceway site and the potential surrounding land area is shown at figure 1.

The existing Wanneroo Raceway consists of 62 hectares (Lot 12748) surrounded by bushland with a variety of adjacent land parcels providing for a range of motorsport opportunities to the east and south east (both formal and informal) and limestone extraction to the southwest. These include:

- Jacks Hill, Hill Climbing circuit which lies within Wanneroo Raceway on the northeast boundary adjacent to the motocross facility. It is recognised as WA's only permanent Hill Climb circuit.
- AJS Motorcycle Club which is the adjacent motocross and motoTrails circuit with direct access off Wattle Avenue. The circuit caters for two and four wheel motocross classes. The track has the capability to be accessed 7 days a week. They currently do not run any Motorcycling Australia/Motorcycling WA events due to a decision to source their own insurances at the start of the 2018 season.

Figure 1: Wanneroo Raceway and surrounding potential development areas (Source: City of Wanneroo)



- Off-Road Road Rush: A commercial operation on land adjacent to Wanneroo Raceway which focusses on off-road driver experience opportunities in V8 Trophy Trucks, UTV or WRX Turbo Rally Cars. It also offers extreme hot laps/passenger rides.
- Wanneroo International Kartway (Lot 600) which lies to the south, off Wattle Avenue immediately to the east of Wanneroo Raceway. This is to be considered as part of the extended development of Wanneroo Raceway.
- A series of off-road riding tracks to the south of Wanneroo International Kartway and to the north of Trandos Road (to the south of which lies Nearabup Power Station and Industrial Estate).
- Pinjar Park Speedway: Including two speedway tracks specifically for solo (adult and peewee racers) and sidecars. A large speedway circuit has recently been completed through crowd funding, replacing a small speedway circuit which was principally accessed off Pederick Road. The new circuit is accessed off Yanchep Road, with overflow parking adjacent to the older track.
- Wanneroo Junior Motocross Club which lies between the new and older speedway tracks and to the west of the Nearabup Industrial Estate.

The Master Plan subject land has incorporated Jacks Hill and the AJS Motorcycle Club land, although it is not proposed to alter current infrastructure, but rather enhance access opportunities and consider greater diversity in use. In addition, the Master Plan has sought to consider two sites on lots to the north of the existing Wanneroo Raceway. These sites are currently in the control of The Department of Biodiversity, Conservation and Attractions (Lots 2514 and 3050). The total land area occupied by these Lots is 89 hectares.

The current Wanneroo Raceway circuit starting grid lies on its western side which is typified by a series of garages, commercial buildings, the WASCC administrative offices and parking areas. The western part of the site is relatively flat land which rises from west to east as the track climbs. Access to the site is off Wattle Avenue via Old Yanchep Road.

1.2 Context: Development Considerations

The master planning process considers linkages to existing motor-cross, BMX and go-kart facilities within the precinct and the potential development of other motor sport and cycling activities (i.e. drift track, jet boat racing, 4WD training and rally, mountain bike trails, etc.) either within the existing footprint of the Wanneroo Raceway or on adjacent land. Consideration is also to be given to the existing Edith Cowan University's (ECU) Motor Sport Program and potential of the future facility within the motorsport industry within Australia and South East Asia.

Recent investment in the facility and previous master plans has sought to enhance the service offered to motorsport and extend the race circuit and motorsport precinct. However, following a document referenced as the Hall Report (Barbagallo Raceway WA) in 2016, the WASCC temporarily ceased the use of the Raceway for motorcycling, pending the implementation of the report recommendations. Whilst motorcycle ride days were re-introduced late in 2018, the MA track licence was removed. However, more recently a Memorandum of Understanding has been agreed between WASCC and Motorcycling Australia with the intention of re-introducing competitive motorcycle racing back to the circuit, and upgrade works have been undertaken to address safety concerns. This included the addition of a new chicane and installation of safety barriers at key points with MA re-instating the circuits MA track license with effect from 1 March 2019. The re-introduction of competitive motorcycle racing at the circuit is now set to commence in 2019.

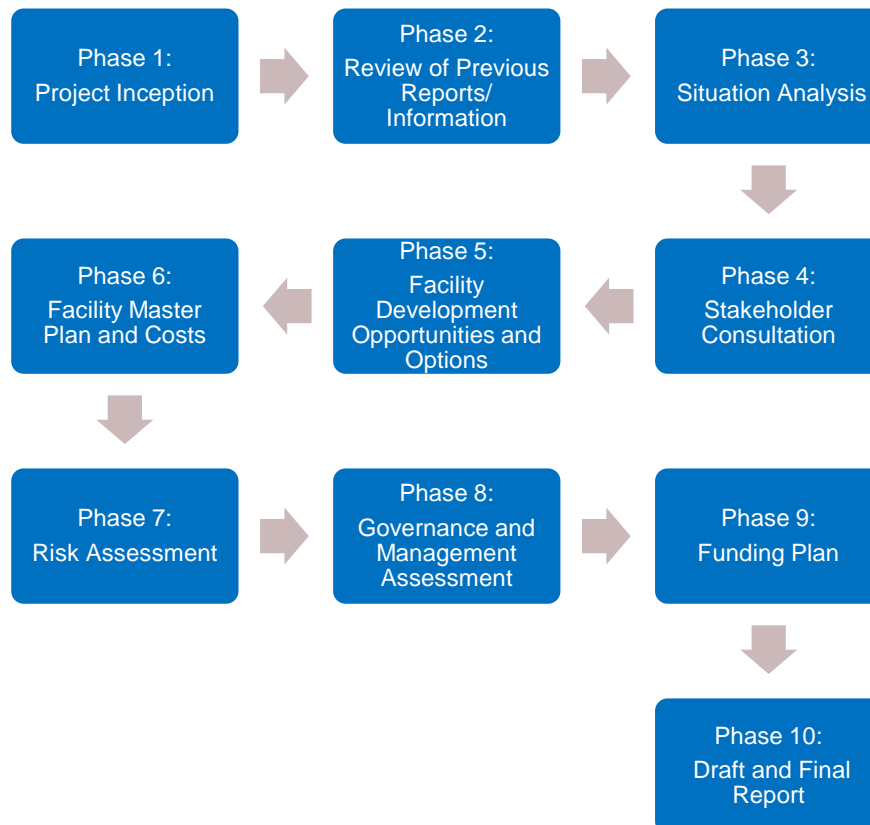
1.3 Master Planning Process

The Master Plan has been developed in accordance with the following process:

- A review of background material.
- Identification of current trends and benchmarking with a view to establishing existing and future needs.
- The documentation of alignments with motorsport user groups strategic plans and state government policy/planning documents.

- Documenting options and potential extent of any development and to determine the feasibility of the development, having regard to technical, facility design, facility planning hierarchy, management and financial considerations.
- Undertaking and developing a high-level risk analysis.
- Determining the broad order of magnitude cost estimate for options considered.
- Providing a site Master Plan which is supported by a functional design brief, appropriate staging, cost and funding model, having considered the implications of all statutory obligations.

This is more particularly detailed below:



2. Document Analysis and Review

This section identifies the critical considerations identified through the document review. The detailed analysis is provided at Appendix A, whilst the key messages are provided below.

2.1 City of Wanneroo

City of Wanneroo Strategic Community Plan 2017/18 – 2026/27

The Strategic Community Plan sets out the strategic direction for the City of Wanneroo and more specifically the key strategic themes, objectives and actions to meet the requirements of residents. The key strategic outcomes and actions required to be undertaken and relevant to the Master Plan include:

- Create opportunities that encourage community wellbeing and active and healthy lifestyles
- Facilitate opportunities within the City to access peak and elite activities
- Develop strong economic hubs locally and near transport
- Build capacity for businesses to grow
- Attract investment development and major infrastructure

Wanneroo Raceway is a significant land resource within the City and subject to developing infrastructure, which meets both the needs of the local community and the commercial sector acting as a major catalyst for external investment and potential aligned tourism opportunities.

Corporate Business Plan 2018/19-2021/22 (City of Wanneroo)

The plan which forms part of the City's Integrated Planning Framework references the importance of key partners and stakeholders in being critical to the success of delivering the outcomes which the City is seeking to achieve.

Draft Tourism Lands assessment (City of Wanneroo: Farlane Consulting)

The draft document specifically references Wanneroo Raceway as a critical part of the City's economic offering. It is nevertheless important that the City exercises a positive level of influence or control over assets over which the City has some control to achieve the desired outcomes of the Integrated Planning Framework.

The City, therefore, may play a significant role in de-risking investment through activities, including potentially using a 'carrot and stick' approach to regulation, lease holdings and asset management to ensure governance processes are suitable to realise opportunities. In specific reference to Wanneroo Raceway, a commitment to ongoing stakeholder engagement and communication should be followed to develop a low conflict approach which can potentially deliver more effective outcomes.

Impact of Barbagallo Raceway on the Perth NW Region Economy – 2009

This document advocated for the V8 Supercars event to be retained and further advocated for funding to be provided by the State Government for the upgrade of Barbagallo Raceway. This was subsequently undertaken and was supported by a series of studies assessing the feasibility and rationale for investment.

Tourism Strategy and Supporting Actions 2011-2017 (City of Wanneroo)

The strategy references 'All events of significance e.g. the V8 Supercars held at Barbagallo Raceway' which should all be used to attract additional visitors and to bring additional economic and social benefits to the area. One of the main recommendations which emerged from the strategy was (in conjunction with external stakeholders) to continue to investigate ways of increasing the economic impact of existing and new strategic events in the City, e.g. conferences and Barbagallo Raceway.

Smart Growth Strategy 2005 (City of Wanneroo)

The strategy, whilst dated, highlights a number of principles which should underpin the development of Wanneroo Raceway. These include:

- effective use and development of land and buildings for the benefit of the local area.

- creating opportunities to enhance and develop the identity of our places and our people, and to improve equity and inclusiveness within our community.
- opportunities that enhance industry growth and promote job creation within our region.

Draft Wanneroo Cycle Plan (City of Wanneroo December 2018)

The plan advocates for a cycle-friendly environment within the City that is desirable, accessible and attractive to a variety of users, and also provides a credible alternative to vehicle use for 0 - 10km trips. It will be important to recognise this requirement; and in particular, the need to assess any Master Plan against its potential to deliver the desired outcomes of the Cycle Plan.

Wanneroo BMX Club Relocation (City of Wanneroo) Concept Report November 2016

This document identified four potential sites for the relocation of Wanneroo BMX Club. None of the four sites was considered viable due to various environmental and water management issues. The report emphasises the issues associated with the availability of land to accommodate a facility requiring the extent of infrastructure (particularly event overlay and car parking) desired to facilitate the growth of BMX. As a result, the club remains inhibited in its potential growth opportunities.

2.2 State Department and Agencies

North West Sub-Regional Planning Framework

The North West Sub-Regional Planning Framework sets out the strategic planning measures to support growth through to 2050. It references the need to develop regional level sporting infrastructure to meet the needs of a gradually expanding population and demographic base. Wanneroo Raceway is a regional level sporting facility with the capability to provide opportunities for the growing population of Wanneroo and surrounding local government areas. It is, however, important to ensure that infrastructure continues to diversify and be co-located with other users. This will require greater collaboration in the planning and evolution of the facility.

Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020 (Department of Sport and Recreation)

This document identifies a number of key challenges which are relevant to the development of Wanneroo Raceway. This includes:

- The ongoing requirements for Western Australia's sport and recreation organisations to proactively develop governance models that are collaborative and strategically aligned partnerships.
- The importance of recognising the needs of communities into the future by being efficient with resources, focussing on the function of sites, providing equitable access to facilities and securing strategically important regional scale spaces.
- The need for increased commercialisation of community-based sport and recreation organisations which are increasingly reliant on public investment for their survival. Public investment in sport and recreation organisations should factor in the capacity of these organisations to source commercial revenue.
- Optimise the value derived from public and private funding in tight fiscal circumstances.
- To increase participation and affordability of resources by being proactively inclusive and to achieve broader social objectives, such as the reduction of crime and improvements in mental and physical health. It is important to stimulate healthier and socially beneficial outcomes for our community.

State Sporting Facilities Plan Framework 2013

The State Sporting Facilities Framework references Wanneroo Raceway and potential site developments, including the requirement to upgrade and redevelop the raceway facility. The implementation of site review recommendations is essential to maintain the viability of the facility for national road races. With regard to motorcycling, a site investigation is recommended to identify suitable land with sustainable tenure to use as a competition venue and a community resource. Reference is also made to the need to develop a BMX

facility feasibility to accommodate national and international events linked to growth in the sport following Olympic entry. With regard to cycling, the development of a closed road circuit venue to support criterium and road racing and as a centre for bike education is recommended.

Tourism WA – Various Publications

The state tourism body has undertaken a variety of studies across local governments within the Perth metropolitan area and in regional WA. The City of Wanneroo has not benefitted from specific research related to the area. It is to be noted, however, that within the *Two-Year Action Plan* for Tourism Western Australia (2018 and 2019), the Perth SuperSprint is identified as one of seven major events within the state during the period of the plan. A strong focus is on attracting visitors from the Asian market where Tourism WA aim to maximise visitation, leveraging our proximity and time zone to establish Perth as the alternative entry point to Australia from Asia. This is to be supported by increasing direct air services from Asia to Perth. The strategy also promotes the intention of developing a world-class events strategy to drive visitation and reposition Perth by developing a calendar of events that prioritises visitation to and around Western Australia, including driving greater tourism outcomes from existing events.

Of the key visitation statistics over the past year (WA Tourism Research on domestic and international visitation to the state), the following trends are important considerations:

- Interstate spend in WA increased by (+) 7.8% to \$1.56 billion as a result of increases in leisure and business visitation, as well as an increase in the average daily spend of visitors, despite a drop in total nights.
- The number of intrastate holiday trips grew by (+) 7.7% to 3.7 million overnight visitors, whilst intrastate holiday visitor spend increased by 0.8% to \$2.19 billion dollars.
- International visitation to Western Australia (WA) has grown by (+) 0.6% in the year ending September 2018 to 954,800 visitors, equivalent to 11.3% of all international visitors to Australia.
- The total number of nights international visitors spent in the State declined by (-) 5.3% to 25.9 million nights.
- Due to this decline in visitation and nights, as well as a decline in the average daily spend of visitors, total international visitor spend in WA declined by (-) 6.8% to \$2.2 billion. There was, however, strong growth in specific markets from India, Japan and Germany.

The growth in domestic visitation is underpinning the tourism market while WA seeks to increase its international market share. The concerning trend is the decline in the number of nights visitors spent in the state. A more comprehensive tourism offer linked to a broader event strategy has the potential to address that decline.

2.3 Sporting Bodies and Organisations

Economic Contribution of The Australian Motor Sport Industry Overview (CAMS – Ernst & Young)

This document highlights the value of motorsport within the jurisdiction of CAMS across Australia (i.e. it does not include motorcycle sport which is the responsibility of Motorcycling Australia). Within Western Australia it is estimated:

- The economic output is \$268m; the value add is \$116m and 1,630 jobs are supported. 7,640 compete only; 457 compete and officiate; 2,209 officiate only and 6,926 are other club members.
- The industry supports 54 tracks and venues; 193 clubs and 744 events.

It is estimated nationally that motorsport provides for 150,000 participants, with an economic output of \$2.7 billion and direct added value of \$1.2 billion, generating 16,300 jobs. Circuit and speed events (non-circuit racing) are the two largest motor sport disciplines in Australia. Speedway contributes \$1,136m to the national economy (of which \$94m is value) whilst karting contributes \$157m to the national economy (of which \$68m is value add) and 956 jobs (5.9% of the Australian motorsport industry output).

Motor sport events (including tourism and event operations but excluding self-funded participants) account for 32% of the Australian motor sport industry's output and generate:

- \$0.9 billion in direct industry output

- \$0.4 billion in value added
- 5,227 jobs

Participant expenditure accounts for 49% of the Australian motorsport industry's output. Participant expenditure generates:

- \$1.3 billion in direct industry output
- \$0.6 billion in value added
- 7,948 jobs

The overall value of motorsport extends beyond the financial impact, with a direct contribution to community development and enhancing community health and wellbeing (both in terms of physical and mental health). A revised study currently being undertaken by Deloitte indicates that the overall contribution of motorsport to the economy is now in excess of \$3 billion. The output of this study is expected in 2019.

CAMS Strategic Plan 2017-2019

The Strategic Plan in advancing the growth of motorsport focusses on four areas:

- Delivering sustainable financial growth
- Continued improvement in membership services
- Grow Participation and Membership
- Align Strategy, Culture and Performance

The key areas include growing core revenue streams; increasing membership and embedding a high performance culture within the organisation.

CAMS – Track Operators Safety Guide (June 2013)

The guide aims to provide guidance on most areas related to the operation of a CAMS Licensed Venue. As CAMS do not own the venue, it is the responsibility of the venue operator to consider how the guidelines are to be implemented in order to provide the adequate level of safety. The guideline is continually updated and a revised version is expected within the next 12 months. These guidelines are to be used as the basis for circuit infrastructure within the Master Plan.

Motorcycling Australia Strategic Plan 2017 – 2020

The strategic Plan sets out five priority areas for motorcycling development across Australia. These include:

- Database (Information System)
- Development – Officials
- Funding Model – initially licensing
- Development – Clubs
- Unified National Brand

Motorcycling Australia seeks to develop programs that aid increasing resources and provision of safe, high-quality facilities for members and the public.

Motorcycling Australia Track Guidelines (2018)

The guidelines, which have recently been updated, must be applied in their entirety for a newly-constructed track. In the case of existing tracks, where there is identified non-compliance with the guidelines, a Targeted Risk Assessment (TRA) must be performed by the Track Inspector. These guidelines are to be used as the basis for circuit infrastructure within the Master Plan.

BMXA Strategic Plan 2015 – 2018

BMX Australia has adopted three strategic priorities as the pillars upon which the sport is nurtured and promoted. Each pillar has specific aims and outcomes, yet requires complementary action to support and deliver the vision of BMX Australia. This includes:

- Partnerships – Generate relationships that maximise opportunities for BMX.
- Participation – The local BMX club is the key delivery channel for BMX participation.
- Performance – Providing best practice services, support and programs from the grassroots to the elite level is integral to the growth of BMX in Australia.

BMX Australia Track Guidelines

Track Guidelines identify the following requirements depending on the level of infrastructure:

TRACK REQUIREMENTS	National Championships	National Series	State Championships / Series	Regional	Club
Class Race	CN	CN	Class S	Class R	Class C
Starting Hill	Height: 5m Width: 8m		Height: 2.5m Width: 8m		
Total Length of Track	300M – 400M		280M – 450M		
Width of Track	1 st Straight 8m All other straights: 5m 1 st Turn: 5m Turns: 5m (for competitions, maximum riders 8, minimum 5)		1 st Straight 8m All other straights: 5m 1 st Turn: 4m Turns: 4m (for competitions, maximum riders 8, minimum 5)		
Number of Straights	Minimum 4				
Minimum Number of Turns	3				
Starting Gate -Width -Height	7.3m wide 50cm high Slip resistant				
Length First Straight (minimum)	Men / Women: 70m Challenge: 50m		Men / Women: 50m Challenge: 50m		
Markings	White lines clearly marked on the track				
Transponder Cable	Start Hill and Finish Line		No		
Fencing	On straights minimum 2m from track				
TRACK AMENITIES					
Class of Race	CN	CN	CN	CN	CN
Staging	10x8 Covered		10x8 Preferred		
Grandstands – Available Space for Seating	3000	1000	500	250	250
Lighting	Yes	Preferred	No		

Available Parking Bays	1000	500	250	100	50
Drug Testing Area	Yes		If required	No	

Our Bike Path 2014-2020: A strategic framework for cycling in Western Australia

The plan maps a vision and framework that will be used to guide the future development and growth of cycling in Western Australia. It includes:

- Participation: To get over 1 million Western Australians regularly riding by 2020.
- Sporting Success: To increase the number of Western Australian cyclists winning gold at national championships.
- Infrastructure: To increase the number of cycling infrastructure facilities in metropolitan and regional WA (includes cycle paths, mountain bike trails and cycle sport facilities) every year

Of the challenges the following are relevant to the Wanneroo BMX Club and future facility developments:

- We have an inadequate number of cycle sport facilities.
- The financial and workforce capacity of our cycling organisations and clubs is fragile, which is limiting the breadth and depth of impact they can have in our community.
- Our cycling organisations still tend to operate in isolation, with operational and functional duplication in many areas, and limited instances of collaboration and resource sharing.

2.4 Wanneroo Raceway Historic Documentation

Wanneroo Raceway has been the subject of a number of reports, plans and investigative reports. Some of the documentation referenced below does not have the support of the current board, but nevertheless does provide context to the current site operations.

Preliminary Project Concept Report - 2008 and Stage 3: Barbagallo Raceway Review 2009 (both undertaken by GHD)

The initial documentation looked at the various options for the future of Wanneroo Raceway from doing nothing to substantial track modifications. Further research was recommended to look at the potential development options from limited investment to address the retention and support for major events (including supporting the V8 series) to major track extensions. The documentation supports the improvement of the existing track and an increase in size of the existing track to cater for more internationally-recognised styles of events. In considering the future of the track, and identifying a 'wish-list' of preferences, the development of a track which is desirable to both spectators and drivers, with excellent viewing areas, multiple and varied corners (fast corners, big sweeping corners, undulations) and world class pit facilities, is promoted.

Driving Ambition - WASCC's Roadmap to 2020 (PWC 7 July, 2012)

The club's vision was identified as becoming a leader and innovator in the provision of motorsport facilities and events in Australia, taking on a broader role in the community around the responsible use of motor vehicles and as a centre of excellence for motorsport technology in the state.

The five-part strategy includes:

1. Invest in new facilities
2. Develop and maintain core member services
3. Develop and maintain external customer services
4. Manage communications and stakeholders
5. Strengthen core capabilities and governance

Part of the future planning process explored a revised governance structure with a General Manager reporting to a committee through the President.

Wanneroo Safety Enhancement Options Identification and Assessment (Hall Technical) 2013

The Report was obtained by the Department of Sport and Recreation for provision to stakeholders for the purposes of facilitating consultation between stakeholders in relation to safety improvements at the track, as a result of prior safety incidents. Specific recommendations were made in respect of safety enhancements desired to reduce serious injury.

Wanneroo Motorsports Park: A Business Plan for The Development of New Land Adjacent to the Existing Motor Sport Facility in Neerabup, WA. (Motor Sport WA Ltd. (MSWA) Working Group) 2015

The objective of the planning process was to cost-effectively develop appropriate recreational facilities to cater for the current and future growth of the sport and industry of motor racing. It was identified that the present facilities are inadequate for the needs of the multi-discipline, current user groups. The choice was either an alternative racing circuit constructed on a greenfields site or expansion of the current facility.

Options for the site development included:

- Circuit options to develop an FIA Grade 2 and FIM Homologation B standard to be designed as a multi-purpose venue for motor-related activities.
- The lease of the new land will be held by the site operators (identified as Motorsports WA) as Lessee of State Land administered by the Department of Parks and Wildlife (DPaW – now the Department of Biodiversity, Conservation and Attractions).
- Combine the existing venue with the new venue at some stage when construction reaches the stage of linking circuits.
- Other branches of motorsport will be included in the Wanneroo Motorsports Park concept including motocross, autocross, supermoto, jet boats, go-karts and off-road. Common-user facilities will mean that all the clubs associated with these types of motorsport will have access to modern support facilities.
- The development of driver training facilities on the basis that Western Australia has a shortage of such facilities. The Wanneroo Motorsports Park was to incorporate facilities for providers of driver training services as well as road/truck safety education and training.

Governance Framework of Motor Sport WA Limited - Public company limited by guarantee (May 2016)

The document specifically advises on the governance direction for Motor Sport WA Ltd which was developed to sit above the WASSC in developing motorsport. It advises that the Board should comprise a minimum of five directors, although seven directors is the preferred number. A member of the Board may continue in office for a term of three years and until the next Annual General Meeting. The Board set up was in accordance with the ASC Sports Governance Principles Coverage (Australian Sports Commission: Sports Governance Principles 2013)

2.5 Local Sporting Club Documentation

WA Sporting Car Club Strategic Plan 2017-2022

The strategic plan has been informed by previous studies undertaken by GHD and PWC (referenced above) together with a survey of members and general meetings. The strategic priorities for the club can be summarised as:

- Governance and structure: To ensure it is effective and efficient and consistent with leading member-based sporting organisations.
- Resources: To deliver the clubs aims and objectives.
- Service and Professionalism: To deliver member experience satisfaction.
- Collaboration: To foster relationships with external agencies for mutual benefit.
- Technology and Innovation: To embrace opportunities.
- Youth: A focus on the 16-30 year age bracket.

It is estimated that currently only 40% of members participate in motorsport events; the target is 75%. The club intends to develop a motorkhana facility and ensure the facility is focussed on events, although there is no obvious link to the objectives of Tourism WA. Expanding partnerships (most notably, school/educational partnerships) is a key objective.

Wanneroo BMX Club Strategic Plan

Wanneroo BMX Club has sought to relocate from its current facility for the past decade. The most recent Strategic Plan for Wanneroo BMX Club in 2015, has been provided for review. The key priorities of the club are:

- Securing a long term lease on their current facility or assist in sourcing another suitable site.
- Increase height (5m Start Gate) and change profile of start ramp to be compliant to Union Cyclist International (UCI) BMX Standards.
- Build new track in line with current designs including upgraded lighting.

2.6 Demographic Considerations

The demographic analysis has been undertaken by reviewing current and future population dynamics through Profileid™ and Forecastid™. The initial process assessed the critical components of the population within the City of Wanneroo. This was supported by an assessment of the 10km catchment relative to the existing Wanneroo Raceway site. (Ordinarily, regional and sub-regional level facilities will draw at least 80% of their users from a 5-10km catchment.) The detail is provided at Appendix B, while a summary of the key outcomes is provided below.

City of Wanneroo

The Estimated Resident Population of the City of Wanneroo in 2016 (authorised Census) was 188,212. This represents an increase of 36,135 since the 2011 census. The City has a population density of 2.74 persons per hectare. The residents live in approximately 70,329 dwellings with an average household size of 2.83. Key population dynamics include:

- 89,086 people living in the City of Wanneroo in 2016 were employed, of which 62% worked full-time and 37% part-time. 23% of households earned an income of \$2,500 or more per week in 2016.
- The City of Wanneroo had a higher proportion of pre-schoolers and a **lower** proportion of persons at post retirement age than Greater Perth in 2016.
- The City of Wanneroo population forecast for 2018 is 212,096 and is forecast to grow to 412,996 by 2041.
- The greatest population change for the City of Wanneroo as will be from 2016-2021 (3.94%) and as a raw number between 2026 – 2031 (45,014).
- Between 2016 and 2026, the age structure forecasts for the City of Wanneroo indicate a 52.0% increase in population under working age, a 56.4% increase in population of retirement age, and a 39.0% increase in population of working age.
- In 2016, the dominant household type in the City of Wanneroo was 'Couple families with dependants', and by 2026 the largest forecast increase is expected in 'Couple families with dependants'.

The City of Wanneroo is a relatively diverse municipality in terms of its land use and economic base. The reason for population and household growth in the City of Wanneroo can be attributed to several sources. These include:

- The large number of young adults leaving home within the region (notably in areas to the south, such as the Cities of Joondalup, Stirling and, over time, Wanneroo itself) seeking to establish new households and families.
- Substantial net overseas (and to a lesser degree, interstate) migration gains to the region.

- The role the City plays as a lifestyle destination, with many opportunities for coastal and rural living in northern areas, especially in Two Rocks and Yanchep.

This should provide for a more diverse range of housing markets in the City, with first home buyers, families upgrading to second and third homes, as well as empty-nesters and retirees looking for a new lifestyle.

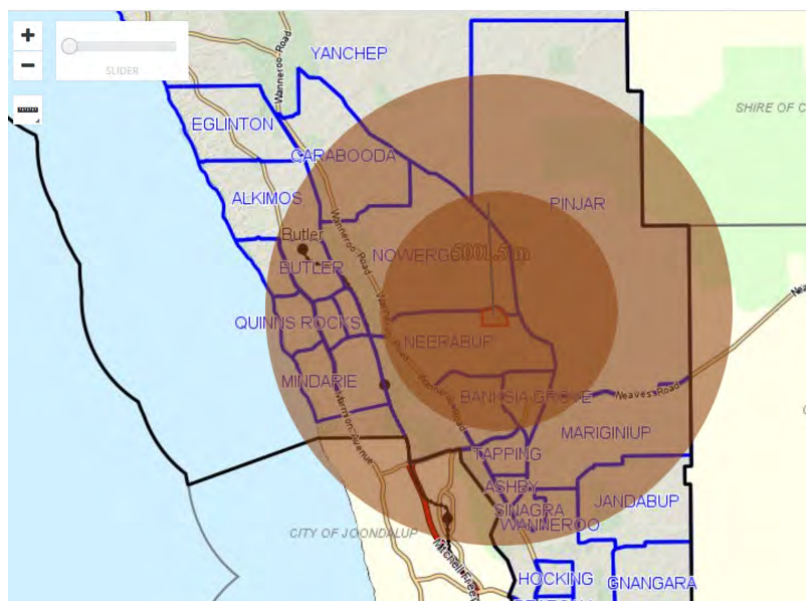
Key population changes and projected growth for the City of Wanneroo indicate:

- Overall, 23.0% of the population was aged between 0 and 15, and 9.9% were aged 65 years and over, compared with 19.1% and 13.8% respectively for Greater Perth (2016 data).
- From 2011 to 2016, City of Wanneroo's population increased by 36,131 people (23.8%). This represents an average annual population change of 4.36% per year over the period.
- The major changes in age structure in this area between 2011 and 2016 were in the age groups:
 - 30 to 34 (+4,015 persons)
 - 50 to 54 (+3,148 persons)
 - 45 to 49 (+3,079 persons)
 - 5 to 9 (+2,767 persons)
- In 2016, the dominant age structure for persons in the City of Wanneroo was ages 30 to 34, which accounted for 8.2% of the total persons.
- The largest increase in persons between 2016 and 2026 is forecast to be in ages 0 to 4, which is expected to increase by 8,351 and account for 8.6% of the total persons.
- The largest 5-year age group in 2026 is 0 to 4 years, with a total of 24,254 persons.

Wanneroo Raceway Catchment Analysis

As a regional and state level facility, Wanneroo Raceway will draw principally from a state wide catchment for its circuit racing and driver/rider training activities. The demographic analysis has taken two critical catchments to gain an understanding of the potential influences on the use and commercial viability as an events venue. Figure 2 highlights the 5km and 10km catchments around the Wanneroo raceway. They include suburbs within the City of Wanneroo, City of Joondalup and City of Swan.

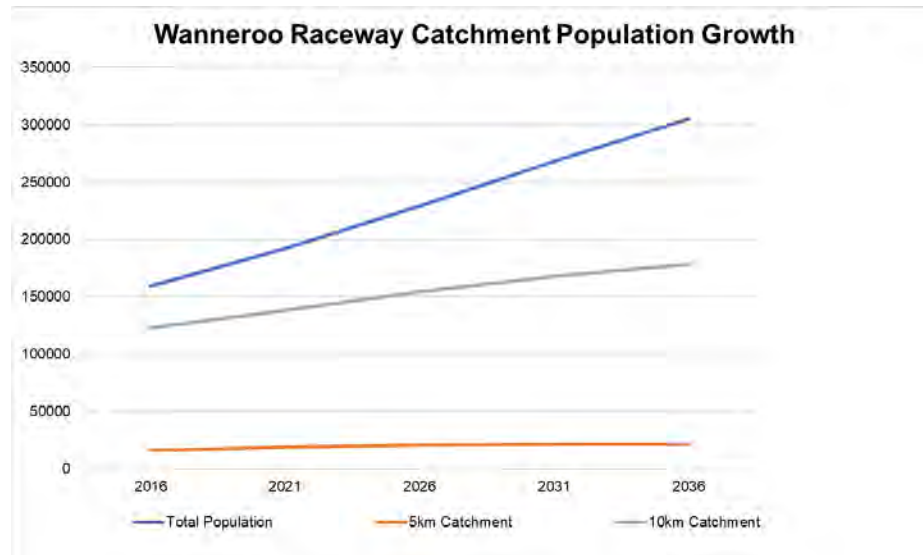
Figure 2: 5km and 10km catchment around Wanneroo Raceway – including suburb boundaries.



The suburbs within the City of Wanneroo, City of Joondalup and City of Swan that fall within each catchment is estimated based on the percentage of residential land within the suburb apportioned to the catchment.

Figure 3 highlights the growth that is projected to occur within the catchment for the Wanneroo Raceway from 2016-2036.

Figure 3 Wanneroo Raceway Catchment Population Changes 2016 – 2036 (Source: Forecastid™)



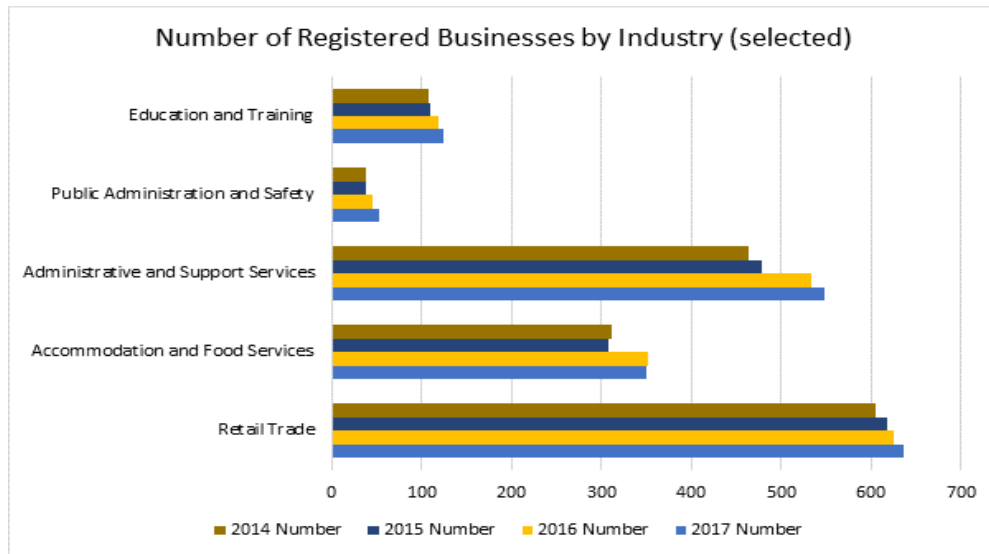
The projected population growth highlights the substantial growth within the 10km catchment of the site from which event infrastructure will draw. The growth within the 5km catchment is relatively low in comparison and indicates a generally diminishing trend as new and infill development reaches close to capacity by 2016. The 10km catchment highlights a minimum 11,000 catchment growth in each 5 year increment to 2036. The overall 10km catchment population will expand from a 2016 level of 122,616 to 178,515 in 2036. The 5km catchment is projected to grow from 15,658 in 2016 to 21,076 in 2036.

The suburbs within the 10km catchment with the highest number of residents and growth (i.e. over 10,000 existing residents) include Butler and Clarkson. During the next 20 years the suburbs of Ashby-Sinagra, Banksia Grove, Mindarie-Tamala Park, Quinns Rocks and Wanneroo will reach those levels with only the suburbs of Tapping, Kinross and Iluka either declining or remaining static.

Registered Businesses in Wanneroo

In order to gain an understanding of the current tourism market within the City of Wanneroo an assessment of registered businesses was undertaken utilising Profileid™. During the period 2014 to 2017, whilst there had been a growth in accommodation and food service businesses, it still represented half of the number of registered retail trade businesses and 2/3rds of the administration and support businesses. Figure 4 overleaf refers.

Figure 4: Selected Registered Business Growth (Source: Profile.id)

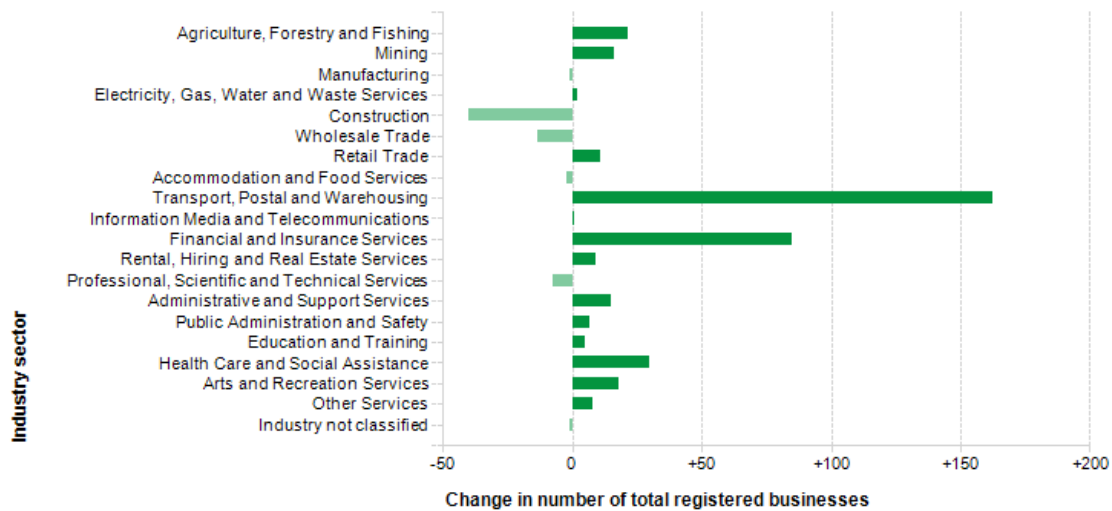



The period from 2016 to 2017 indicated a slowdown in the market as the number of businesses reduced. In the same period, construction, wholesale trade, professional, scientific and technical services, information media and telecommunications and manufacturing declined in the City. This is reflected in the general slowdown in the economy which affected non-essential service items. This is identified in Figure 5 below.

Figure 5: Change in registered businesses from 2016 to 2017 (Source: Profile.id)

Change in registered businesses by industry, 2016 to 2017

City of Wanneroo - Total registered businesses



Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, 2015 to 2017 Cat. No. 816  the population experts

As the economy recovers, the growth in these sectors is likely to respond accordingly. It is to be noted that during the period of 2014 to 2017, those services which respond to population growth (education and training, administration and support services and the retail trade) grew at a consistent level. Little can be determined in respect of the need for additional holiday/short-term destination accommodation from the research in relation to Wanneroo and the broader metropolitan Perth area. The provision of visitor accommodation needs to be combined with more effective marketing, securing hallmark events and collaboration between government-funded agencies and other tourism partners (source: auditor-general Colin Murphy in 2017 responding to the outcomes of the State Tourism Strategy 2020). Where a

coordinated approach is undertaken and backed by a robust tourism offer which meets the needs of the visiting community, the demand for additional low to high end tourism accommodation can be justified. This has been the case in the most recent motorsport development at Tailem Bend (South Australia) where a commercial operator has targeted a specific gap in the high-end Asian market. This is referenced later in the report.

2.7 Summary Conclusions

The main conclusions which can be derived from the documentation under review highlight the following:

- Wanneroo Raceway provides a relatively unique venue within the state which offers the opportunity to access elite motorsport and event opportunities. If developed appropriately, it could be a catalyst to attract external investment and increase tourism activity within the City and northern metropolitan Perth community.
- The City has consistently supported the retention of V8 activities on the site and has identified the site as a primary focus to drive the local economy. Events are a key to future economy and the site is unlikely to achieve its maximum potential without additional infrastructure, including accommodation, retail, corporate hospitality and commercial opportunities, to enable the site to provide a diversity of activity and events that can operate all year round for the benefit of local businesses and tourists.
- The importance of regional level sporting infrastructure as a mechanism to attract tourists through an integrated events strategy should not be underestimated. Out of seven major events identified by Tourism WA within their current two year plan, six are sporting events.
- For motorsport, the site's potential (due to inefficiencies in the circuit design) is not currently being maximised. This includes limitations placed by a track width of 9m (whereas the minimum track width for a new circuit under CAMS guidelines is 10m and preferably 12m) and the track length of 2.4km which makes it one of the shortest on the Supercars circuit. Opportunities should be explored to address current known track/circuit deficiencies while also presenting an opportunity to attract substantial external investment to increase the attractiveness of the services on offer to a broader interstate and international community. This may also require consideration of a different governance structure over an extended site area to facilitate greater opportunities for external investment.
- The investment in new facility infrastructure at an extended Wanneroo Raceway site is supported by a number of background documents which sought to balance the requirement to develop and maintain core sporting club member services, while also providing the opportunity to lead and innovate and become a centre of excellence for a broad range of motorsports and supporting industries.
- The WASCC (whilst having previously indicated that the current Board does not support the historic documentation associated with previous boards) has used the documentation to support its current Strategic Plan which advocates for an efficient and effective governance structure, enhancing infrastructure and a focus on events.
- For cycling, Strategic Community Plan advocates the provision of a wide variety of infrastructure to meet the needs of a diverse community. The extended Wanneroo Raceway site should not be seen in isolation, but rather as part of an integrated cycle network.
- For BMX infrastructure, the location of a replacement Wanneroo BMX Club facility will be important, particularly the consideration of a strong alignment with other sports, and also in particular the opportunities for additional wheeled sports. The ideal location for any relocated BMX facility would be on existing or proposed multi-functional sporting sites which have readily available services (for floodlighting and watering of the track) and extensive available car parking areas for use during their main competition days of Friday evenings and for the occasional state and interstate event.
- The high levels of growth anticipated for Wanneroo indicate a need to increase and enhance community service opportunities for a growing and diverse population base. There needs to be a balance between an ageing in place community within established suburbs and infrastructure to

service and increasing family focussed age profile in emerging suburbs. The 10km catchment of the site would service a population of 180,000 by 2036 principally across the Cities of Wanneroo and Joondalup. For major events, the population catchment would be an extended regional base in excess of half a million residents within the northern suburbs by 2036. The localised 5km catchment is more limited, partly due to the surrounding bush and commercial areas, which also acts as a buffer in protecting the site for future growth in use.

3. Site Constraints

The extent of the development of the full site was assessed. This included the site of the current racing circuit and ancillary infrastructure and the adjacent motocross track (which is largely unconstrained) and the 89ha of land to the north. The following section identifies the critical considerations and potential implications.

3.1 Constraint Mapping

The references below relate to a series of constraints which were mapped during the site assessment process. This included the extended Wanneroo Raceway site, a 2km buffer and approved structure plans. A 2km road network catchment was also mapped to identify the current limitations associated with the surrounding road infrastructure and relative ease of access to the extended site. These are provided at Appendix C.

Public Drinking Water Designation

The site lies adjacent (to the west of) a P1 drinking water area. Areas classified as P1 are managed with the objective of risk avoidance to ensure that there is no degradation of the drinking water source by preventing the development of potentially harmful activities in these areas. Sport and recreation use are incompatible with a P1 designated area. Whilst the P1 designation is on the edge of the site, development adjacent to the area must be strictly controlled to avoid any potential contamination.

Bushfire Prone Areas

The bushfire prone mapping indicated that part of the site lies within a 'Bushfire Prone Zone'

Within a 'bushfire prone zone' under state government legislation, additional planning and building requirements may apply to developments. The legislation which includes the Planning and Development (Local Planning Scheme) Amendment Regulations 2015 and new State Planning Policy 3.7: Planning in Bushfire Prone Areas (SPP 3.7) became fully operational on 8 April, 2016. The legislation requires development applications in designated bushfire prone areas to be accompanied by a Bushfire Attack Level (BAL) assessment. When assessing development applications in bushfire prone areas, local governments should consider the existing requirements of the local planning scheme as amended by the LPS Amendment Regulations 2015, the objectives and policy measures contained in SPP 3.7, and the Guidelines for Planning in Bushfire Prone Areas, including the bushfire protection criteria and other bushfire risk management measures applicable to the development application. Where all bushfire protection criteria contained in the Guidelines for Planning in Bushfire Prone Areas have been met, the development application is considered to be compliant with the requirements of SPP 3.7.

Bush Forever Sites

The full development site contains a number of designated Bush Forever sites. Under such circumstances, any potential development should seek to avoid these areas and put in place an appropriate management plan to ensure that the areas are not unduly affected by adjacent activities.

Aboriginal Heritage

There are no known Aboriginal Heritage sites within the extent of the site, although the surrounding area is known to contain sites of Aboriginal Heritage significance. The South West Land and Sea Settlement Agreement, which is the largest native title settlement in Australian history, encompasses approximately 200,000 square kilometres in the South West. The settlement is made up of six individual Indigenous Land Use Agreements (ILUAs) including the Whadjuk People ILUA which covers the Perth metropolitan area. As at 17 October 2018, the ILUAs are responsible for determining land outcomes under the Native Title Act 1993. The existing Wanneroo Raceway and land to the north is within the Whadjuk People ILUA. As such, any future development and extension to the site will need to be referred. Native Title applications are made to the Federal Court under the Native Title Act 1993. The ILUA of the Whadjuk People operates under the requirements of the Native Title Act 1993.

Environmentally Sensitive Areas

There are designated areas of environmental sensitivity, both within the current Wanneroo Raceway site and land to the north. Many of these areas are Bush Forever sites and therefore any potential

development should seek to avoid these areas and put in place an appropriate management plan to ensure that the areas are not unduly affected by adjacent activities.

Plantations

The northern part of the extended Master Plan site lies within an area designated as a Forest Products Commission Plantation. Many of the plantations are softwood species that have been planted to help reduce Australia's reliance on imported timbers. Other plantations include WA sandalwood and various eucalypt species which are protected under Commonwealth and State Government legislation.

Threatened Flora and Fauna

The mapping related to threatened flora and fauna indicates that there are pockets of protected areas which align to other protection designations. As a result, development should seek to avoid these areas and put in place an appropriate management plan to ensure that the areas are not unduly affected by adjacent activities.

Native Vegetation

The native vegetation mapping accords with other environmental constraints and therefore the same principles will apply.

Residential buffer

On all the constraints mapping, the current structure planning and 2km noise buffer from residential properties were identified. The purpose of providing this was to emphasise the potential implications of encroaching residential development. In order to ensure the extended Wanneroo Raceway site is protected for future generations, it is suggested that a policy be developed to ensure no new residential development or other noise sensitive activities are placed within the 2km buffer.

3.2 Visual Site Audit

The current Wanneroo Raceway site and surrounding area was inspected from a visual perspective. This included a combination of on site inspections and a series of aerial photographs obtained via a drone. The detail is provided at Appendix D. The output of the site audit confirmed:

- The relative isolation of the site is both beneficial and contains challenges which would need to be overcome. This includes:
 - Existing bushland acts as a natural buffer. However, while it contains areas of degraded bush, there are also pockets of highly-regarded and protected bushland.
 - Access into the site is constrained and if the site was to be developed further, alternative access points will need to be considered. Road infrastructure has been improved to service the residential estates and commercial areas to the south and west of the site, but not leading into the Raceway, which is a relatively circuitous route.
 - The relative isolation of the site and potential limited servicing will necessitate significant investment to extend service infrastructure.
 - Due to the relative isolation, the cost of clearing and developing the land will incur a high cost impost.
- Current site car parking is relatively good with potential opportunities for overspill car parking for events on adjacent land.
- Current Wanneroo Raceway Track:
 - There is generally good visibility of 70-80% of the track from the main viewing area and on the grass banking areas to the north and east of the track.
 - There are opportunities presented to both shorten the track and provide additional challenging driver infrastructure. The basic track shape, however, is relatively fixed with three potential track configurations permissible (short track, intermediate and full circuit).

