

# Legana Community Sports and Recreation Precinct

# BUSINESS CASE



**West Tamar**  
COUNCIL



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## 1. Executive Summary

This business case supports two linked decisions for the Legana Community, Sports and Recreation Precinct on Council land at 2 Old Dairy Way, Legana (about 4.962ha within a broader site of about 8.14ha including Legana Primary School).

**Masterplan snapshot:** Indoor four-court multipurpose facility; clubrooms/function and hospitality spaces; change rooms and match-day support; outdoor central hub/market area; outdoor play/fitness and other recreation (including bike pump track); cricket training nets; and staged parking, access and enabling infrastructure.

**Estimated total masterplan cost:** approximately \$40 million, delivered in stages and subject to confirmation through detailed cost planning for each stage.

### Decisions sought:

1. Adopt the Masterplan to guide staged delivery, protect future options, and provide a clear basis for design development, approvals and funding applications.
2. Commence Stage 1 in 2026–27 as the first, fundable package (the indoor multipurpose courts and the cricket clubrooms/change and match-day facilities, plus enabling works), to address the region's documented indoor-court shortage and deliver early community and economic benefits.

**Why adopt the masterplan:** It locks in the long-term layout, staging and key interfaces (school, oval, parking, traffic and services) so early works support—not block—future stages, reducing the risk of uncoordinated spending.

**Why commence Stage 1 in 2026–27:** Legana is the municipality's key growth area; Northern Tasmania has a documented indoor court shortfall (about 12 courts) with demand outweighing supply; and early delivery improves grant readiness and reduces delay/cost escalation risk.

**Intergenerational investment:** This is expected to be the largest single project Council has undertaken to date. Facilities of this type are built to serve the community for decades. A staged approach allows Council make a long-life, intergenerational investment—improving access, participation and community connection now—while managing financial risk through disciplined scope, partner funding and a planned operating model.

**Economic impact (construction):** REMPLAN modelling of a \$20.0M two-year build estimates total output impacts of \$32.090M (Legana Growth Area), \$33.824M (West Tamar) and \$41.595M (Northern Tasmania), with peak year-2 employment impacts up to 68 jobs (Legana/West Tamar) and 84 jobs (Northern Tasmania). These are modelled regional economic effects, not Council financial returns.

**Affordability and timing (Council cash impacts, modelled):** Council modelling shows a possible funding pathway for a \$20.0M Stage 1 build supported by a \$10.0M grant and the balance from staged Innova Business Park land sales. Of the \$10.0M grant, \$5.0M has been committed by the Australian Government and Council is pursuing the remaining



\$5.0M with the Tasmanian Government. Importantly, ongoing operating costs would not start until Stage 1 is built and opened—modelled as 2028–29 at the earliest under a two-year construction program.

The next 12 months (2026–27) should be used to confirm how the facility will be run (Council-run, private operator, or hybrid) and to set a cost recovery model that drives high utilisation and manages the net operating position.

## Purpose and requested consideration:

This document sets out the strategic case, evidence of need, benefits, delivery approach and key risks for Stage 1 of the Legana Community, Sports and Recreation Precinct.

This has been prepared by Council’s CEO. It is intended to support Councillors’ consideration of Council’s role in funding and enabling delivery (including pursuing co-investment), subject to final design, approvals, procurement and an agreed operating model.



## 1.1 Responsible investment and return on investment

Responsible investment means Council invests public money in a way that is evidence-based, manages risk, is transparent about costs and trade-offs, and delivers benefits that match Council’s objectives (including equitable access and long-term asset stewardship). For this project, that means staging the build, confirming demand, setting a clear operating model, and measuring performance (use, costs, and community outcomes). Return on investment (ROI) is “what we get back” compared to “what we put in”.

For Council projects, returns can be described in three different ways: (1) cash return (user fees and hire revenue compared with operating costs); (2) wider economic impact (jobs and business activity supported during construction and events); and (3) community return (health, participation, youth outcomes and inclusion). This business case separates these clearly so Councillors can see the trade-offs.

## 2. Strategic context and alignment

The Masterplan and this business case align with West Tamar Council’s strategic planning framework, including the West Tamar Council Strategic Plan 2022–2032 and Council’s community plans.

The Strategic Plan sets Council’s vision “to create an inclusive community where people want to live, work & invest” and is structured around the pillars: Our Community, Our Future, Our Environment, Our Infrastructure and Our Organisation (West Tamar Council Strategic Plan 2022–2032).

