

NORTH PARK MASTER PLAN

FINAL REPORT



NOVEMBER 2022



Prepared by Otium Planning Group Pty Ltd
www.otiumplanning.com.au



Otium Planning Group Pty Ltd

Head Office:

304/91 Murphy Street
Richmond VIC 3121
ABN: 30 605 962 169
Phone: (03) 9698 7300
Email: info@otiumplanning.com.au
Web: www.otiumplanning.com.au

Local Office:

Kate Maddock, Managing Director
Phone: +61 (0)419 316 540
Email: vic@otiumplanning.com.au

Otium Planning Group has offices in Auckland, Brisbane, Cairns, Christchurch, Melbourne, Perth and Sydney.

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Otium Planning Group acknowledges the Australian Aboriginal, Torres Strait and South Sea Islander peoples of this nation. We acknowledge the traditional custodians of the lands on which our company is located and where we conduct our business. We pay our respects to ancestors and to Elders, past, present and emerging. Otium is committed to national reconciliation and respect for indigenous peoples' unique cultural and spiritual relationships to the land, waters and seas, and their rich contribution to society.

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1. Introduction

North Park Reserve is situated in Lamont Street, Stawell, in the Northern Grampians Shire. Situated on Crown Land, it features a number of sport and recreation facilities suitable for football, cricket, netball, soccer, tennis, fire brigade training and athletics. There are also three pavilions on site. One new multi-purpose clubroom will be used primarily by football/netball/cricket clubs, the old football clubrooms and the other is used by Stawell Amateur Athletics Club.

In 2011 Council endorsed the “North Park Multi-Purpose Precinct Development Plan” outlining a future for North Park as “a vibrant community hub which provides physical, social, economic, and environmental benefits to the Stawell community”.

Northern Grampians Council have been successful in implementing several of the recommendations of the previous plan, however, Council identified the need to take a fresh look at North Park with an eye to the future, taking into consideration new challenges that were not foreseeable at the time of the previous plan’s development.

1.1 Master Plan Purpose

The purpose of the Master Plan is to provide an understanding of the current and potential future uses of the site, and enable Council to consult, plan and design in a structured and informed manner. This plan has:

- Identified active and passive opportunities, including those linked to Central and Cato Park.
- Identified existing and future capability and design options to ensure sustainable recreation provision.
- Develop a plan to support investment at North Park to transform the current ‘siloes’ infrastructure into an integrated and well-connected precinct for active and passive recreation.

1.2 Project Process

The project will involve the following stages:

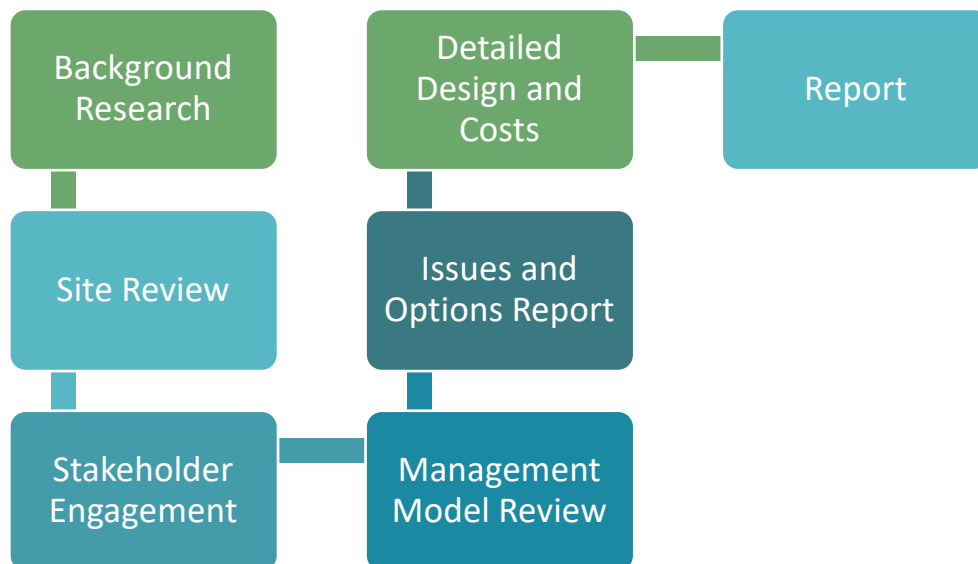


Figure 1: Project Methodology

This **Final Report** summarises the key findings from the market research, site review and stakeholder engagement stages and includes a concept master plan, 3D render view of the playspace and preliminary cost estimates.