- The width of the track is the key inhibiting factor which limits its potential for major international events.
- The substantial pits area stretches north to south for 195m with direct access onto the track to the west and a large bitumen surface to the east which also provides for drifting, skid pan and driver training opportunities. An additional small drifting area is provided to the south of the bitumen surface.
- The existing burnout area lies to the north of the pits area and to the south of bend 1. The pan is 51m in width with a varying length of 38m to 26m. An internal track provides access to the burnout area from the pits and drifting area.
- The main office, media and event officiating building is located on three stories centrally positioned to the west of the starting grid and main straight. Access is provided to the pits area located in the centre of the track from the building by a footbridge, all constructed within the past five years.
- The site comprises a range of buildings mainly located on the western boundary. These include a substantial garaging area principally for club members use, maintenance and storage buildings, industrial units (used by driver training bodies which are based on site), ablutions, offices/meeting rooms, shaded grassed areas and spaces which can be used for event day commercial opportunities. Many of the buildings are old and in need of refurbishment, modernisation and/or replacement.
- Due to the way the site has been developed, access throughout the site is confusing and lacks effective signposting.
- The lack of effective passive and active surveillance areas within the site.

The current site limitations will need to be addressed through the master planning process. It is, however, considered that due to the current track limitations, its redevelopment to meet CAMS, MA, FIA and FIM requirements is prohibitive. Options should be considered to develop a compliant facility on the adjacent land, whereby the club and driver training infrastructure can be secured on the existing Wanneroo Raceway site and the commercialised event and activity space to be considered on land to the north.

4. Consultation Outputs

The extent of the development of the full site was assessed. This included the site of the current racing circuit and ancillary infrastructure, as well as the adjacent motocross track (which is largely unconstrained) and the 89ha of land to the north. The following section identifies the critical considerations and potential implications.

4.1 City of Wanneroo

Internal meetings and a cross-departmental workshop were held with the City of Wanneroo staff. The key considerations were:

- There is a need to put the club governance consideration to one side and work with the WASCC and other parties as the Master Plan evolves.
- Previous work had included a further review of alternative options for the BMX facility. It is important to consider options for both the relocated BMX club infrastructure and the potential development of a permanent criterium circuit. BMX is a priority and the City is in need of a definitive answer.
- The attraction of international, national and state level sporting events is an essential outcome of the plan. The focus will be on tourism linked to current strategic planning work.
- The option to utilise the site in partnership with ECU will be beneficial. Additional infrastructure is unlikely to be required as the courses/faculty gain access to existing facilities.
- From a land use planning perspective, the development of permanent tourist, hotel and additional commercial development on site is considered an acceptable ancillary use.
- The City is not fixed to jet boating as this option was identified in a previous site concept plan.
- There are significant environmental constraints on the land to the north and the department (DCBA) have advised the City that circumstances have changed since the initial site master plan was developed. Additional approvals may now be required.
- The City considers the site as providing the most significant opportunity to enhance economic development through tourism and events.
- Department of Lands has changed its approach to accessing land to the north. However, this should not prevent its consideration for development.

4.2 State Government

The Department of Local Government, Sport and Cultural Industries

The Department was consulted in respect of the future development of the site. It confirmed:

- Any development of the site can only be achieved through state government who, through the state effectively, has influence over the future use of the land, relevant approvals and through potential funding.
- Land to the north of the current raceway site will not be transferred to the City under current circumstances.
- The Department was unclear why the City had progressed the Master Plan without state government endorsement.
- The City has indicated to the Department, it is not planning to implement aspects of the outcomes of the WA Motorsport Strategy (which is currently in draft), including:
 - Addressing risk associated with the development.
 - Governance – ensuring that the governance structure is open and equitable.

- Performance management -ensuring that the current use of the land is subject to an effective performance management regime to deliver the widest possible community access.
- Advising that the City does not have the power to determine the WASCC track enhancement and asset management obligations.
- The Department would wish to understand how the 2009 plan fits into current thinking and why it is perceived to be no longer relevant.
- The introduction of motorcycle racing under an exclusive Ride Days contract and the lack of adherence to restricted speeds, despite the operator having assured the Department otherwise.

The Department of Biodiversity, Conservation and Attractions

The department advised that although the leasing of the area to the north of the existing Wanneroo Raceway site identified in 2009 by the previous GHD Master Plan report was supported by the department, circumstances have since changed. This view also takes into account the support provided by the Department at the time of the former Motor Sport WA Ltd, in applying to lease an expanded area for the development of a motorsports and driver training precinct. The Department is of the view that any new lease proposal would require a substantial number of approvals (referenced below).

If the approvals can be overcome, the Department advises that the future management and/or possible integration with existing recreational bike trails invested in by the department as part of the State Trail Bike Strategy would also need to be taken into consideration. The Department would request that the applicant be a state/peak body with the ability to independently govern, manage and develop the facility into the future.

The approvals and consultations required prior to the granting of a CALM Act lease include:

- Internal departmental consideration for the lease proposal.
- Department of Environment Regulation for the granting of a clearing permit.
- Department of Water – the area is adjacent to a Priority 1 area of the Gngangara Underground Water Pollution Control Area.
- Forest Products Commission regarding timber planting and harvesting operations planned within the area.
- The South West Aboriginal Land and Sea Council regarding potential Aboriginal Heritage issues.
- Department of Aboriginal Affairs.
- Department of Mines, Industry Regulation and Safety – an existing exploration licence and/or mining lease was identified over the area at the time of the previous lease application.
- Department of Planning, Lands and Heritage.
- Conservation and Parks Commission – the vesting body for the land to be consulted for comment on any lease proposal.
- The Minister for Environment's approval for the granting of a CALM Act lease.

Whilst there are a series of consultations and approvals necessary to develop on land to the north of the existing track, none of these are insurmountable at this stage. Further analysis will be required and this will need to be identified in the implementation plan aligned to any future master planning proposals.

Tourism WA

Tourism WA was contacted to provide comment on the potential development and economic opportunities the future development/redevelopment of the site may present. In spite of assurances that Tourism WA was to provide a detailed written comment, this has not materialised. Tourism WA did, however, indicate that events are key to the future economy and there is a need to develop infrastructure in a consolidated and strategic manner in accordance with accommodation, retail,

hospitality and associated services. To attract the overseas (and particularly the Asian) market the tourism offer needs to be linked to a broader service offer aimed at retaining the visitors within the state to benefit from the range of destination attractors.

4.3 Sporting Clubs

The WA Sporting Car Club (WASCC)

The WASCC focussed on the following:

- The critical issue is the lease and length of lease in respect of likely future investment which may be made by the club.
- The club considers it must utilise its excess capacity and lower the cost to an achievable entry.
- The provision of additional track/circuit and more facilities.
- The WASCC confirmed that the feasibility of widening the existing track is not possible. Current licensing is renewed on a grandfathering clause, at present. If major changes are proposed, this would mean the track would need to comply with current day licensing requirements at a cost.
- The club advises that it is preferable to keep the current track and have a higher level of activity on another track.
- The biggest challenge with the current circuit is considered to be the bridge and new build.
- There is a current relationship with Edith Cowan University (ECU) who use the track for free. The WASCC would wish to explore potential opportunities to increase revenue.
- Options to be considered include:
 - Skid pan Motorkhana on the Hill – 200m x 150m which doubles up for big events
 - Tracks to be inter-connected (capable of being used for supercars and superbikes – International Events)
 - Motor Museum and Experience Centre
 - Rally Practice area
 - 4WD capabilities
 - A dedicated cycling area
 - Increased short-term accommodation needs – a pre-requisite if the site and surrounding tourism potential is to be realised

Wanneroo BMX Club

Include coaching at track from 4:00pm every day. The main day for competitions is Friday and weekends are used for training. Ideally, the club would want to be in a position to develop a facility of a similar nature to the 2018 Commonwealth Games BMX Venue, Sleeman, which is considered to be the ideal footprint for a replacement track. The current priorities of the club area to:

- Maintain the club as a medium-term solution at the current site.
- In future, there will be a need to cater for a full range of members. The current priorities are identified as:
 - Pump Track
 - Mini Wheelers
- The profile of the site is important due to the need to attract sponsorship from visible signage.
- Parking is the main issue currently (1,200 people attend major events and 3,000 attend nationals).
- Access to toilets and changing facilities are essential.

- Reticulation is important to reduce dust contamination.
- Shade is essential for competitors and spectators (and the ability to erect shade around the track temporarily).

4.4 State and National Peak Sporting Bodies

For extensions to the operations of Wanneroo Raceway to be considered, it was considered important to obtain the views of the relevant sports Peak Bodies as their support is fundamental to the success, or otherwise, of the facility as an expanded regional and national focused events facility. The Peak bodies have the capability to identify and secure events which can form part of an integrated events strategy for the City. The core outputs of this consultation process are provided below:

Confederation of Australian Motorsports (CAMS)

CAMS identified the following as important considerations if the development of Wanneroo Raceway was to be supported.

- The national body would prefer a private operator and ownership of land.
- Club management on state land is the least preferred option. It is considered that tax payer money into a single club is problematic as the club model dictates access to a facility and is not always in the best interests of the sport.
- An independent board should be set up to manage a track on crown land. This should include state government, local government and specialist advice which is representative of the sport.
- The view of CAMS is that every track has the ability to make significant financial returns. Good and effectively run venues are booked out a year in advance and offer a diverse range of competition, events, driver and rider opportunities.
- Examples of facilities which operate under severe restrictions were identified. It should be noted that they are also successful viable businesses. For example:
 - Sandown, which is restricted to five events annually. However, the income generated from all activities underpins Sandown and Caulfield Horse Racing Venues.
 - Tailem Bend – Sam Shahin recently purchased 20 open wheelers at \$400-500k for drive day experience and the facility continues to be a viable business expanding its service offer to the Asian market.
- It is important to consider future-proofing. The Asian market provides excellent opportunities for the Australian motorsports market and there is massive demand and growth in electric vehicles.
- The introduction of RACES at Wanneroo Raceway is not supported by CAMS.
- Concern was expressed that the lack of Asset Management is a major issue at Wanneroo Raceway.
- The potential impact of Keysbrook (proposed motorsport complex within the Shire of Serpentine Jarrahdale) is important. CAMS indicates that it is 100% behind the venture, due to the governance structure advocated and approach of the proponents.

Motorcycling WA

The interview with Motorcycling WA occurred prior to a recent agreement between the WASCC and the State Sporting Association to work in partnership with the view of re-introducing motorcycling competition at Wanneroo Raceway in 2019. The comments have been modified marginally following further discussion with the MWA CEO, but could be overcome if the current agreement is fulfilled.

- MWA took a Board decision to no longer recognise Wanneroo Raceway as a motorcycling venue and therefore the track licence has been removed. This, however, will be reinstated if MWA reaches agreement on the return of competitive motorcycling at the circuit.

- The introduction of RACES on an exclusive deal has effectively removed any opportunities for other ride day experience companies to ply their trade at the venue (considered to be effectively a restraint of trade) – MWA recognises this as being the main income generator of the sport.
- The organisation is 100% supportive of Keysbrook development and will continue to use Collie, although the distance and competition with Track Action Moto Ride Days is problematic.
- MWA does not wish to operate a venue.
- MWA could invest up to \$200k to enhance venue safety at Wanneroo Raceway and would be prepared to commit to that if the outcome achieves competitive motorcycle racing at the circuit.
- The decision not to use the venue was based on government advice (an outcome of the Hall Report).
- The current ride day events utilise a safety mechanism which is not sanctioned by MWA. Currently MWA is awaiting a coroner court finding associated with Queensland Raceway which utilises the safety mechanism.
- MWA is looking to diversify and expand opportunities. This has resulted in the expansion of speedway activities (solo) at Kwinana.

Australian Drag Racing Association

The Australian National Drag Racing Association (ANDRA) is the drag racing sanctioning body of Australia. ANDRA is also officially recognised as the controlling body of drag racing in Australia by the Confederation of Australian Motorsport (CAMS) and the Federation Internationale de l'Automobile (FIA).

There are limited drag strips in Western Australia and only one facility that meets ANDRA's minimum track specifications. The main state level facility is at Kwinana which is currently being managed by VenuesWest. The site also incorporates dirt track speedway. State government has indicated that it has no intention of managing the site on a permanent basis and recently approached the market to obtain Expressions of Interest with regard to the potential sale of the land or leasing of the site to a commercial operator. To date, no commercial operator who is prepared to operate the site has been identified.

ANDRA has stated that the state could accommodate a further two drag strips and would strongly support the development of a new dragstrip in the north of metropolitan Perth.

ANDRA Championship Drag Racing competition is conducted over a timed distance of one quarter of a mile, one eighth of a mile or one thousand feet, where approved by the ANDRA Board. For non-championship events, any distance less than one quarter of a mile may be used.

Timed distance from the start line to the finish line for quarter mile competition is 1,320 feet (402.34 metres). The speed trap covers the last 66 feet (20.30 metres) of the timed distance before the finish line, to measure the terminal speed of vehicles at that point. The timed distance for other competitions is:

- 1,000 feet (304.8 metres)
- 660 feet (201.17 metres)

Westcycle

The views of Westcycle are identified below:

- With regard to BMX, Westcycle are supportive of the club relocation subject to securing appropriate access conditions.
- Current BMX Proposals include:
 - Cockburn BMX redevelopment
 - Byford Relocation
 - State Administration Centre

- The importance of the local club is emphasised in maintaining a high level of engagement and participation.
- Criterium: Not a preferred location due to distance from CBD.
- Reference 'Our Bike Path 2014 – 2020': A strategic framework for cycling in Western Australia.
- The redevelopment and enhancement of existing infrastructure will assist in Westcycle generally, and BMX WA specifically, to achieve its core objectives of increasing the number of cycling infrastructure/facilities in metropolitan and regional WA.
- An important component of the strategy is to encourage current clubs and members to work in partnership with local governments to achieve this common aim.
- Extensive Mountain Bike Infrastructure supported.

For the development of the BMX track, reference was made to the UCI specifications which are referenced earlier in the report. Westcycle indicated that there are moves within the cycling industry to reduce the starting hill to 6m, rather than the current Olympic height of 8m. Given the investment into these facilities worldwide, this change may not be immediate.

BMX WA

- BMX want one state facility with an 8m ramp and is looking to develop the business case in 2019. There is no high-performance facility in WA, and it is the only state in Australia without an 8m ramp. BMX WA currently train on all tracks in the metropolitan area.
- Any sports can co-locate with BMX, (the only issue is car parking) - shared club room, canteen and toilets – ensuring adequate provision and access. Anyone with a bike could utilise the track and surrounds.
 - o Chula Vista (USA) is the optimum level of provision – normal racing track, Olympic track, dirt jumps and mini wheelers.
 - o The Sleeman Sports Complex in Queensland have a number of sports in one location. Ideally, Sleeman should be replicated in WA.
- Current club participation structure:
 - o Mini Wheelers – 2 and above
 - o Sprockets – 5-7
 - o Open License – 8 upwards.
 - o A junior development program for 12/13 year olds (new initiative).
- Competition structure:
 - o 2-4 mini wheelers
 - o 5-7 sprockets
 - o Individual age groups up to 17
 - o 17+
 - o 30+
 - o Elite class
- Events:
 - o 1 x National
 - o 7 x National series
 - o 1 x state championships
 - o 10 x state series

Events are shared around the tracks which have the capability to operate them. Bunbury was the focus of the nationals in 2018.

4.5 Other Consultees

Queensland Raceway

As part of the consultation process, additional consultation was undertaken with the operator of the ride days at Wanneroo Raceway. The company is based at Queensland Raceway and a subsidiary of the company also license riders and events (through RACERS). The comments below reflect the views of the ride day operator:

- They are committed to operate 25 ride days annually (through a \$100k investment initially).
- There are three critical roles associated with motorsport: venue management, event provider or participant.
- It is considered that the operation of RACERS brings risk back in line with activities and is not purely venue-driven.
- Current safety air fences utilised for ride days include 512 4 x litre bottles in a bag (1.2m x 1.2m x 3m) joined together with the aim of cushioning impact and avoiding both the bike and rider being thrown back on the track.
- The major issue for a facility manager and event operator is public participation and the need to ensure licences are available to the wider public, who are the main users and potential income generators.
- The Key business outputs of the business are Happy Laps (Breakfast and 20 mins drive) generating \$180k annually with a \$100k profit (equivalent to five weeks of track operating costs).
- RACERS and the event operation are controlled by APRA-regulated insurance through Lloyds of London which is orientated towards the amateur participant with a peer to peer judiciary.
- The operator does not favour club operators. A company has a desire to please people and customer satisfaction is critical. This is not always reflected in club-managed operations and facilities.

Edith Cowan University

Edith Cowan University was contacted as part of the consultation process due to the current motorsports course they operate. The Bachelor of Technology (Motorsport) program was established in 2006. The course incorporates the designing, building and racing of open-wheel cars in a Formula Student Competition. This is based on the Joondalup Campus and utilises Wanneroo Raceway to test and trial the performance of their cars. The key focus is on innovation and manufacturing techniques with the aim of providing students with opportunities to work in national Supercar Championships, NASCAR and other racing teams. At the time of writing the report, a response was still awaited from a representative of the University. It is, however, understood that despite its relatively modest budget, ECU intends to develop and expand this educational offering and wish to maintain access to the circuit as a valuable part of the course content.

The outputs from the full consultation process have been used to inform the subsequent master planning considerations.

5. Facility Benchmarks

In order to determine the relative merits of development options for the Wanneroo Raceway site, current trends and development initiatives related to motorsport and extended event infrastructure have been assessed. This incorporates motorsport facilities which provide capacity for event infrastructure and other specific wheeled sports opportunities related to the development of BMX and criterium track infrastructure.

5.1 Existing Motorsport Facilities

Current industry trends indicate there is an ongoing reduction in motor sport facilities due to increasing land values, further development of residential areas and associated noise disturbance and competing interests for the area's use. These factors are impacting now on the high use of the remaining motorsport facilities. Wanneroo Raceway, based on the assessment of current booked calendar days, does, however, have spare capacity. The current spare capacity, in part, has resulted from the recent lack of access to the site for motorcycle ride days and competition. A recent partnership agreement between the WASSC and Motorcycling WA has sought to resolve the issues related to track access and safety concerns for riders. Track and run-off improvements in January 2019 have, it is understood, resolved safety concerns for motorcycle competitions. In addition, the introduction of controlled ride days in 2018 has enabled commercial ride day activities to be reintroduced to the site, albeit on an exclusivity deal with RACERS.

From a future facilities perspective, CAMS is aware of, and is supporting, a large range of local, regional and state motor sport facility projects. These include:

- Victoria: Ballarat – Council is investigating a new track at Ballan. Mildura through Mildura Rural City Council is looking to develop stage one of a major motor sport complex. Pakenham through Cardinia Shire is looking to develop a regional motor sport complex. Latrobe – Council has undertaken a needs and feasibility study for the Gippsland Motorsport Events Complex and is soon to develop a full business case.
- Northern Territory – Hidden Valley upgrades, including the opportunity for night lighting.
- Queensland – Ipswich Raceway has plans for a \$52.5M redevelopment. This has been proposed for some time, but at this stage the plans are shelved. New facilities have been in the planning stage for Toowoomba and Brisbane airport.
- South Australia – Tailem Bend. The Bend Motorsport Park recently opened (late 2018) and features a 4-configuration track (category 2 FIA licence and FIM A/B Licence for motorcycle racing). The venue will cater for a variety of disciplines including circuit racing, drag racing, drifting, karting, rallying and rallycross.
- New South Wales – Continued development of Sydney Motor Sport Park and a second circuit track at Bathurst (currently in the planning phase).
- Western Australia – State review and strategy development for a tarmac-based motorsport facility is currently underway.

An overview of current selected motor racing complexes within Australia and New Zealand is provided at Appendix E. The key outputs from this research, which is relevant to the future development of Wanneroo Raceway, can be summarised as:

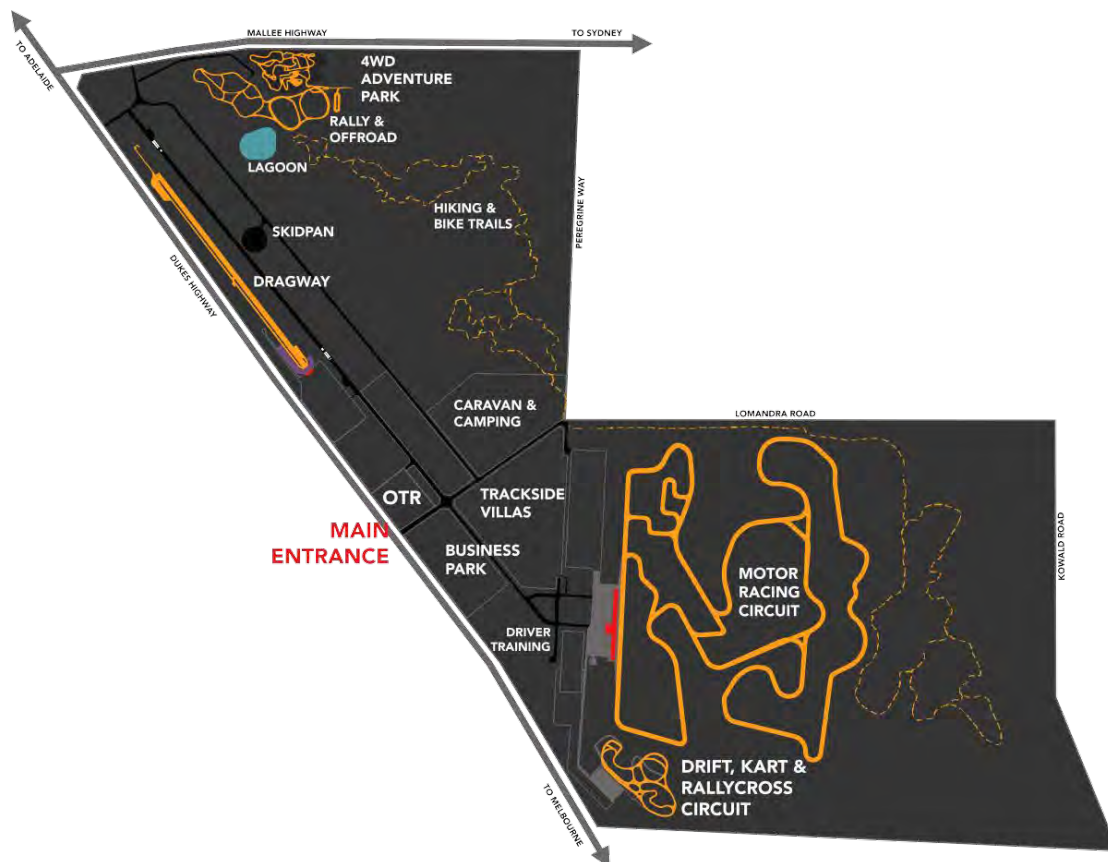
- Optimum circuit length is varied, although a configuration which enables a circuit to be split into at least two to three configurations is important. Overall track length of 4km to 4.5km (i.e. Phillip Island) is preferred with the option to provide smaller circuits for various motorsport experience, training and competition
- The main income generator is the racing circuit which is generally available for hire for a variety of events, product launches, drive and rider days, vehicle testing, etc. Drag racing strips and other associated infrastructure, such as burnout pads and drifting circuits, provide a secondary level of income supporting the circuit activities.

- The majority of motorsport precincts incorporate garages and flexible use of clubhouse/function centre infrastructure as a mechanism for generating additional income. Other visitor attractors include motorsport museums, cycling infrastructure (within or adjacent to the main racing circuit), restaurants, business apartments, camping areas; and on more recent developments, hotels.
- The level of spectator infrastructure is minimised with raised banking and natural topography used wherever possible.
- The majority of circuits provide opportunities for event overlays to incorporate concerts, trade expos and other corporate activities. Diversity of operation and activity is actively sought.
- Many of the circuits incorporate environmental initiatives as part of the circuit and site design.
- The majority of circuits are either privately-owned and commercially-managed or managed by a not-for-profit organisation which specialises in motorsport facility management.
- Motor cycle and driver education courses are conducted on all sites.

5.2 Latest Motorsport Event Centre Benchmarks

Tailem Bend, South Australia

In addition to the general trends associated with existing circuits, the recently-opened Tailem Bend circuit in South Australia provides the most relevant and up to date event centre business model which is highlighted as industry leading. It is a state-of-the-art, world-class motorsport facility which has been developed and primarily funded by the Peregrine Corporation, South Australia's largest private company. Construction started on The Bend in early 2016 with completion at the beginning of 2018 in readiness for the first major events in late 2018. The layout plan below provides an overview of the site master plan.



The Bend's motor racing circuit is Australia's only circuit to comply with the latest FIA Grade 2 and FIM Category A standards. At 7.77 kilometres in its maximum configuration, The Bend combines technical

corners, fast flowing sections and an aggregate rise and fall of 85 metres. The track design is unique in offering eight circuit configurations constructed, according to their promotional material, with all forms of motorsport in mind.

The motorsports and associated facilities include:

- Track Side Villas – seven different unit types across detached, semi-detached and attached structures with garages.
- Caravan and Camping Park with Cabins – capacity for up to 1,000 campers.
- Business Park – industrial precinct to be developed across several stages (40-hectare site).
- Motor Racing Circuits:
 - GT Circuit – 7.7km (second longest permanent racetrack in the world for GT and Endurance racing).
 - International circuit – 4.95km suitable for V8 Supercars, superbikes etc.
 - West and West Plus Circuits – 3.41km – used for most short track events including club racing, testing, sprints and driver and rider training.
 - East Circuit – 3.93km – can be run independently from the west circuit.
 - Other configurations allow the track to be divided into smaller loops.
- Drift Cart Rally Cross Centre:
 - Own area for these three disciplines
 - Drift area is central to the rally cross areas
- Karting Circuit – designed to meet CIK-FIA international standards with more than 1KM track length.
- Rallycross – featuring both tarmac and dirt multiple jumps, water splash and joker laps.
- 4WD Adventure Park – has a range of rock, log obstacles with sand dunes, inclines and gradients leading to table-tops and off-road trails.
- Rally and off Road – large area for rally and buggy racing across 3km of tracks that can be developed in multiple configurations.
- Dragway – quarter mile Dragway that has been designed to host all forms of drag racing including 9000hp, 530km/hr top fuel monsters etc.

Mildura Motorsport Precinct (proposed), Victoria

Recently, Expressions of Interest have been sought in respect of a proposed new Motorsport Complex by the Mildura Rural City Council for the development of a multi-functional motorsport precinct. The business case was developed in 2016 and endorsed by Council on 23 February 2017.

The options that were reviewed as part of the feasibility and business case are summarised at figure 6. In order to interpret the assumptions made, the following should be borne in mind:

- Job Creation: The vast majority of employment will be created away from the actual precinct in Mildura through related industries such as accommodation, retail, food and beverages. Year 1 includes direct and indirect jobs created as a result of construction activities.
- The Benefit Cost Ratio (BCR): Attempts to summarise the overall value for money of a project and therefore the economic benefit of operating the facility versus the cost of building it.
- Net present value (NPV): A popular measure of profitability used to assess a given project's potential return on investment, or rate of return in the future, taking the time value of money into account.

The proposed site for the development is known as Block H, based at Koorlong, and accessible by sealed bitumen road. It is already home to the Sunraysia Drag Racing Association, which operates a one eighth mile sealed drag racing strip that has supported many regional, state and national events in

recent years. It is also home to Dirtworx – a commercial business operating off-road junior and senior motorcycle circuits, motocross tracks, and an enduro loop. The motorsport precinct comprises a variety of site constraints, resulting in a variety of motorsport uses being located off the central distributor road, which facilitates each activity to operate independently while sharing, where possible, clubhouse and car parking infrastructure.

Figure 6: Mildura Motorsports and Community Precinct Project Options and Projected Benefit (source: Mildura Rural City Council Project Prospectus 2018)

Project Option 1	Project Option 2	Project Option 3	Project Option 4	Project Option 5
Bitumen race track Skid pan Pits and control tower Office facilities Maintenance shed Camping facilities Food & beverage	Bitumen race track Skid pan Pits and control tower Office facilities Maintenance shed Camping facilities Food & beverage Fuel facility Lighting Vehicle handling area	Bitumen race track Skid pan Pits and control tower Office facilities Maintenance shed Camping facilities Food & beverage Fuel facility Lighting Vehicle handling area Permanent and temporary seating Garages & workshops Function space	Bitumen race track Skid pan Pits and control tower Office facilities Maintenance shed Camping facilities Food & beverage Fuel facility Lighting Vehicle handling area Permanent and temporary seating Garages & workshops Jet boat course Additional circuits (go-karting, speedways, dirt kart and other dirt-based motorsport) Additional Commercial Areas	Includes all components found in option four to be delivered through staged development
Capital cost: \$21.7m	Capital cost: \$31.1m	Capital cost: \$38.7m	Capital cost: \$72.1m	Capital cost: \$80.1m
Job Creation: Year 1: 324 Year 30: 83	Job Creation: Year 1: 440 Year 30: 102	Job Creation: Year 1: 527 Year 30: 102	Job Creation: Year 1: 1350 Year 30: 885	Job Creation: Year 1: 324 Year 30: 766
Economic Impact 30 Years Mildura: \$162.25m	Economic Impact 30 Years Mildura: \$195.65m	Economic Impact 30 Years Mildura: \$201.81m	Economic Impact 30 Years Mildura: \$1.29b	Economic Impact 30 Years Mildura: \$714.50m
Economic Impact 30 Years Victoria: \$173.38m	Economic Impact 30 Years Victoria: \$209.52m	Economic Impact 30 Years Victoria: \$216.76m	Economic Impact 30 Years Victoria: \$1.37b	Economic Impact 30 Years Victoria: \$761.90m
Benefit Cost Ratio (BCR): 7.96	Benefit Cost Ratio (BCR): 6.74	Benefit Cost Ratio (BCR): 5.58	Benefit Cost Ratio (BCR): 18.97	Benefit Cost Ratio (BCR): 15.43
30 year operating surplus or net present value (NPV): \$7.85m	30 year operating surplus or net present value (NPV): \$5.31m	30 year operating surplus or net present value (NPV): \$1.64m	30 year operating surplus or net present value (NPV): \$19.54m	30 year operating surplus or net present value (NPV): \$7.89m
Risk Rating: Low	Risk Rating: Low	Risk Rating: Low	Risk Rating: Medium	Risk Rating: Low

Council is now seeking one or more partners to realise the first stage of the development which includes:

- Sealed three-kilometre road circuit (with potential for expansion)
- Multi-use skid pan measuring 100m X 45m
- Pit area and hard stand areas
- Control tower
- Offices and associated facilities
- Maintenance/wash down shed
- Camping facilities

- Food and beverage services

Eventually, the Mildura Motorsports and Community Precinct will be able to host a unique and diverse range of motorsport events, as well as becoming an important multi-use facility for tourist and community events (with a focus on providing the main tourist and economic development base for the operation of trade expos and major events which otherwise cannot be located in the area).

The staged development plan includes agreement by existing motorsport clubs and facility operators to relocate to the precinct in the short to long term.

Figure 7: Mildura Motorsports and Community Precinct (Source: Mildura Rural City Council Prospectus)



5.3 Automotive Industry Trends Review

In addition to the CAMS research, 'The Value of Motorsport', a review has been completed on the "Directions in Australia's Automotive Industry – An Industry Report 2017" completed by the Victorian Automobile Chamber of Commerce Research Unit and covers the whole of Australia. The report indicates, from October 2017, when local car manufacturing and associated automotive component manufacturing cease.

The industry currently covers a wide variety of sectors and with the closure of manufacturing in October 2017, the main profile will revert to Automotive Repair and Maintenance (estimated to account for 54% of the industry) followed by Motor Retailing (8.3%), Motor Vehicle and Parts Wholesaling (7.6%), Parts and Tyre Retailing (6.2%), Fuel Retailing (6.0%) and then a host of other sectors with smaller shares.

The industry is made up of small and family automotive businesses (96.5%). There were estimated to be 379,365 people employed nationally within the automotive industry across 69,365 business. This indicates that the industry is made up of small and family automotive businesses (96.5%).

The Key industry statistics indicate:

- There were an estimated 18.4 million registered vehicles on Australian roads as at January 2016.
- Vehicle registrations grew by 2.1% or 380,000 extra vehicles between 2016 and 2017.

- The average age of registered vehicles is 10.1 years and around 800,000 vehicles are scrapped and taken off the road annually.
- Around 5 million vehicles were sold around Australia in 2016 made up of 1.18 million new vehicles and 3.88 million used vehicles.
- There are now 69 vehicle brands available for purchase in Australia which makes it one of the world's most supplied range of brands.
- A total of 67.1% of new vehicles sold were petrol vehicles, 31.7% were diesel vehicles (fastest growing segment) and only 1.1% were hybrid electric, 0.1% LPG and 0.1% battery electric.

Within WA the following statistics are relevant to the development of Wanneroo Raceway and the broader automotive industry:

- The automotive industry employs 38,878 people
- There were 2,208,812 motor registered vehicles as of January 2016
- The average age of the motor vehicle fleet is 10.5 years
- The number of automotive businesses is 7,595
- The largest decline in employment was recorded within the Motor Vehicle and Motor Vehicle Part Manufacturing sector (loss of 49.2%) and the motor vehicle and wholesaling sector (1,387 people or 37.5%).

Further research undertaken by Neilsen in 2017 (Neilsen Sports Commercial Trends in Motorsport Report) focussed on the top ten challenges and opportunities facing all motorsport stakeholders from a Formula One and MotoGP perspective. While focusing on the elite end of the motorsport market the trends identified are directly relevant to the development of motorsport and for consideration in the development of Wanneroo Raceway as a tourism and event destination. These are summarised in the table below:

Table 1: Trends Associated with Commercial Motorsport Developments (Source: Neilsen Sports Commercial Trends in Motorsport 2017)

Trend	Potential Implication
<p>Emerging markets are increasingly engaging with, and investing in, top-level sports. A host of Chinese companies are investing in events, broadcast rights, teams, facilities and leagues at home and abroad, encouraged by the government's stated desire to create a US\$813 billion sports industry by 2025.</p>	<ul style="list-style-type: none"> • Opportunities may exist to develop into the Asian market but the Chinese are also seeking to invest at home. This may impact significantly on the ability of Wanneroo Raceway to compete and attract significant events. • As a result of the growth in the 'home' Asian market, a more sustained effort to understand and engage with local audiences in the sport's new markets is required. This will impact directly on the ability of the City, Tourism WA and the managers of the motorsport infrastructure to attract the Asian market.
<p>With more demands on their time, greater connectivity and more competition for their disposable income, audience habits are changing. Rights holders and sponsoring brands are seeking out new pockets of fans – whether by geography or demographic – and doing all they can to retain existing ones.</p>	<ul style="list-style-type: none"> • Rights holders, brands and broadcasters are increasingly exploring new formats and scheduling of events. • The ability to remain flexible and understand changing audience demands is a central part of a rights holder's strategy. • There is a growing need to balance changes to attract new interests while ensuring the core elements that have attracted the avid, long-term fan base remain in place.

	<ul style="list-style-type: none"> This re-enforces the need to develop Wanneroo Raceway as an integral part of a broader tourism service offer.
Rights holders and venues across the world of sport are on a constant quest to enhance the spectator experience at events by adding entertainment elements, such as concerts, fan zones and enabling more access to star performers.	<ul style="list-style-type: none"> Investment in entertainment and cultural activities around sporting events is seen as a standard requirement and therefore the opportunity needs to be built into any new or existing track infrastructure which is to be used for major events. More events are likely to be positioned as 'festivals', combining music, business-to-business meetings and fan zones and require infrastructure of a higher level to attract users and further investment. This is further emphasised within the two year plan promoted by Tourism WA.
New revenue streams are emerging as fans become fully connected through various different apps, social media content and streaming of live content.	<ul style="list-style-type: none"> Greater data collection as fans interact with rights holders and brands, leading to even more refined and personalised content delivery and ultimately new revenue streams.
From good governance to financial transparency, environmental friendliness, to the use of sport as a tool for social change, rights holders and brands across sport are increasingly expected to set a good example.	<ul style="list-style-type: none"> The need to be socially responsible with the desire to maintain the appeal of the sport as a high-risk activity is important.
Few sports provide as natural a showcase for as many different types of brand as motorsport i.e. timing accuracy; engineering innovation; data analysis and solution-based activities. As a global platform, it is an extremely attractive sport for consumer-facing brands.	<ul style="list-style-type: none"> More demand for quantifiable measurement of sponsorship from all stakeholders in the process and at all levels of investment. Return on Investment will be critical and there will be a need to look at this proactively to assist venues in sustaining infrastructure into the future.

5.4 BMX and Other Cycling Benchmarks

In order to gain an understanding of the key facility components associated with new and existing BMX tracks, an assessment of tracks within WA and overseas was undertaken. These are provided within the facility benchmarking section at Appendix E. The key considerations of any facility are:

- A number of tracks have received recent investment to upgrade facilities in accordance with new and emerging guidelines.
- The majority of facilities include a clubroom building which incorporates changing rooms, toilets, canteen/kiosk and storage.
- The start ramps associated with new club infrastructure range from 3m to 6m. The BMX facility at Sleeman, Queensland consists of dual start ramps of 5m and 8m (\$4.2m construction cost).
- All tracks are configured in a similar manner with a shaded starting grid, three bends, a split track (incorporating a pro straight), central officials tower and a small number of car parking bays on site with the ability to utilise extensive external space for overspill event parking.
- Elevated viewing areas for spectators is ideal but not essential.
- The ability to bring in event infrastructure to accommodate state and national events without increasing static building costs.
- Floodlighting to accommodate events in the evening (a common theme is Friday night competitions).

- Overall costs of the development of a new facility varies significantly in response to the size of the site and associated infrastructure.

Regarding Criterium Circuits, there is no purpose-built facility within Metropolitan Perth. The only facility which could be adapted is located at the SpeedDome but has long been considered as a non-viable proposition. There are no established facility standards for Criterium Circuits. However, based on industry benchmarks across Australia, it is likely to include:

- A basic administration base of 20m²
- Storage building for equipment and trailers of 30m².
- A raised platform for officiating (raised banking area from which the officiating can take place.)
- A concrete pad to inspect bikes.
- An undercover area near the start (permanent or temporary).
- Skills area (coned off for safe schooling and warm up).
- A combined track for training and technical ranging between 650m to 2.8km (depending on site constraints).
- Floodlighting in accordance with recreational training use (on the grounds that no standard currently exists for criterium circuits, a standard of 100lux has been used, being the nominal recreational standard accepted for sporting reserves).
- An open area for medical assistance.
- First straight, where possible, should be 200m with a width of 8m minimum (specifically for the starting gate). Thereafter, straights can be a minimum of 50m. Corners to be 8m in width.
- Protected under cover hard standing for marshals positioned around the course 300m apart.
- Pits area of a concrete pad with shade over.

The North Coast Cycling Facility Master Plan Report (authored by the City of Wanneroo) similarly found difficulty in establishing the minimum facility standards to support the development of a criterium circuit. Based on the consultation undertaken, a length of at least 1.1km was advocated with a minimum width of 6m and an inner track of 600m. Reference was also made for the need to provide an administration building.

All these facilities can be provided within and adjacent to a motorsport venue as an integral part of the main built infrastructure and bitumen surface. The City's analysis recommended Wanneroo Raceway be considered a potential option for a criterium circuit, with use of the existing Raceway as an interim option.

From the research undertaken, it is clear that the provision of wheeled sports within an extended motorsports complex would be a complementary use. All infrastructure could potentially be shared (with the exception of the BMX track). Subject to appropriate management arrangements, competitions and events associated with BMX use may be run in tandem. For Criterium use, this would be dependent on where and how the bitumen surface is configured. Westcycle has indicated that they would, however, prefer a location which is located within closer proximity to the Perth CBD but recognise the potential opportunity racing circuits provide.

6. Development Options

The following section identifies the potential facility development options which could be considered on land within and adjacent to Wanneroo Raceway.