In practical terms, the Precinct is designed to: (1) support growth and liveability in Legana; (2) increase indoor court capacity and utilisation in the greater Launceston area; (3) provide a shared community hub for programs and events; and (4) apply disciplined delivery and operating controls (staging, partner funding and fit-for-purpose design).

Relevant Council plan	How the Legana Recreation Precinct aligns
<b>Strategic Plan 2022–2032</b> (Vision and pillars)	<p><b>Our Community:</b> creates inclusive, accessible hub for events and gatherings.</p> <p><b>Our Future:</b> supports planned growth in Legana and helps deliver ‘liveability’ infrastructure in the municipality’s key developing area.</p> <p><b>Our Environment:</b> enables active transport connections, improves the quality and function of public open space, and supports sustainability principles embedded in the Masterplan.</p> <p><b>Our Infrastructure:</b> increases regional indoor court capacity and improves sport/recreation service levels.</p> <p><b>Our Organisation:</b> staged delivery, partner funding and commercialisation options support prudent financial management and effective service delivery.</p>
<b>Legana Town Centre &amp; Township Structure Plan</b> (growth framework)	<p>The Structure Plan describes Legana as one of the municipality’s fastest-growing areas and identifies the need for improved infrastructure and enhanced community facilities to support growth. It also notes that relocation of the Legana recreation precinct creates an opportunity to expand and improve the Legana Town Centre footprint (e.g., improved public spaces and pedestrian connections). The proposed Precinct at Old Dairy Way is the enabling social infrastructure investment that delivers this outcome.</p>
<b>Community, Health and Wellbeing Plan (Towards 2035)</b>	<p>Supports community health and wellbeing through increased physical activity opportunities and social connection; contributes to ‘Best Communities’ via a shared community hub; and supports ‘Best Economy’ through activation, events and local spend.</p>
<b>Youth Strategy 2023–2026</b>	<p>Provides safe, attractive spaces for young people to be active and connected, including indoor courts, multipurpose spaces, and outdoor recreation that support youth participation and wellbeing.</p>
<b>Positive Ageing Strategy 2022–2027</b>	<p>Improves opportunities for older residents to participate in low-barrier recreation and community programs, and reduces isolation through events, volunteering and intergenerational activities.</p>
<b>Climate Resilience Strategy</b>	<p>Supports climate-resilient community infrastructure through staged planning, attention to site conditions (e.g., groundwater and overland flow considerations noted in project risks) and enabling more local access to services which can reduce travel demand.</p>

In short: the Precinct is a growth-ready community asset. The investment case is strongest when Council sets clear measures of success (use, access, safety, operating performance) and uses partner funding to reduce cost to ratepayers.

### 3. Masterplan overview (scope, staging and total cost)

- Make good long-term decisions: confirm the best layout of indoor and outdoor facilities, paths, parking and servicing, and how everything works together on the site (including the existing oval and the school interface).
- Stage delivery responsibly: define a practical sequence so Council can build priority facilities first, then expand later as demand, funding and partners are confirmed.
- Reduce risk and cost surprises: identify known site risks early (e.g., services, groundwater/overland flow, approvals, parking and traffic) and plan mitigation before committing to construction.
- Support funding applications: a clear masterplan and staging plan strengthens grant readiness because it shows scope discipline, deliverability and long-term outcomes.



- Protect future options: ensure Stage 1 does not block later stages (e.g., indoor training space, remaining parking, outdoor recreation expansion) and that utilities and access are planned for future growth.

**Total masterplan cost:** Approximately \$40 million, delivered in stages and to be confirmed through quantity surveyor cost planning for each stage as design develops.

## 4. Problem statement and evidence of need

### 4.1 Growth and demand drivers

Legana is a key growth area and needs social infrastructure that keeps pace. The masterplan notes Legana is “the most significant developing residential area” in the West Tamar and the preferred location for residential consolidation over the next 20 years. Regional planning also expects Northern Tasmania to grow from about 136,687 people (2021) to more than 160,000 by 2036, increasing demand for year-round indoor sport and community spaces.