2. Strategic Review

This section summarises the strategic commitments made by Council that will guide decision making on proposed improvements and relationships with other stakeholder strategies.

What strategic commitments will guide decision making?

2.1 Northern Grampian Strategies

Table 1: Council Strategies Review

Document Title	Details
Council Plan 2021-2025, Northern Grampians Shire Council, 2021	<p>The Council Plan 2021-2025 sits under Council's 20-year Shire Vision 2041, and the Economic Development Strategy, Asset Plan and Financial Plan. The Council Plan sets out Council's Core Values of:</p> <ul style="list-style-type: none"> • Responsive – through community engagement, listening to and responding appropriately to community needs • Accountable – being transparent and honest in dealing and responsible in decision making • Fair – being informed and impartial in decision making • Innovative – being positive and able to find solutions • Sustainable – stewardship of the community, environment, economy, and council • Respectful – of people's views and diversity. <p>The Council Plan sets out four goals, linked to the pillars of the Shire Vision, detailed below:</p> <ul style="list-style-type: none"> • Enhance Lifestyle and Community • Boost Economic Growth • Provide Sustainable Infrastructure • Improve Organisational Effectiveness. <p>There are 154 actions. Those actions impacting the North Park Master Plan are:</p> <ul style="list-style-type: none"> • Develop a Stawell Tourism Action Plan • Develop and implement a comprehensive Events Strategy • Undertake a customer service review and develop an action plan for the Stawell Sports and Aquatic Centre. • Undertake a program review for the Stawell Sports and Aquatic Centre. • Finalise the Stawell Sports and Aquatic Centre • Resurface the North Park Precinct Tennis Courts • Deliver the North Park Precinct Skate Park • Deliver the North Park Precinct Soccer Lighting • Deliver North Park Precinct Netball Court upgrade • Advocate for the funding of the North Park Precinct Skate Park detailed design • Advocate for the North Park Precinct Soccer Lighting.
Northern Grampians Shire Council Municipal Public Health and Wellbeing Plan 2017-21, 2017	<p>There are four key objectives to describe how Council wants to see the Northern Grampians in the Future:</p> <ol style="list-style-type: none"> 1. Enhance Lifestyles and Community 2. Boost Economic Growth 3. Provide Sustainable Infrastructure 4. Improve Organisational Effectiveness. <p>Each of the objectives and priorities were separated as into strategies and outcomes. Those that will need to be considered as part of the Master Plan are:</p> <ul style="list-style-type: none"> • Encourage more opportunities for water to be the first drink of choice in natural, built and consumer environments. • Partner with community groups to activate local spaces. • Promote existing and new environments that encourage physical activity for all community members. • Create and diversify physical activity options. • Advocate for improved transport access for all.