6.1 Facility Development Analysis: Motorsport Disciplines and Event Use

The potential facility components to be considered within any motorsport complex is identified in Table 2 below:

Table 2: Facility Development Analysis - Potential Options

Disciplines	Options	Economic or Club Drivers
Motocross	Existing motocross tracks which provide good variation and testing circuit for riders (junior and senior). All supporting infrastructure is basic but functional and there are no issues related to noise at either facility location (location to the north of Wanneroo Raceway and to the west and south of Pinjar Park Speedway circuit and surrounded by bushland). Elements of the surrounding bushland are Bush Forever which constrains development. It is recommended that both sites remain unaltered as they provide a good level of provision.	Club
Arena Cross/ Stadium Motocross	A competition held on a temporary or permanent indoor or outdoor track predominantly consisting of man-made obstacles within an arena or stadium. No evident demand expressed – utilisation of existing stadia for one-off events with temporary infrastructure. Can be permanent or temporary courses. Minimum length of 400m.	Event – linked into broader tourism strategy
Speedway (Sprint Car)	<p>No identified need expressed. Current track infrastructure at:</p> <ul style="list-style-type: none"> • Ellenbrook Speedway • Perth Motorplex <p>There are 12 sprint car speedway tracks in total within WA; two are within the Perth metropolitan area. A long term potential of speedway could be considered as part of an extended site development.</p> <p>Track length of a future speedway track would need to be approximately 500-600 metres – purpose-built for cars.</p> <ul style="list-style-type: none"> • Approx. 12m width straights by 17m cambered wide bends, floodlighting, PA, tower, concrete safety wall, pits and safety wall with fencing above to Peak Body specification. <p>Other specifications include:</p> <ul style="list-style-type: none"> • Medical and press facilities (can be combined with a central club house building, depending on location). • Terracing (limestone blocks) for up to 1,000 spectators together with raised grass banking 	Club

	<ul style="list-style-type: none"> • PA and floodlighting system providing an even lighting system across the oval track • Electrical spring-loaded starting tape system and warning system around the circuit • Water supply / storage (distributed on track through water bowser) • Raised officials box / control tower (16m²) adjacent to starting grid • Toilet block and offices for administration and officials 	
Motorcycle Speedway	No need identified within the area and current facility at Pinjar Park recently upgraded to provide a high quality track venue. This facility will need to evolve and develop on its current site with a similar level of infrastructure to that identified for sprint cars.	Club
Trials/ Enduro	Current off-road use within the area and potential to incorporate extended cross country/off-road courses. Require links off site with surrounding track/trail networks of varying terrain. Has the potential to link the site with the adjacent suburbs if planned effectively and land ownership issues/environmental constraints may be overcome.	Club
Rallying	No permanent circuit need identified. There is potential to combine with bitumen and other circuits for an isolated event overlay – incorporating public and private road access. The extent of land to the north of the existing Wanneroo Raceway circuit would lend itself to the development of a semi-permanent rallying facility. This would need to be underpinned by a club-based activity if it is to be sustainable. There is no current club-based activity which could sustain a permanent facility.	Club
Kart Racing	Karting Australia requires a track of a minimum of 750 metres in length for National Sprint Championships. Similarly, the Commission Internationale de Karting (CIK) – FIA requires a minimum circuit length of 800 metres for CIK-FIA Championships, trophies and cups. A track of 1 km in length enables the hosting of national and international level events. The existing karting facility to the east of Wanneroo Raceway serves the karting needs in the area and the infrastructure (including track) is relatively good. The need to relocate is not evident.	Club
Motokhana	Demand currently expressed to WASCC who have plans to invest in a facility. A low-cost activity involving the manoeuvring of a car through tight tests as quickly as possible (one car at a time). This can incorporate both dirt and bitumen surfaces. Could be combined with the existing bitumen track and existing Hill Climb circuit.	Club
Drag Racing	The existing Drag Racing infrastructure at Kwinana Motorplex services the high-end need of the sport and is the only ANDRA accredited track in WA. Additional drag infrastructure at Collie currently services a south west WA requirement. Additional facility infrastructure is not proven, although opportunities for burnout and streetcar classes generally grow in line with the economy. Current drag racing activities have shown a decline due to the decline in the economy. If it is to be considered, minimum specification for a lower grade facility would be:	Club

	<ul style="list-style-type: none"> • 1/8th mile with appropriate deceleration lanes and gravel pit with catch fencing • Control tower • Shared burnout and skid pan area with road racing circuit • For drainage purposes, a one-way cross-fall of no more than 1%, or the equivalent camber, is acceptable • The Return Road should be a minimum of ten feet (3 metres) in width, with suitable access to Paddock and Staging Lane areas • An area accessible from the paddock area must be available for parking/storage of trailers and vehicles • Primary barriers must be located at the edge of the Timed Distance, extending from the burnout area to the point beyond, where spectator or paddock areas are located. Reinforced continuous concrete barriers at least 26 inches (660 mm) in height • A weighbridge • One drive-through bay 6m², with a sealed floor, must be provided for scrutineering/ Classification purposes • Full civil ambulance facilities • Floodlighting 	
Drifting	<p>Currently drifting is catered for within the Wanneroo Raceway site. It is an increasingly popular discipline requiring access to limited bitumen area where sustained controlled slides are the objective of the sport – particularly popular with Asian drivers.</p> <p>Can utilise the bitumen surface of a dedicated circuit but often comes into conflict with road-based bike and car users due to potential damage occurring to the race edge. A dedicated drifting facility may be justified and linked to an expanded driver training component.</p>	Club
Driver and Rider Training	<p>The loss of Driver Training at the former RAC site (adjacent to Perth Airport) indicates that there is a gap in the market which could be fulfilled by renting out space to commercial operators: It is essential that road conditions are replicated.</p> <p>Can be incorporated within the existing Wanneroo Raceway bitumen race circuit through extending track within or around bends (with no camber) and incorporating internal roadways which may be partitioned off at discrete operating times.</p>	High potential economic return and potential additional partnership opportunities to minimise risk
Hill Climb	Existing facility adjacent to Wanneroo Raceway. Additional investment not required as there is no financial benefit in relocating.	Club
Road Racing – car and motorcycle	Potential opportunity to construct an additional road racing circuit to the north of Wanneroo Raceway could be considered as a long-term option. A high-quality racing circuit is typically between 3.0 and 6.0 kilometres in length and 12 metres in	Club and with potential to attract

	<p>width. The current track is non-compliant with current CAMS and MA standards but the licence is protected through a grandfather clause. The peak sporting bodies and WASCC have indicated that if significant investment was to be put into replacing the track, it would be more cost effective to redevelop on land to the north and develop a circuit compliant with the latest FIA Grade 2 and FIM Category A standards.</p> <p>For bikes this would require:</p> <ul style="list-style-type: none"> • The maximum length of the start straight to the first corner cannot exceed 125 metres to the inside of the first corner. The minimum length of the start straight to the inside of the first corner must be at least 70 metres. • The track surface should be a uniform type over the whole length of the track. • The width of the track at any place on the track is dependent on the maximum speed which can be reached at that place. The maximum width of a track must be fifteen (15) metres. Wider tracks must be demarcated down to fifteen (15) metres by an anti-skid painted line, or by another device, which does not present a safety hazard. • Maximum longitudinal gradients – Uphill (20%) and Downhill (10%). • The minimum crossfall must be 1.5% and the maximum crossfall 3.0%. The surface of the track must be designed such that water does not pond on the track surface during or after rainfall. • The superelevation (banking) in a curve (the outside of the track is banked in comparison with the inside) is determined upon the basis of the radius at that curve and must not exceed 10%. • There should be no sight obstruction which would prevent a rider, at an eye height of one (1) metre, from maintaining a clear view of the track in front of him/her for a distance given as $S = V(V+40)/200$, where S = Sight distance in metres and V = speed in kph at that section of the track. • The minimum width of a verge is five (5) metres. • The run-off area must meet minimum agreed dimensions based on MA guidelines. • The run-off area may be reduced in length by up to 50% if an arrest or bed (sand or gravel trap) is provided. • The starting area should be clearly fenced off to restrict entry. <p>For cars: All determined under CAMS. Minimum requirements include:</p> <ul style="list-style-type: none"> • A suitable security fence enclosing the property, sufficient to prevent pedestrian and vehicular access. This may be temporary or permanent, but shall be in place for any race meeting for which a CAMS Organising Permit is issued. • First Line of Protection (“1LoP”): The entire outside of the competition area shall have a continuous (save for appropriately-located and designed access openings) First Line of Protection barrier, of a CAMS approved design, installed. A device providing a similar level of protection is also necessary to any areas where persons 	<p>high profile events aligned to a tourism strategy and with significant potential benefits to the local service industry.</p>
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	<p>(officials or spectators) may be permitted on the inside of the competition area or where natural or man-made obstacles (trees, poles, fences, buildings, dams etc.) may be at risk of being hit by an errant car exit.</p> <ul style="list-style-type: none"> • Second Line of Protection (“2LoP”): All locations where trackside officials or flag marshals are located or where spectator areas are close to the track or behind a straight-ahead runoff area, shall be protected by debris fencing. • Third line of Protection (“3LoP”): All areas where it is envisaged public access or viewing will be provided shall be protected by an approved Third Line of Protection barrier/fence, located a defined distance behind the first or second Line of Protection. • The Start/Finish area must be located on a suitable length of straight track at an appropriate distance from the first corner. • The starting grid layout shall comply with contemporary requirements of CAMS. • A suitably-sized paddock area, which shall provide direct, secure and protected access to and from the track. • A pit lane with adequate length to provide a separate stopping space for each car competing in each race and which is separated from the race track by concrete signalling wall with debris fence protection attached, or a suitable entry/exit to the paddock areas which is safe and appropriately protected (in which circumstance no pit lane would be provided). • A Pit Lane is compulsory for new circuits for any event above State Championship level. • Verges and run off areas which comply with CAMS documented criteria regarding size and design, as suggested in the Track Operators Safety Guide (2013). • Installation of speed attenuation devices (gravel traps, multiple row tyre buffers, additional run-off area etc.), where appropriate. • Line of sight vision of the entire circuit by trackside flag marshals at appropriate spacing. • A Race Control room, where the Clerk of Course and the essential personnel for controlling communications networks and emergency co-ordination are based. Vision of the Start Line and Pit Lane is required from Race Control. Access to the Race Control room must be restricted to authorised persons only. • A secure two-way communications system which links each flag marshal point to the Race Control room. • A Medical Centre, housed in a permanent and dedicated building (e.g. not a caravan or an ambulance) which is situated so that direct access is available both from the race track and to the external public road network by emergency vehicles always, without having to cross the race track. This requirement envisages tunnel or bridge access is appropriate. • Appropriate facilities for the public will be required based on the Venue Operator’s expectation as to the envisaged number of spectators. 	
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4WD / Off-Road	Currently provided for on adjacent land by a commercial operator: Area of undulating land of varying size is required (ideally a multitude of circuits on natural terrain) for training and vehicular handling skills. The potential to provide additional off-road 4WD activity should be explored	Club and Commercial with potential alignment to driver training
Rallycross	No current need identified – Sprint racing which can combine bitumen with a gravel surface. Within WA there does not appear to be a demand for such infrastructure due to no available competition numbers to justify dedicated investment	Club
Other Complementary Users	<p>Jet Boats have been referenced previously. A facility currently exists within WA (West Boat Jet Sprint) based at Baldivis. The Jet Sprint Park at Baldivis is claimed to be a world-class venue having hosted many International events including the World Series. Jet boat courses are generally 800-1,000 metres in length to comply with event requirements. Other specifications for jet boat water course include the following:</p> <ul style="list-style-type: none"> • Earthworks mainly – the material taken out is used for spectator mounds • Control tower • Safety sensors • Pit pools / launch pools – all track and ancillary infrastructure to fit into two acres. Pit pool would be 20m x 8m and concrete launch ramp of 6 lanes by 20 metres long • All water to be knee-deep with water channels of 5.5 metres width • Safety fences required around circuit • Toilets, grandstand and catering can all be shared • Floodlighting (placed internally to bends and along straights to create even lighting throughout) <p>Based on the limited market it is unlikely that Jet Boat infrastructure could be justified as a critical development requirement. This may be a longer term development option. As a result, an option to include jet boats as a long-term development option is incorporated within the Master Plan, subject to further justification should the sport grow within WA. This is noted as a marginal option to be considered.</p> <p>Shared facilities for Events, Festivals and Expos. Benchmarking of motorsport facilities identifies this as a critical economic driver to attract wide interest from industry representatives from outside the realm of motorsport. The need for dedicated infrastructure is limited to power, water, hard surface (bitumen parking and track areas), associated car parking and good banking/spectator areas where event overlay may be imported. The need for permanent-built event infrastructure can be offset through the use of existing function space, clubhouses and associated corporate hospitality function areas.</p> <p>Garages and accommodation above. Due to the lack of local accommodation there would be opportunities to develop bespoke infrastructure as permanent/temporary holiday accommodation/lets (i.e. similar to Tailern Bend).</p>	<p>Jet Boat – Club-based, but also potential economic driver due to extent of events</p> <p>Event overlay for Expo's, Festivals, Corporate entertainment etc.</p> <p>Economic/Tourism development</p>

	<p>Hotel development aligned to the use of the site for motorsport, events and corporate hospitality.</p> <p>Natural and man-made amphitheatres and natural viewing areas for small, medium and large event opportunities.</p> <p>Museum of motorsport. Potentially the development of a facility to re-locate the motor museum from Whiteman Park.</p> <p>Aligned commercial units providing opportunities for the motorsport service industry to be located on site. This would ensure the site remains activated throughout the week and has the potential to support local industries/commercial areas by establishing incubator units.</p> <p>Criterion cycling and BMX club infrastructure – considered to be a natural fit for wheeled sports complexes (motorised and non-motorised).</p> <p>Caravan Park and camping grounds.</p>	<p>Economic/Tourism development</p> <p>Economic/Tourism development</p> <p>Economic/Local jobs and employment opportunities</p> <p>Club</p> <p>Tourism/Event support</p>
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6.2 Development Priorities and Potential Functionality

Based on the potential need for additional infrastructure and to provide a development which provides maximum commercial opportunities, the following facility development components have been considered as part of the development of the Master Plan and have been ranked in accordance with the following priority list:

- Priority 1: Essential element to drive income and sustainability of the site and/or essential club infrastructure components.
- Priority 2: Marginal economic value but important extension of club activities.
- Priority 3: Marginal development options to be considered. Possible future developments under investigation.

Development	Rank	Plan Inclusion
1. FIA Grade 2 FIM Grade B Circuit		
4.27 km Main FIA Circuit	1	To provide an independent FIM/FIA standard track as a long-term development for the replacement of the existing circuit facility which will then become the club and driver training base. The track runs anticlockwise and is designed with a high average speed in mind. The design around the track is intended to create a 'Sepang-like' central area. The track incorporates appropriate FIM and FIA run-off areas for the grade.
2.6 Km National Circuit	1	The main track is to incorporate a return which enables the operation of two activities/events at one time. All run-offs and safety measures are incorporated within the design to meet FIA and FIM standards.
1.7 Km Club Circuit	1	
Enhanced Spectator Area	1	These are located in key viewing positions around both the existing Wanneroo Raceway and the potential new track development positions.
Temporary Grandstand	1	These are located around the perimeter of the track to make use of natural and man-made gradients. This will also make maximum use of limited permanent spectator infrastructure that may be constructed.
Primary Paddock	1	As visitors enter the precinct it is intended that they will go past a central hub on the right which incorporates a primary and secondary paddock that is designed to act as a welcome centre to the site that also links all of the hill climb, motocross jet boat, museum, amphitheatre and BMX into an Extreme Park style offering.
Primary Pit Building	1	
Secondary Paddock	2	The primary pit building is located on the main straight and is to incorporate new corporate infrastructure, major spectator facility, pits and associated event infrastructure (similar to the Highlands in NZ or Tailem Bend in SA).
Secondary Pit Building	2	
750m Straight for Informal Drag Racing	2	Informal drag racing strip – 1/8th mile with burnout infrastructure aligned and potential shared infrastructure (medium to long-term development option). Its development would potentially be influenced by the future of Kwinana Motorplex which is yet to be secured.

Development	Rank	Plan Inclusion
Dedicated Extreme Sports Area	3	<p>Located just behind the site welcome structure and as part of the Extreme Sport zone to provide separate access off Wattle Avenue. This area will incorporate the extreme park welcome centre which could potentially be divided into a series of discrete management areas focused on tailored club and commercial sports.</p> <p>This area also provides the opportunity for jet boats, should a business case be proven.</p> <p>At this stage, the infrastructure is purely for identification purposes and permits flexibility for alternative uses.</p>
2. Wanneroo Raceway		
2.41 Km Circuit with Extended Run-off	1	<p>Rationalise current track infrastructure at Wanneroo Raceway in accordance with what was identified within a previous 2009 Master Plan to include:</p> <ul style="list-style-type: none"> • Lighting, both tracks to enable twilight and night events (with the benefit being more event opportunities, both motor sport and non-motor sport activities). • Enhanced spectator areas (which can also double up for event capability – concerts, expos etc.) • Security fencing around the perimeter of the site. • Existing facility to be developed as the WASCC Club Room building and club function/driver/rider training areas. • Track to remain a club track. • Service roads (consolidated and utilised more efficiently).
Link for Simulations Track Use	1	A link to enable the existing track to be split for simultaneous use and increase the potential to have two activities operating independently. This is necessary to increase the financial viability of the site and support the additional driver training infrastructure.
Vehicular Overpass	1	To be located on the south side of the circuit to avoid conflict with users and to gain service entry to the central paddock area
Temporary Grandstand	1	To make use of the existing topography and optimum track viewing area.
Existing Hospitality	1	It is not intended to alter existing infrastructure which will remain for club purposes and for leasing to circuit and other site users.
Existing Pedestrian Overpass	1	
3. Driver Experience Centre		
DEC Pit Lane	1	A comprehensive driver experience centre which can operate within the existing Wanneroo Raceway circuit and where necessary be closed off to run as a separate smaller circuit. This is to complement
DEC Operations Building	1	

Development	Rank	Plan Inclusion
Dynamic Pad 180m X 60m	1	existing infrastructure and provide alternative training areas within a separate business complex.
40m Skid Pan	1	Infrastructure proposed provides an opportunity to experience a range of driving conditions and car handling experiences to cover a gap in the WA market following the closure of the RAC driver training centre in Perth. Under the current lease agreement this would necessitate the development of a partnership agreement with the WASCC to secure access to the area at dedicated calendar time slots.
Irrigated Kick Plate	1	
Lane Change	1	
1.11 Km Handling Circuit	1	
4. Off-Road Facilities		
FIM Motocross Circuit	1	To retain the existing motocross track and also integrate it within the Extreme Zone. Due to existing environmental constraints, the site area is to be retained as the most cost-effective solution.
Multi-Use Off Road Area	2	Multi-use on and off-road area – currently the land in the area is used for this purpose in an informal manner. It needs to be rationalised/ formalised with supporting infrastructure. Potentially incorporate with separate commercial off-road training area (short to medium term development option) aligned to club and commercial opportunities.
Dirt Speedway Oval	3	Option for speedway (cars) – oval track with associated infrastructure (medium to long term development option). Land allocation could incorporate alternative off-road use. This is located potentially within the extreme sports area.
Criterion Circuit	3	An alternative option for the speedway track land could be a criterium circuit. For the purposes of the Master Plan a separate plan is provided detailing an 850m criterium circuit with track clubhouse. It should be noted:
Off Road Trails Area	3	Adjacent to the existing motocross track (east and west), the use of exiting trails infrastructure through the protected bushland provides the optimum solution whilst minimising environmental degradation.
5. Non-Automotive Facilities		
Existing Infrastructure and Storage	1	Gradual upgrade, refurbishment and/or replacement of existing facilities. Area will need to be rationalised and incorporate a gradual replacement of infrastructure as it reaches its end of life.
Open Parkland	1	Part of the central hub to provide a break between the dedicated BMX facility and main motorsport and event activities. This also acts as a connecting walk and cycle route cross the site
Hotel	1	Potentially 100 bedroom hotel to be identified on site (subject to detailed commercial business case). The hotel is aimed at maximising the site as a destination motorsport and events venue with high end

Development	Rank	Plan Inclusion
		corporate hospitality potential and having a direct access off the main site entry road. It is to address the current lack of high quality accommodation within the locality and recent development trends.
Luxury Villas	1	<p>Potentially 30 units with up to four car garages below (modelled on Taillem Bend, SA approach and subject to a detailed commercial business case).</p> <p>The villas have been intentionally placed around the track in an area to maximise potential commercial opportunities.</p>
Potential Amphitheater Location (s)	1	Located within the existing Wanneroo Raceway track and to the north within the proposed new circuit. These are located to make use of existing topography and proposed banking, and incorporate circuit and associated infrastructure for overflow activities. They are smaller dedicated event spaces to support the main event space between the paddocks.
Commercial / Retail Units	1	Commercial units have been identified on the main site entrance along Wattle Avenue. These will principally be for service industries which support the motorsport and event activities.
Extreme Park Welcome Centre	1	The Extreme Park Welcome Centre is located at the main site entrance. This provides the opportunity to manage entry into the 'park' area and direct users to different activity spaces.
BMX Track	1	Relocation of Wanneroo BMX facility to UCI specification (Potential for 8m ramp, although permanent 6m competition ramp recommended) with minimum 400m track, prevailing wind to be behind the riders in the first straight. A track which includes two pro straights can be accommodated within the space identified. This is placed in an area where separate access can be secured and dedicated event infrastructure provided which enables the facility to be used when motorsport events take place. The site area incorporates BMX administration, storage, shelter and pits area (immediate development option).
Pump Track	1	Pump track and associated non-motorised extreme sports area is to be located to the south of the BMX track and incorporated within a non-motorised wheeled sports park (medium-term development option).
Camping Area and Event Parking	1	Caravan/camping areas to have basic infrastructure and separate road access (medium to long term development option). To facilitate broader tourism and event requirements. Options are shown on land to the east of the new northern circuit. This land was previously used as a plantation but has been cleared. As this is also located within a P1 drinking water protection area, this is identified as a potential option but would be subject to a separate agreement and approvals process. More permanent camping infrastructure has also been identified on land to the south of the existing Wanneroo Raceway circuit. This would be accessed via a separate road access (either via the western road access within the existing Wanneroo Raceway site or off the Hill Climb area, when not in use).

Development	Rank	Plan Inclusion
Existing Natural Trails	1	The plan is to incorporate existing nature trails and off-road mountain biking and cycling areas. This also provides a link through protected bushland to a grandstand area at one of the optimum viewing locations for the track to the north.
Motor Museum	2	On land to the north of the existing Wanneroo Raceway. The long-term aspiration would be to re-house the motor museum, currently located at Whiteman Park (subject to agreement with the WAPC and would be a longer-term development option).
Automotive Club House	2	To be located adjacent to the hotel and museum which is to act as the main administration and control centre for the high grade motorsport park.
Infield Jet Boat Area	3	A space has been allocated for jet boat infrastructure as an alternative long-term option should it be proven to be commercially viable. Potentially incorporated as a park water feature initially.
6. Ancillary Facilities		
Site Welcome Structure	1	Prominent sign-posting to identify that visitors have arrived and can then be directed within the site to core areas.
Parking Area	1	Parking areas are identified throughout the extended site area. In addition, overflow parking is identified on land to the east of the northern track site.
Protected Bushland	1	All areas identified as Bush Forever, environmentally sensitive flora and fauna is to be accommodated and subject to the development of a management plan to secure their ongoing protection as an integral part of the development.
Primary Access	1	The primary access will remain off Wattle Avenue from which both the northern circuit and commercial activities (including BMX, hotel and Extreme Park are accessed).
Secondary Access	1	A secondary access to the north of the extended site is considered essential to service the luxury villas and main event track/infrastructure which will require separate event access to avoid conflict with spectator traffic movement.

7. Wanneroo Raceway Master Plan and Costs

Having regard to all aspects of the assessment process the master plan is provide at Appendix F. It incorporates all elements referenced in section 6.2 above. The rationale for the layout is provided below together with the Opinion of Probable Costs (OPC). It should, however, be recognised that the overall costs will need to be met by a combination of partners and will need to be tested through the development of a more detailed business case for each item and approach to the market.

7.1 Master Plan Design Principles

Overall, the Master Plan has sought to provide the following:

1. A multi-functional extended event space which can be used by a variety of activities at one time.
2. Increase in potential use of the existing and proposed circuits by improving track split for simultaneous use, particularly for the club circuit, but also with the new proposed higher grade circuit infrastructure for attracting international events.
3. Maximising the opportunity to develop discrete functional elements into land parcels which can be tested in the commercial market. To achieve this, the two circuits are not linked. Advice received from the architects who have designed similar infrastructure throughout Asia, Europe and America suggests that this would be an additional cost with no commercial benefit. In addition, the non-compliant aspects of the existing circuit, if incorporated, would need to be addressed as the current grandfather clause would be negated.
4. A main event space between the two paddocks. The central area is designed to function like a park, with pathways, pedestrianised roads, and cycle tracks that link all the major facilities together. It is this area that is recommended as being the major event area allowing access to the paddock areas, with elevated viewing in close proximity.
5. Accommodating major event populations by utilising adjacent land to the east (subject to statutory approvals and securing access by the land manager) as a large car park where people can come directly onto the site and into grandstands or walk to the central parkland area.
6. The grouping of the hotel, drivers club and museum in a central location. It is considered that the unification of these facilities could offer benefit to all, creating a hub of activity and providing the commercial motor club with catering and spa facilities from the hotel, and also with the motorsport heritage that can be found in the museum. These facilities have been grouped towards the south end of the secondary pit building where direct track access and 'close to the action' viewing can benefit both hotel guests and club/corporate members. The location is also closer to the main through road, providing relatively easy transport links and reducing the amount of vehicular traffic through the parkland.
7. An expanded parkland area which incorporates a number of paths and natural walkways. The intent is to ensure the parkland joins a number of activity areas via natural, parkland-style footpaths.
8. Provision of 'Parkland' and 'Extreme' zones identified on the Plan by blue and green boundaries which is intended to provide a pleasant and inviting environment where walking between events becomes part of the reason why visitors are attracted to the site.
9. The use of 'natural' paths to gain access to spectator areas. An example of this is in gaining access to Turn 1 of the new circuit to a temporary grandstand location overlooking one of the most exciting corners on the track.
10. Allowance for simultaneous use of the dirt oval/criterium circuit (use to be determined) with all FIA/FIM circuit permutations. This area also forms the central attraction for the extreme park and extreme park building, generating an attractive dynamic where track activity can be seen from all sides of the building. The extreme centre sits on the edge of the parkland and offers a

secondary 'club' environment for the more extreme individual. This building should offer viewing areas, cafes and bars within walking distance to all the extreme activities.

The master plan provided at Appendix F identifies the potential phasing/staging of development in accordance with the priorities identified in section 6 above. The plans include:

- A site plan
- Zoning Plan (colour coded)
- Phase 1
- Phase 2
- Phase 3

The opinion of probable costs referenced in section 7.2 follows the phasing identified in the plans.

7.2 Opinion of Probable Cost

The overall cost of the infrastructure is provided below:

Wanneroo Raceway Masterplan 25/03/2019		DONALD CANT WATTS CORKE	
SUMMARY			
Option	Wanneroo Raceway		
	Total		
Priority 1 Items			
Building Works			\$80,728,000
External Works and Services			\$73,329,424
Construction Works Sub-Total		\$	154,057,424
Design Contingency	5%	\$	7,702,871.21
Construction Contingency	5%	\$	8,088,015
Professional Fees @ 8%	8%	\$	13,587,865
Construction Works Sub-Total Priority 1		\$	183,436,175
Priority 2 Items			
Building Works			\$23,554,450
External Works and Services			\$4,744,532
Construction Works Sub-Total		\$	28,298,982
Design Contingency	5%	\$	1,414,949.09
Construction Contingency	5%	\$	1,485,697
Professional Fees @ 8%	8%	\$	2,495,970
Construction Works Sub-Total Priority 2		\$	33,695,598
Priority 3 Items			
Building Works			N/A
External Works and Services			\$11,672,127
Construction Works Sub-Total		\$	11,672,127
Design Contingency	5%	\$	583,606.35
Construction Contingency	5%	\$	612,787
Professional Fees @ 8%	8%	\$	1,029,482
Construction Works Sub-Total Priority 3		\$	13,898,002

While the costs have been reviewed, there are areas which would potentially fall outside of local and state government obligations and could be reduced substantially (i.e. temporary infrastructure cost apportionments and the extent of the built infrastructure). The core commercial elements (i.e. hotel, villas, commercial/retail and associated servicing) accounts for a minimum of a third of the overall development costs.

A detailed breakdown of the cost elements is provided at Appendix G. The above costs exclude:

- GST
- Asbestos removal
- Abnormal ground conditions / contamination etc.
- Major services diversions
- Major utility upgrades / contributions and headworks
- Furnitures Fixtures and Equipment
- Excludes equipment, sound systems, communication systems, lighting systems etc.
- Client costs, legal costs, site costs, agent's fees, finance etc.
- Land purchase costs
- Client Representative / Project Management Fee / Professional Fees
- Escalation - costs are current day
- % for Public Art
- Environmentally Sustainable Design Implications

Costs assume Competitive Tender process with local builders using basic palette of materials. All quantities and rates are provisional and are, therefore, subject to adjustment. All external works and service allowances are Provisional at this stage.

7.3 Stakeholder Touch Points

Based on the development considerations and priorities an assessment has been undertaken on the likely response/impact of consultees who have been involved in the Master Plan development process. This is presented in table 3 below. The relative touch points and impact of each consultee in responding to the Master Plan is identified. Impact is adjudged to be:

- High: If the touch points are likely to have serious implications on the overall site development, which could potentially be terminal.
- Medium: If the touch points may have an impact but potentially can be managed without preventing the development.
- Low: If the touch points will have a minor impact on the development of the Master Plan.

Table 3: Consultees, Touch Points/Issues, Implications, Relative Impact and Measures to Put in Place to Address Any Identified Issues

Consultee	Touch Points/Issues	Implication	Rating (H/M/L)	Measures Required To Address Touch Points
WA Sporting Car Club	<ul style="list-style-type: none"> Do not support the Master Plan components on land within their control. Raise concern that the track to the north will be managed by a commercial operator to directly compete with WASCC operations. 	Will require reconsideration of components of the Master Plan related to driver training and commercial activities.	M	<p>Ongoing dialogue with club to agree a long term development aspiration for land within their lease area.</p> <p>Ensure development of new infrastructure is complimentary to and assists in improving the club's business model.</p>
Edith Cowan University	<ul style="list-style-type: none"> Do not commit to the use of the site for mechanical and motorsport educational courses. 	No significant impact to finances. Loss of a valuable partner.	L	Ongoing engagement with ECU to ensure educational objectives can be met within the existing and potential extended site to the north of Wanneroo Raceway..
Wanneroo BMX Club	<ul style="list-style-type: none"> Do not support the development of a national standard BMX track and associated infrastructure on site. 	Refusal of club to relocate.	L	Ongoing engagement with club as part of a working group to ensure the needs of the club in re-locating are appropriately met.
Confederation of Australian Motorsports (CAMS)	<ul style="list-style-type: none"> Consider the development of the new circuit infrastructure to be unworkable 	Will refuse to support and licence the circuit facility.	L	Circuit is based on a design in accordance with Federation Internationale de l'Automobile (FIA) standards
Australian National Drag Racing Association (ANDRA)	<ul style="list-style-type: none"> Consider the development of the new drag racing track infrastructure to be unworkable. 	Will refuse to support and licence the drag racing facility.	L	Drag strip is based on industry design standards of provision.
Motorcycling Australia/ Motorcycling WA	<ul style="list-style-type: none"> Consider the development of the new circuit infrastructure to be unworkable and therefore will not licence the facility. 	Will refuse to support and licence the circuit facility.	L	Circuit is based on a design in accordance with Fédération Internationale de Motocyclisme (FIM) standards
Department of Planning, Land and Heritage	<ul style="list-style-type: none"> Consent for extended Master Plan area development is not forthcoming. 	The development cannot proceed.	H	Brief the department on the current development proposals and the process to ensure all necessary approvals can be achieved.

				Seek advice and clarification on any additional studies which may be required to underpin a future development application submission.
The Department of Local Government, Sport and Cultural Industries	<ul style="list-style-type: none"> Do not support the Master Plan and are not therefore prepared to consider future expansion of the land for motorsport and broader event capability and funding of the site. 	The transfer of land to the north of Wanneroo Raceway is opposed and the potential to enhance event, tourism and diversity of activity is compromised.	M	Brief the department on the outcome of the Master Plan and rationale for moving away from the development principles which underpinned the 2009 plan.
Department of Conservation, Biodiversity and Attractions	<ul style="list-style-type: none"> Unable to secure necessary approvals as required under the CALM Act lease due to: <ul style="list-style-type: none"> Unable to secure the granting of a clearing permit from Dept of Environment Regulation. Impact on P1 drinking water catchment Recognised sites of Aboriginal Heritage which prevent development. Unable to negate the existence of an existing mining lease/exploration licence. Lack of support from the Conservation and Parks Commission. Lack of support from the Minister of the Environment. 	Extended site cannot be developed.	H	Follow advice currently provided by the department. Put in place a series of studies and approval processes underpinned by ongoing dialogue with the department to ensure all requirements are met.
Tourism WA	<ul style="list-style-type: none"> Support for project and extended event activities is not supported. 	Lack of integration with a broader regional events strategy.	L	Ongoing dialogue with Tourism WA to ensure the site is an integrated part of future strategic planning processes for event provision in north Metropolitan Perth.

8. Risk Assessment

The risk identification, analysis and evaluation process are critical to ensure key personnel understand all implications relating to the future investment into the development of the Wanneroo Raceway. Potential risks are identified under designated risk categories (as identified within the City of Wanneroo Risk Management documentation):

- Financial
- Health
- Environment
- Service Interruption (current operations / proposed developments)
- Reputation
- Compliance (regulatory)

Subsequently, each risk is analysed in terms of probability (likelihood) and impact (consequence). Ratings of H (high), M (medium) and L (low) are accorded to probability and impact and subsequently distilled as presenting:

Major Risks - require careful management and the development of a Risk Management Plan

High Risks - require careful management and the development of a Risk Management Plan

Moderate Risks - require careful management

Minor Risks - would be generally accepted or discarded

A full risk identification and analysis is contained at Appendix H. The Major and High-level risks and mitigation (treatment) measures are highlighted in the table below:

Table 4: Major and High Risks and Mitigation

Risk #	Short Risk Description	Treatment Details
1	Environmental approvals which include: <ul style="list-style-type: none"> - Bushland clearance - Water management - Bushfire Protection - Noise and encroachment - The high cost of obtaining the approvals - Carbon Footprint Offsets State Government – changing strategic intent	Utilise current knowledge and experience in identifying and managing all approvals process.
		Identify concerns and necessary approvals and scope through the Master Planning Process and put in place a timeline for delivery of relevant research and approvals.
		Early engagement with regulatory bodies (Dept of Biodiversity, Conservation and Attractions in particular) as part of the initial and ongoing planning process.
4	Lack of State Government support (Multiple Players): <ul style="list-style-type: none"> - Tourism - Planning - Environment - Local Government, Sport and Culture 	Ongoing engagement with State Government through DLGSC, Planning and Tourism.
		Ensure importance of site is reflected in strategic State Government publications and priorities for future investment.
		Ongoing dialogue with relevant departments related to the future use of land to the north of the site.

7	Investment potential of the development (from commercial, state and federal sources)	Establish an overall funding plan for the site to be developed in accordance with phased priorities on completion of the Master Plan.
		Put in place an Implementation Plan with the aim of targeting potential investors in accordance with the Funding Plan and potential timeline for development.
		Undertake relevant market research and EOI options to be considered as part of the ongoing promotion and marketing of the site.
11	Overall cost of the Master Plan is excessive and unsustainable	Project Control Group to check and challenge evolving Master Plan and identify potential opportunities and priorities for investment in accordance with an agreed Phasing Plan.
		Adopt cost control and cost management processes in ascertaining the overall cost of each phase of development and target appropriate funding sources.
		Develop a clear and explicit phased development model which can be adapted to funding opportunities as the project evolves. Ensure that each element can be developed without compromising the overall long term vision for the site.
13	Technology change and extensive cost related to racetrack design and development and associated safety measures and mechanisms to be employed	Ongoing market research and engagement with Peak Bodies to check, challenge and review the master plan as it evolves over time.
		Ensure WASCC are involved in the Master Plan process and contribute to the long term development options.
20	Diversification of revenue streams are unachievable due to aversion to expanding activities and limitation placed by current management of the site	Lease agreement to be modified to enable access to be obtained to achieve City priorities as the Master Plan develops
		Broadening the revenue base at Wanneroo Raceway to incorporate performance targets.
		Review of governance model on an ongoing basis in conjunction with commercial funding/private business development opportunities for the site.

9. Funding Plan Options

The development of the plan is reliant on achieving a suitable level of external funding. This section seeks to provide guidance on this aspect. The funding options available to develop the facility infrastructure are limited, but potentially include:

Public Private Partnership (PPP) and Private Sector Investment (PSI)

Whilst private sector funding has been used to finance the complete build of sport, recreation and event infrastructure projects (and in particular motorsport precincts), they are generally confined to specific segments of the market where strong commercial returns can be achieved. They can be used as vehicles for the purposes of designing, planning, financing, constructing and/or operating projects. They can take a number of forms from Design, Construct and Maintain (DCM), Build Own Operate (BOO) and Build, Own, Operate, Transfer (BOOT).

Where investment is required to 'start-up' the facility and operators are not constrained by government legislation, this is often a more attractive proposition. There have been many examples, both in Australia and more particularly the UK, where PPP projects have delivered successful outcomes. Such projects have generally succeeded where there has been a clear, long-term vision and a thorough understanding of the local government's role in the local leisure market. Projects have generally failed where there has been insufficient consideration of the overall sport and leisure service and other stakeholders. The lack of a robust business case is the single biggest issue which has caused project delays and cost overruns.

Private Sector Investment could be used as a mechanism for funding the development of the circuit and associated infrastructure on land to the north of the existing raceway, where the following elements could be either offered as a complete commercial proposition or broken down into specialist niche markets:

- Hotel
- Villas with garages below
- Commercial precinct
- Circuit and event infrastructure
- Extreme Sports Zone

It is highly unlikely that a commercial investor will invest significant funds without having control over how the site is managed and promoted. There is the potential to secure private sector funding for facilities if:

- a small capital return can be provided from the day-to-day operations of the facility.
- ownership of the assets can be transferred to a private entity for a specific period of time (typically 10 years).
- depreciation of the assets can be claimed by the asset owners (i.e. the investors).

The funding model, which is loosely based on BOOT principles, has been successfully used for the development of golf courses and the redevelopment of grandstands at several large sports stadiums. However, there are few examples where private investment for specific facility components within broader community recreation facilities have successfully been implemented. This is usually due to an inability to separate ownership of specific facility components or programs from broader operations and ongoing conflicts with the overarching centre/site management objectives/operations.

With the onset of the global financial crisis, financiers have curtailed a significant source of borrowing for the Public Private Partnership model. This has resulted in a lack of availability of debt and where it is available, the cost of financing the debt is often prohibitive, particularly for sport and recreation projects.

Investment of this nature is likely to require significant operational concessions that may impact on the overall financial viability of the complex as the commercial operator seeks to minimise risk.

A decision will need to be made on what the state and the City is seeking to achieve from the northern venue and will also need to test the market to ascertain the likely interest in each component. In respect of the southern venue, this is more complex due to the presence of the WASCC who currently control the circuit and associated infrastructure. This option could be considered, although it may be preferable to provide limited private sector investment for individual facility components (for example, the catering, driver training, merchandise outlets, etc.) where concessions will be minimal, and control can be maintained by the WASCC.

Department of Local Government Sport and Cultural Industries

Community Sport and Recreation Facility Funding (CSRFF): The current allocation has been subject to change with state government austerity measures. Priority is given to facility sharing and rationalisation. The construction of new facilities to meet sport and recreation needs would fall within the remit of this fund. Limited financing for elements of the phased development approach could be considered but would be subject to further planning, design, feasibility and potentially a business case.

State Sporting Infrastructure Fund (SSIF): The current allocation, similar to CSRFF has been the subject to change with approximately \$2-3M available annually for investment in facilities which support state, national and international training, competition and events.

Development of a Business Case through the Department of Treasury: For larger scale projects a business case could be developed under the Strategic Asset Management Framework (SAMF). This would require the project to be identified by state government as a strategic investment priority which is likely to impact positively on economic outcomes for the state. Currently, while Barbagallo Raceway upgrade, and redevelopment is identified within the State Sporting Facilities Plan, this investment relates to the existing track. The business case/feasibility reference to motorcycling relates to a site investigation to identify suitable land with sustainable tenure to use as a competition venue and a community resource. This potentially provides an opportunity to consider the land to the north of the existing Wanneroo Raceway circuit. Nevertheless, given the current works on the existing circuit and potential capacity, it is unlikely that this development option would be considered in the short to medium term.

A rate levy administered by the City of Wanneroo

In order to achieve the development, a rate levy could be considered. The amount levied can either be across the city or varied depending on the household proximity to the facility (i.e. to ensure that those who were most likely to use the facility were charged more than those who resided further away). However, this would be over-cumbersome and unlikely to be viable, given the competing priorities within the City.

Alternative State Funding

Current state and local government support programs in addition to those operated by the Department of Local Government Sport and Cultural Industries are published annually (previously by the Dept of Local Government). Upon detailed review of the criteria for funding and amounts available, it was concluded that none of those funding sources would be able to contribute in any significant way to the development of Wanneroo Raceway. In addition, LotteryWest have indicated that they would be unlikely to support projects with a sporting outcome.

Federal Funding

There may be opportunities to attract investment in community recreation facilities from federal government. Current grant assistance is limited but is likely to emerge as the project develops.

Funding from other sports bodies

Various grants can be attracted from funding bodies related to community and elite level facility developments. It is, however, unlikely to be substantial and would be limited to the needs of one sporting code.

Contributions from key user groups

The Wanneroo BMX Club has indicated that it is capable of providing a small financial contribution, but the amount is limited to the club's ability to fundraise, as well as its focus on competition for young children and youths.

Other charitable trusts/foundations

Potential exists to attract funding through a variety of charitable organisations. These are, however, limited in scope and extent. The project is unlikely to achieve a significant investment through these channels.

Developer contributions

This source is unlikely to be considered for any phase of the development. A developer contribution plan must comply with State Planning Policy and address issues related to reasonableness (i.e. whether costs are reasonable and related in size and scale to any given development and the rationale for investment).

10. Implementation Plan

The following is provided as an indicative high level implementation plan. Clearly, at Master Planning Stage, this would be subject to change and would be reliant on developing the business case further for each potential element.

The following table draws upon the information collated to date and identifies the critical aspects of the development process which will need to be undertaken to ensure the effective implementation of the Wanneroo Raceway Master Plan. The pre-planning phase is naturally the most critical aspect and detailed due to the critical site development and future proofing necessary to ensure long-term investment can be secured to develop key service infrastructure, which would need to be presented to the market for testing and commercial validation.

Project Phases	Deliverables	Major Activities	Key Milestone	Responsibility	Timeline
PHASE 1: Obtaining Council Support					
A. Master Plan to be reported to members for consideration and endorsement to move to undertaking detailed water management, environmental and traffic impact studies.	Endorsement of the approach and need to secure land for potential future planning as an extended motorsport and events precinct	Reporting to Council	Council meeting and decision to progress / put on hold / reject the Wanneroo Raceway Master Plan	City of Wanneroo	2019
PHASE 2: Pre-Planning					
B. Present outcomes of the Master Plan to relevant government departments to secure a commitment to allocate the land for potential future investment.	Agreement with Dept of Lands, DCBA, DLGSC, DoP, WAPC and DoW	Individual representation of project options to secure 'in principle' support	In principle support by all departments provided	City of Wanneroo	2019/2020
C. Brief other project stakeholders on the outcome of the master plan and future planning requirements (including potential future review of lease with WASCC after current lease arrangement expires).	Advise Wanneroo BMX Club, WASCC and relevant State Sporting Associations of Master Plan outcome	Briefing and confirmation of probable development timelines	In principle agreement by relevant bodies	City of Wanneroo	2019/2020

Project Phases	Deliverables	Major Activities	Key Milestone	Responsibility	Timeline
D. Appoint Internal City Project Control Group (including input from relevant state government departments).	Confirm PCG to take carriage of development of the project.	PCG terms of reference established	PCG membership signed off	City of Wanneroo	2019/2020
E. Appoint Project Manager.	Project Manager appointed within City of Wanneroo	Appointment Process to be undertaken	Appointment confirmed	City of Wanneroo	2020
F. Ongoing dialogue with relevant departments to secure the following approvals: <ol style="list-style-type: none"> a. Department of Environment Regulation for the granting of a clearing permit; b. Department of Water – To seek approval of development adjacent to (and potentially within) Priority 1 area of the Gnarara Underground Water Pollution Control Area; c. Forest Products Commission approval; d. The South West Aboriginal Land and Sea Council regarding potential Aboriginal Heritage issues; e. Department of Aboriginal Affairs; f. Department of Mines, Industry Regulation and Safety – confirmation that the existing exploration licence and/or mining lease will not prevent development; g. Department of Planning, Lands and Heritage; 	<p>The development of briefs and supplementary study work to obtain all approvals prior to progressing the project to the next stage.</p> <p>Budget commitment to undertake necessary studies over a 5-year period.</p>	<p>Research into all aspects of the sites development to secure:</p> <ul style="list-style-type: none"> • Clearance permit • DoW approval for development adjacent to P1 drinking water area • Forest Products Commission approval • Dept of Aboriginal affairs endorsement. • SWALC and representative body approval • DMIRS approval 	Agreement from all relevant state government departments and South West Aboriginal Land and Sea Council (and representative body)	Project Manager, City of Wanneroo	2020 to 2024

Project Phases	Deliverables	Major Activities	Key Milestone	Responsibility	Timeline
<ul style="list-style-type: none"> h. Conservation and Parks Commission – the vesting body for the land to be consulted for comment on any lease proposal; i. The Minister for Environment’s approval for the granting of a CALM Act lease; j. Traffic Impact Assessment and agreement of any mitigation measures; k. Department of Planning and WAPC approval in principle for each element of the development and potential Metropolitan Scheme Amendment. 		<ul style="list-style-type: none"> • CPC lease approval • Minister for Environment’s approval under the CALM Act • MRWA traffic impact mitigation approvals • DoP and WAPC in principle approvals 			
G. Explore the potential commercial opportunities available to secure funding for discrete elements of the Master Plan.	Initial identification of potential partners and investment opportunities	Detailed cost model to be developed and initial briefing of potential partners/ investors	Ongoing evolution of the investment model for consideration by elected members and implementation prior to commencement of development	City of Wanneroo	2020/2024
H. Undertake detailed combined Feasibility Study and Business Case for all site elements. To include: <ul style="list-style-type: none"> a. Identification of major infrastructure and civil works required; b. Additional environmental approvals; c. Cost benefit analysis; d. Commercial market testing; 	Detailed business case for all site elements undertaken in accordance with the SAMF and State Treasury guidelines	Detailed Feasibility and Business Case completed	All potential funding elements proofed and commercial opportunities clarified	City of Wanneroo	2024

Project Phases	Deliverables	Major Activities	Key Milestone	Responsibility	Timeline
e. Phased development and implementation.					
I. Finalise Funding Plan	Clarify position with regard to investment commitment from investment partners, state and federal governments. Explore potential investment from Private Partners through an EOI process	Funding applications submitted EOI to be placed in the market to ascertain commercial funding options	Funding for project confirmed and legally-bound	City of Wanneroo	2025/2026
J. Obtain Council Approval to proceed to market	Completion of all studies, business case and securing of land	Reporting to elected members (on an ongoing basis)	Elected member approval to proceed	City of Wanneroo	2026/2027
PHASE 3: Design Consultant Appointment for Phase 1 Development (to be determined following Feasibility and Business Case Approval)					
K. Prepare brief	Design brief development produced	Documentation produced in accordance with City of Wanneroo requirements	Brief approved by PCG	Project Manager, City of Wanneroo	2027
L. Advertise for tender submissions	Open tender application process, assess submissions and appoint	Appointment of preferred consultant	Design Consultant contracted	Project Manager and PCG	2027
M. Schematic Design	Scope of design brief clarified	Refine preferred feasibility design	Scope clarification and rationalisation	Design Consultant	2027
N. Design Development	Detailed design	Explore design options and clarify user requirements	Finalise design for planning approval purposes	Design Consultant	2027

Project Phases	Deliverables	Major Activities	Key Milestone	Responsibility	Timeline
O. Preparation of Design report	Design Report	Assessment of inter-relationships within and external to the site.	Design Report completed	Design Consultant	2027
P. Approval of Schematic Design	PCG sign off schematic design	Report and presentation to PCG	Schematic Design Approved	Project Manager and PCG	2027
PHASE 4: Planning and Site Approvals					2027
PHASE 5: Design Development					2027/28
PHASE 6 Contract Documentation					2028
PHASE 7: Main Contract Tender process					2028
PHASE 8: Main Works					2028/2029
PHASE 9: Practical Completion					2029
PHASE 10: Management Agreements and Operational Requirements of the Phase 1 development					2029/2030
PHASE 11 Initial development opening					2030

11. Recommendations

It is recommended that the Wanneroo Raceway Master Plan (as provided at Appendix F) is endorsed to enable the City of Wanneroo to undertake further consultation with stakeholders and state government and to further progress the phased development on site. It is further recommended that the City of Wanneroo:

1. Briefs WASCC, Wanneroo BMX Club and relevant State Sporting Associations of the outcome of the master planning process and the likely timeline for future proofing up the extended site for development.
2. Confirms with the Department of Local Government, Sport and Cultural Industries, Department of Conservation, Biodiversity and Attractions and Department of Planning, the intent to develop land to the north of the existing Wanneroo Raceway circuit for the purposes of an extended motorsport and events precinct.
3. Approaches the Department of Lands and other responsible state body to initiate discussions with regard to acquiring land through a potential lease proposal to the north of the existing Wanneroo Raceway circuit for the purposes of developing an extended motorsport and events precinct.
4. Subject to the outcomes of discussions with the relevant state government departments, sets aside an appropriate budget to undertake the following additional studies and approval processes to proof the additional land up for future development:
 - a) Confirms with the Department of Planning and WAPC all future planning and zoning requirements and approval processes;
 - b) Through the Department of Environment Regulation, confirms the requirements for the granting of a clearing permit and environmental assessment processes to be undertaken;
 - c) Through the Department of Water, undertakes an appropriate water management strategy which addresses the impact of any development on the P1 Gnarara Underground Water Pollution Control Area. This may also require additional baseline water monitoring and the production of a Local Water Management Strategy;
 - d) Through the Forest Products Commission, confirms the timber planting and harvesting operations planned within the area and potential impact on the site's long-term development;
 - e) Approaches the South West Aboriginal Land and Sea Council to confirm the extent of potential Aboriginal Heritage issues;
 - f) Confirms with the Department of Aboriginal Affairs the obligations to undertake an Aboriginal Site of Significance Review;
 - g) Confirms through the Department of Mines, Industry Regulation and Safety the obligations in respect of any existing exploration licence and/or mining lease;
 - h) Confirms the Minister for Environment's approval for the granting of a CALM Act lease;
 - i) Undertakes a needs and feasibility assessment in accordance with DLGSC guidelines to refine the master planning components further and support the subsequent development of a business case;
 - j) Undertakes a detailed traffic impact and access study;
 - k) Undertakes a detailed servicing investigation.
5. Undertakes a detailed business case in accordance with the state's Strategic Asset Management Framework (SAMF) and Treasury Guidelines and complementary funding strategy to support the staged future development implementation.