### 4.2 Current service gaps in Northern Tasmania as reported through Stakeholder Engagement

- **Indoor court capacity and availability:** Stakeholders reported that key existing venues are heavily booked, limiting competition delivery and training. Indoor Hockey Tasmania noted that Silverdome is “always booked by Basketball”, contributing to venue unavailability and the loss of a local Launceston competition in a recent year (Stakeholder Engagement Minutes Summary).
- **Condition and suitability of training facilities:** Legana Cricket Club identified insufficient community meeting space and constrained access to indoor cricket training facilities, noting the Windsor Indoor Facility is “usually fully booked” and the NTCA indoor training facility is “not in the best condition”, with additional concerns raised about lighting at Windsor (Stakeholder Engagement Minutes Summary).
- **Growth in participation and support:** At the community engagement session, West Tamar Basketball Club indicated approximately 800 members and described the proposal as a “great facility” that supports the masterplan concept (Community Engagement Session minutes).
- **Competition-standard court requirements:** Launceston Basketball Association identified “non-negotiable” requirements including FIBA run-off space, sprung timber floors (no concrete), compliant lighting, minimised line markings, curtains between courts, referee facilities, changerooms with direct access to courts, and high-speed internet to support cameras and modern competition delivery (Stakeholder Engagement Minutes Summary).

- **Emerging regional sport demand (indoor hockey):** Indoor Hockey Tasmania described rapid growth (19 social teams and 10 competitive teams) and advised their annual tournament at Silverdome attracts “on average 20 teams or more”, but venue constraints have limited local competition delivery (Stakeholder Engagement Minutes Summary).
- **Need for multi-use, year-round training space:** Multiple sports emphasised a preference for an indoor multipurpose training facility/hall over a learn-to-swim pool due to versatility, warm-up needs, winter training, and potential conversion to indoor cricket training using retractable nets.

#### 4.3 Independent regional evidence (Northern Tasmania Sports Facility Plan 2023)

- **Quantified indoor court shortfall:** The Plan identifies a lack of compliant, multi-court indoor facilities, noting a current under-supply of approximately 12 indoor courts across the Northern Tasmania study area (five councils) and that demand “far outweighs” provision.
- **Indoor facility quality concerns:** Community survey ratings indicate indoor sports centres averaged 2.49/5, below many other facility types, suggesting a need for renewal and additional capacity.
- **High prevalence of participation barriers:** More than 87% of survey respondents reported at least one barrier to participation; common barriers included facilities being too crowded, limited range of facilities, lack of toilets, and poor maintenance/cleanliness.
- **Indoor facilities are the dominant community priority:** Survey respondents overwhelmingly prioritised additional indoor court sport facilities (particularly to cater for basketball and netball), identified almost ten times more than the next most common priority.
- **Cross-LGA travel to access facilities:** Average distance travelled to attend the most-used sport facility was 14 km for West Tamar respondents (regional average distances also confirm regular cross-boundary travel), demonstrating that new facilities benefit the wider region, not just the host community.



## 5. Business case

### 5.1 Decision 1: Adopt the Masterplan

Adopting the Masterplan gives Council an agreed, whole-of-precinct blueprint that defines the final outcome, the staging pathway, and the key site interfaces (school, oval, access, parking and servicing). It improves investment discipline by making sure each stage fits the long-term plan and by providing a clear basis for approvals, partner discussions and grant applications.

- **Function centre/ Legana Cricket Club clubrooms** with kitchen/kiosk, bar, function room, amenities, and viewing decks.
- **Change rooms and match-day support** including player change rooms, umpire room, medical, offices and boardroom, storage, and undercover viewing areas.
- **Indoor multipurpose community facility** with four multipurpose courts, community spaces and meeting rooms, café/kiosk and support spaces.
- **Outdoor central hub / market area** designed to connect facilities and enable food trucks, markets and events.
- **Outdoor recreation** including playground, outdoor fitness equipment, green spaces, and a bike pump track.
- **Outdoor cricket training nets** and supporting spectator areas.
- **Car parking and active transport** including bicycle parking and integration with existing school/oval access.