Document Title	Details
	<ul style="list-style-type: none"> • Facilitate greater pedestrian connectivity between activity centres, residential developments, and public open spaces. • Deliver actions that align with the inquiry into Women’s and Girls in Sport and Active Recreation. • Increased opportunities for passive and active recreation in open spaces, sport and recreation places. • Increased participation and range of activities available. • Provision of appropriate infrastructure required to facilitate access and movement between activity centres, residential developments and public open space. • Council will actively seek opportunities to improve facilities and programs to encourage women and girls to participate where possible. Seek funding to provide free or low-cost activities across the Shire. • Encourage interactions in the natural environment. • More youth engaged and participating in community decisions and actions. • Being active in the natural environment reduces level of stress and improves mental health.
<p>Northern Grampians Shire Council Economic Development Plan, 2021-2031</p>	<p>The aim of the North Grampians Economic Development Strategy is to: <i>Uplift our community’s economic wellbeing and quality of life.</i></p> <p>The challenges facing Council achieving this goal are:</p> <ul style="list-style-type: none"> • Population decline and growing social and economic disadvantage causing workforce and skills shortages that are restraining the Northern Grampians economy • The Northern Grampians economy is vulnerable to natural disasters and global market events, undermining consistent economic growth • Investment preparedness, signalling priorities and ensuring investment competitiveness. <p>The strategy includes the following objectives to meet these challenges:</p> <ul style="list-style-type: none"> • Increased productivity and a prosperous future for all • Sustained economic growth • Investment in enabling infrastructure. <p>Key strategic directions that will influence the North Park Master Plan are:</p> <ul style="list-style-type: none"> • Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative • Foster communities that are inclusive, welcoming and supportive of diversity where all people feel valued • Foster positive outcomes for Northern Grampian’s indigenous community • Tackle climate change and its impacts on health and wellbeing • To ensure young people have equitable access to opportunities and support to participate fully in social, economic, educational and civic life • Ensure development is environmentally sustainable and key assets are protected • Development of partnerships, communication and networking to impact cultural change that can then drive a strategic direction for a location.
<p>Open Space, Sport and Recreation Strategy, Northern Grampians Shire Council, 2014</p>	<p>The Open Space, Sport and Recreation Strategy aim was: <i>To provide Northern Grampians Shire Council with an Open Space, Sport and Recreation Strategy that identifies priority projects for Council to support for the period 2013 to 2022, to respond to changing community needs and to increase participation in sport and recreation activities for all members of the community.</i></p> <p>As part of the strategies recommendations there were a number that specified North Park, including:</p> <ul style="list-style-type: none"> • North Park was identified during engagement as needing improvement. Specifically, the facility at the time did not meet the competition requirements • North Park was the most popular facility identified during community consultation. Along with the Stawell Leisure Centre, North Park was the highest priority for the community. • Address female amenities, netball courts, athletic clubroom improvements, cricket nets and tennis lighting upgrade. • Promote North Park and Central Park as the Regional Athletics Venues. • Implement facility master plan and development plans for North Park and Stawell Leisure Centre
<p>Asset Management Policy</p>	<p>The Asset Management Policy identifies that Council’s current level of funding is not sufficient to renew and maintain its assets to the standards needed to continue to deliver current service levels</p>

Document Title	Details
	<p>in the long term. Therefore, a strategic approach to the management and renewal of Council’s assets is needed.</p>
<p>Stawell Structure Plan, 2021</p>	<p>Stawell Structure Plan will guide the type and location of future development and growth in Stawell.</p> <p>The Structure Plan identified the following drivers of change and guiding issues:</p> <ul style="list-style-type: none"> • Western Highway duplication will bring significant economic benefits with Stawell becoming the first township, based service hub when travelling from Melbourne to the Grampians • Major projects that have the potential to generate local employment opportunities • Declining population, an ageing population and difficulties retaining young workers • Lack of sufficient supply and diversity of housing • Stawell appears to have sufficient amount of existing commercial and industrial land to meet demand in next 15 years with underutilised land and vacant buildings that could be invested in • Stawell benefits from key regional tourism strengths forming the gateway to the Grampians and the well-renowned yearly Stawell Gift • Stawell has a good range of community services and facilities that can accommodate future population growth • There is community pride in the history and identity of Stawell, particularly it’s sporting role and heritage qualities. Protecting the special features that attract people to Stawell is important. <p>Key strategic directions that will influence the North Park Master Plan are:</p> <ul style="list-style-type: none"> • North Park and the Stawell Sports and Aquatic Centre is identified as a key community facility destination and sports precinct • North Park is surrounded by residential area and within proximity to mixed use area • Ensure public transport infrastructure is connected to the primary pedestrian network, to improve access to services and provide opportunities for increased user safety and public realm around these facilities • A primary walking route and strategic cycling route is proposed to connect North Park to Stawell Station • To support a range of well-located and accessible community facilities that meets the needs of the diverse community. • To recognise Stawell as a regional sporting centre with high quality facilities and an active community. • To provide a high-quality and strong open space network that is well connected, inclusive, and multi-functional, and provides a range of active and passive recreational opportunities • Investigate and advocate for the redevelopment of the Stawell Skate Park and consider relocating to a different location that can support a larger facility. Investigate suitable locations for a BMX track that is co-located with other similar facilities. • Continue to work with community groups to ensure adequate spaces and facilities are available to meet their needs.
<p>Stawell Parks Precinct Plan, 2019</p>	<p>The project delivers a Community Precinct Plan for the areas of Central Park and Cato Park Stawell and include the Swans Project water storage and treatment ponds bordering along Maude Street.</p> <p>The plan includes several improvements. These include:</p> <ul style="list-style-type: none"> • Create a parkland of trails that are linked • Upgrade sports facilities so they are fit for purpose • Improve sharing of facilities between sports • Design a space for social skate and cycle activities within the precinct • Improve the presentation and interface of the parks • Improve the environs and water quality of the lakes and water ways • Provide water-based recreation and environmental activities across the lake system • Provide additional inclusive opportunities in the play space for children with a disability • Improve the landscaping including additional trees and indigenous vegetation. <p>The planned improvements support Central Park and Cato Park as providing primary functions for social recreation and sport at a regional (municipal) level. A diverse mix of open space activities from relaxing and social gathering in a parkland and waterway setting, playing in the major playspace in Stawell, walking and riding on a network of trails and pathways, providing places for informal sports like skating and improving the sports facilities so they are “fit for purpose” and continue to be a place for sport.</p>