APPENDIX A: Document Review

Document	Precis of Main Considerations
City of Wanneroo	
City of Wanneroo Strategic Community Plan 2017/18 – 2026/27	<p>The Strategic Community Plan sets out the strategic direction for the City of Wanneroo and more specifically the key strategic themes, objectives and actions to meet the requirements of residents. The key areas considered relevant to the Master Plan development are identified below:</p> <ul style="list-style-type: none"> • Society: Outcome 1.1 Healthy and Active People <ul style="list-style-type: none"> • 1.1.1 Create opportunities that encourage community wellbeing and active and healthy lifestyles. • 1.1.2 Facilitate opportunities within the City to access peak and elite activities • Measure: <i>Master Plan for sport related cycling facilities</i> • Society: Outcome 1.4 Connected Communities <ul style="list-style-type: none"> • 1.4.1 Connect communities through engagement and involvement • 1.4.2 Strengthen community and customer connectedness through community hubs • Measure: <i>Volunteer rate / number per population</i> • Economy: Outcome 2.1 Local Jobs <ul style="list-style-type: none"> • 2.1.1 Develop strong economic hubs locally and near transport • 2.1.2 Build capacity for businesses to grow • Measure: <i>Business satisfaction with the City's economic development and job creation</i> • Economy: Outcome 2.2 Strategic Growth <ul style="list-style-type: none"> • 2.2.5 Attract investment development and major infrastructure • Measure: <i>% completion of ED Strategy Program 3.2 (Investment Attraction)</i> • Economy: Outcome 2.4 Places of Destination <ul style="list-style-type: none"> • 2.4.1 Actively build on cultural heritage and distinctive identity to promote Wanneroo as a place to visit • Measure: completion of ED Strategy Sub Programs 1.4 (Tourism), 5.1 (Strengthening Regional Partnerships) and 5.2 (Strengthening Regional Tourism) Visitor numbers – Tourism Council of WA • Economy: Outcome 3.5 Connected and Accessible City <ul style="list-style-type: none"> • 3.5.2 Connect walking and cycling opportunities to key destinations and distinctive places

Document	Precis of Main Considerations
<p>Corporate Business Plan 2018/19-2021/22 City of Wanneroo</p>	<p>The corporate business plan under Strategy 1.1.2 Facilitate opportunities within the City to access peak and elite activities identifies as a priority: 'Attracting elite sporting activities to the City'. As part of this process the completion of the Wanneroo Raceway Master Plan is highlighted.</p> <p>Key partners and stakeholders are referenced as being key to the success of delivering the Corporate Business Plan. At a local level these are identified as:</p> <ul style="list-style-type: none"> • Developers of Land • Educational Institutions • Health Providers • Local Community Associations • Natural Areas Friends Groups • Residents and Ratepayers • Wanneroo Business Association
<p>Draft Tourism Lands assessment (City of Wanneroo: Farlane Consulting)</p>	<p>The draft document specifically references Wanneroo Raceway as a critical part of the City's economic offering:</p> <ul style="list-style-type: none"> • Fortunately, the City has a relatively positive level of influence or control over these assets, and the success of these can be driven, to a certain extent, by the City. • Leveraging Investment: The City, therefore, may play a significant role in de-risking investment in this typology through activities including: <ul style="list-style-type: none"> • Leveraging its own landholdings and capital to build a compelling case for investment in primary and complementary activities; • Using a 'carrot and stick' approach to regulation, lease holdings and asset management to ensure governance processes are suitable to realise opportunities; • Managing conflicts: <i>Barbagallo Raceway would require a commitment to ongoing stakeholder engagement and communication, as internal politics have proven a barrier to change in the past. As a general direction, tourism precincts with comparatively low conflict in land use should be a priority.</i>
<p>Impact of Barbagallo Raceway on the Perth NW Region Economy - 2009</p>	<p>This report prepared by and for the City of Wanneroo provided an analysis of the economic benefits of the Barbagallo Raceway. The report included the recommendation that the Council write to the Minister of Sport and Recreation to express its support for the retention of the V8 Supercars event and to advocate for funding to be provided by the State Government for the upgrade of Barbagallo Raceway. The report also recommended commencement of a feasibility study into the upgrade of Wattle Ave to accommodate an increase in spectators over</p>

Document	Precis of Main Considerations
	coming years.
Smart Growth Strategy 2005 (City of Wanneroo)	<p>Smart Growth is the terminology used in responding to worsening trends in traffic congestion, air pollution, loss of open space, degradation of existing communities and the increasing cost of public infrastructure.</p> <p>The Smart Growth Strategy, whilst dated, identified a number of key themes which are relevant to the development of land in and around Wanneroo Raceway. These include:</p> <ul style="list-style-type: none"> • Constraints and challenges: Limited access to public transport network for some communities. Challenge of balancing environmental protection and economic development/growth. Determining the needs of new and existing communities as well as our future residents. Lack of regional strategic integration. Lack of infrastructure and resources to support business development. Lack of investment into value adding new economy projects or ideas • The City, with Smart Growth, will integrate existing infrastructure, producing a network of neighbourhoods with lifestyle choices, employment opportunities and facilities to support all ages and life stages. • Supporting documents: The Community Development Strategy, Economic Development Strategy, Local Environment Strategy and others in development. • Smart Growth principles include: <ul style="list-style-type: none"> ○ the provision of a variety of housing types and the enhancement of lifestyle options. ○ effective use and development of land and buildings for the benefit of the local area. ○ promotes development that minimises environmental impact, together with practices that conserve and enhance natural areas. ○ creating opportunities to enhance and develop the identity of our places and our people, and to improve equity and inclusiveness within our community. ○ opportunities that enhance industry growth and promote job creation within our region. ○ encourages citizen and stakeholder participation in governance and development decisions. <p>All these principles should underpin the development of Wanneroo Raceway.</p> <ul style="list-style-type: none"> • Developing the local economy by building on local industry strengths and opportunities. This needs to be linked to a long-term vision and strategy.
Tourism Strategy and Supporting Actions	The definition of tourists to Wanneroo is identified as: 'Visitors, either on an overnight stay or day visitor basis, who travel to and throughout the Wanneroo region for leisure, business or other purposes, where that travel takes the visitor outside their usual environment for at least 4 hours and involves a round trip distance of at least 50 kilometres'.

Document	Precis of Main Considerations
2011-2017 (City of Wanneroo)	<p>The lack of awareness of Wanneroo product and the geographical extent of Wanneroo. It is to be noted that the lack of a range of accommodation limits target markets and has a detrimental effect on visitor numbers. This aspect is critical if the City and its tourism/visitor resources are to achieve the desired economic benefit.</p> <p>The mission statement highlights 'To work closely with other organisations and industry to maximise the economic impact of tourism while at the same time increasing the visitor's individual awareness of the Wanneroo region'.</p> <p>The strategy identified six key strategies:</p> <ol style="list-style-type: none"> 1. Maximise tourism opportunities by ensuring that tourism receives adequate planning consideration. 2. Develop a coordinated and supportive approach to holding events in the City of Wanneroo. 3. Review internal processes to ensure that they support tourism outcomes. 4. Support an integrated approach to tourism signage across the City. 5. Maximise visitation through effective promotional activities. 6. Facilitate tourism opportunities and encourage stakeholder participation. <p>The strategy references 'All events of significance, e.g. the V8 Supercars held at Barbagallo Raceway' which should all be used to attract additional visitors and to bring additional economic and social benefits to the area. The best means of achieving this is for the City to work in collaboration with event organisers to promote and support events. A collaborative approach will generate the maximum economic benefit for all stakeholders. In respect of Wanneroo Raceway (formerly Barbagallo Raceway), the events are generally managed through or by the WA Sporting Car Club and involvement with the City is minimal. One of the main recommendations which emerged from the strategy was:</p> <ul style="list-style-type: none"> • 2.2.3 - In conjunction with external stakeholders, continue to investigate ways of increasing the economic impact of existing and new strategic events in the City, e.g. conferences and Barbagallo Raceway.
City of Wanneroo Public Health Plan (2014/15 to 2016/17)	<p>This plan, whilst dated, identifies to create a physical, social, economic and cultural environment that supports and promotes health and wellbeing for the whole community in line with a social determinants of health approach.</p> <p>As a result of the consultation and research processes undertaken to underpin the plan, the following issues were identified as City-wide public health issues to be addressed:</p> <ul style="list-style-type: none"> • Mental health • Food security and nutrition • Inactive lifestyles • Harmful drug and alcohol consumption • Community Safety

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> • Public transport • Access to services • Communicable disease prevention <p>Each of these has a strategy underpinning them. Of particular relevance to the development of Wanneroo raceway is the following:</p> <ul style="list-style-type: none"> • Work in partnership to improve dissemination of and access to information regarding physical activity. • Increase awareness of City parks, trails and public open spaces as a means to improving health and wellbeing.
<p>City of Wanneroo Place Framework 2018 (City of Wanneroo)</p>	<p>The City acknowledges that in order to meet the needs of its evolving community, local places and services should be designed and delivered with consideration to the uniqueness of each community. This is in need of being developed in a more coordinated way. The City's approach to Place Development is identified as: Creation and implementation of a distinctive community vision for Places. Design and creation of physical spaces and urban form that reflects the vision, which is enhanced through community engagement and activation. The approach to Place Management is responding to local community priorities through the coordination of services provided in place, through integrated governance, facilitation, collaboration and leadership approaches.</p> <p>Wanneroo Raceway lies within the North East Rural and Industrial Place Management Area. Yanchep and Wanneroo have been identified as areas where the place planning focus will be in the initial phases. The Hub in Yanchep is to focus on economic development and jobs to fulfil the commitment made by the City to encourage and support the call for local jobs for local people.</p>
<p>Draft Wanneroo Cycle Plan (City of Wanneroo December 2018)</p>	<p>The plan advocates a cycle-friendly environment within the City that is desirable, accessible and attractive to a variety of users and provides a credible alternative to vehicle use for 0 - 10km trips. The plan also seeks to create an integrated transport movement network to meet the future needs of the City, ensuring efficient access to the principle road and shared path network; key strategic centres, transport hubs, employment centres, recreational/sports facilities and educational precincts within the City. Of the actions identified, the following are relevant:</p> <ul style="list-style-type: none"> • Develop a checklist to assess plan submissions ensuring consideration of the needs for cycling facilities. • Incorporating a cycling facilities assessment as part of the City's planning approval process to ensure developers make provision for cycling end of trip facilities, bicycle parking and improved infrastructure, where applicable.
<p>Wanneroo BMX Club Relocation (City of Wanneroo) Concept Report November 2016</p>	<p>The report references Wanneroo BMX Club's current location at Mary Street, Pearsall which has been used since its inception 37 years ago. The club provides an opportunity for members to ride, train and race weekly, and has a membership base of approximately 300 riders. The club has the potential to manage and run any Regional, State and National level event. The current facility is capable of hosting a regional event. However, it falls short in a number of areas with regard to State and National level events. The report looked at four options:</p> <ul style="list-style-type: none"> • Site One: Townsend Road (360 Hawkins Road, Jandabup) 5.5 km from the centre of Wanneroo • Site Two: Hawkins Road - corner Townsend Road (360 Hawkins Road, State Forest No 65)

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> • Site Three: Nanovich Park (site of current Wanneroo Trotting facility) (139 Benmuni Road, Wanneroo) • Site Four: 116 Duffy Terrace and 397 Wanneroo Road, Woodvale (Lot 808, 429 Wanneroo Road) <p>All four sites had significant limitations which would impact on the potential to gain approval for development. As a consequence, none of the sites were progressed further.</p>
Aboriginal Heritage Inquiry System	<p>The critical issues are related to enhanced approval process which have been introduced since the initial Master Plan was undertaken on the Wanneroo Raceway site in 2009 and can be summarised as:</p> <ul style="list-style-type: none"> • On 8 June 2015, six identical Indigenous Land Use Agreements (ILUAs) were executed across the South West by the Western Australian Government and, respectively, the Yued, Whadjuk People, Gnaala Karla Booja, Ballardong People, South West Boojarah #2 and Wagyl Kaip & Southern Noongar groups, and the South West Aboriginal Land and Sea Council (SWALSC). • The ILUAs bind the parties (including 'the State', which encompasses all State Government Departments and certain State Government agencies) to enter into a Noongar Standard Heritage Agreement (NSHA) when conducting Aboriginal Heritage Surveys in the ILUA areas, unless they have an existing heritage agreement.
Western Australia Northern Suburbs Local 2020 Summit	<p>The summit was held in May 2008 A record as the outcomes of the Local 2020 Summit held in Western Australia to support the National 2020 Summit. Of the key outcomes which needed to be addressed, the following were identified:</p> <ul style="list-style-type: none"> • Greater infrastructure investment is required to enable economic development; • Cross agency partnerships and work efforts are necessary to deliver better outcomes in a more coordinated and timely manner; • Local employment opportunities must be created, including greater acknowledgement of the need for the knowledge economy (research and development).
State Planning and Associated Documentation	
North West Sub-Regional Planning Framework	<p>The North West Sub-Regional Planning Framework sets out the strategic planning measures to support growth through to 2050. It references the need to develop regional level sporting infrastructure to meet the needs of a gradually expanding population and demographic base. Key references include:</p> <ul style="list-style-type: none"> • Recognising Wanneroo Raceway as a regional level sporting facility with projected population growth creating demand for additional infrastructure. • Regional and district sport and recreation facilities should be co-located with other uses including libraries, education facilities and activity centres and will need to be planned collaboratively at subsequent planning stages.

Document	Precis of Main Considerations
<p>State Sporting Facilities Plan Framework 2013</p>	<p>The State Sporting Facilities Framework references Wanneroo Raceway and potential site developments. Key outputs of the framework are summarised as:</p> <ul style="list-style-type: none"> • The requirement to upgrade and redevelop the raceway facility. The implementation of site review recommendations is essential to maintain the viability of the facility for national road races. • For motorcycling, a site investigation is recommended to identify suitable land with sustainable tenure to use as a competition venue and a community resource. The current lack of off-road provision will need to be addressed. The potential to generate national and international events will assist in the long-term viability of such a facility. • Other options identified reference: <ul style="list-style-type: none"> ○ BMX – A facility feasibility to accommodate national and international events is advocated which is linked to growth in the sport following Olympic entry. ○ Cycling – The development of a closed road circuit venue to support criterium and road racing and as a centre for bike education.
<p>Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020 (Department of Sport and Recreation)</p>	<p>The document provides vision and direction for Western Australia’s Sport and Recreation Industry. Key challenges relevant to the relocation of the Wanneroo BMX Club and development of Wanneroo Raceway:</p> <ul style="list-style-type: none"> • Governance: Given the variety of sport and recreation organisations - differing in size, complexity and operation - flexibility in governance structures is required to optimise the performance of that organisation. Western Australia’s sport and recreation organisations must proactively engage national and state/territory counterparts in developing governance models that are collaborative and strategically aligned partnerships. • Public Open Space and Urban Form: Urban parklands and green spaces for sport and active recreation are integral components of urban infrastructure and make a significant contribution to community health and wellbeing. In order to deliver public open space which meets the needs of communities into the future, we must be efficient with resources, focus on the function of sites, provide equitable access to facilities and secure strategically-important regional scale spaces. • Commercialisation: A small number of high profile sports with significant participation bases and integrated competition structures now have robust commercially-oriented business models, while community-based sport and recreation organisations are increasingly reliant on public investment for their survival. Public investment in sport and recreation organisations should factor in the capacity of these organisations to source commercial revenue. • Financial [Un]Certainty: The sport and recreation industry must optimise the value derived from public and private funding in tight fiscal circumstances. Sport and recreation stakeholders must be strong advocates for the many benefits that are enabled by continued investment.

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> • Leveraging Facilities Investment: Western Australia has a strong history of successfully delivering international sport and recreation events. Such events contribute to the vibrancy of the community, support Australia's high performance system and inject money into the State's economy. The State now needs to capitalise on the new and improved facilities and infrastructure to establish Western Australia as a favoured host of events and to ensure the viability and sustainability of Western Australia's infrastructure. • Life Course and Life Stage Participation: The achievement of improved participation rates in sport and recreation, and more broadly active lifestyles, will require innovative responses to the life course and life stage circumstances of Western Australians. A combination of expanding pioneering initiatives and adapting successful concepts from other jurisdictions can stimulate healthier and socially-beneficial outcomes for our community. • Participation, Culture and Affordability: Economic downturn and rising costs of participation (equipment, uniforms, fees) will impact on the ability of low socio-economic communities to participate in sport and recreation. More should be done by government, community and private stakeholders to harness the positive capacity of sport and recreation to be proactively inclusive and to achieve broader social objectives, such as the reduction of crime, and improvements in mental and physical health.
<p>TWO YEAR ACTION PLAN for Tourism Western Australia - 2018 and 2019</p>	<p>Selected elements from the plan related to the development of Wanneroo Raceway are provided. The Board of Tourism WA has developed the two-year action plan to maximise tourism growth and create jobs. The plan aims to capitalise on the ongoing transformation of Perth, including new and more affordable hotels, along with new sport and entertainment infrastructure, such as Optus Stadium and Perth Arena. Key Strategies for growing the tourism market include:</p> <p>Under 'Growing the Market':</p> <ul style="list-style-type: none"> • 2. We will drive high growth Asian markets by: <ul style="list-style-type: none"> ○ a. Building on the continuing growth in Singapore, Malaysia and Indonesia. We aim to maximise visitation, leveraging our proximity and time zone to establish Perth as the alternative entry point to Australia from Asia. ○ c. Maximising the potential from a new direct air service from Japan by implementing a new market strategy. We will develop itineraries that meet the needs of the Japanese consumer. • 4. We will grow aviation access by: <ul style="list-style-type: none"> ○ Opening a new direct airline route from Japan by 2020. <p>Under 'Events and Initiatives':</p> <ul style="list-style-type: none"> • 2. We will have a world-class events strategy to drive visitation and reposition Perth by: <ul style="list-style-type: none"> ○ b. Developing a calendar of events that prioritises visitation to and around Western Australia, including driving greater tourism outcomes from existing events. <p>Major events for the state are identified as:</p>

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> • Manchester United 2019 • Bledisloe Cup 2019 • State of Origin • World Super 6 Perth • Margaret River Gourmet Escape • Mastercard Hopman Cup • Perth SuperSprint
<p>Domestic Visitation To/In Western Australia Year Ending September 2018 Summary (Tourism WA)</p>	<ul style="list-style-type: none"> • The number of interstate visitors to Western Australia increased (+) 8.8% to 1.5 million visitors in year ending September 2018. • Positively, WA received 76,000 more interstate holiday visitors compared to the previous year (an increase of +21.4%). • Interstate spend in WA increased by (+) 7.8% to \$1.56 billion as a result of increases in leisure and business visitation, as well as an increase in the average daily spend of visitors, despite a drop in total nights. • West Australians took more overnight trips within the State compared to the previous year, increasing (+) 10.1% to 9.1 million intrastate overnight visitors. • The number of intrastate holiday trips grew by (+) 7.7% to 3.7 million overnight visitors, whilst intrastate holiday visitor spend increased by 0.8% to \$2.19 billion dollars. • The number of day trips taken intrastate increased (+) 10.3% to 22.0 million day trips, driven by growth across all purpose of visits.
<p>International Visitation to Western Australia Year Ending September 2018 Summary (Tourism WA)</p>	<ul style="list-style-type: none"> • International visitation to Western Australia (WA) has grown by (+) 0.6% in the year ending September 2018 to 954,800 visitors, equivalent to 11.3% of all international visitors to Australia. • The total number of nights international visitors spent in the State declined by (-) 5.3% to 25.9 million nights. • Due to this decline in visitation and nights, and also a decline in the average daily spend of visitors, total international visitor spend in WA declined by (-) 6.8% to \$2.2 billion. • Looking at WA's top 10 international markets, in the year ending September 2018: <ul style="list-style-type: none"> ○ There was strong growth in the number of visitors to WA from India (+10.6% or 2,900 additional visitors), Japan (+7.4%, or 2,000 additional visitors) and Germany (+6.9% or 2,300 additional visitors). ○ UK, China and Indonesia saw moderate growth (+4.2%, +0.4% and +3.2% respectively). ○ All other markets in the top 10 saw a decline in visitation year on year.

Document	Precis of Main Considerations
Motorsport Publications	
<p>Economic Contribution of The Australian Motor Sport Industry Overview: CAMS – Ernst & Young and Economic Contribution of the Australian Motor Sport Industry Detailed Report - CAMS (November 2014)</p>	<p>Key Statistics:</p> <ul style="list-style-type: none"> - The 17,419 licensed volunteer officials in Australia are responsible for running the majority of motor sport events held each year. - Motor sport is the fourth most watched sport in Australia and 80% of people surveyed said 'being with family and friends' is an important reason why they are involved. - 30% of participants live in regional areas and 85% of motor sport venues are available to those in regional areas. - On average, motor sport competitors spend between \$12,000 and \$15,000 a year on motor sport activities and \$60,000 on motor sport vehicle purchases and initial modifications. <p>The majority of competitors would take part in motor sport more often if tracks and venues were improved.</p> <ul style="list-style-type: none"> - In Australia, 150,000 people participate. The industry output is \$2.7 billion and direct added value is \$1.2 billion and generates 16,300 jobs. - In Western Australia, the output is \$268m; the value add is \$116m and 1,630 jobs are supported. 7,640 compete only; 457 compete and officiate; 2,209 officiate only and 6,926 are other club members. - The industry supports 54 tracks and venues; 193 clubs, 744 events in Western Australia. - Circuit and Speed events (non-circuit racing) are the two largest motor sport disciplines in Australia, in terms of participation, direct output, value add and employment. Collectively, these two disciplines account for over 60% of Australian motor sport industry output. The following Australia-wide statistics are also to be noted: <ul style="list-style-type: none"> • Circuit racing is the dominant discipline contributing \$1,136m to the national economy (of which \$494m is value add) and provides 6,922 jobs (42.7% of the Australian motorsport industry output). • Speedway contributes \$1,136m to the national economy (of which \$94m is value add) and 1,316 jobs (8.1% of the Australian motorsport industry output). • Drag Racing contributes \$1,136m to the national economy (of which \$79m is value add) and 1,102 jobs (6.8% of the Australian motorsport industry output). • Karting contributes \$157m to the national economy (of which \$68m is value add) and 956 jobs (5.9% of the Australian motorsport industry output). - Motor sport is the fourth most watched (in terms of spectator attendance) sport in Australia, behind only Australian Rules Football, horse racing and rugby league. - Motor sport events (including tourism and event operations but excluding self-funded participants) account for 32% of the

Document	Precis of Main Considerations
	<p>Australian motor sport industry's output and generate:</p> <ul style="list-style-type: none"> • \$0.9 billion in direct industry output • \$0.4 billion in value added • 5,227 jobs <p>- Participant expenditure accounts for 49% of the Australian motorsport industry's output. Participant expenditure generates:</p> <ul style="list-style-type: none"> • \$1.3 billion in direct industry output • \$0.6 billion in value added • 7,948 jobs <p>- The female participation rate is increasing, particularly in younger age groups. For example, females account for around 20% of all participants under the age of 25, compared to 6%-7% of 45 – 64 year olds.</p> <p>- The Australian motor sport industry generates other benefits, including contributing to community development.</p> <p>- Around half of all motor sport participants (76,775 of 153,152 participants) do not directly compete or officiate in events and are purely involved in other club activities (e.g. social events run by clubs).</p> <p>- 21,038 motor sport participants are volunteer officials (3,619 officials also compete). These officials are responsible for facilitating the majority of the 6,247 motor sport events held across Australia in 2013.</p> <p>The 1,391 motor sport car clubs across Australia held around 6,247 events, in 2013. CAMS's 460 affiliated car clubs put on 4,311 events, with over half of these being non-competitive social events.</p>
CAMS Strategic Plan 2017-2019	<p>The Strategic Plan states that in 2017 - 2019, CAMS will advance and grow motor sport for Australian participants at all levels as the trusted custodian, developer and facilitator of sustainable, safe and fair sport.</p> <p>Four areas are identified:</p> <ul style="list-style-type: none"> - Deliver Sustainable Financial Growth <ul style="list-style-type: none"> o Redefine driver development programs and Foundation Strategy to ensure sustainability and growth o Improvement in fiscal management of operational activities, contract management, reporting and oversight o Ensure viability and profitability of CAMS National Racing Championships o Grow core revenue streams: events, membership, training, consultancy, sponsorship and international events o Improve Brand and Reputation - Make CAMS easier to deal with through continued improvement in membership services

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> ○ Increase trust from members and motor sport community through transparent, engaging and proactive communication ○ Build communications, marketing and digital capacity to improve content and promotional support across all activities ○ Improve reputation of CAMS entities and stakeholder relationships, including media, industry, government, FIA, circuits, delegates - Grow Participation and Membership <ul style="list-style-type: none"> ○ Increase service to clubs to provide opportunities for growth, including simple affiliation packages and processes ○ Provide clear advice and assistance to new and existing venues with respect to safety, development and risk management ○ Make it easier for people to compete and officiate through improved license / permit structures and processes ○ Grow participation through deeper engagement with competitors and sound management of championships - Align Strategy, Culture and Performance <ul style="list-style-type: none"> ○ Embed high performance culture with professionalisation of administration and alignment / engagement of staff and volunteers ○ Continually improve performance standards and accountability of CAMS Officials ○ Consolidate entities to build capacity in functional teams and achieve operational efficiencies ● Implement review / assessment processes to improve governance and performance of Board, Commissions, Councils and Panels
<p>CAMS – Track Operator's Safety Guide (June 2013)</p>	<p>The Guide has been compiled to assist Venue Operators of potential and existing race venues. It is also intended to provide a reference for a CAMS Appointed Track Inspector when assessing the suitability and compliance of a venue.</p> <p>Whilst it states that the Guide aims to provide guidance on most areas related to the operation of a CAMS Licensed Venue, it is the Venue Operator's responsibility to undertake relevant research with the support of CAMS to produce a result which offers as much margin for safety, over and above the minimum required, as is reasonably practicable and/or possible to achieve.</p> <p>CAMS is continually upgrading its knowledge of track and venue safety principles and encourages a close relationship with Venue Operators and/or their representatives in order that soundly-based and well-documented proposals, which deviate from these guidelines, may be considered on a case by case basis.</p> <p>Reference is made to the following race circuits, licences and venues:</p> <ul style="list-style-type: none"> - Category A Race Circuit: A race circuit licensed by CAMS for which a current FIA Track Licence has been issued - Category B Race Circuit: A race circuit licensed by CAMS for races various levels of status which may be authorised by CAMS

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> - Category C Track Licence: A document certifying that a circuit has been approved by CAMS for the conduct of Speed Events of a style specified on the Track Licence and which may specify the conditions or restriction under which competition may be held at the venue. - Category C Venue: A motor sport venue for which a CAMS Category C Track Licence is required in order to conduct a specific event or portion of an event. <p>It is understood from CAMS that this documentation is being reviewed and upgraded to consider changes to the categorisation process. The philosophy of track safety, however, remains unaltered in that participants, particularly drivers, must accept a high level of responsibility for their own safety, and that of others.</p> <p>The primary factors influencing safe track design to minimise risk at a racetrack is summarised as:</p> <ul style="list-style-type: none"> - Design, construction and ongoing maintenance of a venue which provides for a vehicle leaving the intended racing surface to travel for as far as possible with all wheels of the car contacting the ground in order that the driver has the maximum possible opportunity to control the direction and speed of the car. - A barrier surrounding the outside of the actual racetrack, positioned at an appropriate distance from the track in order to prevent a car from exiting the confines of the competition area. - Speed attenuating devices installed against the barrier in appropriate locations in order to reduce the speed of the car immediately prior to impact with the barrier, to a speed which is considered to present an acceptable risk. - Appropriate physically-protected areas for officials operating in the trackside environment. - Appropriate physically-protected low risk locations for spectators to view the activity.
<p>Motorcycling Australia Strategic Plan 2017 - 2020</p>	<p>The Strategic Plan sets out five priority areas for motorcycling development across Australia. These include:</p> <ul style="list-style-type: none"> - Database (Information System) - Development – Officials - Funding Model – initially licensing - Development – Clubs - Unified National Brand <p>The pillars of the Strategic Plan include:</p> <ul style="list-style-type: none"> - Organisational Excellence - Member Value – including: Provide clear pathways and a supportive structure for every type of participant. - High Performance Athletes

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> - Club and Facility Development – Including: Develop programs that aid increasing resources and Provision of safe, high quality facilities for members and the public. - Business Development – Financial Sustainability <p>Of the key facility development actions, the following are relevant:</p> <ul style="list-style-type: none"> - Assist with resourcing venue improvement - Monitor venues and flag potential non-compliance at high-risk venues - Establish an environment committee to oversee environmental issues and initiatives - Ensure compliance with legislative obligations for risk and safety - Monitor compliance with National Risk Management Policy
<p>Motorcycling Australia Track Guidelines (January 2012)</p>	<p>The Track Guidelines were developed by Motorcycling Australia (MA) to assist MA approved Track Inspectors to conduct an inspection assessment of motorcycle tracks, to facilitate the provision of insurance for affiliated clubs, participants, Promoters and Track Operators, through the Motorcycling Australia Insurance Limited (MAIL) scheme.</p> <p>The Guidelines must be applied in their entirety for a newly-constructed track. In the case of existing tracks, where there is identified non-compliance with the Guidelines, a Targeted Risk Assessment (TRA) must be performed by the Track Inspector. Where rectification work is required, MA or the RCB will consult with the Track Operator to develop a scheduled Works Program for the Track Operator to complete.</p> <p>For road racing tracks the document identifies requirements of track operators/venue managers which includes:</p> <ul style="list-style-type: none"> - The need for a Speed Diagram for the fastest category for which the track will be licensed must be produced for tracks to estimate average speed and lap times to allow initial track classification and design of run-off areas. - Uniform track surface. - The width of the track at any place on the track is dependent on the maximum speed which can be reached at that place. The maximum width of a track must be fifteen (15) metres. - Maximum gradients (20% uphill and 10% downhill). - The minimum crossfall (must be 1.5% and the maximum crossfall 3.0%). - The superelevation (banking) in a curve (the outside of the track is banked in comparison with the inside) is determined upon the basis of the radius at that curve and must not exceed 10%.

Document	Precis of Main Considerations
Wanneroo Raceway Historic Documentation	
Preliminary Project Concept Report - 2008	<ul style="list-style-type: none"> • A Stage 2 study for Barbagallo Raceway undertaken by GHD was completed in late 2008 and provided a comparative analysis of three preliminary options for Barbagallo Raceway. <ul style="list-style-type: none"> ○ Option 1, 'Do Nothing', proposed limited additional work to be done for Barbagallo Raceway. This option was low cost and low return. ○ Option 2 comprised a short extension to the track and upgrade of the existing track. This was a medium cost option with limited additional benefits. ○ Option 3 comprised a substantial track extension, new pit lane buildings and the increase of the Barbagallo Raceway grounds to the north. The option is capital intensive but has substantial cost-benefits for a number of reasons. • Option 1 was considered inappropriate, as it did not solve the fundamental concerns of the loss of the V8 Supercars event to WA. A further investigation of Options 2 and 3 was recommended.
Department of Sport & Recreation Stage 3: Barbagallo Raceway Review Site Concept Plan Report (November 2009)	<ul style="list-style-type: none"> • The subject site is the only facility in Western Australia capable of hosting a V8 Supercars Championship event, consisting of 9 m wide and 2.4 km length track preserved under CAMS (Confederation of Australian Motor Sport) standards, including track and safety design. Barbagallo Raceway is also one of the shortest tracks of V8 Supercar Championship Series after Symmons Plains Raceway in Launceston, Tasmania. • A Multiple Stakeholder Workshop was held which identified the track extension to the north of Wattle Avenue was the preferred option due to the flexibility and significantly-improved facility that would be created. Under this option two race tracks could operate simultaneously providing greater programming and increased revenue to support the ongoing maintenance and development of the Raceway. • The WASCC has long advocated the improvement of the existing track and an increase in size of the existing track to cater for more internationally-recognised styles of events. In considering the future of the track, and identifying a 'wish-list' of preferences, WASCC would ideally like to see a track which is desirable to both spectators and drivers, with excellent viewing areas, multiple and varied corners (fast corners, big sweeping corners, undulations) and world-class pit facilities. • Large race meets attract approximately 25,000 spectators, at which time the existing facilities come under significant pressure. During large race meets (V8 Supercars, etc), parking areas on site are completely overwhelmed. There are 3,000 bays existing; an additional 7,000-10,000 bays is desirable. • Additional water supply is required for the increase in development on the site and due to proximity to the Gngalara Mound (Public Drinking Water Supply Area - PDWSA), no additional bores are likely to be approved. • Any new pit area needs to accommodate approximately 32 vehicles including transport vehicles (semi-trailers).

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> • The pit building also needs to accommodate race control, media rooms and office and meeting rooms. A number of rooms could be used for multiple functions (completed). • A medical area would be required in addition to the existing medical area, as the track/s may be used for multiple events at the same time in the proposed configuration. A helipad is also appropriately-located near to this facility. Whilst there are benefits to locating the medical area within the pit building (power and water access etc), it is most appropriate for safety reasons to locate the medical area in the middle of the track. <p>Wish list was identified as:</p> <ul style="list-style-type: none"> • Lighting both tracks to enable twilight and night events (with the benefit being more event opportunities, both motor sport and non-motor sport activities) • Grandstands maybe designed to back on to pit area and use underneath for garages (fire sprinkler system may be needed) • Elevated spectator areas generally (see Phillip Island and Bathurst examples) • Fencing entire boundary (maybe more substantial than link mesh, palisade) also around track perimeter as on the existing site to separate parking from spectator areas. This enables cars to drive straight in without queuing and paying at gates into the spectator area. These spectator gates would ideally be linked electronically to have the ability to scan tickets and passes and enable the use of self-printed tickets from the internet. • Machinery shed to be extended • Club Room building including a Museum • Bridge and/or Tunnel, west to east (completed) • Access road between tracks • Reticulation, electrical, sound, CCTV etc pipes under track for services now and future • New office (completed) • Pull down or relocate old office; perhaps a new shed in place to create a larger compound in this area • Main security gate in and out with remote control and CCTV and audio communication • New garages - 60 members on waiting list (this would not necessarily be funded but should be planned for) • Pit building including fire systems and double glazing • Corporate areas, new and old • Audio systems, preferably ours, to suit both tracks joined and separate • Big screens (permanent or temporary)

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> • Parking, cars, transporters, VIP, members • Merchandising area • Driver Training area/Motorkhana/ Drifting track/ Bike training; a large concreted/bituminised area or may be able to create a smaller track in the field of the racetrack, a 'pretend' road system using parking area etc • Bore reticulation and rain water tanks (in ground, under concrete areas) <p>Motorcycling Australia 'Wish List'</p> <ul style="list-style-type: none"> • Better hardstand pit areas with security • A driver training area • Skid pan • 150 x 150m hardstand area for storage • Garages which are accessible for storage, etc • Some office space • Motorcycling Racing Club/Clubrooms or presence • Training facility/classroom for teaching (approx. 30-35 days a year utilisation opportunity) • Improved toilets and showers • Corporate facilities would be desirable for leasing for large events • Elevator/disabled access for all facilities • Improved CCTV monitoring of the racetrack for improved safety (where sightlines are not achievable) • Dual race controls • Service roads for service vehicles only
<p>Wanneroo Motorsports Park</p> <p>A Business Plan for The Development of New Land Adjacent to the Existing Motor Sport Facility in Neerabup, WA.</p>	<ul style="list-style-type: none"> • The objective is to cost-effectively develop appropriate recreational facilities to cater for the current and future growth of the sport and industry of motor racing. • In July 2011, the Western Australian Sporting Car Club (WASCC), as Lessee of the current circuit, commissioned a planning document entitled: Driving Ambition – WASCC's Roadmap to 2020'. The Club's objective at the time was to become a leader and innovator in the provision of motor sport facilities and events in Australia. The Phase II expansion of Wanneroo Raceway is central to this objective.

Document	Precis of Main Considerations
<p>Motor Sport WA Ltd. (MSWA) Working Group</p> <p><i>It is to be noted that this was produced under the direction of a previous WASCC Board and is not supported by the current Board.</i></p>	<ul style="list-style-type: none"> • Barbagallo Raceway is currently operating above capacity and despite the success of the Phase 1 redevelopment, the present facilities are inadequate for the needs of the multi-discipline, current user groups. The choice was either an alternative racing circuit constructed on a greenfields site or expansion of the current facility. • There are six grades of circuit with the Formula 1 circuits identified as Grade 1. It is unlikely that Western Australia will ever require a Grade 1 circuit but it is proposed that Barbagallo Raceway and the Wanneroo Motorsports Park circuits be brought up to FIA Grade 2 status. The facilities investment required to gain a Grade 1 licence is unnecessary as it is unlikely Western Australia will ever be in a position to host a Formula One race. The FIA Grade 2 licence will enable the second-tier of international motor racing to be conducted at the circuit without requiring costly circuit upgrades. • FIA Grade 2 will enable Perth to host the following: <ul style="list-style-type: none"> ○ FIA GT1 Championship ○ FIA WTCC (World Touring Car Championship) ○ FIA WEC (World Endurance Championship) – these are Le Mans style sports cars ○ Multiple Asian Motor Sport Series (Carrera Cup Asia, Formula Asia) ○ Ferrari Cup Asia ○ Formula Renault 3.5 ○ Formula Renault 2.0 ○ FIA Formula 3 Intercontinental Cup ○ Large Historic Race Meetings (similar to Phillip Island and the Tasman Revival at Eastern Creek) • FIM Grade B will enable international Superbike, Supersport, Superstock, Endurance, e-Power and Sidecar classifications to race. • The use of the Wanneroo Motorsports Park circuit is utilised by approximately 1,400 road race competition licence holders, also approximately 2,400 non-competition riders with one day licences, using the track each year. • Extensive evaluation of options for the WASCC to evolve into an independent Company which could represent and operate on behalf of multi-disciplined motor sports groups, was carried out by the committee with independent legal advice in 2014. The end result was a conclusion that the WASCC, as an Association and as a single entity Club, would not be able to change within the existing constitution. An option did exist, within the constitution, for the WASCC to contract management of the facility to a Company set up specifically with all the correct credentials. This, under negotiated conditions, would see the Club retain rights and privileges for members whilst placing the venue management in the hands of a professional, independent and carefully-structured Company which met all the criteria necessary for the operation of a State Sporting Venue. The Company, MSWA, was set up and registered for this purpose. The Constitution and governance principles were endorsed by the DSR in October 2015. <p>Options for the site development included:</p>

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> • Circuit options are planned to FIA Grade 2 and FIM Homologation B standard and will be designed as a multi-purpose venue for motor-related activities. • The lease of the new land will be held by MSWA as Lessee of State Land administered by the Department of Parks and Wildlife (DPaW). • Combine the existing venue with the new venue at some stage when construction reaches the stage of linking circuits. • Other branches of motorsport will be included in the Wanneroo Motorsports Park concept including motocross, autocross, supermoto, jet boats, go-karts and off-road. Common-user facilities will mean that all the clubs associated with these types of motorsport will have access to modern support facilities. • Western Australia has a shortage of driver training facilities. The Wanneroo Motorsports Park will incorporate facilities for providers of driver training services, as well as road/truck safety education and training. • Enable Western Australia to host rounds of National and Asia-Pacific Championships which are currently not integrated into Australia motorsport. • The development of the Wanneroo Motorsports Park on degraded bushland could possibly provide the opportunity for establishment of a new wetlands environment in line with the Gnangara Sustainability Strategy. • MSWA has been set up as an independent management company with a governance structure in accordance with National Sporting guidelines; one which will be truly representative of all motorsport groups and organisations.
<p>Driving Ambition _ WASCC's Roadmap to 2020 (PWC 7th July 2012)</p> <p><i>It is to be noted that this was produced under the direction of a previous WASCC Board and is not supported by the current Board.</i></p>	<p>The document states that on the back of the \$15M upgrade the WASCC is seeking to build on its solid financial position, credibility and membership base to develop Wanneroo Raceway into an international level track facility. The Club's vision is to become a leader and innovator in the provision of motorsport facilities and events in Australia, taking on a broader role in the community around the responsible use of motor vehicles and as a centre of excellence for motorsport technology in the state:</p> <ul style="list-style-type: none"> • This vision builds on the Club's strong position, broadening its base and ensuring sustainability; • The Club recognises that changing social trends and member needs requires it to continue to adapt and grow to retain its relevance and support. <p>Challenges to achieving the Club's ambition include: securing land and funding for the expansion, attracting new members while engaging current members, growing and diversifying the Club's revenue base and developing the Club's capabilities to manage a larger and more complex operation.</p> <p>The five-part strategy includes:</p> <ol style="list-style-type: none"> 6. Invest in new facilities; 7. Develop and maintain core member services;

Document	Precis of Main Considerations
	<p>8. Develop and maintain external customer services;</p> <p>9. Manage communications and stakeholders;</p> <p>10. Strengthen core capabilities and governance.</p> <p>References to world-class tracks Barbagallo was seeking to emulate included:</p> <ul style="list-style-type: none"> • Silverstone – following a \$41.6M investment which comprised the Silverstone Wing to enable it to host events throughout the year to generate revenue. • Hampton Downs in NZ following a \$172M investment – which is anticipated to generate annual revenues of \$27.4M. A privately funded venue, it incorporates commercial and residential enterprises with the aim of being a family-friendly entertainment centre. • Kyalami – a highly-integrated circuit with surrounding commercial and residential community (with the consequential adverse impact of having to keep noise levels down). <p>Current situation at Barbagallo:</p> <ul style="list-style-type: none"> • Club membership has remained fairly constant – 1407 in 2008 to 1250 in 2012 (reaching a high of 1,458 in 2011). A lack of visibility around the demographics of members hinders further analysis. <p>The changing environment alludes to issues relevant today:</p> <ul style="list-style-type: none"> • Economic – cash rich, time poor and a two speed economy – local and global • Legal – increased levels of litigation and increased cost of litigation • Political – increasing regulation; outsourcing of traditional services – PPP and role of advocacy • Social – virtual networking and recreation; high choice – low commitment; competition for time and attention and casualisation of work, FIFO • Technical – cheap and rapidly evolving; driving productivity and driving recreation • Environmental – increasing regulation and global warming concerns <p>Part of the future planning process included a revised governance structure with a GM reporting to a committee through the President – two areas (Manage Core Business and Management Investment and Project)</p>
<p>Wanneroo Safety Enhancement Options Identification and Assessment (Hall Technical) 2013</p>	<p>The Report was obtained by the Department of Sport and Recreation for provision to stakeholders for the purposes of facilitating consultation between stakeholders in relation to safety improvements at the track as a result of prior safety incidents. The report states that run-offs available at a number of turns do not meet the ideal requirements normally associated with the current level of homologation. A targeted risk assessment of the non-compliant items at the circuit has indicated HIGH and EXTREME risk levels at various locations. Key recommendations included:</p>

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> • Turn 3 is associated with a HIGH level outcome for cars and an EXTREME level outcome for motorcycles. It requires re-alignment of the barrier or of the circuit to reduce the risk of rider injury to an acceptable level. • Run-off deficiencies for cars at Turn 1 (exit), Turn 5 and Turn 7 (exit) are associated with LOW level outcome risk. • Run-off deficiencies for motorcycles at Turn 1 and Turn 5 are associated with HIGH level outcome risk, while deficiencies at Turn 6 and Turn 7 are associated with EXTREME level outcome risk. The planned barrier installation between the run-off zone for Turn 4 and the back straight (Turn 6 to Turn 7) should be given high priority. • There are other non-compliant items at the circuit, such as the type of kerbs installed and the track width, which are considered non-critical but should be upgraded. • Non-compliant sections of poor transition from the track surface into the run-off areas should be immediately addressed through a more rigorous maintenance program. • In its current layout and barrier design, the circuit is associated with a significant number of critical risk items that render it unsafe for motorcycle racing due to an unacceptable risk of serious injury. • Many of the safety issues associated with the insufficient run-offs can be overcome for the short to medium term, without altering barrier alignments, through designed placement, alignment and construction of appropriate energy absorbing devices. • The simplest and most cost-effective, long-term solution to the problems at Turn 3, Turn 5 and Turn 6 would be re-alignment of sections of the track at a cost of around \$350,000, but that would involve reducing the length of an already short circuit and would remove the more interesting driving/riding elements. • Upgrading, and slightly lengthening, the circuit to conform to FIA/CAMS and MA requirements is likely to cost in the order of \$1.7 - \$2.5M for a 2.5 to 3 kilometre circuit.



Run-off lengths appropriate for F1000 speed profile



Run-off lengths appropriate for national Superbike speed profile



Areas deemed in need of engineering solutions



Concept layout for track extension to 2.5 kms

Document	Precis of Main Considerations
<p>Governance Framework of Motor Sport WA Limited - Public company limited by guarantee (May 2016)</p> <p><i>It is to be noted that this was produced under the direction of a previous WASCC Board and is not supported by the current Board.</i></p>	<p>The document specifically advises on the governance direction for Motor Sport WA Ltd which was developed to sit above the WASSC in developing motorsport. It advises that the Board should comprise a minimum of five directors, although seven directors is preferred. A member of the Board may continue in office for a term of three years and until the next Annual General Meeting (AGM). The Board set up was in accordance with the ASC Sports Governance Principles Coverage (Australian Sports Commission: Sports Governance Principles 2013). Under the Board, the representative bodies of WASCC, MWA, AJS and others were identified under the stakeholder user group committee who reported directly to the Board.</p>
<p>Brabagallo Track Inspection Report (Draft- October 2017) CAMS</p>	<p>Main selected items for consideration included:</p> <ul style="list-style-type: none"> • 0.98 - Straight on run off area - Distance between end of run off area and tyre buffers at straight ahead location is 35m. Area to be monitored at all times and when necessary sweep/remove foreign debris from runoff bitumen area and semi-hardstand track edges. • LH - Buffer extends 35m from corner of 1LoP's. Height of buffer in straight ahead location is approximately 1.5m. Additional length of 3 row (for 10m) and then 2 row (for an additional 30m) of tyre buffers required. • 1.6 LH - Drop off at track edge. Approximately 2m wide. Repair/backfill track edges as necessary at any location where drop off between track and verge is greater than 15mm. • 3.3 RH - Verge slopes away from track edge. Suggested rectification of large, uneven areas may be achieved by adding fill over time and promoting grass growth. • 4.2 RH - Improvement to verge between 4.2 and 4.7RH is required in order to reduce undulations and to create a near-constant slope angle on the verge between rear of concrete strip and the barrier at 4.2 RH. • 4.2 RH - Further improvement work to be carried out on this barrier alignment to reduce risk of exposed ends appearing after an impact. • 4.6 LH - Remove protruding concrete at bottom of barrier or increase verge height. • 5.1 LH - Replace existing kerb with Melbourne profile kerb, at least 2.5m in width, with 50mm troughs and a 50mm chamfer at the rear of the kerb for a distance of approximately 200m, commencing at the current kerb's start location. • 5.7 RH - Extend guardrail at approach end by including a three-high curved section to remove 'head on risk' with end of the guardrail installation. Two row buffer with conveyor belt facing required to surround curved section.

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> • 5.8 LH - Rework barrier opening to provide a continual straight barrier on the approach side and a 90 degree barrier overlap (the overlap may be obtained by the use of additional temporary barriers, either hinged or pinned into the ground). • 6.6 RH - Verge uneven and undulating - it will be necessary to continue works to achieve an appropriate longitudinal verge angle to remove the high spots as well as fill the low spots. • 6.65 LH - Evidence of virtually no use of the sand trap in the run-off for the short circuit, combined with the risk of a multi-car incident inducing a head-on collision (by cars using the long circuit) with the barrier on the departure side of the gravel trap has resulted in the construction of a barrier on the LH side to remove the sand trap on the LH verge. • 6.7 RH - Further improvement work to be carried out on this barrier to reduce risk of exposed ends appearing after an impact. • 7.2 LH - Review location and angle of barrier, in conjunction with other barriers' alignments to result in a more sympathetic barrier angle and alignment of the noted barrier and that of LH pit lane barrier.
State and National Sporting Facilities Plans	
<p>BMXA Strategic Plan 2015 - 2018</p>	<p>BMX Australia has adopted three strategic priorities as the pillars upon which the sport is nurtured and promoted. Each pillar has specific aims and outcomes yet require complementary action to support and deliver the vision of BMX Australia.</p> <ul style="list-style-type: none"> • Partnerships - Generate relationships that maximise opportunities for BMX. • Participation - The local BMX club is the key delivery channel for BMX participation. To work to improve the quality and quantity of BMX facilities across Australia in partnership with Governments Federal, State, Council and non-Government identities. Identify suitable BMX facilities and promote use as state centres of excellence. <p>Performance - Providing best practice services, support and programs from the grassroots to the elite level is integral to the growth of BMX in Australia.</p>
<p>Our Bike Path 2014-2020: A strategic framework for cycling in Western Australia</p>	<p>The plan maps a vision and framework that will be used to guide the future development and growth of cycling in Western Australia.</p> <ul style="list-style-type: none"> • Participation: To achieve over 1 million Western Australians regularly riding by 2020. • Transport: For cycling to achieve a transport mode share of 5% by 2020. • Female Participation: To reduce the disparity between men's and women's participation in cycling. • Children's Participation: To move the percentage of kids riding to school closer to the levels of the 1970s. • Safety: To reduce the number of serious bicycle injuries every year. • Image: To dramatically improve community perceptions of cycling as a safe and enjoyable activity. • Sporting Success: To increase the number of Western Australian cyclists winning gold at national championships.