Stakeholder / community need	How Stage 1 can respond (design / operations)
Competition-standard indoor courts (run-offs, sprung floors, lighting) and minimised line markings	Confirm court compliance requirements during design development; adopt a line-marking strategy (e.g., prioritised 'clean' courts) and include curtains between courts; specify sprung timber flooring and compliant lighting in the detailed brief.
High-speed internet and event operations (cameras, scoring, referee development)	Include high-speed connectivity, dedicated scorer/tech benches, and appropriate referee spaces as part of the detailed design and fit-out requirements.
Sufficient changerooms, adjacent to courts, suitable for tournament conditions	Test changeroom quantities and adjacencies in detailed design; separate wet and dry areas; set utilisation and event policies aligned to peak periods and multi-user scenarios.
Indoor training capacity and year-round use (football/cricket/hockey warm-up and winter programs)	Preserve the indoor training/multipurpose capability within future staging; ensure Stage 1 programming and layout support warm-up and training, and avoid design choices that create wet-court risks for indoor sport use.
Outdoor cricket nets and safety (highway proximity, coverage, orientation)	Confirm net location/orientation during detailed design; consider covered net option; ensure caging and safety measures where required.
Revenue-raising clubrooms and clear shared-use governance	Define a facility management and licensing framework early (roles, accountability, and booking rules) and design for commercial kitchen/function capability and secure storage to support events and revenue generation.

## 5.2 Decision 2: Commence Stage 1 in 2026–27 (economic and community benefits)

Commencing Stage 1 in 2026–27 brings forward the highest-priority facilities (four indoor courts and enabling amenities) to address identified regional shortages, support year-round participation, and activate the precinct as a community hub. It also converts the masterplan into a deliverable investment package that can attract co-investment and be measured against clear utilisation and access targets.

**Why Stage 1 (Phase 1):** it delivers the core ‘first use’ assets—indoor multipurpose courts and the cricket clubrooms/change and match-day facilities, supported by enabling works—within a defined scope that can be funded and procured. It reduces risk to ratepayers by limiting capital exposure while Council confirms demand, partners and the operating model. Starting in 2026–27 maintains momentum from master planning and positions Council for funding windows and procurement readiness.

**Later stages (subject to future decisions):** the masterplan indicates additional indoor training and completion works, expanded outdoor recreation and hub elements, remaining parking, and other supporting infrastructure. Progressing these later stages should be based on updated demand evidence, confirmed funding/partners and an updated cost plan for each stage.

## 6. Investment returns and measures of success

To keep the investment responsible, Council should track returns in ways that match what the project can realistically deliver (cash, economic and community), and report performance transparently over time.

- **Cash return (facility finances):** court and room hire, events, and commercial tenancy revenue compared with operating costs. Key measures: utilisation hours, average hire rate achieved, operating cost per hour, and net operating position.
- **Economic impact (regional):** construction and supply-chain activity and jobs supported (REMPPLAN modelling). Key measures: total output, wages and employment impacts by geography (reported as modelled estimates, not guarantees).
- **Community return:** more opportunities to participate, safer and more accessible facilities, and a stronger local hub for schools, clubs and events. Key measures: participation numbers, program diversity, inclusion/access outcomes, and event days delivered.
- **Risk-adjusted delivery:** delivering in stages, locking in partners, and setting a fit-for-purpose operating model to protect ratepayers. Key measures: delivery to budget, procurement outcomes, and contract/operator performance against KPIs.

## 7. Benefits (what the investment delivers)

### 7.1 Community wellbeing and inclusion

The Precinct provides accessible, all-ages recreation and structured sport participation in one location, supporting healthier lifestyles and social connection. The design intent prioritises accessibility beyond code compliance—creating intuitive and inclusive spaces that encourage broader participation. The mix of indoor courts, community rooms, outdoor play and green space enables use across seasons and ability levels (e.g., juniors, seniors, social sport, and community groups).

### 7.2 Education and youth outcomes (co-location with Legana Primary School)

Co-location with Legana Primary School creates shared-use opportunities that are difficult to achieve elsewhere. School feedback identified potential to expand programs into precinct spaces and aspirations for an indoor multipurpose court with sprung floors and flexible multi-use areas.

The Northern Tasmania Sports Facility Plan 2023 notes that education partnerships can relieve pressure in an under-supplied sporting network, with strongest outcomes when facilities are jointly planned and funded from the outset.