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> Infrastructure: To increase the number of cycling infrastructure facilities in metropolitan and regional WA (includes cycle paths, mountain bike trails and cycle sport facilities) every year. <p>Of the challenges the following are relevant to the Wanneroo BMX Club and future facility developments:</p> <ul style="list-style-type: none"> We have an inadequate number of cycle sport facilities. The financial and workforce capacity of our cycling organisations and clubs is fragile, which is limiting the breadth and depth of impact they can have in our community. Our cycling organisations still tend to operate in isolation, with operational and functional duplication in many areas, and limited instances of collaboration and resource sharing.
Local Sporting Club Documentation	
<p>WA Sporting Car Club Strategic Plan 2017-2022</p>	<p>The Strategic Plan has been informed by previous studies undertaken by GHD and PWC together with a survey of members and general meetings. The plan identifies the Club's mission as advancing motorsport by attracting, encouraging and servicing members who are committed to the Club and its vision. The vision is to excel as a leading motorsport club in terms of member participation and contribution to the continuing advancement of motorsport and associated skills and activities. The strategic priorities can be summarised as:</p> <ul style="list-style-type: none"> Governance and Structure: To ensure it is effective and efficient and consistent with leading member-based sporting organisations. Resources: To deliver the Club's aims and objectives. Service and Professionalism: To deliver member experience satisfaction. Collaboration: To foster relationships with external agencies for mutual benefit. Technology and Innovation: To embrace opportunities. Youth: A focus on the 16-30 year age bracket. <p>It is estimated that currently only 40% of members participate in motorsport events; the target is 75%.</p> <p>Of the development opportunities identified, motorkhana is specifically referenced as is the facility being event focussed. Expanding school and educational partnerships is also identified as a potential growth area. The plan incorporates a series of actions, some of which are measurable while others are statements of intent.</p>
<p>Wanneroo BMX Club in 2015 (Wanneroo BMX Club) October 2015</p>	<p>The Strategic Plan identifies the following as being a core focus for the future development of the club:</p> <ul style="list-style-type: none"> Secure a long term lease on our current facility or help find another suitable site. Increase height (5m Start Gate) and change profile of start ramp to be compliant to Union Cyclist International (UCI) BMX Standards. Build new track in line with current designs.

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> • Hot mix all corners. • Improved storm water run-off onto the track. • Upgrade lighting to align with new track, increase electrical capacity into facility. • In the four years up to 2015 the Club has increased its membership from 94 to 297. They are averaging 120-140 on club nights. The Club has aspirations to hold a BMXA Nationals event, Super Series, Champix Series and state title.

APPENDIX B: Demographic Analysis

The Estimated Resident Population of the City of Wanneroo in 2016 was 188,212. This represents an increase of 36,135 since the 2011 census. The City has a population density of 2.74 persons per hectare. The residents live in approximately 70,329 dwellings with an average household size of 2.83. Key population dynamics include:

- 89,086 people living in the City of Wanneroo in 2016 were employed, of which 62% worked full-time and 37% part-time. 23% of households earned an income of \$2,500 or more per week in 2016.
- The City of Wanneroo had a higher proportion of pre-schoolers and a **lower** proportion of persons at post retirement age than Greater Perth in 2016.
- The City of Wanneroo population forecast for 2018 is 212,096, and is forecast to grow to 412,996 by 2041.
- The greatest population change for the City of Wanneroo as a percentage will be from 2016-2021 (3.94%) and as a raw number between 2026 – 2031 (45,014).
- Between 2016 and 2026, the age structure forecasts for the City of Wanneroo indicates a 52.0% increase in population under working age, a 56.4% increase in population of retirement age, and a 39.0% increase in population of working age.
- In 2016, the dominant household type in the City of Wanneroo was 'Couple families with dependants', and by 2026 the largest forecast increase is expected in 'Couple families with dependants'.

The City of Wanneroo is a relatively diverse municipality in terms of its land use and economic base. It features a mixture of residential, industrial and commercial activities in the south of the City, around the old township of Wanneroo and along the coastal strip north of Joondalup. The rural hinterland to the north and east boast significant amounts of intensive horticulture, some broad hectare agriculture, quarrying and natural heritage areas, as well as semi-rural and rural-residential living.

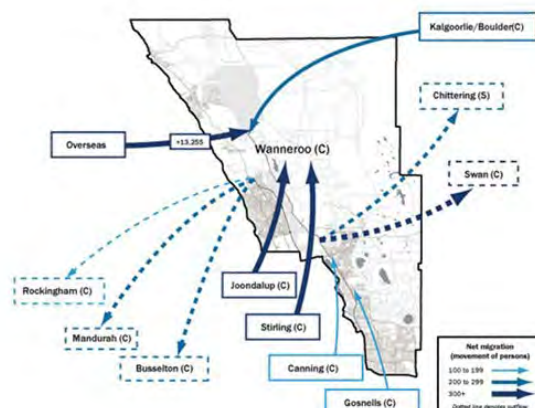
Migration patterns

The reason for population and household growth in the City of Wanneroo can be attributed to several sources. These include:

- The large number of young adults leaving home within the region (notably in areas to the south, such as the Cities of Joondalup, Stirling and over time Wanneroo itself) seeking to establish new households and families.
- Substantial net overseas and to a lesser degree interstate migration gains to the region.
- The role the City plays as a lifestyle destination, with many opportunities for coastal and rural living in northern areas, especially in Two Rocks and Yanchep.

This should provide for a more diverse range of housing markets in the City, with first home buyers, families upgrading to second and third homes, as well as empty-nesters and retirees looking for a new lifestyle.

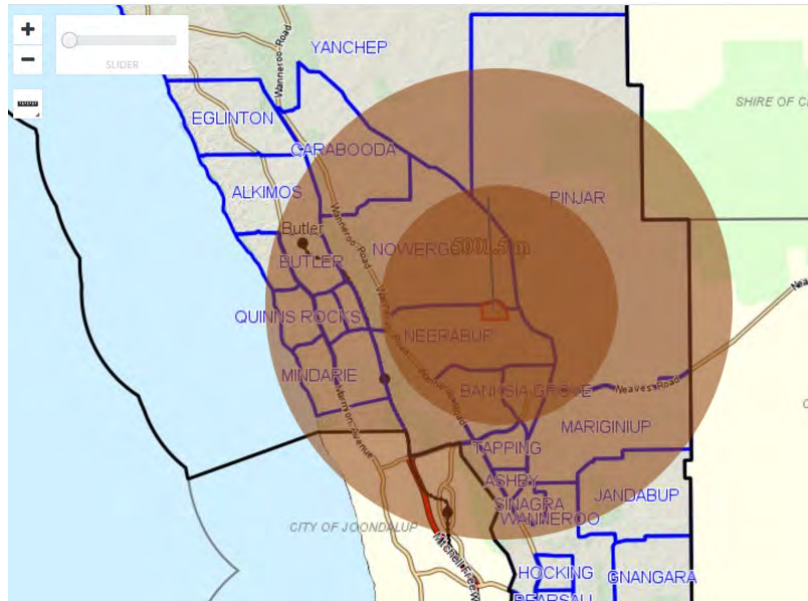
Figure 8: City of Wanneroo Migration Flow (Source: Forecastid™)



Wanneroo Raceway Catchment Demographic Summary

As a regional and state level facility, Wanneroo Raceway will draw principally from a state wide catchment for its circuit racing and driver/rider training activities. As a regional level event space, it is likely to principally draw from a catchment of up to 10km. Ordinarily, regional and sub-regional level facilities will draw at least 80% of their users from a 5-10km catchment. For this reason, the demographic analysis has taken two critical catchments to gain an understanding of the potential influences on the use and commercial viability as an events venue. Figure 9 highlights the 5km and 10km catchments around the Wanneroo Raceway. They include suburbs within the City of Wanneroo, City of Joondalup and City of Swan.

Figure 9: 5km and 10km catchment around Wanneroo Raceway – including suburb boundaries.



The suburbs within the City of Wanneroo, City of Joondalup and City of Swan that fall within each catchment is estimated based on the percentage of residential land within the suburb apportioned to the catchment.

Figure 10 highlights the growth that is projected to occur within the catchment for the Wanneroo Raceway from 2016-2036.

Figure 10: Wanneroo Raceway Catchment Population Changes 2016 – 2036 (Source: Forecastid™)

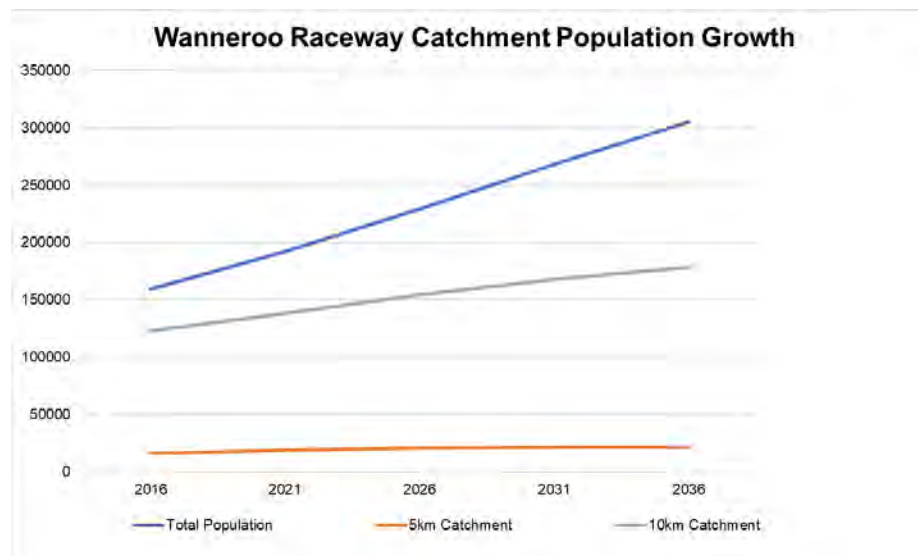
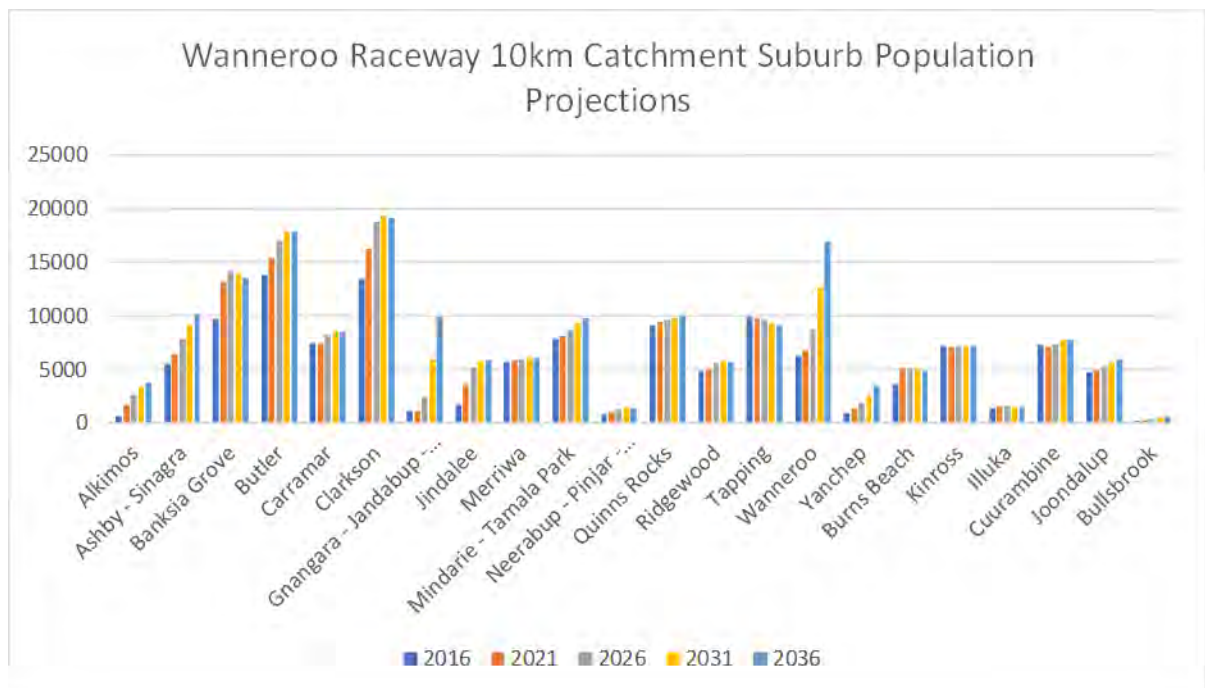


Figure 11: Wanneroo Raceway Catchment Population Growth 2016 – 2036 (Source: Forecastid™)



The projected population growth highlights the substantial growth within the 10km catchment of the site from which event infrastructure will draw. The growth within the 5km catchment is relatively low in comparison and indicates a generally diminishing trend as new and infill development reaches close to capacity by 2016. The 10km catchment highlights a minimum 11,000 catchment growth in each 5 year increment to 2036. The overall 10km catchment population will expand from a 2016 level of 122,616 to 178,515 in 2036, The 5km catchment is projected to grow from 15,658 in 2016 to 21,076 in 2036.

Figure 12: Wanneroo Raceway Catchment, Suburb Population Growth 2016 - 2036 (Source: Forecastid™)



The suburbs within the 10km catchment with the highest number of residents and growth is identified in Figure 12 above. It can be seen that the critical suburbs with high current (2016) population (i.e. over 10,000 existing residents) include Butler and Clarkson. During the next 20 years the suburbs of Ashby-Sinagra, Banksia Grove, Mindarie-Tamala Park, Quinns Rocks and Wanneroo will reach those levels

with only the suburbs of Tapping, Kinross and Iluka either declining or remaining static. The population change in all the 10km suburbs are identified in Figure 13 below.

Figure 13: Wanneroo Raceway Catchment, Suburb Population Changes 2016 – 2036 (Source: Forecastid™)

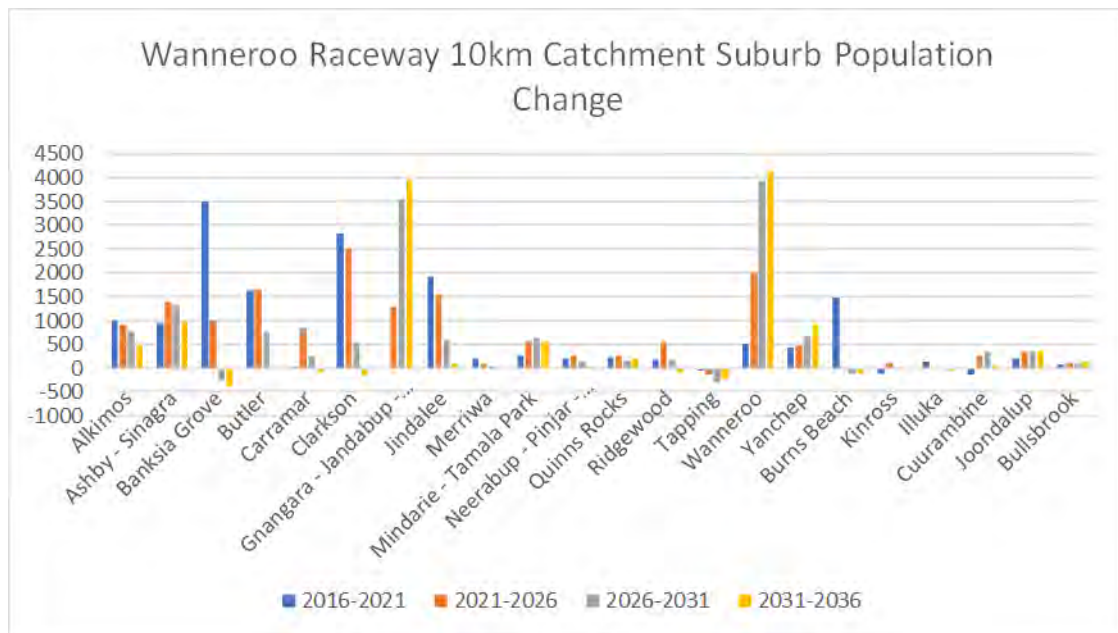


Figure 14: Population Density within the Wanneroo Raceway Catchment (Source: Forecastid™)

Population density, 2016				
Wanneroo Raceway Catchment- Usual residence				
	Area	Number	Hectare	Persons per hectare
Alkimos		6,261	1,553	4.03
Ashby		2,661	140	18.95
Banksia Grove		9,349	471	19.86
Butler		13,273	532	24.97
Carramar		7,166	705	10.16
Clarkson		12,971	650	19.94
Gnangara - Jandabup - Mariginiup		2,242	5,774	0.39
Jindalee		2,519	389	6.47
Merriwa		5,497	229	23.97
Mindarie - Tamala Park		7,517	906	8.30
Neerabup - Pinjar - Nowergup - Carabooda		843	21,452	0.04
Quinns Rocks		8,753	432	20.25
Ridgewood		4,668	195	23.91
Sinagra		2,637	212	12.42
Tapping		9,473	346	27.34
Wanneroo		12,048	2,007	6.00
Yanchep		8,869	21,849	0.41
City of Wanneroo		188,212	68,710	2.74
Burns Beach		3,372	331	10.17
Currambine		6,924	324	21.37
Iluka		5,266	252	20.86
Joondalup		9,092	1,050	8.66
Kinross		6,877	281	24.45
City of Joondalup		154,445	9,900	15.60
North West Metropolitan Region		342,657	78,461	4.37
Bullsbrook		5,104	37,225	0.14
City of Swan		132,449	104,356	1.27
EMRC area		348,908	209,470	1.67
Greater Perth		1,943,858	642,234	3.03

In 2016, the population density in the City of Wanneroo was (on average) 2.68 per hectare. This figure was lower compared to Greater Perth, which had a population density of 2.98 persons per hectare (the Greater Perth, however, does include very large areas of non-residential land). It is important to note that this varied across the Council area. Population density ranged from a low of 0.04 persons per hectare in Neerabup – Pinjar – Nowergup – Carabooda region to a high of 26.69 persons per hectare in Tapping.

Population Age Structure

Analysis of the five year age groups of the City of Wanneroo in 2016 compared to Greater Perth shows that there was a higher proportion of people in the younger age groups (under 15) and a lower proportion of people in the older age groups (65+).

Overall, 23.0% of the population was aged between 0 and 15, and 9.9% were aged 65 years and over, compared with 19.1% and 13.8% respectively for Greater Perth.

The major differences between the age structure of the City of Wanneroo and Greater Perth were:

- A larger percentage of persons aged 0 to 4 (8.0% compared to 6.5%)
- A larger percentage of persons aged 5 to 9 (7.9% compared to 6.5%)
- A larger percentage of persons aged 10 to 14 (7.1% compared to 6.0%)
- A smaller percentage of persons aged 60 to 64 (3.9% compared to 5.1%)

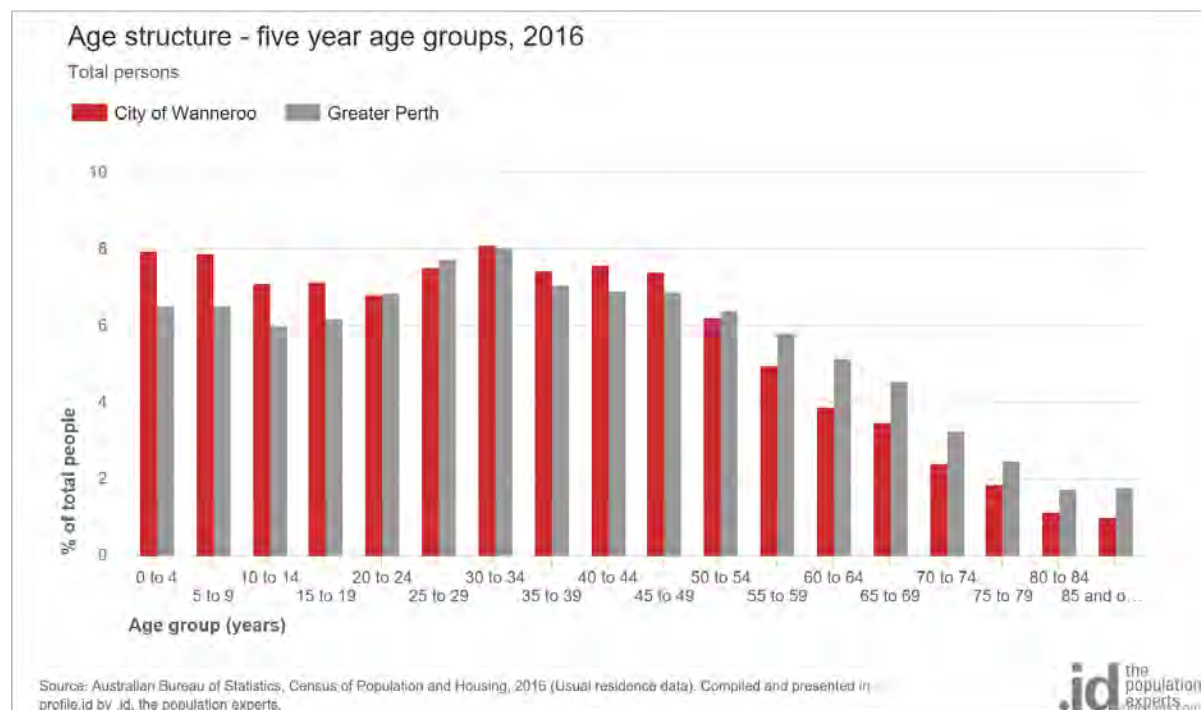
Emerging groups

From 2011 to 2016, the City of Wanneroo's population increased by 36,131 people (23.8%). This represents an average annual population change of 4.36% per year over the period.

The largest changes in age structure in this area between 2011 and 2016 were in the age groups:

- 30 to 34 (+4,015 persons)
- 50 to 54 (+3,148 persons)
- 45 to 49 (+3,079 persons)
- 5 to 9 (+2,767 persons)

Figure 15: City of Wanneroo, Age Profile 2016 (Source: Forecastid™)



An assessment of the age and population profile projections for the suburbs within the 10km catchment of Wanneroo Raceway between 2016 and 2026 was undertaken. The age structure forecasts for the City of Wanneroo indicate a 52.0% increase in population under working age, a 56.4% increase in population of retirement age, and a 39.0% increase in population of working age.

In 2016, the dominant age structure for persons in the City of Wanneroo was ages 30 to 34, which accounted for 8.2% of the total persons.

The largest increase in persons between 2016 and 2026 is forecast to be in ages 0 to 4, which is expected to increase by 8,351 and account for 8.6% of the total persons.

The largest 5 year age group in 2026 is 0 to 4 years, with a total of 24,254 persons.

An analysis of the population profile for each of the suburbs within the 10km catchment of Wanneroo Raceway highlights the significant population growth along the inland coastal areas. Most notable demographic profiles identify:

- Within the suburbs of Alkimos, Gnangara - Jandabup – Mariginiup, Wanneroo, Yanchep and Bullsbrook, there are projected high levels of young families with young children.
- Established suburbs such as Banksia Grove, Mindarie – Tamala Park, Quinns Rock, Burns Beach, Currumbine and Kinross will experience growth but with a gradually ageing population.
- Across all areas there is a gradually ageing of the population as newly-developed suburbs become established.

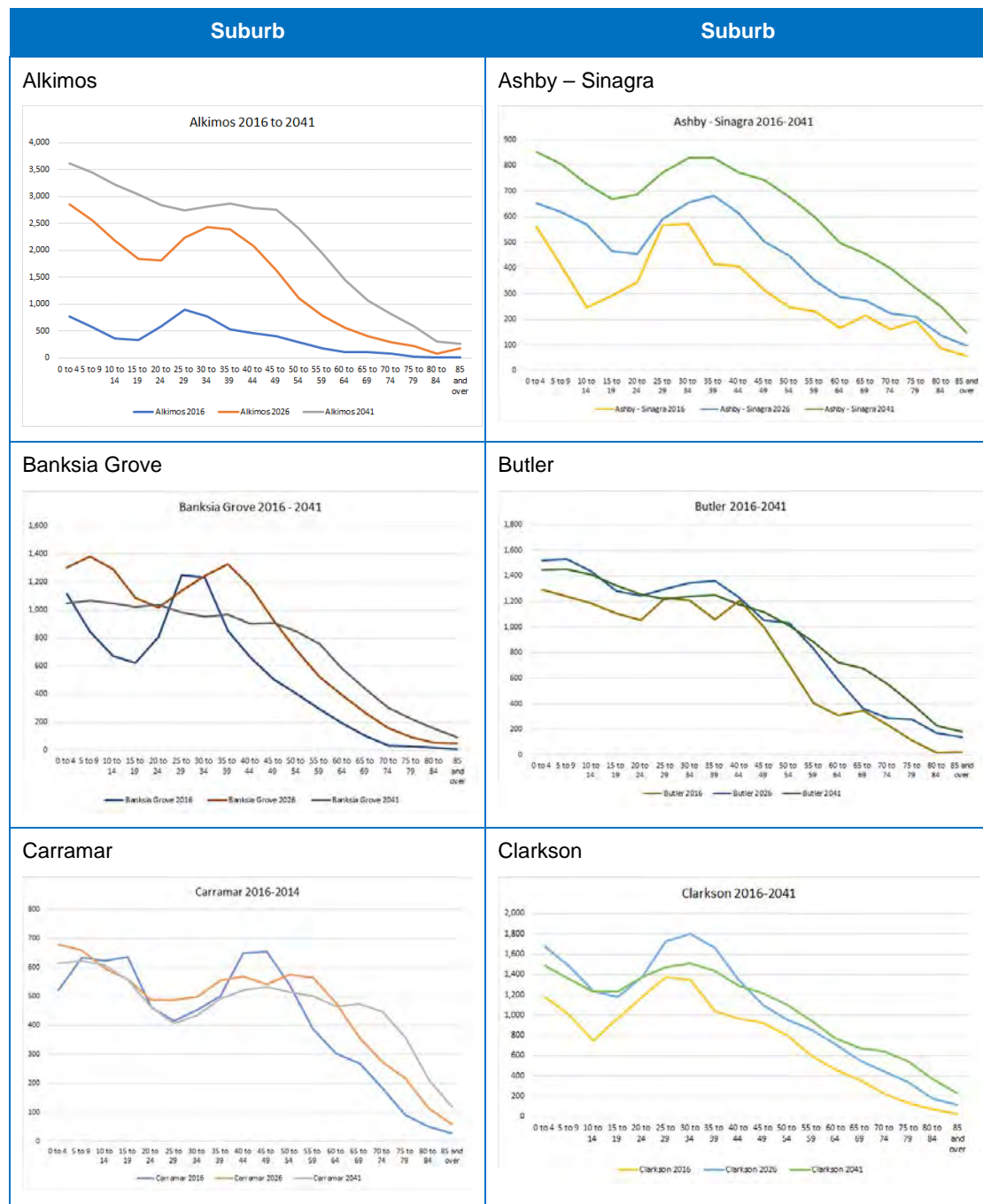
- In comparison to other age ranges, youth and young adults experience a sharp decline with the predominant focus being on young and older families and retirees. The only suburbs where there is a high growth in youth and young adults is in Joondalup. This is generally indicative of the need for the youth/young adults leaving the suburbs for educational and/or employment purposes.

The key impact of the demographic changes to 2041 (and in the City of Joondalup and City of Swan up to 2036) relates to the consistent and strong growth across all areas.

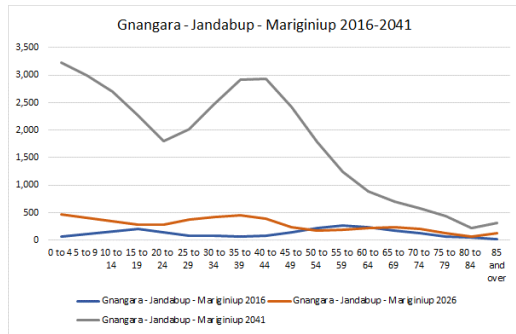
When assessing the level of employment/non-employment within each suburb and household composition, this provides an indication of relative affluence and ability to attend events; contributing positively to the local economy and potential future leisure/recreational needs. Table 4 below highlights the relative household growth within each of the catchment suburbs, employment capacity and dependants. The predominant household type is either couple families with dependants or couples without dependants. It is also to be noted that in many areas the growth in retirees is strong (which either indicates a high level of social dependency or independent living and affluence). The data highlights that the main growth areas contributing to the economy (through increasing the percentage of employment age population) include Alkimos, Jindilee, Yanchep and Bullsbrook. These areas conversely have higher levels of dependency, principally due to the high levels of growth amongst children and retirees.

The age profiling indicates, however, that there will be a need to generate alternative employment opportunities within the area in order to accommodate the projected growth. Ideally, this should be a combination of strategic high-end employment and through the generally lower-waged service industry. The level of current infrastructure supporting opportunities for events, festivals, recreation, leisure and tourism activities is focussed on beach and coastal activities. The need to provide inland opportunities to accommodate anticipated growth will be in demand, particularly post 2026. These assumptions are further expanded upon below when considering the broader demographic changes occurring across the city of Wanneroo.

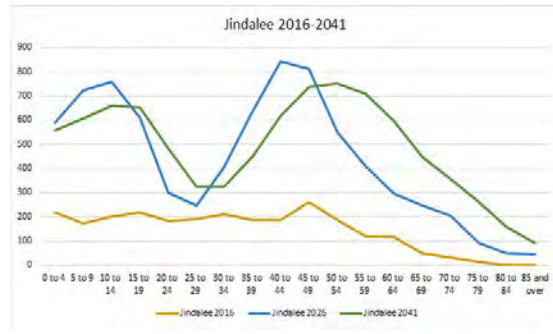
Table 5: Age profile projections for suburbs within the 10km Wanneroo Raceway Catchment (Source: Forecastid City of Wanneroo (2016-2041), City of Joondalup and City of Swan (2016-2036))



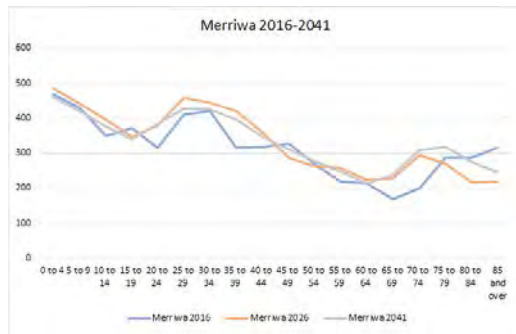
Gngangara - Jandabup – Mariginiup



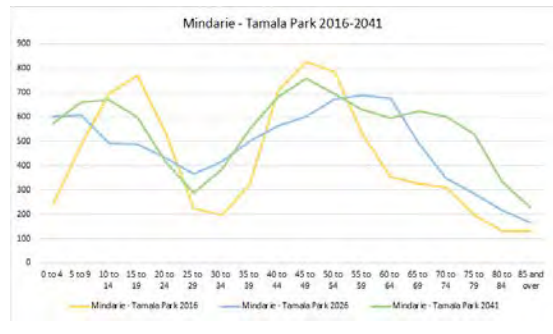
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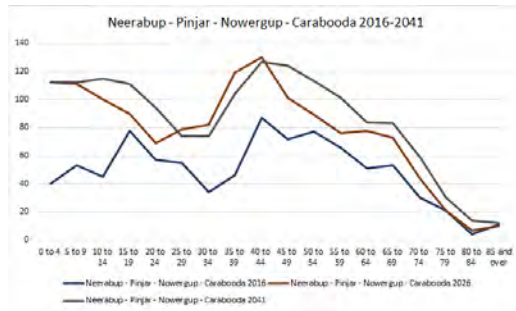
Merriwa



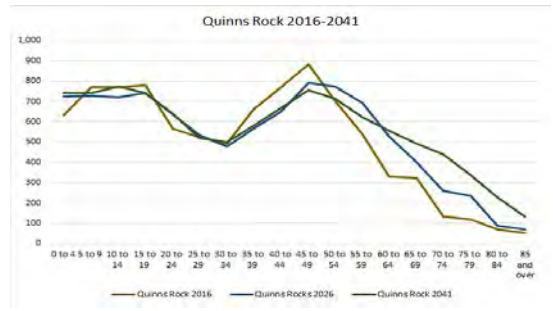
Mindarie – Tamala Park



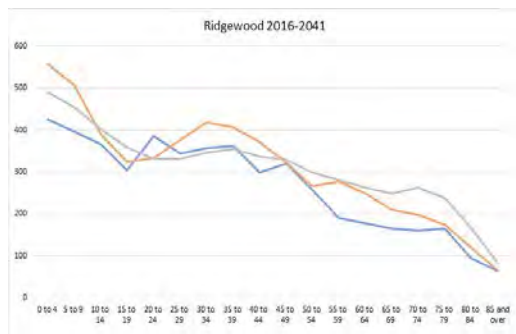
Neerabup - Pinjar - Nowergup – Carabooda



Quinns Rock



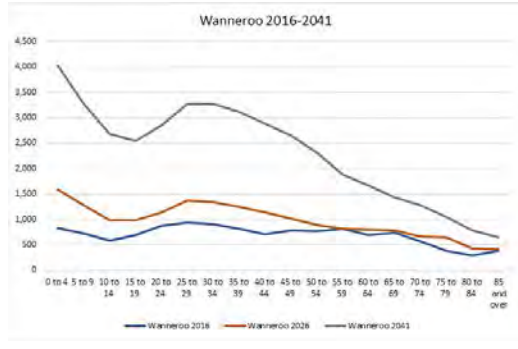
Ridgewood



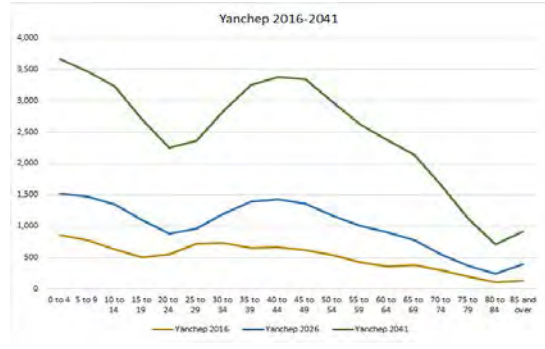
Tapping



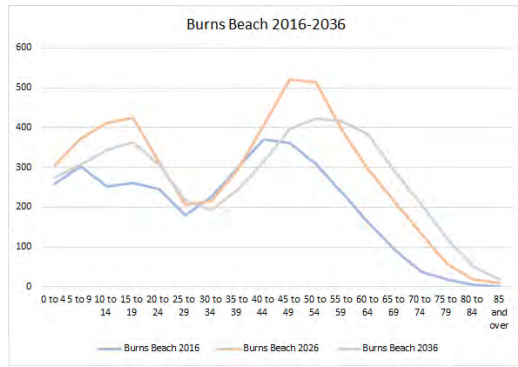
Wanneroo



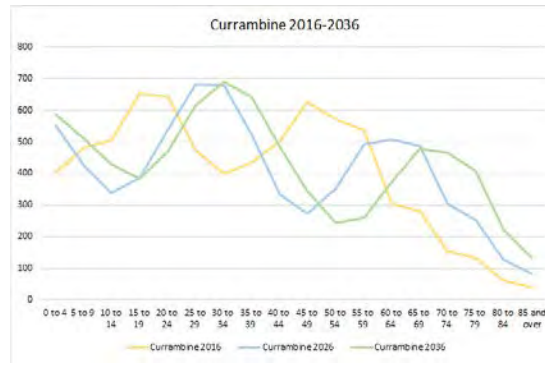
Yanchep



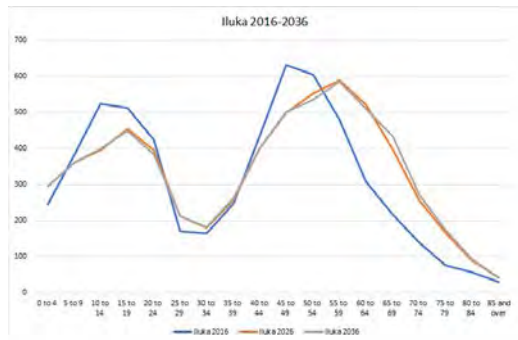
Burns Beach



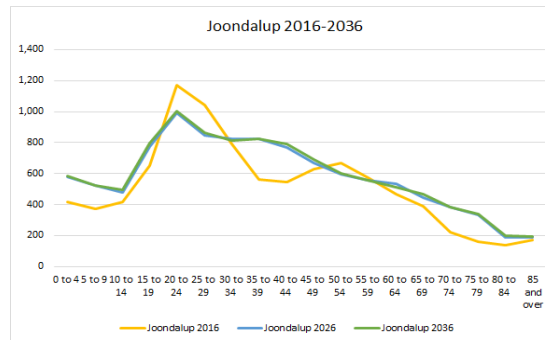
Currambine



Iluka



Joondalup



Kinross



Bullsbrook

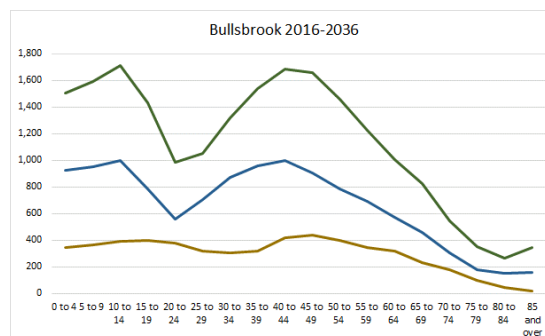


Table 6: Key population indicators of 10km Wanneroo Raceway Catchment (Source: Forecastid)

Suburb	Key Projections: 2016 to 2026 and 20 2041
Alkimos	<p>2016-2026: 346.0% increase in population under working age, a 395.8% increase in population of retirement age, and a 268.1% increase in population of working age.</p> <p>The largest increase in household type in Alkimos is projected by 2026 to be Couple families with dependants which will increase by 2,815 (45.9% of households). They will continue to be the dominant household composition by 2041 at approximately 5,500 households.</p>
Ashby – Sinagra	<p>2016-2026: 51.2% increase in population under working age, a 31.7% increase in population of retirement age, and a 41.9% increase in population of working age.</p> <p>The largest increase in household type in Ashby – Sinagra is projected by 2026 to be Couple families with dependants which will increase by 340 (38% of households). They will continue to be the dominant household composition by 2041 at approximately 1,500 households.</p>
Banksia Grove	<p>2016-2026: 0.8% increase in population under working age, a 214.6% increase in population of retirement age, and a 39.8% increase in population of working age.</p> <p>The largest increase in household type in Banksia Grove is projected by 2026 to be Couple families with dependants which will increase by 556 (40.4% of households). The household composition by 2041, however, indicates Couples without dependants will continue to grow, whilst there will be a reciprocal reduction in families with dependants, indicating a gradually ageing in place community.</p>
Butler	<p>2016-2026: 20.7% increase in population under working age, a 69.0% increase in population of retirement age, and a 21.4% increase in population of working age.</p> <p>The largest increase in household type in Butler is projected by 2026 to be Couples without dependants which will increase by 436 (27.4% of households). By 2041, although Couple families with dependants is the dominant group with approximately 2,300 compared to approximately 1,950 for Couples without dependants, there will be a gradual ageing in place of the community as young dependants leave the family home and move elsewhere.</p>
Carramar	<p>2016-2026: 8.7% increase in population under working age, a 64.5% increase in population of retirement age, and a 6.2% increase in population of working age.</p> <p>The largest increase in household type in Carramar is projected by 2026 to be Couples without dependants which will increase by 236 (32.1% of households). By 2041, while Couple families with dependants is the dominant group with approximately 1,160 compared to approximately 1,000 for Couples without dependants, these households are diminishing. This indicates there will be a gradual ageing in place of the community as young dependants leave the family home and move elsewhere.</p>
Clarkson	<p>2016-2026: 50.3% increase in population under working age, a 98.5% increase in population of retirement age, and a 31.7% increase in population of working age.</p> <p>The largest increase in household type in Clarkson is projected by 2026 to be Couples without dependants which will increase by 636 (29.4% of</p>

	households). This is projected to be comparable with Couple families with dependants by 2041 at approximately 2,250 each.
Gnangara - Jandabup - Mariginiup	<p>2016-2026: 254.4% increase in population under working age, a 70.4% increase in population of retirement age, and a 97.1% increase in population of working age.</p> <p>The largest increase in household type in Gnangara - Jandabup - Mariginiup by 2026 is projected by 2026 to be Couple families with dependants which will increase by 483 (46.8% of households). By 2041, the number of Couple families with dependants households is projected to reach approximately 5,500 with just over 2,100 being Couples without dependants.</p>
Jindalee	<p>2016-2026: 250.7% increase in population under working age, a 564.6% increase in population of retirement age, and a 174.1% increase in population of working age.</p> <p>The largest increase in household type in Jindalee is projected by 2026 to be Couple families with dependants which will increase by 851 (47.1% of households). By 2041, whilst Couple families with dependants is the dominant group with approximately 1,190 compared to approximately 1,060 for Couples without dependants, they are diminishing. This indicates there will be a gradual ageing in place of the community as young dependants leave the family home and move elsewhere.</p>
Merriwa	<p>2016-2026: 6.3% increase in population under working age, a 2.5% decrease in population of retirement age, and an 8.0% increase in population of working age.</p> <p>The largest increase in household type in Merriwa by 2026 is projected to be Couple families with dependants which will increase by 67 (30.5% of households). Couple families without dependants are, however, projected to be the dominant household composition by 2041 reaching approximately 750 households.</p>
Mindarie – Tamala Park	<p>2016-2026: 19.4% increase in population under working age, a 37.3% increase in population of retirement age, and a 2.9% increase in population of working age.</p> <p>The largest increase in household type in Mindarie – Tamala Park by 2026 is forecast to be in Couples without dependants, which will increase by 303 (41.1% of all households). By 2041, this group will be more dominant with approximately 1,500 households in the suburb.</p>
Neerabup - Pinjar - Nowergup - Carabooda	<p>2016-2026: 134.1% increase in population under working age, a 30.3% increase in population of retirement age, and a 46.5% increase in population of working age.</p> <p>The largest increase in household type in Neerabup - Pinjar - Nowergup - Carabooda by 2026 is projected to be Couple families with dependants which will increase by 87 (51.8% of households). By 2041, this group will be more dominant with approximately 245 households in the suburb.</p>
Quinns Rock	<p>2016-2026: 6% decrease in population under working age, a 50.6% increase in population of retirement age, and a 2.4% increase in population of working age.</p> <p>The largest increase in household type in Quinns Rock by 2026 is forecast to be in Couples without dependants, which will increase by 195 (28.3% of all households). By 2041, this group will be more dominant with</p>

	<p>approximately 1,150 households in the suburb as Couples families with dependants decline.</p>
Ridgewood	<p>2016-2026: 22.6% increase in population under working age, an 18.5% increase in population of retirement age, and an 11.6% increase in population of working age.</p> <p>The largest increase in household type in Ridgewood by 2026 is forecast to be in Couples without dependants, which will increase by 88 (33.8% of all households). By 2041, this group will be more dominant with approximately 760 households in the suburb as Couples families with dependants decline.</p>
Tapping	<p>2016-2026: 17.8% decrease in population under working age, a 47.3% increase in population of retirement age, and a 0.2% increase in population of working age.</p> <p>The largest increase in household type in Tapping by 2026 is projected to be Couple families with dependants which will increase by 186 (30.2% of households). By 2041, whilst Couple families with dependants is the dominant group with approximately 1,200 compared to approximately 1,100 for Couples without dependants, they are diminishing. This indicates there will be a gradual ageing in place of the community as young dependants leave the family home and move elsewhere.</p>
Wanneroo	<p>2016-2026: 80.8% increase in population under working age, a 23.1% increase in population of retirement age, and a 34.7% increase in population of working age.</p> <p>The largest increase in household type in Wanneroo by 2026 is projected to be Couple families with dependants which will increase by 661 (37.0% of households). By 2041, this group will be more dominant with approximately 5,900 households in the suburb based on projected growth.</p>
Yanchep	<p>2016-2026: 92.1% increase in population under working age, a 110.2% increase in population of retirement age, and a 97.3% increase in population of working age.</p> <p>The largest increase in household type in Yanchep by 2026 is projected to be Couple families with dependants which will increase by 1,116 (35.0% of households). By 2041 this group will be more dominant with approximately 5,600 households in the suburb based on projected growth.</p>
Burns Beach	<p>2016-2026: 33.6% increase in population under working age, a 179.9% increase in population of retirement age, and a 35.4% increase in population of working age.</p> <p>The largest increase in household type in Burns Beach by 2026 is forecast to be in Couples without dependants, which will increase by 191 (31.5% of all households). By 2041, whilst Couple families with dependants is the dominant group with approximately 900 compared to approximately 520 for Couples without dependants, they are diminishing. This indicates there will be a gradual ageing in place of the community as young dependants leave the family home and move elsewhere.</p>
Currambine	<p>2016-2026: 5.3% decrease in population under working age, a 86.6% increase in population of retirement age, and a 7.3% decrease in population of working age.</p> <p>The largest increase in household type in Currambine by 2026 is forecast to be in Couples without dependants, which will increase by 213 (34.5% of all households). By 2041 whilst Couple families with dependants is the dominant group with approximately 1,000 compared to approximately 940</p>

	for Couples without dependants, they are diminishing. This indicates there will be a gradual ageing in place of the community as young dependants leave the family home and move elsewhere.
Iluka	<p>2016-2026: 8.8% decrease in population under working age, an 84.1% increase in population of retirement age, and a 2.1% increase in population of working age.</p> <p>The largest increase in household type in Iluka by 2026 is forecast to be in Couples without dependants, which will increase by 175 (36.1% of all households). By 2041, whilst Couple families with dependants is the dominant group with approximately 990 compared to approximately 700 for Couples without dependants, they are diminishing. This indicates there will be a gradual ageing in place of the community as young dependants leave the family home and move elsewhere.</p>
Joondalup	<p>2016-2026: 31.3% increase in population under working age, a 41.4% increase in population of retirement age, and a 3.9% increase in population of working age.</p> <p>The largest increase in household type in Joondalup by 2026 is forecast to be in Couples without dependants, which will increase by 211 (30% of all households). By 2041 couples without dependants are the most dominant household type with approximately 1,300 compared to approximately 1,100 for Couple families with dependants.</p>
Kinross	<p>2016-2026: 2.2% decrease in population under working age, a 47.0% increase in population of retirement age, and a 5.1% decrease in population of working age.</p> <p>The largest increase in household type in Kinross by 2026 is forecast to be in Couples without dependants, which will increase by 133 (30.2% of all households). By 2041, whilst Couple families with dependants is the dominant group with approximately 1,050 compared to approximately 750 for Couples without dependants, they are diminishing. This indicates there will be a gradual ageing in place of the community as young dependants leave the family home and move elsewhere.</p>
Bullsbrook	<p>2016-2026: 160.2% increase in population under working age, a 115.7% increase in population of retirement age, and a 114.3% increase in population of working age.</p> <p>The largest increase in household type in Bullsbrook by 2026 is projected to be Couple families with dependants which will increase by 927 (39.6% of households). By 2041 this group will be more dominant with approximately 1,700 households in the suburb based on projected growth.</p>

Household Income and Employment

Low income households refer to those receiving less than \$650 per week (before tax in 2016). Household income is one of the most important indicators of socio-economic status in the catchment. The amount of income a household generates is linked to the number of workers in the household; the number who are unemployed or on other income support benefits; and the type of employment undertaken by the household members. It is important to remember that households vary in size, so that some areas have a greater number of dependants per income generated than others.

In 2016, Merriwa had the highest proportion of low income households in the catchment with Ashby having the second highest proportion of low income households. It should be noted that those two suburbs are also above the Australian average of low income households.

It is important to note that income data is not necessarily a measure of wealth. For example, if an area has a large number of retirees, this will produce a higher proportion of households with low income, but the retirees may have large capital wealth.

Conversely In 2016, Burns Beach had the highest proportion of high income households in the Wanneroo Raceway Catchment. High income households refer to those receiving more than \$2,500 per week (before tax in 2016). Generally, the areas with concentrations of high-income households have a larger number of people employed as professionals, managers and administrators. Households with two incomes are also more likely to feature among high income households. It should be noted that Carramar, Gnangara-Jamdabup, Jindalee, Mindarie – Tamala Park, Neerabup-Pinjar, Tapping, Currambine, Iluka and Kinross were all above the Greater Perth average for high income households. Figures 16 and 17 highlight the differential between each catchment suburb.

Figure 16: Wanneroo Raceway, Low Income Households by Suburb (source: Social Atlas)

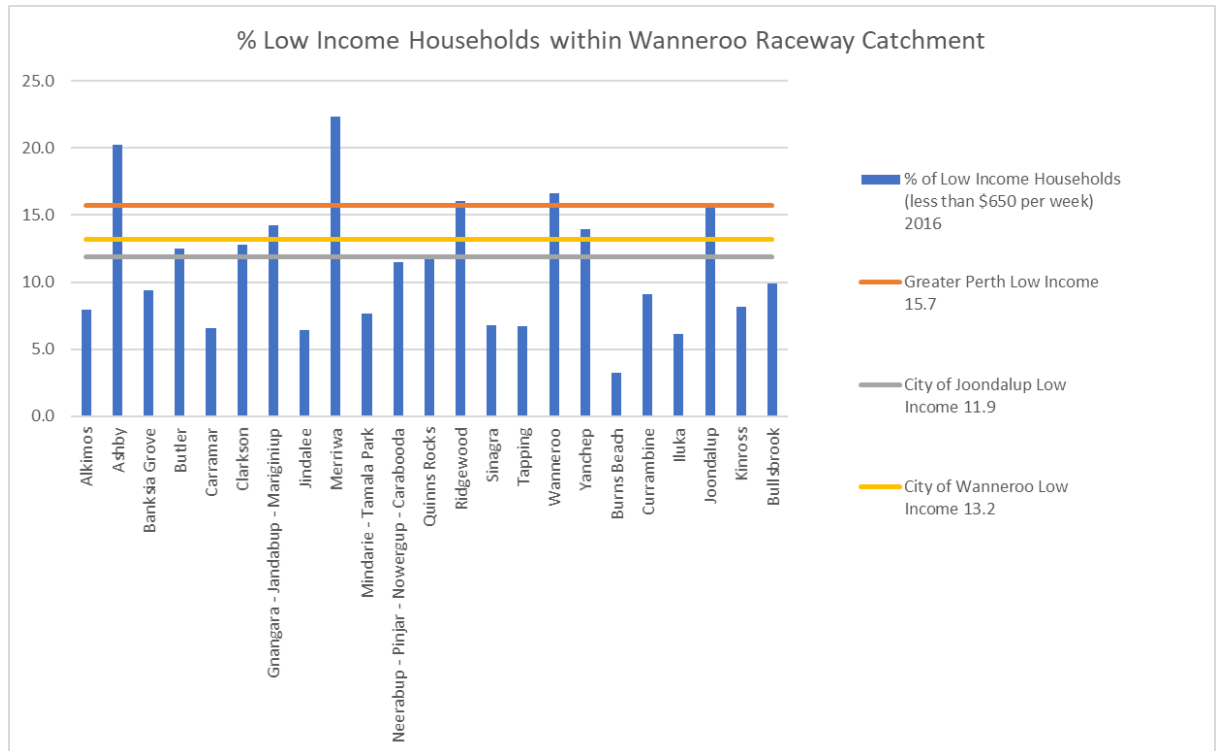
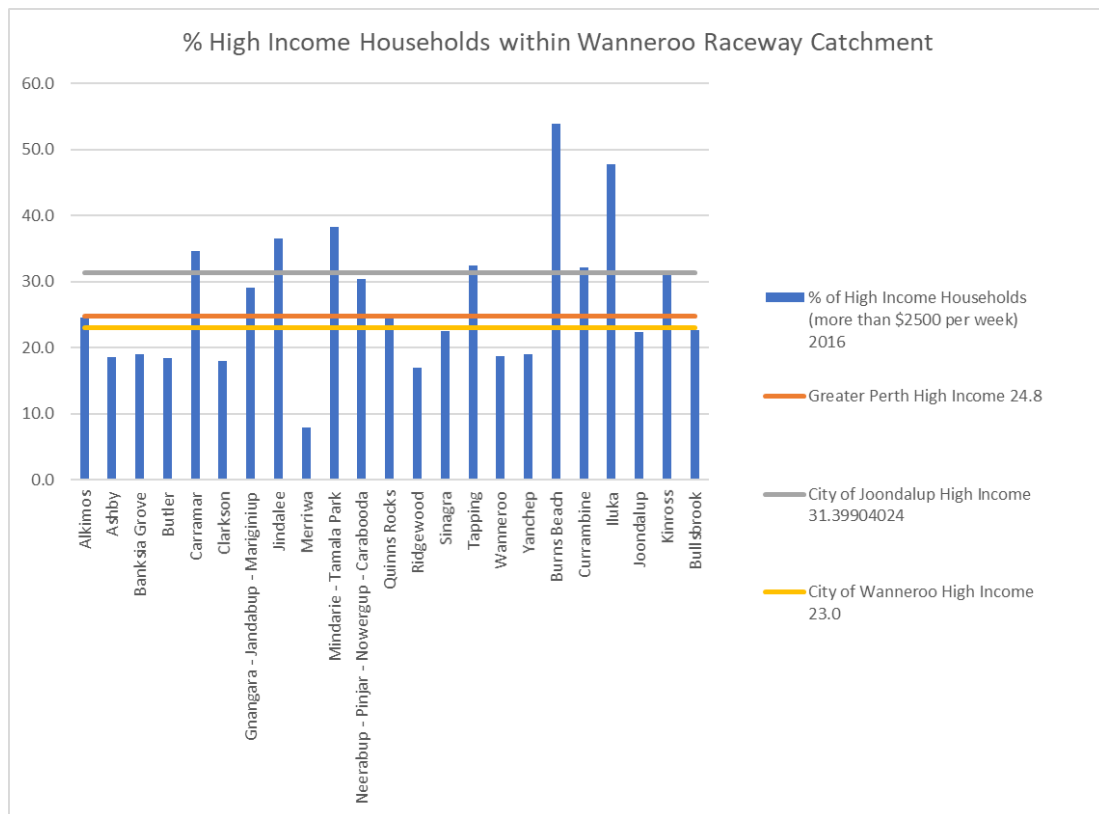
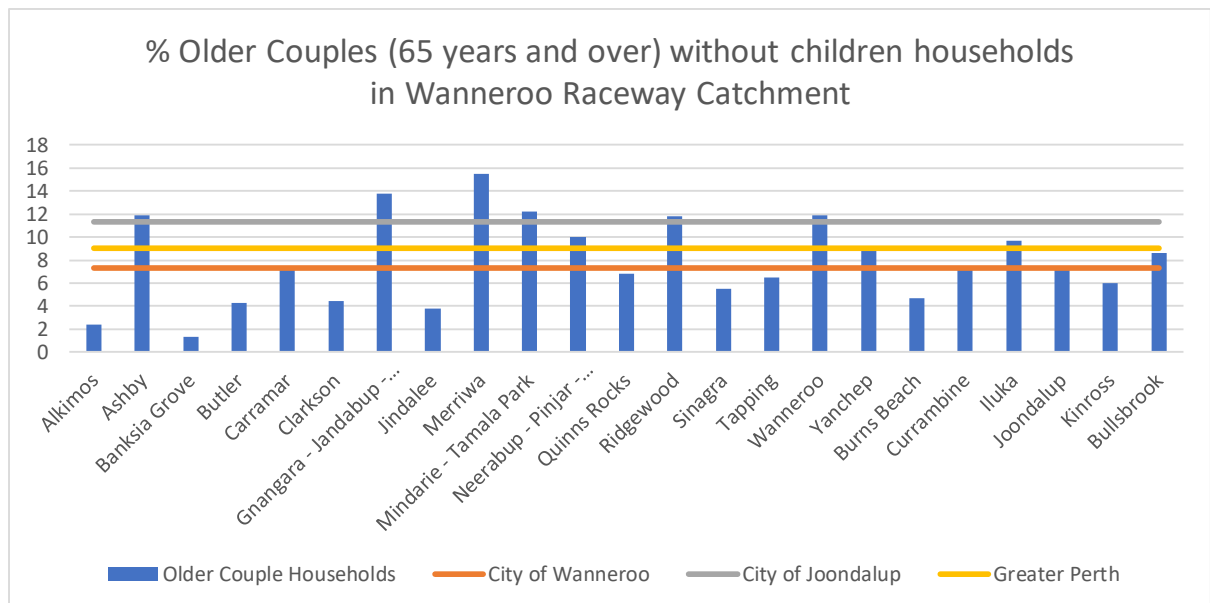


Figure 17: Wanneroo Raceway, High Income Households by Suburb (source: Social Atlas)



The presence of older couple families without children usually indicates an area which is near the end of its suburb life cycle, where children have left home, leaving 'empty nester' households. This family type is also prevalent in popular retirement areas. It should be noted that Ashby, Gnangara-Jandabup-Mariginiup, Mindarie-Tamala Park, Neerabup-Pinjar-Nowergup-Carabooda, Ridgewood, Wanneroo, Yanchep and Iluka are all above the Greater Perth average. Figure 18 refers.

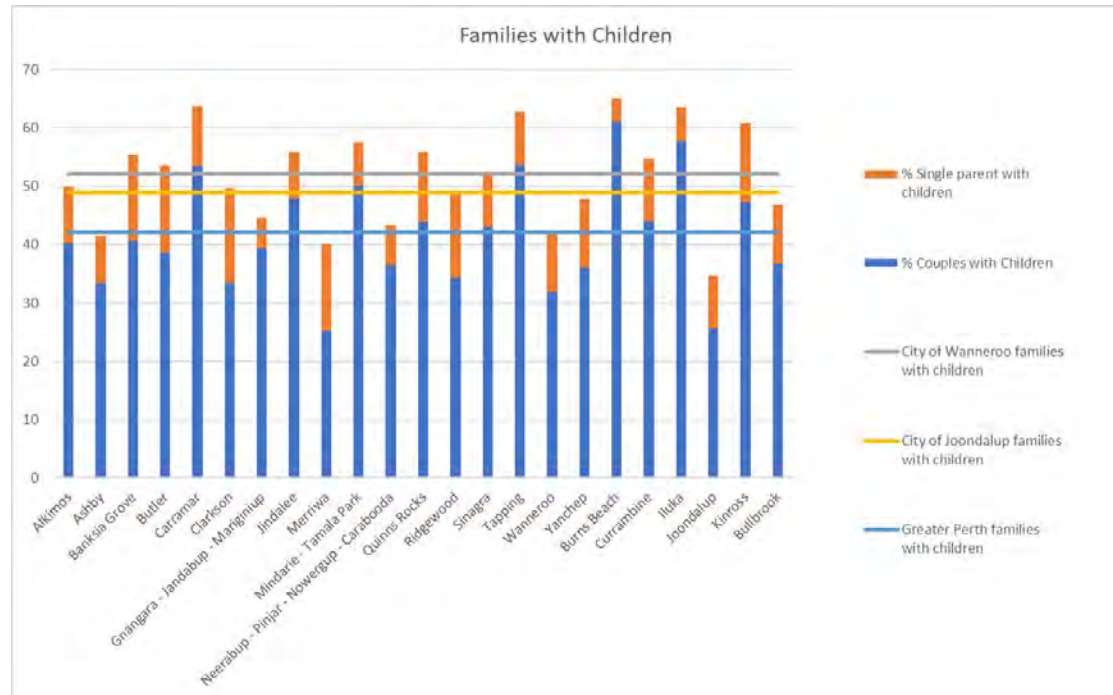
Figure 18: Wanneroo Raceway, Older Couples without Children Households by Suburb (source: Social Atlas)



Families with Children

The number of families with children is often indicative of the need for children’s services, child support, sporting infrastructure and access to child health clinics. Figure 19 indicates that Carramar, Jindalee, Mindarie-Tamala Park, Tapping, Burns Beach, Iluka and Kinross have the highest proportion number of families with children.

Figure 19: Wanneroo Raceway, Families Children Households by Suburb (source: Social Atlas)

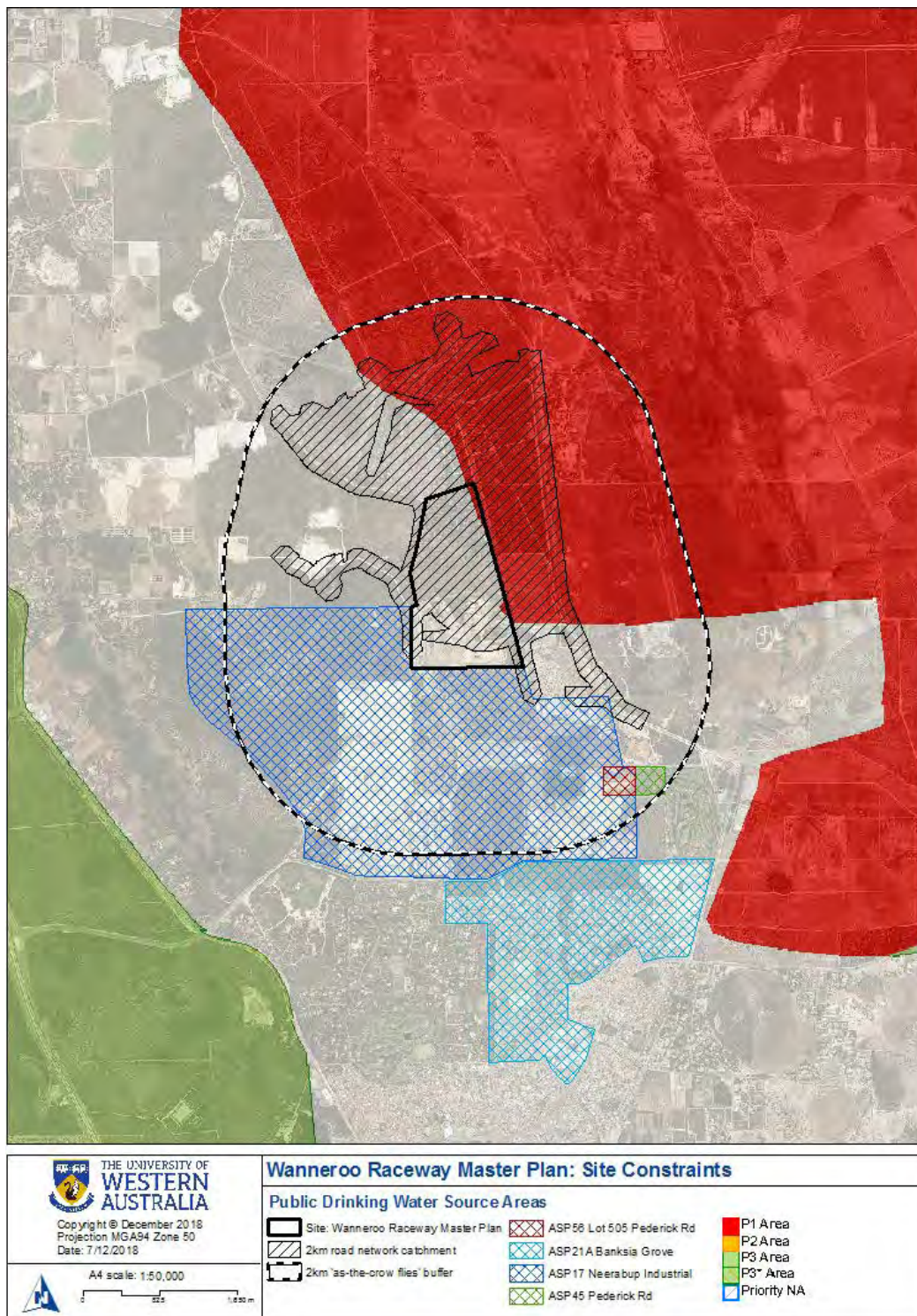


APPENDIX C: Constraint Mapping

Appendix C provides a series of constraint maps which have been considered in the development of the Wanneroo Raceway Master Plan. They have been developed having regard to available information from state government departments.

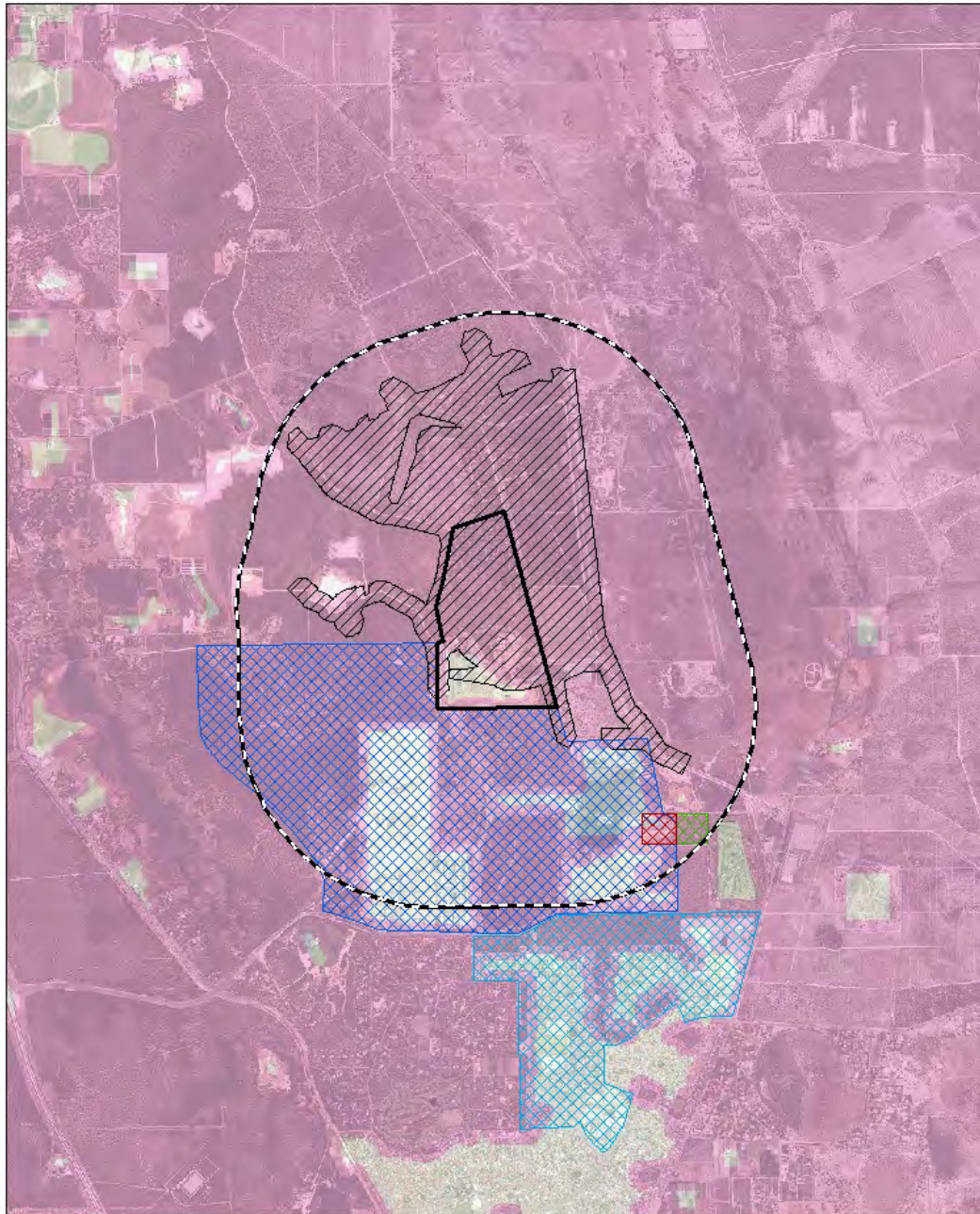
Public Drinking Water Designation

Figure 20: Designated Public Drinking Water Source Areas



Bush Fire Prone Areas:

Figure 21: Bush Fire Prone Area 2018 Designation

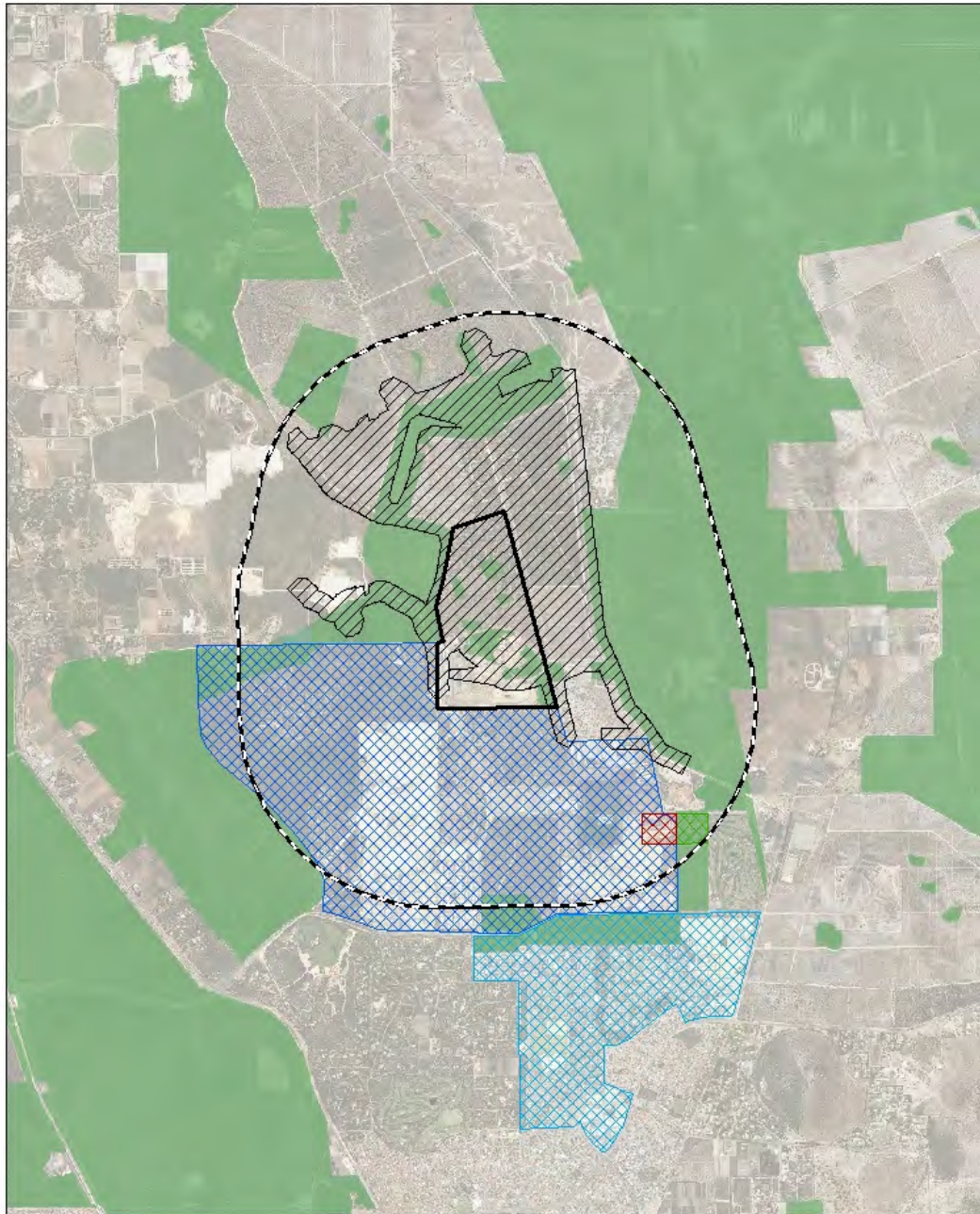


 THE UNIVERSITY OF WESTERN AUSTRALIA Copyright © December 2018 Projection MGA94 Zone 50 Date: 7/12/2018		Wanneroo Raceway Master Plan: Site Constraints Bush Fire Prone Areas 2018	
 2km road network catchment  Site: Wanneroo Raceway Master Plan  2km 'as-the-crow flies' buffer	 ASP56 Lot 505 Pederick Rd  ASP21A Bank'sia Grove  ASP17 Neerabup Industrial  ASP45 Pederick Rd	 Bush Fire Prone Areas 2018 (OBRM-011)	
 A4 scale: 1:50,000  0 525 1,050m			

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Bush Forever Sites

Figure 22: Bush Forever Sites (Current designation)

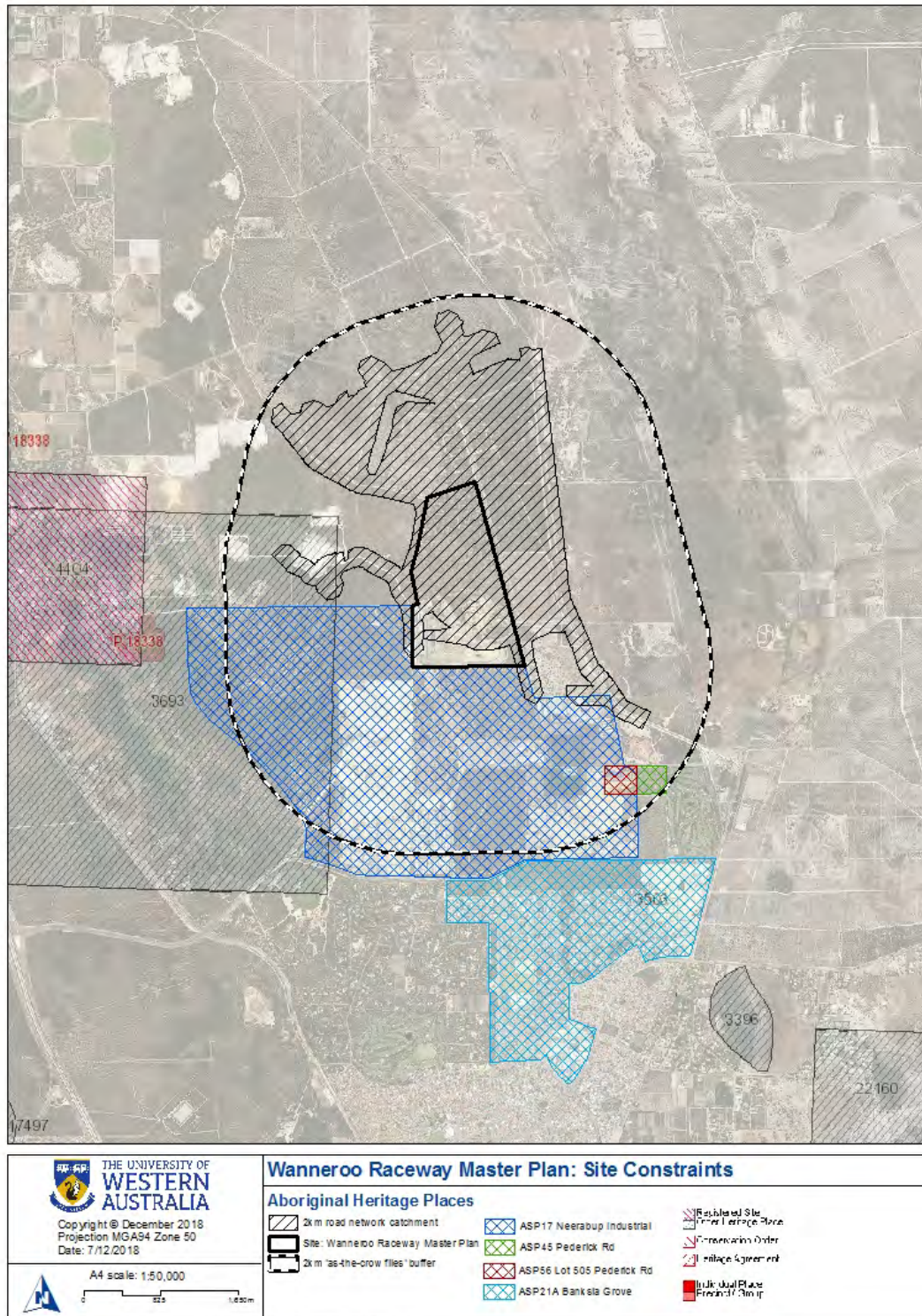


<p>THE UNIVERSITY OF WESTERN AUSTRALIA Copyright © December 2018 Projection MGA94 Zone 50 Date: 7/12/2018</p>		<p>Wanneroo Raceway Master Plan: Site Constraints</p>	
<p>Bush Forever Sites</p>		<p> Site: Wanneroo Raceway Master Plan</p> <p> 2km road network catchment</p> <p> 2km 'as-the-crow flies' buffer</p>	<p> ASP56 Lot 505 Federick Rd</p> <p> ASP21A Banksia Grove</p> <p> ASP17 Neerabup Industrial</p> <p> ASP45 Federick Rd</p>
<p>A4 scale: 1:50,000</p>		<p> Bush Forever 2009 Sites</p>	

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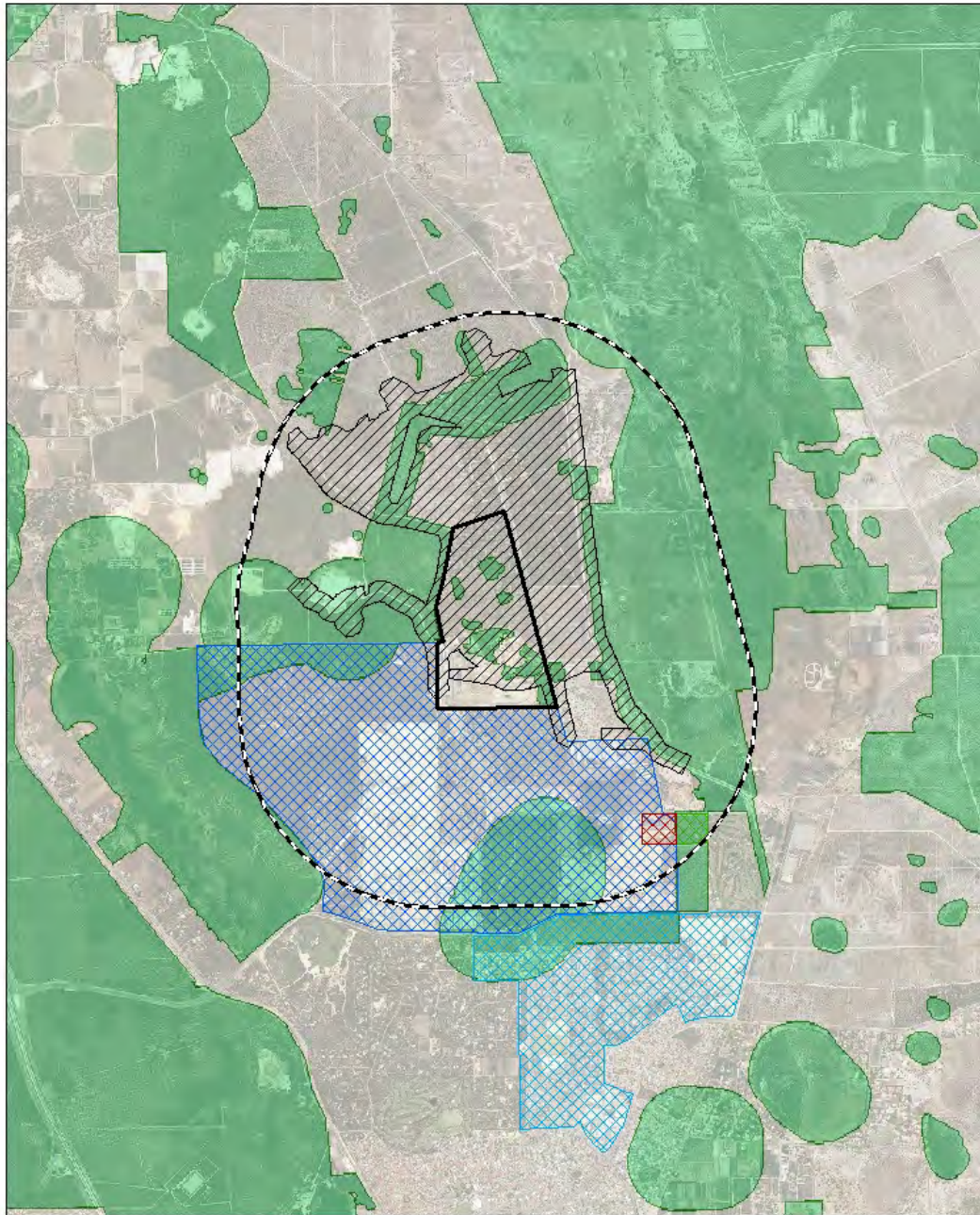
Aboriginal Heritage

Figure 23: Aboriginal Heritage Places



Environmentally Sensitive Areas

Figure 24: Environmentally Sensitive Areas as declared in the Environmental Protection (Environmentally Sensitive Areas) Notice 2005, Government Gazette No.55

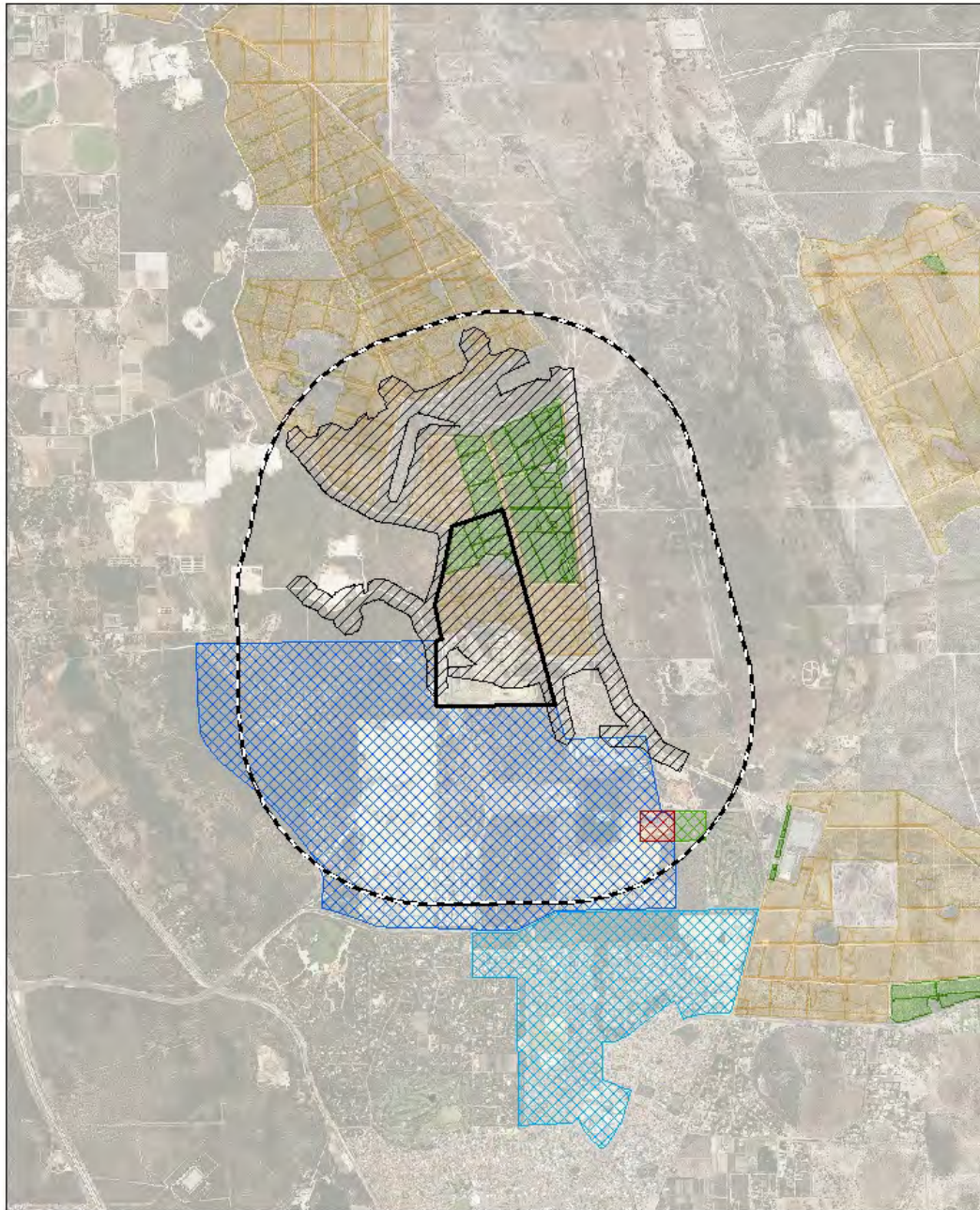


 <p>THE UNIVERSITY OF WESTERN AUSTRALIA Copyright © December 2018 Projection MGA94 Zone 50 Date: 7/12/2018</p>	<p>Wanneroo Raceway Master Plan: Site Constraints</p>	
<p>Environmentally Sensitive Areas as declared in Environmental Protection (Environmentally Sensitive Areas) Notice 2005, Government Gazette No. 55</p>		
<p>2km road network catchment</p>	<p>ASP17 Neerabup Industrial</p>	<p>ASP56 Lot 505 Pederick Rd</p>
<p>Site: Wanneroo Raceway Master Plan</p>	<p>ASP45 Pederick Rd</p>	<p>ASP21A Banksia Grove</p>
<p>2km 'as-the-crow flies' buffer</p>	<p>Clearing Regulations - Environmentally Sensitive Areas (DWER-046)</p>	

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Plantations

Figure 25: Forest Products Commission Plantations



 <p>THE UNIVERSITY OF WESTERN AUSTRALIA Copyright © December 2018 Projection MGA94 Zone 50 Date: 7/12/2018</p> <p>A4 scale: 1:50,000</p> 	<p>Wanneroo Raceway Master Plan: Site Constraints</p> <p>Forest Products Commission Plantations</p> <table border="0"> <tr> <td></td> <td>2km road network catchment</td> <td></td> <td>ASP56 Lot 505 Pederick Rd</td> <td rowspan="4"></td> </tr> <tr> <td></td> <td>Site: Wanneroo Raceway Master Plan</td> <td></td> <td>ASP21A Bank sia Grove</td> </tr> <tr> <td></td> <td>2km 'as-the-crow flies' buffer</td> <td></td> <td>ASP17 Neerabup Industrial</td> </tr> <tr> <td></td> <td></td> <td></td> <td>ASP45 Pederick Rd</td> </tr> </table>		2km road network catchment		ASP56 Lot 505 Pederick Rd			Site: Wanneroo Raceway Master Plan		ASP21A Bank sia Grove		2km 'as-the-crow flies' buffer		ASP17 Neerabup Industrial				ASP45 Pederick Rd
	2km road network catchment		ASP56 Lot 505 Pederick Rd															
	Site: Wanneroo Raceway Master Plan		ASP21A Bank sia Grove															
	2km 'as-the-crow flies' buffer		ASP17 Neerabup Industrial															
			ASP45 Pederick Rd															

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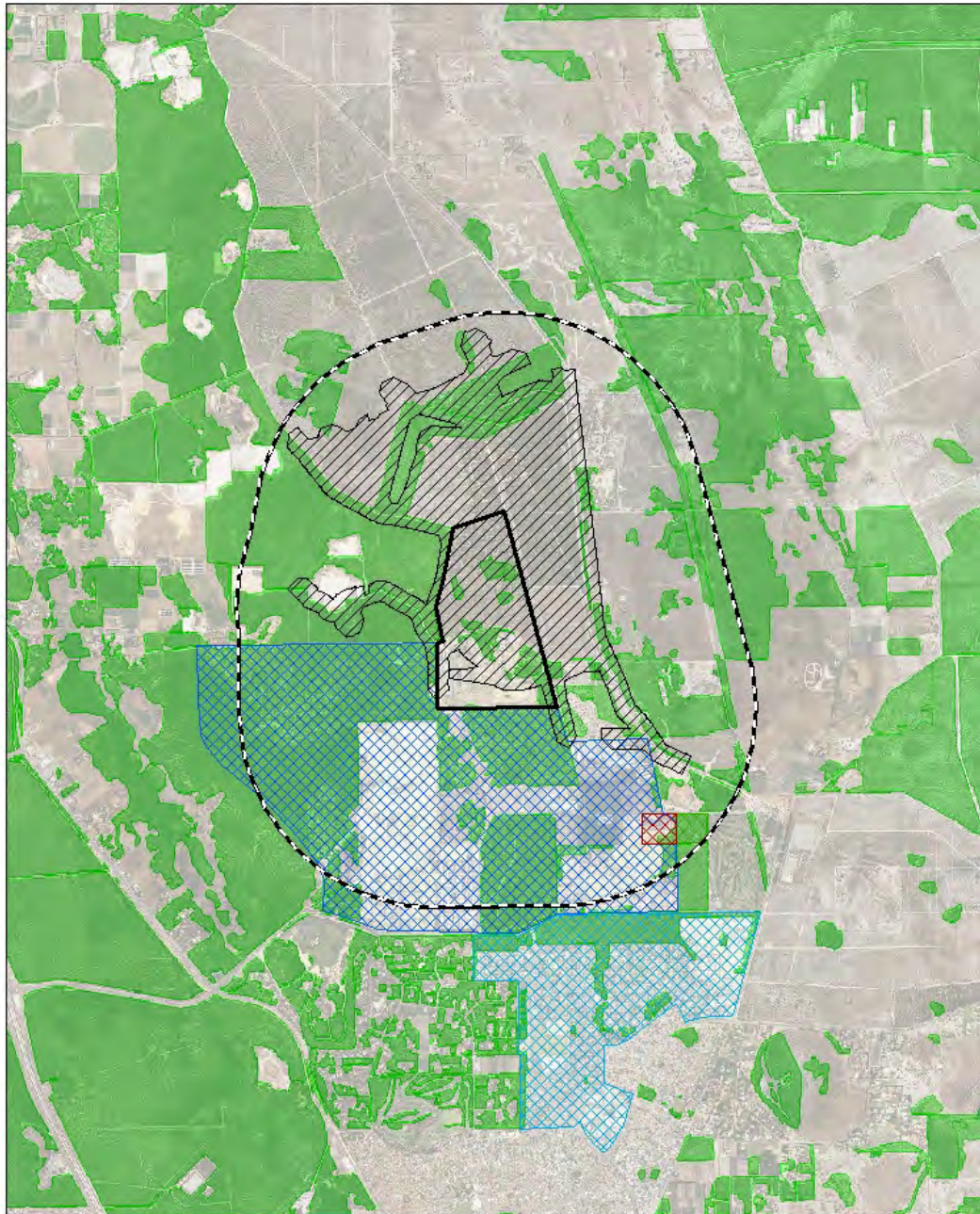
Threatened Flora and Fauna

Figure 26: Threatened and Priority Flora and Fauna



Native Vegetation

Figure 27: Native Vegetation Extent



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APPENDIX D: Visual Site Audit

A visual site audit of existing infrastructure and the potential land to the north has been undertaken. In order to support this process, a series of drone photographs were undertaken to provide an overview of the land limitations and contouring to assist with the development of the Master Plan.

Visual Facility and Site Audit – Wanneroo Raceway Commentary

South West Corner (Wanneroo Raceway)



South East Corner (Wanneroo Raceway)



North West Corner



North East Corner



Overview of Motocross Track and Site access and servicing roads



Overview of Current Track and Extensive Bush Land to the North

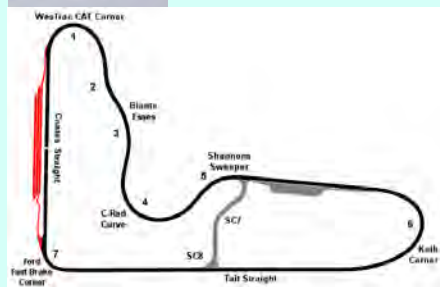


The current Wanneroo Raceway is bordered by bushland and relatively isolated from noise sensitive land uses. The surrounding bushland, designated P1 drinking water and other motorsport uses, provide a natural buffer around the circuit and its ancillary infrastructure. The relative isolation of the site is both beneficial and contains challenges which would need to be overcome. Existing bushland acts as a natural buffer but while it contains areas of degraded bush, there are also pockets of highly regarded and protected bushland. Access into the site is constrained and if the site was to be developed further, alternative access points will need to be considered. Road infrastructure has been improved to service the residential estates and commercial areas to the south and west of the site, but not leading into the Raceway which is a relatively circuitous route. The relative isolation of the site

and potential limited servicing will necessitate significant investment to extend service infrastructure. Due to the relative isolation, the cost of clearing and developing the land will have a high cost impost



Current Wanneroo Raceway: The existing track is accessed off Wattle Avenue which runs to the west of Old Yanchee Road around the northern part of the circuit (and other motorsport users including hill climb, motocross and karting). The access road provides one point of access to the circuit. This dual lane road is suitable for current day to day site operations but would provide limited opportunity to ingress and egress the facility during events with high spectator volumes.















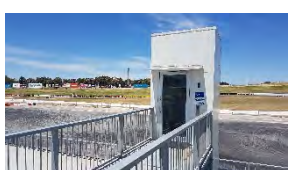






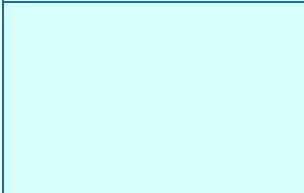
Car Parking: The majority of car parking is located to the west of the track and site buildings. Informal car parking is located adjacent to the main access road which runs in a north south direction on the western perimeter of the site. Informal car parking is located to the west of the access road. In addition, hardstanding is located to the east of turns 1-3 (to the east of WesTrac CAT Corner and Biante Esses) which is accessed off the main site access and through two temporary access positions off Wattle Avenue, 170m and 365m to the west of the main site access.



The Track: The track meets the guidelines provided by CAMS and is in reasonable condition, being fenced for the full length of the circuit. There is generally good visibility of 70-80% of the track from the main viewing area and on the grass banking areas to the north and east of the track. The one blind-spot area is at Kolb Corner which is reached after the racetrack climbs past Shannon's Sweeper and then descends past Tait Straight. There are opportunities presented to both shorten the track and provide additional challenging driver infrastructure. The basic track shape, however, is relatively fixed with three potential track configurations



		<p>permissible (short track, intermediate and full circuit).</p> <p>Access to track at time of visit was not monitored or controlled, permitting access to the race circuit.</p>
		
		<p>Pits Area: The substantial pits area stretches north to south for 195m with direct access onto the track to the west and a large bitumen surface to the east which also provides for drifting, skid pan and driver training opportunities. An additional small drifting area is provided to the south of the bitumen surface.</p> <p>Burn out area: This facility lies to the north of the pits area and to the south of bend 1. The pan is 51m in width with a varying length of 38m to 26m. An internal track provides access to the burnout area from the pits and drifting area.</p>
		
		
		
		
		
		
		



Tyre Barriers: These are located at strategic positions throughout the site. Most notably, they are positioned adjacent to the main straight (adjacent to track walls at Turn 7 - Ford Fast Break Corner and extending northwards), Turn 1 and proliferated through the area bounded by Kolb Corner, Shannon's Sweeper and Tait Straight. The land within this part of the track and bounded by a tyre wall has become the storage ground for container units and surplus materials.