## 7.3 Regional sport participation, pathways and event attraction

- Indoor court sport growth: Launceston Basketball Association identified requirements for compliant courts (e.g., FIBA runoffs, sprung floors, lighting) and emphasised needs such as referee spaces, scoring benches, storage and high-speed internet for modern competition delivery. The proposed indoor facility layout and support spaces respond to these requirements (Indoor Multipurpose Facility plan).
- State-wide and regional tournaments: Indoor Hockey Tasmania described an annual tournament typically held at Silverdome with around 20+ teams, and stated the opportunity for a centralised indoor hockey-capable venue at Legana would be a “tremendous addition” not just for the North but statewide.
- Cricket and football sustainability: Legana Cricket Club advised the design would “fulfill needs for the next 50 years” and highlighted the importance of revenue raising and fit-for-purpose spaces (function room/bar, commercial kitchen, storage). Bridgenorth Football Club identified the existing Legana oval as significantly better than their current ground and indicated the precinct would support year-round use and regional growth.



## 7.4 Economic development and placemaking

The Precinct is designed to operate as a destination and community “front door” for Legana and the wider West Tamar growth corridor. The outdoor central hub/market area (with food-truck capability) and indoor function/hospitality spaces enable year-round activation (markets, awards nights, seminars, community celebrations) that increase local expenditure, support small businesses, and strengthen Legana’s role as a service centre.

## 7.5 Economic impact (construction phase, modelled)

In addition to ongoing activation benefits (events, markets, local spend), the construction of Stage 1 generates a significant short-term economic stimulus. REMPLAN impact modelling for a \$20.0 million construction scenario delivered over two years indicates the following total effects (direct + supply-chain + consumption) across three relevant geographies. These figures should be treated as modelled estimates and can be refined during detailed design and procurement.

Geography (REMPAN)	Total output impact (2 yrs)	Total value-added / GRP impact (2 yrs)	Total wages impact (2 yrs)	Employment impact (peak yr 2)
Legana Growth Area	\$32.090M	\$11.436M	\$6.445M	68 jobs
West Tamar LGA	\$33.824M	\$11.984M	\$6.652M	68 jobs
Northern Tasmania	\$41.595M	\$15.321M	\$8.226M	84 jobs

For context, the underlying REMPLAN economic profile for the Legana Growth Area estimates an existing Gross Regional Product of \$177.261M, total output of \$331.508M and total employment of 1,050 jobs (REMPLAN Economic Overview, 2025 Release 1).

The Northern Tasmania REMPLAN scenario also reports a total output multiplier of 2.080 (meaning each \$1 of direct construction output is modelled to support up to \$2.08 in total output once supply-chain and household spending effects are included). This helps explain the scale of regional flow-on activity, but it should not be treated as a cash return to Council.

## 8. Options assessment

Option	Description	Pros	Cons / risks
1. Do minimum	Continue with existing oval and limited temporary facilities; no new indoor courts or hub infrastructure.	Lowest immediate capital cost.	Does not respond to growth; ongoing indoor-court shortages; missed funding windows; continued reliance on constrained venues where regular fixtures can be displaced by events and where availability is inconsistent.
2. Invest in Stage 1 (recommended)	Deliver foundational precinct facilities, including the indoor multipurpose courts and the cricket clubrooms/change and match-day facilities, plus the outdoor hub and initial recreation (Stage 1).	Early benefits; scalable; directly addresses the region's documented shortage of compliant indoor courts; supports multi-sport programming, social leagues and events; positions Council strongly for co-investment aligned to the five-council Northern Tasmania Sports Facility Plan.	Requires a robust operating model; approvals and procurement risks are managed through staged delivery and the risk register approach documented in the Masterplan.
3. Deliver all stages immediately	Construct full precinct including all future staged works (e.g., additional indoor training facility and complete external works).	Maximum completeness from day one.	Highest capital exposure; less flexibility to refine scope based on usage/partners; greater delivery risk concentration.

## 9. Financial, operating and delivery considerations

### 9.1 Capital investment and scope control

The proposed \$20 million investment is intended to fund Stage 1 delivery as a defined, procurement-ready package aligned to the Masterplan staging. A staged approach is a primary cost-control mechanism: it limits scope creep, enables market-tested procurement, and allows Council to refine later stages based on real-world utilisation, confirmed partners and updated cost plans.

## 9.4 Council financial impacts (what it costs to run)

Council modelling (scenario: \$20M build with a \$10M grant—\$5M committed by the Australian Government and \$5M being pursued from the Tasmanian Government—and remaining capital funded from Innova Business Park land sales) assumes:

- **Usage and revenue:** 40 hours of court hire per week at \$50/hour = about \$156,000 per year.
- **Operating costs:** assumed at 1.5% of asset value (about \$300,000 per year).
- **Depreciation:** about \$400,000 per year.
- **Modelled operating gap:** an underlying deficit improving from about (\$664k) in 2028–29 to (\$338k) by 2035–36 (nominal).