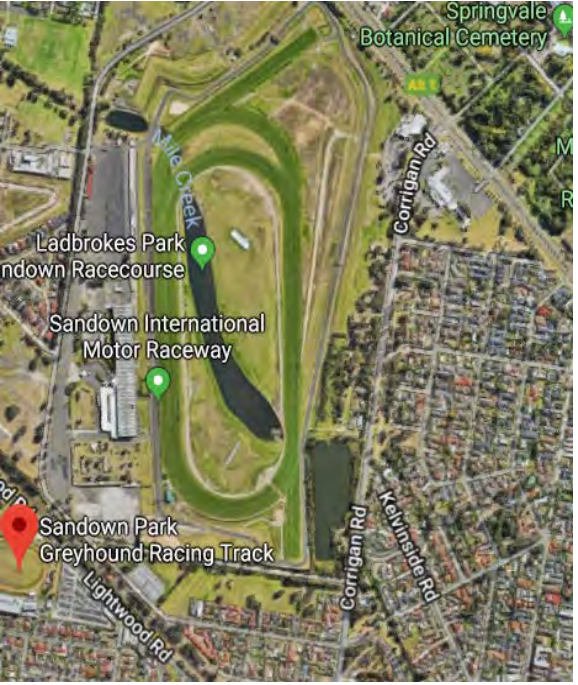
Site structures: The site consists of a range of buildings mainly located on the western boundary. These include a substantial garaging area principally for club members' use, maintenance and storage buildings, industrial units (used by driver training bodies which are based on site), ablutions, offices/meeting rooms, shaded grassed areas and spaces which can be used for event day commercial opportunities. Many of the buildings are







APPENDIX E: Benchmarks

Name	Address/ Ownership	Aerial Photo	Overview Facilities	Overview Events/Activities	Commercial Activities onsite	Other Relevant Information
Calder Park Motorsport Complex	<p>Calder Park Raceway, Calder Freeway Calder Park 3037, Victoria.</p> <p>The venue is owned by Calder Park Raceway Pty Ltd since 2012.</p> <p>www.calderpark.com.au/</p>		<p>This racing circuit includes a drag racing strip, a road circuit and a high-speed banked oval-shaped dome known as the "Thunderdome."</p> <p>The National Circuit is 2.28km in length and also incorporates the shorter Club Circuit which is 1.609km.</p> <p>The Thunderdome is a purpose-built 1.8 km (1.1 mi) quad-oval speedway.</p> <p>It has a separate Drag Strip and a dedicated 4WD Drive Track.</p> <p>There is a Club Lounge which accommodates 100 guests and a VIP area which accommodates 50 guests seated. There is an on-site chapel.</p>	<p>In 2012 the Circuit was granted a Category C track licence, which allowed for Calder Park to conduct "speed" events, such as sprints, autocross, and drifting.</p> <p>However, it appears that the licence has lapsed as it is not on CAMS current list of tracks.</p> <p>It has a limited drag racing calendar with one major promoter withdrawing from Calder Park.</p> <p>It hosts an array of non-racing events, including super trucks, bikers and famous cars.</p>	<p>The circuit is available for hire for a variety of events including Club circuit days, street racing, drifting, testing, corporate Drive Days, Club Briefings, Product Launches or Company Seminars and large public events. The Complex has hosted major concerts and festivals.</p> <p>Motor cycle and driver education courses are conducted on-site.</p>	<p>In November 2017, following concerns regarding the racing surface at Calder Park Raceway raised by 400 Thunder Professional competitor groups, 400 Thunder announced that these categories will not race at the Australian Nationals event in January 2018.</p> <p>It has been reported that the Pro Stock Association and the Australian Top Doorslammer Association members have raised concerns about the ability of the Calder Park racing surface to deliver safe and competitive racing for 400 Thunder Series.</p>
Phillip Island Circuit.	<p>Back Beach Road, Phillip Island.</p> <p>The Circuit is owned by Lindsay Fox (through his company, Linfox)</p> <p>The operator/ promoter for motor sports on the circuit is PI Operations Pty Ltd.</p> <p>www.phillipislandcircuit.com.au/</p>		<p>It is a permanent road course of 4.45kms. It has a Go Karts circuit which is a 760 metres scale replica of the Phillip Island Grand Prix Circuit, situated right alongside the Grand Prix Circuit.</p> <p>Amenities includes a History of Motor Sport Display, On-site garages (including 19 new garages), a VIP area on top of the pit buildings, a Muster Shed for briefings with marshals and competitors, a very large Expo Building in the spectator area, and new works and storage buildings for the property.</p> <p>The Pit Roof has versatile spaces with a choice of seven suites of varying sizes that can be modified to suit a range of capacities in a variety of configurations.</p>	<p>Major events include WD-40 Phillip Island 500 Supercar Championship</p> <p>Victorian State Circuit Racing Championship</p> <p>Shannon's Nationals</p> <p>Pirelli/Motul Victorian Road Race Series</p> <p>Victorian State Circuit Racing Championship</p> <p>Australian Superbike Championship</p> <p>2018 Australian Motorcycle Grand Prix</p> <p>Australian Production Car Series</p> <p>Island Magic.</p>	<p>Other activities/ businesses on-site are Slot Cars, Bike rides, Guided Circuit Tour, Corporate Go-Kart Activities,</p> <p>HSV Hot Laps, Simulated Race Centre, conferences, functions and weddings.</p>	<p>The Circuit has implemented a large number of environmental initiatives.</p>



Name	Address/ Ownership	Aerial Photo	Overview Facilities	Overview Events/Activities	Commercial Activities onsite	Other Relevant Information
			<p>Other supporting amenities include meeting spaces catering for over 1,300 delegates in theatre style or over 760 dining guests to one of Victoria's largest regional trade expo areas measuring 2000m2. There is a large camping area on-site.</p>			
<p>Sandown Park Raceway (Ladbroke Park)</p>	<p>Sandown Raceway, 591-659 Princes Hwy, Springvale, Vic 3171, Australia</p> <p>Sandown Raceway is within the Sandown Park thoroughbred racing complex owned by the Melbourne Racing Club</p> <p>The owner and operator are Melbourne Racing Club, a not-for-profit organisation governed by the Melbourne Racing Club Act.</p> <p>The Club operates Melbourne Racing Club and three racing venues: Caulfield Racecourse, Mornington Racing Club, and Ladbroke Park (Sandown).</p> <p>Since 2007, the Melbourne Racing Club has undertaken the operation of the motor racing circuit in house.</p> <p>It is across the road from the Sandown Park Greyhound Track.</p> <p>www.sandown.net.au</p>		<p>The site is a 112-hectare horse and car racing track.</p> <p>The Circuit is a permanent road course of 3.1kms with 13 turns.</p> <p>There are 7,000 parking spots inside the perimeter.</p> <p>It has a 7,500-seat grandstand, large multi-purpose room, undercover outdoor areas, gardens and grounds and a range of individual rooms.</p> <p>There are the following meeting/ function spaces:</p> <ul style="list-style-type: none"> • 1x2000m2 • 4x800 to 1000m2 plus • 3 smaller spaces • It also has 3,600 m2 betting ring suitable for trade shows <p>It is serviced by public transport with a railway station on the western side of the venue plus buses on Springvale Road.</p>	<p>Due to its close proximity to local residents, Sandown is restricted to running five major Motorsport weekends a year.</p> <ul style="list-style-type: none"> • Currently these include: V8 Supercars Sandown 500 event (mid-September) • Historic Sandown (early November), State Race Series rounds (May & July) • Shannon's safety. Nationals (September) <p>The Circuit and support facilities are used almost every day outside of horse racing days (approximately 45) for motor sport activities.</p>	<p>A number of additional commercial activities operate on-site including:</p> <ul style="list-style-type: none"> • function and catering business • Driver education (5 businesses are licenced to operate on-site) • A 4-wheel drive training facility • Club Car Days • Corporate drive days • General drive experience operations (such as V8 Hot Laps) 	<p>The future of Sandown Park is unclear with speculation that the site will be sold off for residential and commercial development, to help fund expansion and improvements at the Caulfield and Mornington racecourses.</p> <p>Feedback from MRC (Head of Operations) is that the sale of Sandown was one of the options outlined in the club's Master Plan for the future of its operations. The Master Plan is still under development.</p> <p>In the interim, the Club is committed to car racing at the site for 5 to 7 years (2023-5). It has committed to working with CAMS and FIA to undertake facility (including circuit) improvements to retain respective licences.</p> <p>Currently the V8 Supercars (Sandown 500) are committed for 2018 and 2019. The club negotiated a deal with V8 Supercars,</p>



Name	Address/ Ownership	Aerial Photo	Overview Facilities	Overview Events/Activities	Commercial Activities onsite	Other Relevant Information
						<p>keeping the venue on the calendar until at least 2020.</p> <p>Part of this deal included significant investment in upgraded pit and paddock facilities, plus a three-year plan to upgrade.</p> <p>Throughout the year, the venue hosts cultural festivals and major events such as the Indian, Vietnamese, Muslim and Chilean events and Melbourne LeisureFest (includes Caravan Show).</p>
<p>State Motor Cycle Centre Broadford</p>	<p>Strath Creek Road Broadford.</p> <p>The State Motorcycle Sports Complex is owned and managed by Motorcycling Victoria, the State Controlling Body for motorcycle sport.</p> <p>www.motorcyclingvic.com.au/about-broadford/</p>		<p>The complex comprises 160 hectares (400 acres) that can be set up into 12 tracks that can host a variety of disciplines including:</p> <ul style="list-style-type: none"> Road race circuit (2.1km) Supermotard track Motocross track Junior motocross track Supercross track Dirt track Speedway circuit Junior speedway circuit Enduro open-terrain areas Natural-terrain motocross areas Enduro cross track Trials areas <p>Other infrastructure to support activities include:</p> <ul style="list-style-type: none"> Pit sheds Undercover garaging for vehicles Toilet and shower amenity blocks Media and conference rooms Race control centre, first-aid rooms and medical assistance On-site catering and on-site camping <p>The Function Centre is approx. 100m2.</p>	<p>The SMSC hosts numerous Club, State and National-level competitions and recreational events each year.</p> <p>These include Broadford Bike Bonanza, The Circuit has also hosted the only World Motocross and Supermotard Grand Prix events to take place in Australia in 2000, 2001 and 2005.</p>	<p>Motorcycling Victoria has relocated its head office to Broadford.</p> <p>The State Motorcycle Sports Complex runs a number of recreational, race practice and junior development/coaching days throughout the year.</p> <p>There is limited driver/rider education conducted at the Circuit.</p> <p>It also is available to host a wide range of community activities and events including Festivals, Markets or Corporate events. It hosts an occasional vehicle launch.</p> <p>The Centre does not actively pursue non-motorsports functions.</p>	<p>Currently a feasibility study is being undertaken into a possible expansion of the State Motorcycle Sports Complex (SMSC).</p> <p>Advice from MV is that the study is yet to be completed.</p> <p>Key considerations are expansion of the circuit and new layout of tracks, including its capacity to cater for a broader motorsports market.</p> <p>The lack of a permanent corporate/ entertainment/ grand-stand on site is recognised as a major shortfall. MV's preference is for a 3 level garage/ corporate/ viewing stand</p>



Name	Address/ Ownership	Aerial Photo	Overview Facilities	Overview Events/Activities	Commercial Activities onsite	Other Relevant Information
			A specialised pee wee circuit is also at the complex.			near the starting area to cater for this.
Winton Raceway	<p>41 Fox Street, Winton, Victoria,</p> <p>It is owned and operated by the Benalla Auto Club Inc. which also owns and operates the Wakefield Park Raceway, Goulburn.</p> <p>The Club owns the Australian Auto Sport Alliance.</p> <p>Adjoining the Winton Raceway is the clay Winton Motocross Track managed by the Winton Motorcycle Club.</p> <p>https://wintonraceway.com.au/</p>	 	<p>There is a 3.0km circuit in national configuration and a 2.03km circuit in Club configuration.</p> <p>There are a total of 12 corners linked by short straights.</p> <p>Permanent support facilities include Race Control Tower/Timing System, Garages and carport facilities, Tracksa lighting system, Corporate centre, Drivers briefing room, Medical facilities and Kiosk.</p> <p>It has pit lane garages, a 1000-seat corporate pavilion, three-storey race control building and two-storey media centre, and on-site camping.</p>	<p>The circuit plays host to a range of events and activities including club days, historic meetings and motorcycle functions, traditional sprints and circuit racing competition.</p> <p>Winton is licensed by the FIA, CAMS, AASA and MA.</p> <p>Major events include:</p> <ul style="list-style-type: none"> A round of the V8 Supercars Championship Valvoline Winton 300 endurance race Historic Festival of Speed Performance Car Mania Shannon's Nationals Australian Super Truck Championship Victorian Motor Racing Championships HQ Holden 4 Hour, and the Winton 300 Multiple rounds of the Victorian Motor Racing Championship, Motorcycle, Motor Car and Superkart racing. 	<p>During the week, Winton is a valuable facility for testing, development and driver training.</p> <p>It is also extensively used as a test circuit by racing teams, including all Victorian V8 Supercars operations.</p> <p>Winton offers weekly Test and Tune days for club-level motorsport enthusiasts to drive their race or road cars on the track, and Fun Days and V8 Race Experience packages.</p> <p>It hosts Schools Cross Country Championships Conferences, Balls and Formula SAE-training programs for auto engineers.</p>	<p>Winton Raceway is subject to several planning restrictions including:</p> <ul style="list-style-type: none"> Not more than 12 major meetings shall be conducted in any calendar year. Not more than two major meetings shall be conducted in any calendar month. Not more than ten club race meetings shall be conducted in any calendar year. The remaining weekends may be used for inter-club events and social events which generate smaller numbers of participants and reduced noise levels.



New Zealand Case Studies



Name	Address/ Ownership	Aerial Photo	Overview Facilities	Overview Events/ Activities	Commercial Activities onsite	Other Relevant Information
Bruce McLaren	463 Broadlands Road, Taupo, Lake Taupo.	Bruce McLaren Motorsport Circuit and Amenities	The Motorsport Park has multiple racetrack configurations consisting of 1.3KM, 2.2KM and 3.5KM.	The Park's International Track (Track 1) is the only Federation	The venue has facilities for conferences, corporate functions, weddings, driver training, race experience,	There is trackside accommodation in apartments that have been

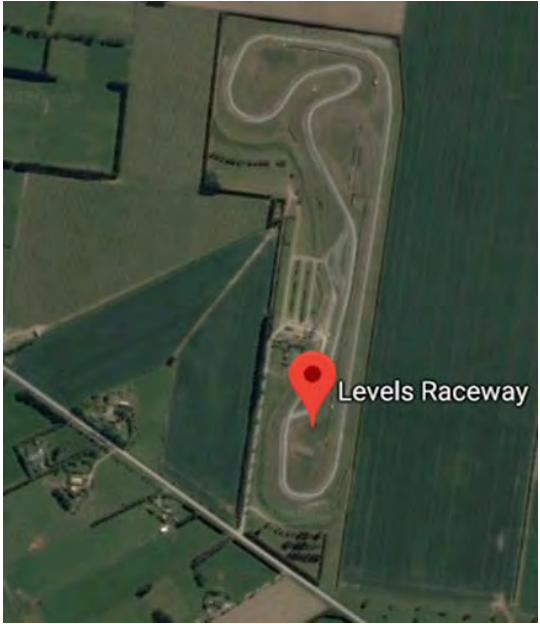
Name	Address/ Ownership	Aerial Photo	Overview Facilities	Overview Events/ Activities	Commercial Activities onsite	Other Relevant Information
<p>Motorsport Park Taupo</p>	<p>Comprises two freehold titles and three titles leased from the Taupo District Council.</p> <p>The three leasehold titles include the Eastern Track and Drag Strip, the Western Track and the Pit-Paddock Land and Pit-Lane Complex.</p> <p>Bruce McLaren Motorsport Park is privately owned and operated by TMP Limited since 2015, formerly known as Taupo Motorsport Park Limited.</p> <p>www.brucemclarenmotorsportpark.com/</p>	 <p>Broader perspective including adjoining facilities</p> 	<p>There are two separate pit/paddock areas and two separate start/finish locations, allowing for simultaneous use of two tracks (National and Club).</p> <p>It has an International qualifying race circuit and NZDRA certified drag strip,</p> <p>It also has venues for conferences, corporate functions, driver training, race experience and a specialist motor industry business centre.</p> <p>Bruce McLaren Motorsport Park. It is an international FIA category 2 race.</p>	<p>Internationale de l'Automobile (FIA) approved circuit.</p> <p>Grade 2 circuit in New Zealand, allowing it to host the highest level of motorsport competitions other than Formula One.</p> <p>It hosts Formula 5000, Superbikes, Historic Muscle Cars and Historic Saloon Cars, FIA Group 2, Group 5, Historic Sports Sedans and All-comers, - Historic Touring Cars from the FIA Group A and 2.0 Litre Super touring cars, Formula Junior single-seaters from the 1950s and 1960s, Motorcycles - both solos and side-cars,</p> <p>Castrol Toyota Racing Series, Ssangyong Activity Ute Series, Formula 1600, plus a range of other specialist Car and Motorcycle Club meetings.</p> <p>In addition to drag racing, it hosts Drifting, Burn-out competitions, casual (novice) Motorcycling, kart, truck and Car track days/ racing.</p>	<p>product launches and a specialist motor industry business centre.</p> <p>The on-site business park, (Taupo Business Park and Pit-Paddock Industrial Land) set on 1.6 ha of freehold land, it is home to several industry-related tenants that undertake activities in driver training, adventure tourism and motor vehicle technology.</p> <p>The Park also hosts Skateboarding, Blow carting (yachts on wheels), Cycle clubs and competitions, Segway racing.</p> <p>Show and shine displays, New model launches and demonstration days,</p> <p>Car and motorcycle practice and test days.</p>	<p>set up as a commercial investment.</p> <p>On-site is a Motorsport museum including tribute to Bruce McLaren. Bruce McLaren Trust offices.</p> <p>The Bruce McLaren Heritage Centre is now located at the Unit.</p> <p>it also has on-site Business Apartments with 7-car</p>
<p>Hampton Downs Motor Sport Park</p>	<p>Location: Meremere, Waikato approximately 2kms from Meremere Dragway, Speedway and Dirt Circuits.</p> <p>It opened in 2008.</p> <p>The owner is Tony Quinn, a self-made multi-millionaire based in Queensland who also owns Highland Motorsport Park.</p>		<p>It comprises three different track configurations along with two skidpans areas, one for driver training, the other for drifting as well as an SUV course and go-kart track.</p> <p>The main track's length is 2.8km single layout.</p>	<p>Making use of the international race circuit, there are car and motorcycle experiences ranging from 'hot laps' thrills to advanced high-speed and safety training.</p> <p>Licence FIA Grade 3 and National Grade 1 Circuit.</p>	<p>To complement the on-track facilities, the 450ha developments also include an industrial park, motor lodge, lifestyle blocks, 80 trackside apartments and convention centre.</p>	<p>On-site is a Motorsport museum including tribute to Bruce McLaren. Bruce McLaren Trust offices.</p> <p>The Bruce McLaren Heritage Centre is now located at the Unit.</p>

Name	Address/ Ownership	Aerial Photo	Overview Facilities	Overview Events/ Activities	Commercial Activities onsite	Other Relevant Information
	<p>www.hamptondowns.com</p>	 	<p>Its surface is smooth asphalt. It is an FIA grade 2 facility.</p> <p>It also includes a polished-concrete skidpan, measuring 100x50m, which has an integrated watering system.</p> <p>An extension elongating the circuit to almost 4.0km in length was undertaken in 2016, with major \$25 million refurbishment of all other facilities and the circuit's operations.</p>	<p>Single Seater and Open Wheel Cars, Saloon, Mike Pero MotoFest, New Zealand Superbike Championship, Freestyle Moto X, Post Classic and Classic GP Racing, Go Kart racing, Muscle Cars.</p>	<p>garages, camper vans and camping on site.</p>	<p>Hampton Downs is home to a select group of adventure and activity specialists such as SUV course, skeet shooting, paintball and an SAS-style obstacle and confidence course.</p> <p>The venue's schedule is currently mainly allocated to casual/ commercial users, rather than racing.</p>

Name	Address/ Ownership	Aerial Photo	Overview Facilities	Overview Events/ Activities	Commercial Activities onsite	Other Relevant Information
<p>Highland Motorsport Park, Cromwell and Central Motor Speedway marketed as Cromwell Motorsport Central</p>	<p>Sandflat Road, Central Otago District Otago 9384.</p> <p>The owner is Tony Quinn, who also owns Hampton Downs Motorsport Park.</p> <p>It adjoins Central Motor Speedway (also known as Cromwell Speedway) at 7 Sandflat Road, Cromwell. Central Motor Speedway Inc. is a not-for-profit community organisation who leases the site from Central Otago Council.</p> <p>www.highlands.co.nz/</p>	 	<p>The \$20 million Highlands Motorsport Park design includes many unique features to New Zealand including the carousel, the bridge and the southern loop, which runs through the forest.</p> <p>The complex covers 88ha, includes a 4.5km track, a 48-garage Gasoline Alley, a motorsport museum, go-kart track and restaurant.</p> <p>It has six different circuit configurations, three of which can be run simultaneously.</p> <p>The adjoining speedway clay track is 446 metres in length.</p>	<p>Three major racing festivals are held each year, including the Highlands 101 endurance race, The Toyota Festival, Highlands Sprint Series (HSS) season.</p> <p>The Highlands 101/ 501 was run until 2018. The event is pitched as New Zealand's answer to events at Bathurst. GT and touring car machinery compete over 101 laps.</p> <p>Other activity at the complex includes testing, manufacturer days and experience days, where one can lap the course in a V8 Supercar or take a 'taxi' ride in the circuit's Porsche Cayenne Turbo.</p> <p>Central Motor Speedway runs Super Saloons, Saloons, Sprint Cars, Six Shooters, Production Saloons, Youth Ministocks, Sidecars and Adult Ministocks.</p>	<p>During events Highlands provides parking for self-contained Motorhomes, Tents and Campers</p>	




Name	Address/ Ownership	Aerial Photo	Overview Facilities	Overview Events/ Activities	Commercial Activities onsite	Other Relevant Information
<p>Manfeild – Fielding</p>	<p>Located at 59 South Street, Fielding.</p> <p>Manfeild Park Trust Board manages the 80 hectares known as Manfeild.</p> <p>The site has several owners including Manawatu District Council (major park area, horse racing track).</p> <p>Fielding Industrial Agricultural and Pastoral Association (pit area and stock buildings) and the Manawatu Car Club (Manfeild circuit and garages).</p> <p>All these organisations have agreed to vest their property and interests in the Trust.</p> <p>www.manfeild.co.nz/</p>		<p>It houses a motor racing circuit, multi-purpose stadium, 80 m by 160 m outdoor arena, extensive grassed areas, grandstands, meeting and conference rooms.</p> <p>There are two main circuits. These are a 1.5km, 3km (3km international race circuit named as Circuit Chris Amon) or the two can be combined to create a 4.5km full circuit.</p> <p>Manfeild's main circuit has a FIA Grade 3 rating.</p>	<p>Events include the New Zealand Grand Prix, national and international championship categories as well as endurance events, truck and trans-Tasman V8 utility racing. Manfeild is also renowned as a world-class venue for motorcycle racing.</p> <p>It previously hosted the Castrol six-hour endurance race series that ran for 15 years and world superbike fixtures.</p>	<p>It houses the Manfeild Stadium which at 7750m2 is the biggest single-span building in the lower North Island.</p> <p>The building can be configured to seat 5000 spectators, plus 400 in corporate boxes, and offers immediate parking for 650 vehicles.</p> <p>The stadium is used for a variety of events including agricultural, animal sales, trade exhibitions, garden shows, car shows.</p>	
<p>Meremere Dragstrip and Speedway Circuit, Pukekoho, near Auckland</p>	<p>Meremere Dragway, Drag Way, State Highway 1, Meremere approximately 2kms from Hampton Downs Motorsport Park.</p> <p>The Pukekohe Hot Rod Club is currently in charge of all the everyday maintenance, improvements as well as the running of all drag racing events at the facility.</p> <p>http://meremere-dirt-track-club.org/</p>		<p>The venue is described as New Zealand's premier drag racing venue as well as having a speedway and dirt track.</p> <p>It plays host to a range of motorsports such as the Meremere Dirt Track run by the Meremere Dirt Track Club, the Auckland Vintage Speedway run by the Auckland Vintage Speedway Club and the Auckland Jet Sprint Track run by the Auckland Jet Sprint Club.</p>			

Name	Address/ Ownership	Aerial Photo	Overview Facilities	Overview Events/ Activities	Commercial Activities onsite	Other Relevant Information
	www.aucklandvintagespeedway.co.nz					
<p>Mike Pero Motorsport Park, Christchurch</p> <p>Ruapuna – Christchurch</p>	<p>Hasketts Road Templeton Christchurch</p> <p>The Canterbury Car Club, which still owns and runs the 100-acre facility, opened what is now known as Mike Pero Motorsport Park in 1963.</p> <p>The Speedway is operated by Christchurch Speedway Association.</p> <p>www.canterburycarclub.co.nz/</p> <p>www.ruapunaspeedway.co.nz/</p>		<p>The Motorsport Park has six track Lengths: 1.1km, 1.19km, 1.60km, 2.18km, 2.28km, 3.28km, and 3.38km.</p> <p>The surface is Hot-mix and the track is FIA Grade: 3.</p> <p>There is a 406m speedway track (clay) and Drag Strip (main straight)</p>	<p>With seven possible track configurations, this is self-described as New Zealand's most versatile facility. The main straight also plays double duty as the Pegasus Bay Hot Rod Club's NZDRA drag strip, and there is a Speedway on the grounds.</p> <p>The park also hosts both D1NZ and Drift South, with the longest drift section in the country.</p>		
<p>Teretonga near Invercargill</p>	<p>86 Sandy Point Road, Otatara 9RD, Invercargill.</p> <p>The Circuit Owners of Teretonga Park are Southland Sports Car Club. The Two speedway tracks are operated by Speedway organisations.</p> <p>www.teretonga.org.nz/;</p> <p>www.oretiparkspeedway.org.nz/;</p> <p>www.riversidespeedway.co.nz/</p>	<p>Teretonga Park Motorsports co-located with Riverside and Oretti Park Speedways</p> 	<p>The main circuit is 2.62km.</p> <p>The circuit is also used for Sprints and Motorkhanas. Other clubs run numerous events including Motor Cycle Races, Training Days and Club Special Days at Teretonga.</p>	<p>The venue is licensed for FIA Grade 3 and National Grade 1.</p> <p>The regular racing programme includes rounds of the local Clubmans Series featuring rounds of South Island Racing and a very large Classic Car meeting in February of each year.</p>		<p>Southland Sports Car Club admin building is nearby.</p>

Name	Address/ Ownership	Aerial Photo	Overview Facilities	Overview Events/ Activities	Commercial Activities onsite	Other Relevant Information
<p>Timaru Raceway</p>	<p>Formerly known as Levels Raceway</p> <p>Location, Timaru Raceway is owned and operated by South Canterbury Car Club</p> <p>Opened: 1967</p>	<p>Timaru Raceway (also known as Levels Raceway)</p> 	<p>The circuits are 1.6km and 2.4km in length.</p> <p>Its surface is Asphalt concrete paving</p> <p>The circuit is FIA Grade 3</p>	<p>The circuit is now licensed to FIA category 3 which allows the club to run international events as well as National Championships including the NZ Touring Cars and Super Truck Racing.</p>		

BMX Benchmark Facilities

Club	Background
<p>Westside BMX Balcatta, Corner of Vasto Place and Balcatta Road, Balcatta, Western Australia</p> 	<ul style="list-style-type: none"> - Running since 1979, Westside BMX Balcatta is one of Australia's largest BMX Clubs and is continually growing. \$1.4m investment completed in Dec 2016. - The scope of the project comprises alterations to the existing clubroom building to provide improved change rooms, toilets, canteen, storage and general club facilities. External areas are being upgraded to offer better facilities for members and spectators.  <ul style="list-style-type: none"> - WESTSIDE BMX Club in Balcatta hosted the 10th and final round of the BMX WA State Super Series round in 2017 - Race Day/Time: Practice: Tuesdays 6-8pm Race: Fridays from 6pm
<p>Sleeman Supercross Track – Brisbane</p> 	<p>Facility composition and capability:</p> <ul style="list-style-type: none"> - International standard outdoor BMX track - Training venue of BMX Queensland - Significant club and community resource - Dual 5m and 8m start ramps - Hosts local, state, national and international racing, including 2013, 2015 and 2017 BMX National Championships - Access to toilets, showers, change rooms, function areas, gym, professional coaching - sport science/sport medicine, physio, on-site car parking, on-site athlete accommodation - \$4.2 million build cost
<p>Club: Bunbury BMX track, Corner of Washington and Rotary Avenue Bunbury, Western Australia</p>	<p>During 2010, the Bunbury BMX Club Inc. completed a major redevelopment of the entire complex. This resulted in a 21-year lease with City of Bunbury until 2030.</p> <p>Facility Features:</p> <ul style="list-style-type: none"> - UCI compliant 5m start ramp and 2 pro straights and perimeter security fence

 <p>Washington Ave Washington Ave Washington Av</p>	<ul style="list-style-type: none"> - new light towers and new elevated grassed spectator area - Transponder timing and elevated scoring - Canteen - Race Day/Time: Wednesday 7pm <p>Funding:</p> <ul style="list-style-type: none"> - Local Businesses - In-kind voluntary hours. - Additional grant funding in 2017
<p>Club: Mandurah BMX Club 91A Park Rd, Mandurah WA 6210</p> 	<ul style="list-style-type: none"> - Mandurah BMX Track has been remodelled to now include a PRO section. - Mandurah BMX Club held a round of the Super State Series at their venue in 2017 - Located adjacent to an industrial area where additional car parking can be secured for events on the road and within the neighbouring industrial units hardstanding. - Race Day/Time: Saturdays 10am
<p>Club: Rockingham BMX Club, Ennis Ave, Rockingham</p> 	<ul style="list-style-type: none"> - Rockingham BMX Club Incorporated increased its track size from 7,772 square metres to 9,302 square metres in 2015 to improve its ability to cater for more members - The club has plans to attract state and national level competitions to Rockingham - The club are the sole users; offering coaching two nights a week - Facilities include a canteen, toilet and 5m starting hill
<p>Club: Chula Vista BMX USA - 2800 Olympic Parkway Chula Vista CA 91915</p>	<ul style="list-style-type: none"> - Open weekly for the public to come out and try - Multi-sport and multi-functional site with shared car parking and activity space <p>Facility composition:</p> <ul style="list-style-type: none"> - The Gate (24 feet and 8 lanes wide)



- The Starting Hill
- The Straights
- Berm Turns (180s, quick 90s long sweepers)
- Doubles (Two hills spaced apart to go airborne)
- Step Down (A short hill followed immediately by a taller hill)
- Step Up (A tall hill followed immediately by a smaller hill)
- Roller (small hill coming at various numbers)
- Rhythmic Section (combination of jumps)
- Table Top (flat top jump)

criterium Benchmark Facilities

Location	Track Details	Commentary/Implications
Midvale Criterium Track - Midvale, WA	<ul style="list-style-type: none"> • Part of the Midvale SpeedDome complex • Little used due to location, configuration and high costs. • 700m track • Not open for public use • Surface is in poor condition • 20km east of Perth CBD • Access to toilets, showers and change rooms, if the SpeedDome is open 	<p>The facility was metropolitan Perth's only purpose-built Criterium Circuit but has long been considered unviable due to the constraints associated with Blackadder Creek and potential water inundation. However, this has recently been impacted by the proposed Perth-Adelaide Highway (Orange route) which would result in the loss of a sporting oval at Swan Park and render much of the associated land unviable for alternative sporting use.</p>
Casey Fields Criterium Cycling Track - Cranbourne, Victoria	<ul style="list-style-type: none"> • Regional standard criterium track • Joint initiative between City of Casey and Sport and Recreation Victoria • 20ha area • Four different track configurations, with total track length of 2.2km • Hosts local and state level racing • Open for public use, except during events or private hire • Located at Casey Fields multi-sports complex, 5km from Cranbourne and 55km from Melbourne CBD. • Access to toilets, showers, change rooms, function areas, clubroom, car parking • \$4.2 million build cost 	<p>For a number of years, the track was the only dedicated off-road criterium circuit in Victoria. Other circuits included:</p> <ul style="list-style-type: none"> • SKCC - White St. South Melbourne (industrial estate) • HCC - Kew Boulevard, Kew (road circuit) • CCCC - Glenvale Crescent, Springvale (industrial estate) • CCCC - Sandown Raceway (Motor vehicle race circuit) • Coburg CC - National Boulevard, Coburg (industrial estate). <p>All the alternative circuits are non-dedicated sites which would require the closure of roads at various times (or the hiring of expensive track infrastructure). Casey Fields provides the only dedicated venue which provides security of access. It is used by Casey-Cardinia Cycling Club.</p>
Toowoomba Criterium Track - Toowoomba, Qld	<ul style="list-style-type: none"> • National standard criterium track • Joint initiative between Toowoomba Regional Council, Queensland Government and the Royal Agricultural Society of Queensland • Six different track configurations, with circuit lengths varying from 350m to 1.7km 	<p>The Toowoomba circuit provides a range of configurations and track lengths. The incorporation of an oval is seeking to replicate a velodrome training area. The links to the adjacent cycling network encourages greater public use and activation of the site when not used for competitions and events.</p>

- Hosts local, state and national racing, including 2014 U17/U15 Road National Championships and Stage 4 of the 2014 Tour of Toowoomba, part of the elite-level National Road Series
- Free public use, except during events or private hire
- Located at Royal Toowoomba Showgrounds, 7km from Toowoomba CBD



- Various different circuit configurations from 1,760m to 400m oval.
- Links to recreational cycling routes
- Infrastructure includes toilets, showers, change rooms, function areas, clubroom, car parking
- \$2.63 million build cost

As with other dedicated criterium circuits, the site provides access to a pavilion with showers and function area. Other infrastructure provides for the flexible use of the facility.

Stromlo Forest Park, ACT

- Officially opened on 2 December 2006, the criterium circuit is 1.2km long. A minimum width of 8 meters up to 11 meters is provided in the start finishing straight.
- The circuit is designed to provide a safe and versatile cycling and sports venue suitable for the widest possible range of activities, from adults and children's skills training and fun riding, to local, national and international cycling events, as well as a

Stromlo Forest Park is often referenced as the optimum development where the criterium circuit forms part of a broader outdoor cycling and equine-based asset. It is now considered to be one of Canberra's premier adventure sporting destinations attracting over 167,000 visits and an average year on year

	<p>venue for elite sports training by national and state institutes of sport.</p> <ul style="list-style-type: none"> • Constructed with a central flat paved area joining front and rear portions of the track. It can be used to divide the circuit into two 650m tracks, used as a skills training area, as a base for set up of event infrastructure or marshalling area for competitors. • The circuit has been designed to provide a mixture of fast flat cycling combined with some more technically challenging corners and easy grades at either end. • The park entrance has been designed to accommodate road racing finishes coming in from the public road system, with a spur road onto the cycling circuit off the main park entrance road. <p>The park caters for a variety of running, bike and equine activities including:</p> <ul style="list-style-type: none"> • Cross Country • Down Hill (DH) • Dirt Jumps • Trials & 4X • Equestrian Trails • Cross Country Running • Criterium Circuit <p>Current clubs operating from the facility include:</p> <ul style="list-style-type: none"> • Canberra Cycling Club • ACT Veterans Cycling • ACTSPORT • OzHPV • Pedal Power ACT • Tuggeranong Cycling Club 	<p>growth of 15%. A Master Plan in 2015 identified a number of enhancements to the facility including:</p> <ul style="list-style-type: none"> - BMX track - Criterium extension to increase safety and functionality. - Jumping/dirt park - Tourist accommodation - Temporary event village - Gondola to surrounding summit peak - Playground relocation (mountain bike circuit) - Cross country running track - Link bridge over criterium track - Adventurer gravity sport track and associated infrastructure. - Stromlo swimming pool. - Enclosed oval and district level playing fields - Bushfire memorial - Extensive park trails - 12km cycling circuit - Equestrian trails <p>The options to extend the development of the park reflect the relatively unencumbered nature of the land and surrounding usage. It provides a relatively easy to develop level of infrastructure which would integrate a number of complementary users and complement event capability.</p>
<p>Ipswich Cycle Park , 36 Huxham Street, Raceview, Queensland</p>	<p>The criterium circuit was a joint project between Ipswich City Council and the Queensland Government which contributed \$1.5million to a \$3.3m facility.</p>	<p>The facility is one of the most recent criterium circuit developments and provides the opportunity to be split into three different track configurations. The use of the track for running provides alternative access when not utilised for training,</p>



Ipswich Cycling Club and 24/7 Cycling Safety Fund actively advocated for the track's construction.

The stage one development includes the construction of a 1.7km asphalt circuit that can be configured to three different lengths. (a 1.31km, a 1.08km and a 400m track loop).

The facility replaces the Limestone Park velodrome that was demolished in 2010.

Construction began in October 2017 to cater for cyclists (7m lane) runners (2m lane) and also a 1m safety lane. It also includes:

- A main race staging area which will double as 'Learn-to-Ride' facility for families when the park is not being utilised for events
- A small staging area for the 400m track
- Minor pathway connections
- An officials shelter for use during events
- Lighting and security cameras for improved safety and utilisation

Future developments will include a formalised 'learn to ride' area, a clubhouse and additional car parking. It is to be available for public use from 4:00am to 10:00pm.

competition and events. The limited associated infrastructure provides for staging and officials whilst minimising the initial capital investment. The 400m oval is seen as a replacement of the velodrome (whilst it is in not banked and is of a hotmix construction). The long-term intention is to provide a focal point for road-based cycling and the training and development of individuals learning to ride and control bikes with the objective of reducing road injuries/deaths.

<p>Luke Harrop Memorial Cycle Track, Gold Coast</p> <p>Sports Drive and Morala Avenue, Runaway Bay, Qld</p>	<p>Part of the Runaway Bay Sport & Leadership Excellence Centre</p> <ul style="list-style-type: none"> • Track standard for Local Training • An asphalt circuit with no lighting • Change room facilities: Suitable for large teams (25 or more athletes per male or female rooms) • Full wheelchair access, showers and toilets • Tactile paving • Tactile signage <p>The Sports Super Centre was an official training ground for athletes competing at the Gold Coast 2018 Commonwealth Games and its facilities are now available as a legacy to the local, domestic and international community. It provides a training and competition hub for triathlon.</p>	<p>The complex incorporates a range of sporting facilities including an aquatic centre, basketball courts, outdoor playing fields, tennis and netball courts. It is utilised by the National peak bodies of sport as a training camp with a particular focus on triathlon (Gold Coast Triathlon Championships - the largest sprint distance triathlon in Australia - due to be held on 17 April 2019 incorporating the 50m outdoor pool, synthetic athletics track and criterium circuit).</p> <p>It is also one of the monthly road racing events for the Gold Coast Cycling Club (main base for senior and junior training being at Nerang velodrome).</p> <p>The option to combine the facility with other sporting infrastructure provides a more effective flexible facility for a wider sporting user base.</p>
<p>The Girraween Criterium Cycling Track, Sunshine Beach, Qld</p>	<p>Developed in 2012, the \$6.9 million Girraween Sports Complex at Sunshine Beach provided a multi-use, district-level sport and recreation facility. Cycling is an integral part of the sporting infrastructure which focusses on elite athlete support. The Queensland Government contributed \$1.5 million towards the project</p> <p>The track is 914m in length and is designed to be used by cyclists only. It is the only self-contained criterium cycling circuit on the Coast that can host a regional competition. It includes a clubhouse, a 100-seat clubroom, offices, kitchen, first aid and referees' room. and associated amenities. The track offers a safe recreation and training venue dedicated entirely to cyclists' use, suiting all levels of skill and fitness. There is car parking of 160 spaces and alternative parking nearby.</p> <p>The track is free for use by the public except when booked for organised events.</p>	<p>The complex was developed by Sunshine Coast Council in partnership with the state government and in consultation with local sporting groups. It features two senior and two junior football fields, athletics grass track and facilities, in addition to the criterium circuit. The criterium circuit is a safe, dedicated off-road facility with shared associated non wheel-based sporting infrastructure.</p>

APPENDIX F: Master Plan



- FIA GRADE 2 | FIM GRADE B CIRCUIT**
- ① 4.27 km | MAIN FIA CIRCUIT
 - ② 2.6 km NATIONAL CIRCUIT
 - ③ 1.7 km CLUB CIRCUIT
 - ④ PRIMARY PADDOCK
 - ⑤ SECONDARY PADDOCK
 - ⑥ 750m STRAIGHT FOR INFORMAL DRAG RACING
 - ⑦ PRIMARY PIT BUILDING
 - ⑧ SECONDARY PIT BUILDING
 - ⑨ TEMPORARY GRANDSTAND
 - ⑩ ENHANCED SPECTATOR AREA
 - ⑪ SPEEDWAY

- WANNEROO RACEWAY**
- ⑫ 2.41 km CIRCUIT WITH EXTENDED RUNOFF
 - ⑬ LINK FOR SIMULATIONS TRACK USE
 - ⑭ VEHICULAR OVERPASS
 - ⑮ TEMPORARY GRANDSTAND
 - ⑯ EXISTING HOSPITALITY
 - ⑰ EXISTING PEDESTRIAN OVERPASS
 - ⑱ ENHANCED SPEEDWAY SPECTATOR AREA

- DRIVER EXPERIENCE CENTRE**
- ⑲ DRIVER EXPERIENCE CENTRE
 - ⑳ DEC PITLANE
 - ㉑ DEC OPERATIONS BUILDING
 - ㉒ DYNAMIC PAD 180m x 60m
 - ㉓ 240m SKID PAN
 - ㉔ IRRIGATED KICK PLATE
 - ㉕ LANE CHANGE
 - ㉖ 1.11 km HANDLING CIRCUIT

- OFFROAD FACILITIES**
- ㉗ FIM MOTOCROSS CIRCUIT
 - ㉘ DIRT SPEEDWAY OVAL
 - ㉙ MULTI-USE OFF ROAD AREA

- NON-AUTOMOTIVE FACILITIES**
- ㉚ EXISTING INFRASTRUCTURE AND STORAGE
 - ㉛ OPEN PARKLAND
 - ㉜ HOTEL
 - ㉝ LUXURY VILLAS
 - ㉞ POTENTIAL AMPHITHEATER LOCATION
 - ㉟ COMMERCIAL | RETAIL UNITS
 - ㊱ EXTREME PARK WELCOME CENTRE
 - ㊲ MOTOR MUSEUM
 - ㊳ BMX TRACK
 - ㊴ PUMP TRACK
 - ㊵ INFIELD JET BOAT AREA
 - ㊶ EXISTING NATURAL TRAILS
 - ㊷ AUTOMOTIVE CLUB HOUSE
 - ㊸ CAMPING AREA AND EVENT PARKING

- ANCILLARY FACILITIES**
- ㊹ SITE WELCOME STRUCTURE
 - ㊺ PARKING AREA
 - ㊻ PROTECTED BUSHLAND
 - ㊼ PRIMARY ACCESS
 - ㊽ SECONDARY ACCESS



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IN ASSOCIATION WITH:

SUB-CONSULTANT'S PROJECT NUMBER: N/A

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DRAWING NOTES:

DRAWING REFERENCES:

- 174-01-06-0001-44 - DEC Plan
- 174-01-01-0001-4 - Best Ground Image
- 174-01-01-0001-4 - Site Boundary
- 174-01-03-0001-8 - Track Plan
- 174-01-01-0001-8 - Protected Bush Land
- 174-01-02-0001-84 - Site Labels

REV	DESCRIPTION	DATE	BY	CHKD	APP'D
2	SECOND ISSUE	01/18	JW	JW	DB
1	INITIAL ISSUE	12/18	JW	JW	DB

Client: **DAVE LANFEAR CONSULTING**

Project Title: **WANNEROO RACEWAY**

Drawing Title: **PRELIMINARY SITE MASTER PLAN**

Checked	Drawn	Checked	Approved	Date
JW	JW	DB	DB	16/12/18

Drawing Number: **174-01-02-0001** Scale: **1:4000** Title: **B**

Stage: **PRELIMINARY**



FIA GRADE 2 | FIM GRADE B CIRCUIT

- (A) 4.27 km | MAIN FIA CIRCUIT
 - (A1) 2.6 km NATIONAL CIRCUIT
 - (A2) 1.7 km CLUB CIRCUIT
 - (A3) PRIMARY PADDOCK
 - (A4) SECONDARY PADDOCK
 - (A5) 750m STRAIGHT FOR INFORMAL DRAG RACING
- (A1) PRIMARY PIT BUILDING
- (A2) SECONDARY PIT BUILDING
- (A3) TEMPORARY GRANDSTAND
- (A4) ENHANCED SPECTATOR AREA

WANNEROO RACEWAY

- (B) 2.41 km CIRCUIT WITH EXTENDED RUNOFF
- (B1) LINK FOR SIMULATIONS TRACK USE
- (B2) VEHICULAR OVERPASS
- (B3) TEMPORARY GRANDSTAND
- (B4) EXISTING HOSPITALITY
- (B5) EXISTING PEDESTRIAN OVERPASS
- (B6) ENHANCED SPEEDWAY SPECTATOR AREA

DRIVER EXPERIENCE CENTRE

- (C) DRIVER EXPERIENCE CENTRE
 - (C1) DEC PITLANE
 - (C2) DEC OPERATIONS BUILDING
 - (C3) DYNAMIC PAD 180m x 60m
 - (C4) Ø40m SKID PAN
 - (C5) IRRIGATED KICK PLATE
 - (C6) LANE CHANGE
 - (C7) 1.11 km HANDLING CIRCUIT

OFFROAD FACILITIES

- (D) FIM MOTOCROSS CIRCUIT
- (D1) MULTI-USE OFF ROAD AREA

NON-AUTOMOTIVE FACILITIES

- (E) EXISTING INFRASTRUCTURE AND STORAGE
- (E1) OPEN PARKLAND
- (E2) HOTEL
- (E3) LUXURY VILLAS
- (E4) POTENTIAL AMPHITHEATER LOCATION
- (E5) COMMERCIAL | RETAIL UNITS
- (E6) 850 M CRITERIUM TRACK AND/OR MTB CIRCUIT
- (E7) MOTOR MUSEUM
- (E8) BMX TRACK
- (E9) PUMP TRACK
- (E10) EXISTING NATURAL TRAILS
- (E11) AUTOMOTIVE CLUB HOUSE
- (E12) CRITERIUM TRACK CLUB HOUSE
- (E13) CAMPING AREA AND EVENT PARKING

ANCILLARY FACILITIES

- (F) SITE WELCOME STRUCTURE
- (F1) PARKING AREA
- (F2) PROTECTED BUSHLAND
- (F3) PRIMARY ACCESS
- (F4) SECONDARY ACCESS

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DRAWING NOTES:

DRAWING REFERENCES:
 174-01-02-0001-04 - DEC Plan
 174-01-01-0001-04 - Back Ground Image
 174-01-01-0003-04 - Site Boundary
 174-01-03-0001-04 - Track Plan
 174-01-01-0002-04 - Protected Bush Land
 174-01-02-0002-04 - Site Labels

D	CRITERIUM TRACK UPDATE	05/19	HG	DB
C	THIRD ISSUE	09/19	HG	DB
B	SECOND ISSUE	01/19	JW	DB
A	INITIAL ISSUE	12/18	JW	DB

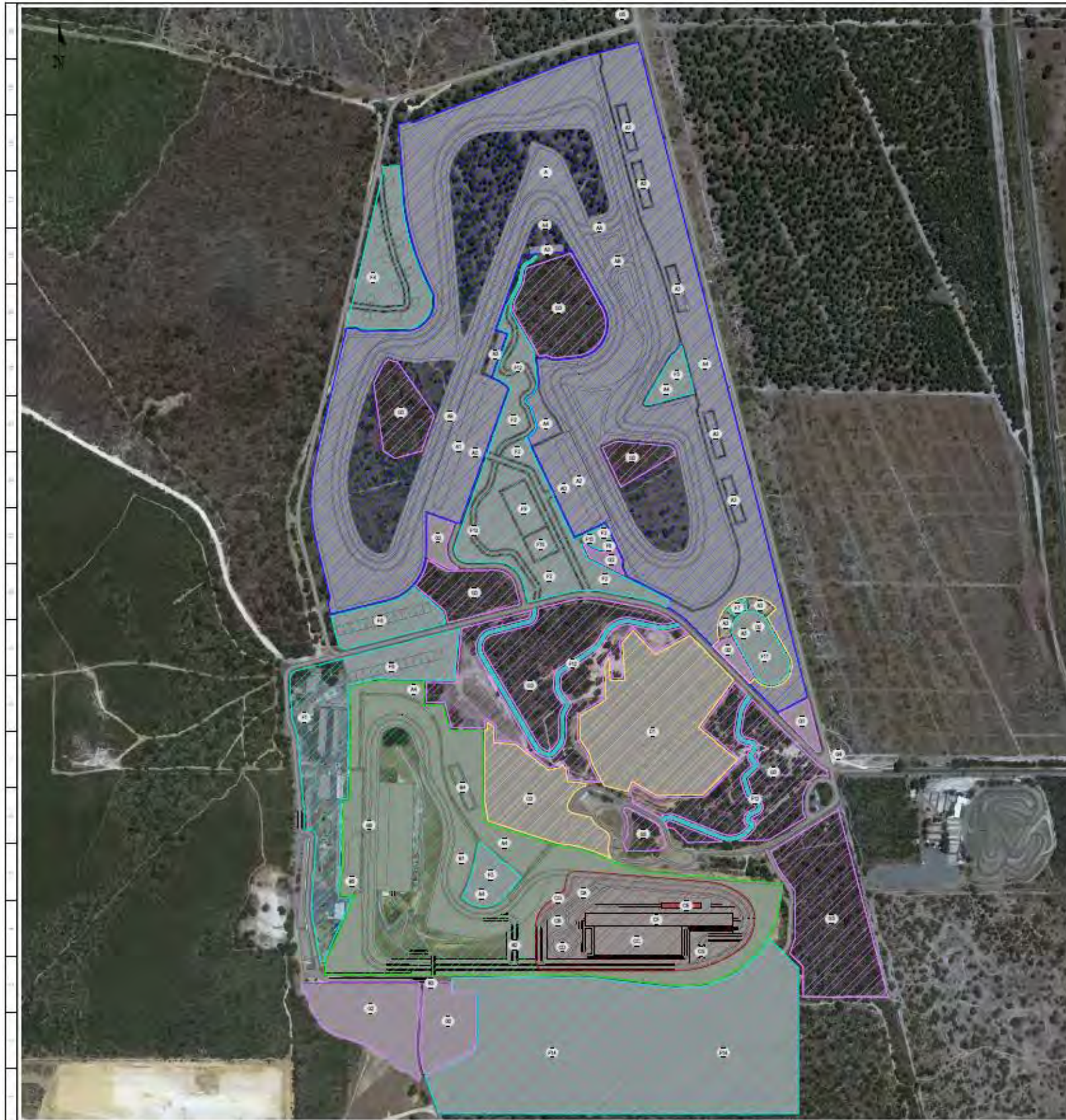
Client: **DAVE LANFEAR CONSULTING**

Project Name: **WANNEROO RACEWAY**

Drawing Title: **PRELIMINARY SITE MASTER PLAN**

Designed	Drawn	Checked	Approved	Date
JW	JW	DB	DB	19/12/18
Drawing Number: 174-01-02-0001		Scale: A1	Rev: D	
		1:4000		

Stage: **PRELIMINARY**



FIA GRADE 2 | FIM GRADE B CIRCUIT

- ① 4.27 km MAIN FIA CIRCUIT
- ② 2.6 km NATIONAL CIRCUIT
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- ⑩ ENHANCED SPECTATOR AREA
- ⑪ SPEEDWAY

WANNEROO RACEWAY

- ⑫ 2.41 km CIRCUIT WITH EXTENDED RUNOFF
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DRAWING NOTES:

DRAWING REFERENCES:
 174-01-02-001-AA - DEC Plan
 174-01-02-001-02 - Site Plan with Camping
 174-01-02-001-0 - Track Plan
 174-01-01-002-0 - Protected Bush Land
 174-01-01-001-A - Back Ground Image
 174-01-02-002-0A - Site Labels

ISSUE	DATE	BY	CHKD
SECOND ISSUE	05/10	DM	DM
FINAL ISSUE	12/08	DM	DM

Client: **DAVE LANFEAR CONSULTING**

Project No: **WANNEROO RACEWAY**

Drawing No: **ZONING PLAN**

Author	Drawn	Checked	Approved	Date
DM	DM	DM	DM	05/09/19

Drawing Number: 174-01-02-0003 Scale: 1:4000 Plot No: B

Revision: **PRELIMINARY**



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DRAWING NOTES:												
DRAWING REFERENCES: 174-01-001-A - Track Ground Image												
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1	INITIAL ISSUE	13/03/19	DR	DR								
Dave DAVE LANFEAR CONSULTING												
Project No WANNEROO RACEWAY												
Drawing No PHASING STRATEGY PHASE 1												
<table border="1"> <thead> <tr> <th>Project</th> <th>Drawn</th> <th>Checked</th> <th>Approved</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>174-01-02-0004</td> <td>DR</td> <td>DR</td> <td>DR</td> <td>13/03/19</td> </tr> </tbody> </table>			Project	Drawn	Checked	Approved	Date	174-01-02-0004	DR	DR	DR	13/03/19
Project	Drawn	Checked	Approved	Date								
174-01-02-0004	DR	DR	DR	13/03/19								
Drawing Scale 1:4000												
Drawing Title PRELIMINARY												



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SUB-CONSULTANTS PROJECT NUMBER: N/A

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Rev	Description	Date	By	App'd
0	INITIAL ISSUE	13/02/19	DR	DR
1				

Client: **DAVE LANFEAR CONSULTING**

Project No: **WANNEROO RACEWAY**

Drawing No: **PHASING STRATEGY PHASE 2**

Project	Rev	Scale	Sheet	Date
174-01-02-005	1	1:4000	A	13/02/19

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Rev	Description	Date	By	App'd
1	INITIAL ISSUE	13/02/19	DL	DL

Client: DAVE LANFEAR CONSULTING

Project No: WANNEROO RACEWAY

Drawing No: PHASING STRATEGY PHASE 3

Project	Rev	Scale	Sheet	Date
174-01-02-005	1	1:4000	A	13/02/19

Scale: PRELIMINARY

APPENDIX G: Master Plan Costings

A visual site audit of existing infrastructure and the potential land to the north has been undertaken. In order to support this process, a series of drone photographs were undertaken to provide an overview of the land limitations and contouring to assist with the development of the Master Plan

Wanneroo Raceway Masterplan							DONALD	
25/03/2019							CANT	
							WATTS	
							CORKE	
SUMMARY								
Option							Wanneroo Raceway	
							Total	
Priority 1 Items								
Building Works								\$80,728,000
External Works and Services								\$73,329,424
Construction Works Sub-Total							\$	154,057,424
Design Contingency							5%	\$ 7,702,871.21
Construction Contingency							5%	\$ 8,088,015
Professional Fees @ 8%							8%	\$ 13,587,865
Construction Works Sub-Total Priority 1							\$	183,436,175
Priority 2 Items								
Building Works								\$23,554,450
External Works and Services								\$4,744,532
Construction Works Sub-Total							\$	28,298,982
Design Contingency							5%	\$ 1,414,949.09
Construction Contingency							5%	\$ 1,485,697
Professional Fees @ 8%							8%	\$ 2,495,970
Construction Works Sub-Total Priority 2							\$	33,695,598
Priority 3 Items								
Building Works								N/A
External Works and Services								\$11,672,127
Construction Works Sub-Total							\$	11,672,127
Design Contingency							5%	\$ 583,606.35
Construction Contingency							5%	\$ 612,787
Professional Fees @ 8%							8%	\$ 1,029,482
Construction Works Sub-Total Priority 3							\$	13,898,002

Wanneroo Raceway Masterplan				DONALD CANT WATTS CORKE
FUNCTIONAL AREA BUDGET BREAKDOWN - Priority 1 Items				
25/03/2019				
FUNCTIONAL AREA	0			
	Qty	Unit	Rate	Total
Buildings				
Allowance for Primary pit building (2 levels with viewing deck)	13,500	m2	\$1,800	\$24,300,000
Allowance for multi function centre	1,500	m2	\$2,750	\$4,125,000
Allowance for storage	2,500	m2	\$1,500	\$3,750,000
Allowance for DEC Operations building	348	m2	\$2,750	\$957,000
Allowance for Hotel	100	Bed	\$185,000	\$18,500,000
Allowance for Villas (assume 30No @ 150m2 each + 30m2 garage)	5,400	m2	\$2,500	\$13,500,000
Allowance for commercial/retail units (shell only)	7,798	m2	\$2,000	\$15,596,000
Indicative Buildings Sub-Total	17,848	m2	\$4,523.08	\$80,728,000
External Works				
Allowance for site clearance / levelling	881,375	m2	\$5	\$4,406,875
Allowance for bulk earthworks	180,000	m3	\$15	\$2,700,000
Allowance for spectator mounding	16,000	m3	\$25	\$400,000
Allowance for hard landscaping around buildings	6,209	m2	\$50	\$310,460
Allowance for bins, seats, bike racks, signage etc	1	Sum	\$90,000	\$90,000
Allowance for motorcross track	72,293	m2	\$30	\$2,168,790
Allowance for sealed Main FIA Circuit (National and Club circuit)	57,425	m2	\$60	\$3,445,500
Allowance for primary paddock	34,981	m2	\$50	\$1,749,050
Allowance for grass verge	26,095	m2	\$20	\$521,900
Allowance for run off gravel	190,757	m2	\$15	\$2,861,355
Allowance for run off grass	75,128	m2	\$20	\$1,502,560
Allowance for Service road gravel	62,516	m2	\$40	\$2,500,640
Allowance for site grass	23,833	m2	\$10	\$238,330
Allowance for temporary grandstand	10,471	m2	\$500	\$5,235,500
Allowance for Enhanced Spectator Area	146,762	m2	\$30	\$4,402,860
Allowance for vehicle overpass	943	m2	\$1,600	\$1,508,800
Allowance for DEC pitlane	1,090	m2	\$70	\$76,300
Allowance for DEC dynamic pad	10,800	m2	\$70	\$756,000
Allowance for DEC skidpan	2,978	m2	\$80	\$238,240
Allowance for DEC kick plate	3,135	m2	\$80	\$250,800
Allowance for DEC kick plate irrigation system	1	Sum	\$50,000	\$50,000
Allowance for DEC lane change	7,506	m2	\$70	\$525,420
Allowance for DEC circulation roads	5,080	m2	\$70	\$355,600
Allowance for DEC handling circuit	2,734	m2	\$75	\$205,050
Allowance for linemarking	1	Sum	\$10,000	\$10,000
Allowance for open parkland	23,649	m2	\$15	\$354,735
Allowance for extra over spectator area for amphitheater	1	Sum	\$100,000	\$100,000
Allowance for BMX track	5,000	m2	\$80	\$400,000
Allowance for pump track	2,502	m2	\$30	\$75,060
Allowance for site welcome structures (site signage/directional markers)	1	Sum	\$50,000	\$50,000
Allowance for roads	49,431	m2	\$50	\$2,471,550
Allowance for sealed parking	78,155	m2	\$50	\$3,907,750
Allowance for sealed paving	15,000	m2	\$50	\$750,000
Allowance for camping area and event parking	194,343	m2	\$30	\$5,830,290
Allowance for trees	300	no	\$500	\$150,000
Allowance for fence	4,200	m	\$90	\$378,000
Allowance for 1st Line of Protection	6,588	m	\$400	\$2,635,200
Allowance for 2nd Line of Protection	1	Sum	\$750,000	\$750,000
Allowance for 3rd Line of Protection	1	Sum	\$250,000	\$250,000
Allowance for starting grid - excluding equipment	1	Sum	\$100,000	\$100,000
Allowance for speed attenuation				Included above
Allowance for Preliminaries	8%	Sum		\$4,377,009.2
External services				
Allowance for stormwater /water	1	Sum	\$800,000	\$800,000
Allowance for sewer	1	Sum	\$135,000	\$135,000
Allowance for gas	1	Sum	\$0	Excluded
Allowance for electrical and lighting	1	Sum	\$4,400,000	\$4,400,000
Allowance for feature lighting to building	1	Sum	\$225,000	\$225,000
Allowance for 100 lux floodlighting	100	no	\$70,000	\$7,000,000
Allowance for pumps/tanks/hydrants	1	Sum		Excluded
Allowance for communications	1	Sum	\$225,000	\$225,000
Allowance for security	1	Sum	\$400,000	\$400,000
Allowance for Preliminaries	8%	Sum		\$1,054,800.0
Indicative External Works and Services Sub-Total				\$73,329,424
Estimated Total Current Day Construction Budget				\$154,057,424

Wanneroo Raceway Masterplan										DONALD CANT WATTS CORKE			
FUNCTIONAL AREA BUDGET BREAKDOWN - Priority 2 Items													
25/03/2019													
FUNCTIONAL AREA	0												
	Qty	Unit	Rate	Total									
Buildings													
Allowance for clubhouse and toilets	3,428	m2	\$3,200	\$10,969,600									
Allowance for Secondary pit building	3,602	m2	\$1,800	\$6,483,600									
Allowance for Motor Museum	1,627	m2	\$3,750	\$6,101,250									
Indicative Buildings Sub-Total				7,030	m2	\$3,350.56	\$23,554,450						
External Works													
Allowance for site clearance / levelling	64,039	m2	\$5	\$320,195									
Allowance for bulk earthworks	10,000	m3	\$15	\$150,000									
Allowance for hard landscaping around buildings	1,731	m2	\$50	\$86,570									
Allowance for bins, seats, bike racks, signage etc	1	Sum	\$5,000	\$5,000									
Allowance for sealed drag straight	11,250	m2	\$60	\$675,000									
Allowance for barrier between track and drag strip	750	m	\$500	\$375,000									
Allowance for secondary paddock	12,596	m2	\$50	\$629,800									
Allowance for multi use off road area	33,163	m2	\$40	\$1,326,520									
Allowance for Preliminaries	8%	Sum		\$285,446.8									
External services													
Allowance for stormwater /water	1	Sum	\$100,000	\$100,000									
Allowance for sewer	1	Sum	\$150,000	\$150,000									
Allowance for gas	1	Sum	\$0	Excluded									
Allowance for electrical and lighting	1	Sum	\$500,000	\$500,000									
Allowance for communications	1	Sum	\$25,000	\$25,000									
Allowance for security	1	Sum	\$50,000	\$50,000									
Allowance for Preliminaries	8%	Sum		\$66,000.0									
Indicative External Works and Services Sub-Total				\$4,744,532									
Estimated Total Current Day Construction Budget				\$28,298,982									

Wanneroo Raceway Masterplan				DONALD CANT WATTS CORKE	
FUNCTIONAL AREA BUDGET BREAKDOWN - Priority 3 Items					
25/03/2019					
FUNCTIONAL AREA		0			
	Qty	Unit	Rate	Total	
External Works					
Allowance for bulk earthworks	10,000	m3	\$15	\$150,000	
Allowance for bins, seats, bike racks, signage etc	1	Sum	\$5,000	\$5,000	
Allowance for dirt speedway oval	10,649	m2	\$25	\$266,225	
Allowance for Extreme Park Welcome Centre	1,627	m2	\$3,750	\$6,101,250	
Allowance for temporary grandstand	1,867	m2	\$500	\$933,500	
Allowance for Criterium Circuit (1000 x 8m track)	8,000	m2	\$100	\$800,000	
Allowance for jet boat area (waterway)	10,677	m2	\$150	\$1,601,550	
Allowance for jet boat pit pull	160	m2	\$2,500	\$400,000	
Allowance for jet boat control tower, safety sensors, fences and floodlights	1	Sum	\$300,000	\$300,000	
Allowance for Preliminaries	8%	Sum		\$844,602.0	
External services					
Allowance for stormwater /water	1	Sum	\$100,000	\$100,000	
Allowance for electrical and lighting	1	Sum	\$100,000	\$100,000	
Allowance for security	1	Sum	\$50,000	\$50,000	
Allowance for Preliminaries	8%	Sum		\$20,000.0	
Indicative External Works and Services Sub-Total				\$11,672,127	
Estimated Total Current Day Construction Budget				\$11,672,127	



Wanneroo Raceway Risk Assessment

Risk Workshop: Workbook

12th January 2019



1.	Introduction and Background	3
1.1	Introduction to Risk Assessment	3
1.2	Background to the Risk Assessment: Wanneroo Raceway	3
1.3	Risk Management Process.....	4
1.4	Rating the Risk	5
1.5	Likelihood and Consequence Tables	5
1.6	Context	7
1.7	Risk Identification and Analysis.....	8
1.8	Risk Evaluation and Treatment	17

1. Introduction and Background

1.1 Introduction to Risk Assessment

Attendees:

- Shane Spinks
- Ian Ireland
- Licensing (Name TBC)
- Economic Development (Name TBC)

The risk identification, analysis and evaluation process are critical to ensure the key personnel understand all implications relating to the future investment into the development of the Wanneroo Raceway. Potential risks are identified under designated risk categories (as identified within the City of Wanneroo Risk Management documentation):

- Financial
- Health
- Environment
- Service Interruption (current operations / proposed developments)
- Reputation
- Compliance (Regulatory)

Subsequently, each risk is analysed in terms of probability (likelihood) and impact (consequence). Ratings of H (high), M (medium) and L (low) are accorded to probability and impact and subsequently distilled as presenting:

- **Major Risks** - require careful management and the development of a Risk Management Plan.
- **High Risks** - require careful management and the development of a Risk Management Plan.
- **Moderate require** - require careful management
- **Minor Risks** - would be generally accepted or discarded.

A Risk Register for the development of / investment in Wanneroo Raceway is developed to provide a template for ongoing risk management. This should be periodically revisited to review risk status, eliminate risks no longer relevant and incorporate any additional risk items.

1.2 Background to the Risk Assessment: Wanneroo Raceway

To undertake the assessment the following aspects have been assessed:

- Existing documentation, planning process and outputs from previous processes.
- The needs of The City and existing users, the WASCC and the initial guidance provided by the Project Control Group aimed at identifying potential future development.
- The identification of potential options and priorities for development and the potential consequence of not proceeding if perceived needs are not proven.

At this stage the following have yet to be determined

- An initial analysis of the social, economic (financial) and environmental implications of any development.
- Financial and service impacts (of the full Master Plan).

- Risks associated with any development of the site (specific construction risks).
- Capital cost plans and budgetary implications (other than high level strategic assessments).
- Funding considerations and project implementation strategy.

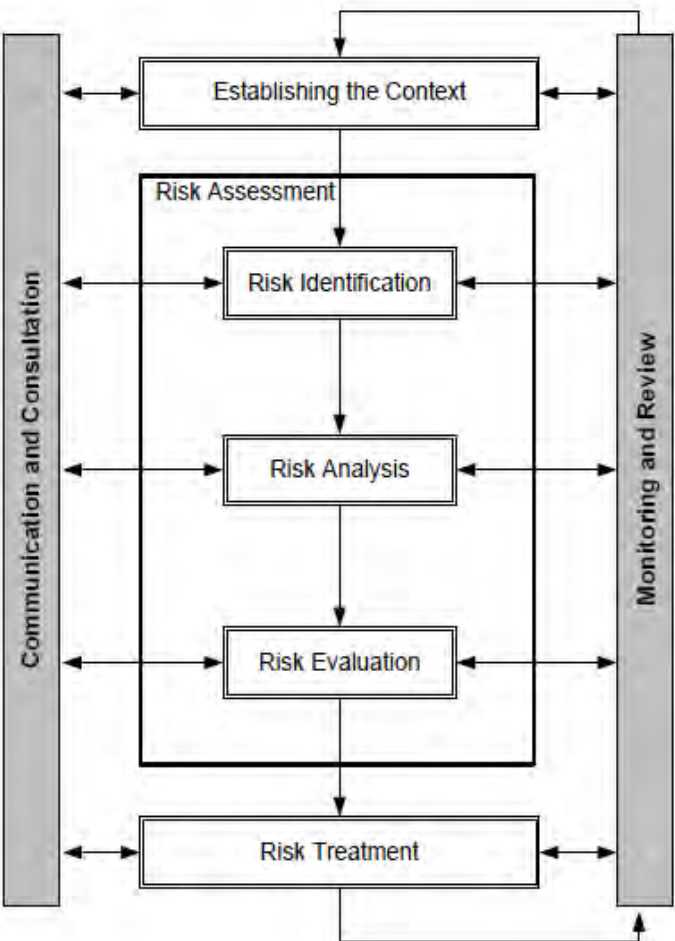
Based on the current status of the site an additional consideration, to that referenced in the City’s Risk Management Process was added relating to governance (management of assets and ongoing business resilience) as a discrete risk category as was Strategic (due to the high-level assessment process of the Master Plan components and alignment to strategic planning processes).

1.3 Risk Management Process

Risk Management is the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects.

The risk assessment approach to be applied is as per the City’s own risk management system. The risk management process is outlined in figure 1.

Figure 1 Risk Management Process



1.4 Rating the Risk

In determining the risk level, the following model is utilised for the classification of risk:

Level of Risk = Likelihood x Consequence.

Likelihood and Consequence definitions applied are as per, with the level of risk being determined using the risk rating table at figure 2

Figure 2 Risk Rating

LIKELIHOOD	CONSEQUENCES				
	INSIGNIFICANT (1)	MINOR (2)	MODERATE (3)	SIGNIFICANT (4)	SEVERE (5)
Almost Certain (5)	Medium (5)	High (10)	High (15)	Very High (20)	Very High (25)
Likely (4)	Low (4)	Medium (8)	High (12)	High (16)	Very High (20)
Possible (3)	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
Rare (1)	Low (1)	Low (2)	Low (3)	Low (4)	Medium (5)

1.5 Likelihood and Consequence Tables

The likelihood tables provide the definition and identifies the frequency of the occurrence which is to assessed by the workshop attendees.

Figure 3 Likelihood Table

Level	Descriptor	Description	Operational Frequency
1	Almost Certain	The event is expected to occur in most circumstances	More than once a year
2	Likely	The event will probably occur in most circumstances	At least once a year
3	Possible	The event should occur at some time	At least once every 3 years
4	Unlikely	The event could occur at some time	At least once in 10 years
5	Rare	The event may only occur in exceptional circumstances	Less than once in 15 years

The consequence table provides the descriptor and potential implications under all risk scenarios.

Figure 4 Consequence Table

Level	Descriptor	Health	Service Interruption	Environment	Reputation	Compliance
1	Insignificant	Negligible injuries	No material service interruption.	Contained reversible impact managed by on-site response.	Unsubstantiated, localised low impact on community trust, low profile or no media item.	No noticeable regulatory or statutory impact
2	Minor	First aid treatment	Temporary interruption to an activity – backlog cleared with existing resources.	Contained reversible impact managed by internal response.	Substantiated, localised impact on community trust or low media item.	Some temporary non-compliance with regulator involvement.
3	Moderate	Medical treatment	Interruption to service unit(s) deliverables – backlog cleared by additional resources.	Contained reversible impact managed by external agencies.	Substantiated, localised public embarrassment, moderate impact on community trust or moderate media profile	Short term non-compliances with some regulator investigation and requirements imposed.
4	Significant	Death or permanent disablement	Prolonged interruption of Service Unit core service deliverables – additional resources: performance affected.	Uncontained reversible impact managed by a coordinated response from external agencies.	Substantiated, public embarrassment, widespread high impact on community trust or high media profile, third party actions.	Non-compliance results in temporary termination of services or imposed penalties to the City / Officers.
5	Severe	Multiple deaths or multiple permanent disablement	Indeterminant prolonged interruption of Service Unit core service deliverables.	Uncontained irreversible impact.	Substantiated, public embarrassment, widespread loss of community trust, high widespread multiple media profile, third party actions.	Non-compliance results in litigation, criminal charges or significant damages or penalties to the City / Officers.

An **environmental event** is an event that has a negative impact on plants, animals, natural environment. A health issue specifically relates to operational health and safety implications of the development. In this instance a broader definition of the community's health and wellbeing is considered. These initial descriptors can be altered in agreement with the attendees, if they do not fit the intended purpose and outcome of the project. It is just important to ensure there is a consistent appreciation of the descriptors and levels associated with the descriptors.

The risk acceptance criteria identify where the likelihood and consequence of the risk would fall. Unacceptable would require immediate intervention and Urgent Attention Required would necessitate planned immediate or long-term strategies to be put in place.

Figure 5 Risk Acceptance Criteria/Tolerance Table

Level of Risk	Descriptor	Description	Criteria for Risk Acceptance	Responsibility
1-4	LOW	Acceptable	Risk acceptable with adequate controls managed by routine procedures and subject to annual monitoring.	Operational Manager
5-9	MODERATE	Monitor	Risk acceptable with adequate controls managed by specific procedures and subject to semi-annual monitoring.	Operational Manager
10-16	HIGH	Urgent Attention Required	Risk acceptable with excellent controls managed by senior management/ executive and subject to monthly monitoring.	Director/CEO
17-25	EXTREME	Unacceptable	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring.	CEO/Council

1.6 Context

The context of this risk assessment comprised identification of risks and associated treatments relating to the development of Wanneroo Raceway to cater for both the needs of the City, regional initiatives, WASCC residents within the City of Wanneroo and more broader requirements for visitors and other businesses.

Primarily, risks are to be identified relating to the provision of the funding, partnership process, planning, design and construction with additional implementation risks relating to the effectiveness of the decisions made.

1.7 Risk Identification and Analysis

The risks identified at the workshop, which was held on 26th November 2018 were analysed individually and are summarised in the table below:

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
1	Compliance	<p>Securing necessary environmental and statutory approvals which include:</p> <ul style="list-style-type: none"> - Bushland clearance - Water management (adj P1 drinking water catchment) - Bushfire Protection - Noise and encroachment (including offset measures) - The high cost of obtaining the approvals. - Extensive carbon footprint which does not meet with local and state government sustainability objectives. - Strategic intent of government may change over time. 	<ul style="list-style-type: none"> - Not obtaining the necessary approvals early in the process. - Failure to plan and lack of awareness and due diligence. - Inability to achieve appropriate offset measures or cater for requirements within or adjacent to the site. - Excessive off-site off set measures to address sustainability and carbon footprint obligations. 	<ul style="list-style-type: none"> - Current knowledge and experience in managing and clearing approvals process. - Identify concerns and necessary approvals and scope up front and early in the process. - Early engagement with regulatory bodies as part of the planning process. - Greening Plan. 	5	5	25
2	Compliance	<p>Traffic Management:</p> <ul style="list-style-type: none"> - Inadequate access. - Inappropriate space for car parking and trailers within the site. - Roads incapable of accommodating additional traffic 	<ul style="list-style-type: none"> - Lack of up-front planning which recognises the impact of increased traffic on the local and wider road network. - MRWA do not support increased use of the site for additional events and activities 	<ul style="list-style-type: none"> - Traffic Impact Assessment (TIA) - MRWA advice sought in advance. - Identification of traffic mitigation measures and obtaining land to enable infrastructure to be upgraded. 	4	2	8
3	Reputation	<p>Stakeholder relationship management: Lack of support from the Peak Sporting Bodies (CAMS, Motorcycling Australia etc). Peak bodies are dissatisfied with the project and/or design resulting in delays with the project and/or additional costs</p>	<ul style="list-style-type: none"> - Continued lack of support due to concerns related to site governance. - Design not verified by Peak bodies. - Inadequate clarification of development considerations and decision making process 	<ul style="list-style-type: none"> - Involve Peak Bodies in the design and development process. - All parties agree to a full open and transparent process in the development of the Master Plan. 	2	2	4

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
4	Financial/ Compliance	Stakeholder relationship management: Lack of State Government support (Multiple Players including: Tourism, Planning, Environment, Local Govt, Sport and Culture). The State Government policies and strategic direction are not considered resulting in lack of financial support for the project, impacting on capacity to deliver and significant cost constraints which may result in reduced scope.	<ul style="list-style-type: none"> - A potential change of state government with revised focus. - Lack of engagement with state government department representatives. - Political uncertainty caused by lack of alignment across state government departments. 	<ul style="list-style-type: none"> - It is recognised within the State Sporting Facilities Plan as a priority for investment. - Ongoing engagement with state government through DLGSC, Planning and Tourism. 	3	4	12
5	Governance and Financial	Loss of City of Wanneroo Support as a result of political change, concerns in respect to governance or other external influence.	<ul style="list-style-type: none"> - Change in political priorities – election issue leading to a short term focus. - Poor communication between partners. - Lack of openness in the ongoing discussions. 	<ul style="list-style-type: none"> - Member briefings and information sessions. - Positive existing relationships. - Alignment with Strategic Community Plan and Economic Development Planning processes. 	1	4	4
6	Governance	Leasing Arrangement with WASCC and potential expanded land to the north. Who, when and length of time. Lack of effective asset management process in place.	<ul style="list-style-type: none"> - Inability to re-negotiate the current lease. - Inability to secure extended lease due to state government insisting that a State Sporting association or other reputable body are in control. - Lack of effective performance management outcomes within the lease. - Flexibility in agreement to allow City and other partners to gain access into the site. 	<ul style="list-style-type: none"> - City of Wanneroo have ability to negotiate terms and conditions of current lease. - Ongoing relationship with state government entities to determine requirements for extended land. - Governance oversight. 	1	5	5

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
7	Financial	Investment Potential. Ability to secure funding through a variety of funding opportunities: <ul style="list-style-type: none"> - Public Private Partnership - State funding - Federal funding Programs 	<ul style="list-style-type: none"> - Lack of capability to attract funding due to current management arrangements. - Ineffective business case - Poor strategic planning - Market too soft to attract commercial investment 	<ul style="list-style-type: none"> - Establish an overall funding plan for the site. - Securing investment in accordance with set criteria on a phased basis. - City would not commit to development without securing necessary funding first. 	3	4	12
8	Governance	Governance Framework: The current financial framework and current future management capabilities relating to: <ul style="list-style-type: none"> - Capacity to deliver - Ability to deliver on the vision of the Master Plan - Ability to take the site to where it needs to go. - Capability of managing the facility or the sport to achieve the highest and best return on the land. - Optimum management solutions and ability to adapt 	<ul style="list-style-type: none"> - Ability of the current governance structure to adapt to diverse service offerings within the future site. - Lack of appetite for the City to challenge current management and secure greater access to the site to expand economic activity. - Political decision to decide not to pursue an extensive development of the site. 	<ul style="list-style-type: none"> - City of Wanneroo have ability to negotiate terms and conditions of current lease. - If land to the north is secured it will be subject to a different management agreement with the state. - Ability for the city to develop and adopt a development framework which could be implemented in stages. 	5	5	25
9	Reputation	Priorities and Expectations of Stakeholders do not align to those of the City.	<ul style="list-style-type: none"> - Existing stakeholders do not wish to see the site developed further - State government not supportive. - Community feedback against any extended development/ activity on site. 	<ul style="list-style-type: none"> - Ability to manage the scope of the project internally within the City. - Development of a stakeholder engagement plan during the initial phases and ongoing communications externally with all partners/community. 	4	2	8

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
10	Strategic	Long Term v Short Term Vision. Lack of appreciation of the long term strategic goal without a clear vision and strategic intent.	<ul style="list-style-type: none"> - Lack of alignment to current planning processes and Strategic Community Plan - Not incorporated within the Long Term Financial Plan for the City. - Lack of effective management of stakeholders. - No strategic direction and vision supported by Elected Members and officers. 	<ul style="list-style-type: none"> - Development of Master Plan with an agreed strategic vision which is adopted by elected members (to be undertaken). - Ability for the City to obtain consensus across partners. 	3	3	9
11	Financial	Overall cost of the Master Plan is excessive and the development of a sustainable funding model cannot be delivered	<ul style="list-style-type: none"> - Over promising on the development and lack of effective financial planning and industry benchmarking. - Funding model is unrealistic. - Phasing of development and impact on functionality absent. 	<ul style="list-style-type: none"> - Project Control Group with knowledge across the organisation and ability to identify potential opportunities and priorities for investment. - Cost control and cost management processes. - Utilisation of phased development opportunities to manage excessive one-off construction costs. - Funding models which leverages external investment 	5	3	15
12	Service Interruption/ Strategic	Technology changes: Vehicle technology and the shift towards alternative fuels and driverless cars will require modification to the track or significantly impact on the service being offered.	<ul style="list-style-type: none"> - Current industry developments which are impacting on the commercial market. - Greater attention to climate change impacts and requirement for cleaner fuels. 	<ul style="list-style-type: none"> - Industry representative bodies (including Peak Bodies for motorsport). 	5	1	5

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
13	Service Interruption/ Strategic	Technology change related to: <ul style="list-style-type: none"> - Race track design and development - Safety measures and mechanisms employed. 	<ul style="list-style-type: none"> - Ongoing changes to safety requirements associated with track design. - Significant changes to track design through unknown current circumstances. - Improved performance of vehicles renders current track design unworkable. 	<ul style="list-style-type: none"> - CAMS, MA as peak bodies license and control venues on a regular basis and make recommendations which have realistic lead in times to allow for effective budget planning. - Ongoing engagement with Peak bodies and WASCC as a requirement of the lease. 	5	3	15
14	Service Interruption/ Strategic	Changing consumer demands. Trends in the development of motorsport activities resulting in reduced activity and demand for track space	<ul style="list-style-type: none"> - New and/or innovative motorsport solutions which are non-track based (i.e. virtual experiences). - Higher taxes imposed by government on fuels and other associated infrastructure/materials 	<ul style="list-style-type: none"> - Adapting the current business model to embrace current and anticipated future trends and ensure the service offer is relevant to current demands. 	4	2	8
15	Strategic	No appetite for sport (cars and bikes). Shift in target audience from current demographic	<ul style="list-style-type: none"> - New and/or innovative motorsport solutions which are non-track based (i.e. virtual experiences) - Changing modes of track based motorsport activities not previously planned for. 	<ul style="list-style-type: none"> - Adapting the current business model to embrace current and anticipated future trends and ensure the service offer is relevant to current demands. 	1	5	5

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
16	Financial/ Strategic	<p>Inability to attract the events market due to locational catchment, facility flexibility, cost and other inhibiting factors. Concerns in relation to:</p> <ul style="list-style-type: none"> - Inability to cover costs - Ongoing viability and sustainability of an events program (outside of motorsport). - Clear and unambiguous process for booking infrastructure and securing appropriate dates. 	<ul style="list-style-type: none"> - Lack of an effective branding strategy. - Pricing policy is inappropriate for the market. - Market perceive the current management structure as too high a risk. - Lack of availability of necessary infrastructure. 	<ul style="list-style-type: none"> - Development of a city-wide branding strategy. - Integration with the City's Economic Development Strategy and planning process. - Control of lease and future use of land. - Market research to establish attractive business offer aligned to broader City objectives and in partnership with state/local businesses. 	3	2	6
17	Financial/ Strategic	Capacity to attract high quality event organisers outside of the CBD and main population centres due to seasonality associated with use and lack of local accommodations	<ul style="list-style-type: none"> - Inability to provide appropriate ancillary resources (including accommodation) within the catchment to support a full major events program. 	<ul style="list-style-type: none"> - Integration with the City's Economic Development Strategy and planning process. - Market research to establish attractive business offer aligned to broader City objectives and in partnership with state/local businesses. 	3	3	6
18	Strategic	<p>Locational constraints: Is the site in the right location:</p> <ul style="list-style-type: none"> - Access to accommodation and impact on local market (is it sustainable if not aligned to other strategic facilities). - Understanding the current and emerging market and do not over-develop in advance of need. - Alignment to future footprint of Yanchep. - Locational characteristics within a metropolitan setting 	<ul style="list-style-type: none"> - Long term planning not sufficiently developed. - Inability to integrate within the surrounding structure planning due to timing and demand constraints. - Fluctuations and instability in the market providing no surety for potential investors. 	<ul style="list-style-type: none"> - Current urban planning processes (integration with the process). - Market research to underpin economic development strategy. 	1	5	5

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
19	Financial	Recessional Risk: Global financial constraints inhibiting the development on site and potential commercial investment locally by state and local government.	<ul style="list-style-type: none"> - Constraints on budgets due to competing priorities. - Perceived high risk for commercial investors if state government is unable to underpin the site servicing and road infrastructure. 	<ul style="list-style-type: none"> - Market research. - Relationship with state government - Annual financial planning and long-term financial planning processes. 	3	3	9
20	Financial	Diversification of revenue streams are unachievable due to aversion to expanding activities and limitation placed by current management model.	<ul style="list-style-type: none"> - Lack of capability to widen the commercial opportunities at the Raceway and associated land. - Accessibility to the wider markets are constrained by current management model and the markets willingness to invest resources. 	<ul style="list-style-type: none"> - The City can apply controls on the lease agreement related to the use of the land. - The City can broker and facilitate opportunities for the commercial event and business market. 	4	4	16
21	Compliance	<p>Changing legislative framework over time which potentially impacts on use:</p> <ul style="list-style-type: none"> - Changing environmental approval requirements. - Noise attenuation measures associated with emerging residential and industrial land developments. - Additional traffic management obligations. 	<ul style="list-style-type: none"> - New legislation which adds additional constraints which have not been planned for. - Excessive costs associated with changing legislation which renders the site incapable of being developed as a sustainable long-term business entity. 	<ul style="list-style-type: none"> - Planning policies and controls. - Adopting early approvals to protect the land and its availability for future development. - Implementation of plans (water and environmental management) which obviate the need for additional statutory controls. 	3	3	9

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
22	Environment/ Compliance/ Financial	Inability to align with uses off-site to maximise the economic return of the operations on site. Lack of effective integration with: <ul style="list-style-type: none"> - Market Leaders - Engineering /Technology businesses - Service activities 	<ul style="list-style-type: none"> - Isolationist planning. - Lack of engagement with the commercial business sector and strategically position like industries within close proximity of the site. 	<ul style="list-style-type: none"> - Planning processes – integrate with the City Management processes for the Neerabup Project. - Market testing and strategic planning solutions to align service and technology businesses with the future use of the Wanneroo Raceway site. 	1	2	2
23	Reputation	Local lobby group opposition: The community is dissatisfied with the level and/or method of consultation resulting in delays with the project and/or additional costs as a result of further consultation with the community.	<ul style="list-style-type: none"> - Community consultation process not verified and challenged before seeking external views. - Inadequate clarification of development considerations and decision making process. 	<ul style="list-style-type: none"> - Briefing and information sharing with Elected Members. - The City implement a full open and transparent process during the Master Plan development and subsequent community advertising and engagement process. 	4	2	8

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
24	Financial	<p>Capital development risk as a result of:</p> <ul style="list-style-type: none"> - Lack of flexibility in the use of infrastructure. - Compliance with sports requirements (and potentially increasing costs as a result of ongoing changes). - Inability to accommodate phasing of development to spread extensive capital costs over time for more effective financial management. - Aspirations of partners not managed effectively, or aligned - Procurement of viable contractors resulting in time delay and cost increase. - Limited market capability at developing a relatively unique event and facility space. - Over design of infrastructure which fails to align to likely revenue returns and longer term viability of the business at Wanneroo Raceway. 	<ul style="list-style-type: none"> - Ineffective and inefficient cost controls. - Funding resources are limited and or constrained. - Partnerships and or sponsorships are compromised resulting in additional funding required to complete the project. - Poor procurement processes implemented. - Inappropriate management of Funding/grant. The City are not committed to managing the project and recognise that they currently do not have the capability - Design not appropriate to the activity resulting in significant variations and cost blow out. - Excessive Peak Body requirements which change during the evolution of the project. 	<ul style="list-style-type: none"> - Current project management capabilities within the City. - Current cost controls exercised by the City during its ongoing forward financial planning. - Adoption of approved City procurement processes. - Previous track record of managing and acquitting grants affectively. - Ongoing design review and value management processes adopted. - Ongoing liaison with project sponsors and grant management bodies. 	3	3	9
25	Service Interruption/ Strategic	<p>Lack of site adaptability/flexibility to meet ongoing changing needs of the community as the population within the catchment grows and changes.</p>	<ul style="list-style-type: none"> - Site development undertaken in isolation and without regard to the changing local demography. - Fixed infrastructure developed which renders the site unusable. 	<ul style="list-style-type: none"> - Master Plan to be developed in accordance with an agreed long-term vision for the site. - Future site development to be controlled through lease agreement(s). 	2	2	4

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
26	Service Interruption / Strategic	Conflicting hierarchy and accreditation processes from the different sports and user groups.	<ul style="list-style-type: none"> - Lack of adherence to known policies and guidelines. - Inadequate advice provided by regulators. - Commercial operator enters the market and undermines the business of motorsport at Wanneroo Raceway. 	<ul style="list-style-type: none"> - Planning processes and policy controls. - Lease agreements. - Liaison with sports representative bodies. 	2	3	6
27	Governance	Clarification on who drives the project and who is prepared to take responsibility for: <ul style="list-style-type: none"> - Implementation - Advocacy - Facilitation - Investment - Project management - Overall governance once the extent of facility required has been developed. 	<ul style="list-style-type: none"> - No overarching management body prepared to invest or drive the project forward. - Inadequate controls from the outset resulting in project failure. 	<ul style="list-style-type: none"> - The City can establish the parameters and project controls for future management and build under the support of elected members. - The City can act as facilitator and development of governance structure under which a wider body (potentially similar to the MRA) can take carriage of the overall project. 	3	3	9

1.8 Risk Evaluation and Treatment

The table below outlines the organisational risk acceptance criteria and tolerance tables and the requirement to treat risks where the value of the risk is 10 or greater (i.e. High to Very High).

Risk #	Short Risk Description	Treatment Details	Responsible Officer	Completion Date	Projected		
					Likelihood	Consequence	Rating
1	Environmental approvals which include: <ul style="list-style-type: none"> - Bushland clearance - Water management - Bushfire Protection 	<ul style="list-style-type: none"> - Utilise current knowledge and experience in identifying and managing all approvals process. - Identify concerns and necessary approvals and 			5	5	25

Risk #	Short Risk Description	Treatment Details	Responsible Officer	Completion Date	Projected		
					Likelihood	Consequence	Rating
	<ul style="list-style-type: none"> Noise and encroachment The high cost of obtaining the approvals Carbon Footprint Offsets State Govt – changing strategic intent 	<ul style="list-style-type: none"> scope through the Master Planning Process and put in place a timeline for delivery of relevant research and approvals. Early engagement with regulatory bodies (Dept of Biodiversity, Conservation and Attractions in particular) as part of the initial and ongoing planning process. 					
4	Lack of State Government support (Multiple Players): <ul style="list-style-type: none"> Tourism Planning Environment Local Govt, Sport and Culture 	<ul style="list-style-type: none"> Ongoing engagement with state government through DLGSC, Planning and Tourism. 			3	4	12
		<ul style="list-style-type: none"> Ensure importance of site is reflected in strategic state government publications and priorities for future investment. 					
		<ul style="list-style-type: none"> Ongoing dialogue with relevant departments related to the future use of land to the north of the site. 					
7	Investment potential of the development (from commercial, state and federal sources)	<ul style="list-style-type: none"> Establish an overall funding plan for the site to be developed in accordance with phased priorities on completion of the Master Plan. 			3	4	12
		<ul style="list-style-type: none"> Put in place an implementation plan with the aim of targeting potential investors in accordance with 					

Risk #	Short Risk Description	Treatment Details	Responsible Officer	Completion Date	Projected		
					Likelihood	Consequence	Rating
		<p>the funding plan and potential timeline for development.</p> <ul style="list-style-type: none"> - Undertake relevant market research and EOI options to be considered as part of the ongoing promotion and marketing of the site. 					
11	Overall cost of the Master Plan is excessive and unsustainable	<ul style="list-style-type: none"> - Project Control Group to check and challenge evolving master plan and identify potential opportunities and priorities for investment in accordance with an agreed phasing plan. - Adopt cost control and cost management processes in ascertaining the overall cost of each phase of development and target appropriate funding sources. - Develop a clear and explicit phased development model which can be adapted to funding opportunities as the project evolves. Ensure that each element can be developed without compromising the overall long term vision for the site. 			5	3	15
13	Technology change and extensive cost related to race track design and development	<ul style="list-style-type: none"> - Ongoing market research and engagement with Peak Bodies to check, challenge 			5	3	15

Risk #	Short Risk Description	Treatment Details	Responsible Officer	Completion Date	Projected		
					Likelihood	Consequence	Rating
	and associated safety measures and mechanisms to be employed.	and review the master plan as it evolves over time.					
		- Ensure WASCC are involved in the Master Plan process and contribute to the long term development options.					
20	Diversification of revenue streams are unachievable due to aversion to expanding activities and limitation placed by current management of the site.	- Lease agreement to be modified to enable access to be obtained to achieve City priorities as the Master Plan develops					
		- Broadening the revenue base at Wanneroo Raceway to incorporate performance targets..			4	4	16
		- Review of governance model on an ongoing basis in conjunction with commercial funding/private business development opportunities for the site.					

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Warranties and Disclaimers

The information contained in this report is provided in good faith. While Dave Lanfear Consulting has applied their own experience to the task, they have relied upon information supplied to them by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report and supporting documentation.

There will be differences between projected and actual results, because events and circumstances frequently do not occur as expected and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite or guarantee the achievability of the projections as it is not possible to substantiate assumptions which are based on future events.

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