**ROI note:** Because this is a community facility, Council’s “ROI” is mostly delivered through service outcomes (more access, more participation, stronger community hub) while keeping the ongoing operating cost as low as practicable. Those operating costs are only incurred once the facility opens (modelled as 2028–29 at the earliest). The main levers to improve the cash return are higher utilisation, fit-for-purpose pricing, and an operator model that grows bookings and events.

Financial year	Fee revenue (assumed)	Operating plus depreciation (assumed)	Impact to underlying surplus (deficit)
2028–29	\$156,000	\$700,000	<b>(\$664,000)</b>
2029–30	\$156,000	\$700,000	<b>(\$603,000)</b>
2030–31	\$156,000	\$700,000	<b>(\$542,000)</b>
2031–32	\$156,000	\$700,000	<b>(\$481,000)</b>
2032–33	\$156,000	\$700,000	<b>(\$420,000)</b>
2033–34	\$156,000	\$700,000	<b>(\$392,000)</b>
2034–35	\$156,000	\$700,000	<b>(\$365,000)</b>
2035–36	\$156,000	\$700,000	<b>(\$338,000)</b>

The same modelling outlines a capital funding pathway using a \$10.0M grant (\$5.0M committed by the Australian Government and \$5.0M being pursued with the Tasmanian Government) plus staged Innova Business Park land sales to support the \$20.0M capital program (modelled as \$5.0M in 2026–27 and \$15.0M in 2027–28).

**Economic impact note:** Economic impacts cited in this business case are derived from REMPLAN input-output modelling based on ABS datasets and stated assumptions.

They indicate the scale and distribution of likely construction-phase impacts; final outcomes will depend on procurement approach, local sourcing, workforce availability and timing. Council should update these estimates at detailed business case stage using the confirmed cost plan, staging and delivery model.

## 9.2 Operating model and commercialisation

Community engagement identified an early governance question: “Who will be running the indoor community multipurpose facility?” Council Officer’s response at the session noted the option to commercialise the facility rather than run it directly. During 2026–27, Council should use the lead-in time while Stage 1 is being designed/approved and procured to: (1) test operating options (Council-run, private operator, or hybrid); (2) develop a cost recovery model (pricing, bookings, events and tenancy) aimed at high utilisation; and (3) define access policies and performance measures (community access + financial KPIs).

This ensures the operating approach is ready before opening and supports responsible long-term asset stewardship.

- Council-owned, operator-managed: Council retains ownership and sets community access outcomes; a specialist operator manages programming, bookings, staffing, and events under a performance-based contract.
- Council-managed: Council directly operates the facility, integrating with other Council services and community development programs.
- Hybrid partnership model: Council operates some components (e.g., community rooms), while leasing/contracting others (e.g., café/kiosk, event management) to reduce operational risk.

## 9.3 Funding and partnership strategy

The Precinct’s multi-benefit profile (sport participation, health, education, regional events, accessible infrastructure) creates a strong platform to attract co-investment. It also aligns with the Northern Tasmania Development Corporation (NTDC) five-council approach to planning sport infrastructure collaboratively.

Clear alignment to West Tamar Council’s adopted Strategic Plan and community plans further strengthens grant readiness by demonstrating strategic fit, measurable outcomes and long-term community benefit. Management should pursue a blended funding strategy across:

- **State and Commonwealth community infrastructure programs** aligned to active living, regional growth and social infrastructure.
- **Sport governing bodies** (e.g., basketball, cricket, hockey) where the facility provides competition-standard outcomes and pathway development (stakeholder requirements documented).
- **Education partnerships** leveraging co-location with Legana Primary School and shared-use outcomes.
- **Commercial tenancy and event revenue** through café/kiosk, function hire, tournaments and markets (enabled by the central hub).
- **Regional collaboration and prioritisation:** Position Stage 1 as a practical response to the Northern Tasmania Sports Facility Plan’s identified priority for additional indoor court provision, and use its prioritisation criteria (planning, growth areas, capacity, access and social impact) to strengthen grant applications and partner investment conversations.

## 10. Key risks and mitigations

The Masterplan includes a detailed design risk register identifying time, cost and quality risks and mitigation strategies (e.g., services, groundwater, approvals, car parking, brief alignment, and budget). The highest-exposure risks for consideration are summarised below.

## 11. Timing risk (2026–27): commencing vs not commencing Stage 1

### Risks if Council commences Stage 1 in 2026–27

- Cost escalation / market capacity risk if procurement timing is not managed (can affect value for money).
- Approvals and site risks (e.g., water/ground conditions) can add time/cost if not investigated early.
- If the operating model and cost-recovery settings are not confirmed during the lead-in period, the facility may open without the arrangements needed to drive utilisation and manage ongoing costs.

## Risks if Council does not commence Stage 1 in 2026–27

- Loss of momentum and stakeholder confidence after master planning and engagement.
- Missed co-investment or grant windows, and reduced competitiveness without a 'shovel-ready' first stage.
- Construction cost escalation and higher future capital requirement for the same scope.

Ongoing indoor court shortages persist, with continued crowding and displacement at existing venues.

Risk	Impact	Mitigation approach
Groundwater / overland flow and site conditions	Time, cost	Use staged delivery; maintain elevated building approach described in the Masterplan to mitigate groundwater issues; complete detailed investigations during design development.
Misalignment of brief, stakeholder expectations and budget	Time, cost, quality	Confirm Stage 1 scope; adopt change control; maintain ongoing stakeholder reference group; test court layouts and back-of-house requirements early (stakeholder "non-negotiables").
Planning approvals and discretionary use	Time	Early pre-lodgement engagement; prepare application with supporting technical reports; align to State Planning Provisions and relevant standards considered in the Masterplan.
Car parking, event traffic and school interface	Time, cost, quality	Traffic and event management plan; clarify shared use of school parking; stage parking delivery; prioritise pedestrian safety and separation of peak school/precinct operations.
Operating model and utilisation risk	Financial sustainability	Develop operator/business model prior to procurement; set utilisation and access KPIs; consider a commercial operator model (raised through community engagement).

## 11. Governance, approvals and implementation roadmap

- Council consideration:** Consider the Stage 1 business case, confirm Council's preferred funding pathway (Council investment and/or co-investment), and endorse progression to design development and approvals.
- Delivery governance:** Establish a project control group (Council executive + delivery lead) and a stakeholder reference group (major user groups and school interface).
- Design development:** Progress concept to detailed design for Stage 1, incorporating stakeholder "non-negotiables" for courts and change room adjacencies.
- Approvals pathway:** Complete planning approvals (including any discretionary use pathway identified in the Masterplan) and supporting technical studies.
- Procurement:** Select delivery model (e.g., design & construct) and tender Stage 1 works with clear scope and change control.
- Operating model finalisation:** Procure an operator (if adopted) and finalise pricing, access policy, programming and event strategy.
- Commissioning and opening:** Soft opening with school and community programming; schedule inaugural regional events to build utilisation.

## 12. Conclusion

The Legana Community, Sports and Recreation Precinct is a strategic, staged investment that responds to West Tamar's growth, addresses documented regional facility constraints, and delivers a flexible community hub with benefits extending across Northern Tasmania.

Stage 1 provides immediate, tangible infrastructure—indoor multipurpose courts and cricket clubrooms/change and match-day facilities, alongside an outdoor hub and recreation spaces—while creating the platform for future expansion.

Proceeding now positions Council to secure partners, lock in scope, and deliver an inclusive, high-utilisation asset aligned to Council's long-term vision.

## Appendix A. Supporting documents

- Legana Community, Sports and Recreation Precinct Masterplan Report (March 2026, Revision 02) and drawings SK001-SK011.
- Northern Tasmania Sports Facility Plan 2023 (NTDC / ROSS Planning Pty Ltd, Final Plan 25.06.23).
- Stakeholder engagement: Legana Stakeholder Engagement – Minutes Summary and Legana Stakeholder Engagement – Session 04 (community engagement session).
- REMPLAN reports: Economic Overview (Legana Growth Area) and Impact Summaries (Legana Growth Area, West Tamar LGA, Northern Tasmania).
- Council plans referenced: Strategic Plan 2022–2032; Community, Health and Wellbeing Plan – Towards 2035; Youth Strategy 2023–2026; Positive Ageing Strategy 2022–2027; Climate Resilience Strategy; Legana Town Centre & Township Structure Plan; Legana Recreation Plan (Draft).