Document Title	Details
	<p>The North Park Master Plan will need to complement the role that Central Park and Cato Park. The primary function for North Park will be for sport at a district (township) level. The reserve provides for both indoor and outdoor (Stawell Sport and Aquatic Centre). There is an opportunity to provide for secondary local “community” level informal sport and social play areas.</p>
<p>Stawell Sport and Aquatic Centre Feasibility Study and Master Plan 2021</p>	<p>The Feasibility Study found the following key findings:</p> <ul style="list-style-type: none"> • Stawell Sports and Aquatic Centre has served the Stawell community well for over 30 years, offering a broad range of facilities and programs in the one central location. However, it is widely accepted that facility is tired and requires an upgrade • A review of program participation numbers and centre attendance at SSAC show that the centre should be catering for more people than it is currently. • The community engagement showed that there are people from Stawell playing volleyball in Horsham, and basketball and swimming in Ararat. Unless the centre is redeveloped this pattern is likely to continue. A review of neighbouring municipalities showed that upgrades to nearby centres (Horsham, Ararat, Maryborough) have commenced or are planned, which is likely to further attract people away from the SSAC. • Cost savings have been made by reducing centre opening hours and committing staff to hands on operational roles. However, staff do not have adequate time to initiate and market programs that will drive up attendances and improve income levels at the centre. • Some sports programs have relied on a commitment from volunteers that do not always have the time and expertise to promote, fixture and administer sports programs for the long term. It is likely that the Stawell Swimming Club will not continue next season with those wishing to continue competitive swimming travelling to Ararat or further. • The introduction of 24/7 gym access has been positive for the centre. However, the age and design of the centre no longer encourages people to participate in large numbers. • Community preferences for improvements included: <ul style="list-style-type: none"> – An indoor 25m pool – Warm water pool with ramp access – Improved children’s water play area – A two-court stadium – Improved air handling throughout the centre – Improved facility access. <p>Three development options are considered with Option 2 recommended.</p> <ul style="list-style-type: none"> • Option 1 adds a new warm water pool, in addition to the existing indoor program pool. This option provides additional space for hydrotherapy programs, swimming lessons, an indoor water play zone for young children, an additional sports court for basketball and netball, and improved gym/fitness area members that would include heating and cooling, to retain and attract more gym. It does not provide an indoor 25-metre pool for lap swimmers, swim club or squad training. • Option 2 provides a new 25-metre indoor pool and converts the existing indoor pool to an accessible warm water/program pool. This option provides the same health and fitness components and benefits as Option 1; however, it provides a 25-metre indoor pool. A 25-metre pool will benefit swimming club participants, adult and child squad programs, lap swimmers, aqua aerobics and greater play space for recreational water play and larger group activities such as local sports club activities. • Option 3 replaces the outdoor 25-metre pool with a 50-metre outdoor pool, provides a new indoor 25-metre pool and converts the existing indoor pool to an accessible warm water/program pool. <p>The key advantages of Option 2 are the savings in the upkeep of the ageing plant and equipment. It is estimated that savings of \$510,000 could be made due to the upgrade of plant and equipment over 10 years.</p> <p>It is estimated that additional annual revenue of some \$231,600 could be generated from the upgraded facility including all components for Option 2, compared to average income from the past 3 years. It is forecast that an additional 47,000 annual visits would be made to the facility.</p>
<p>North Park Multi-Purpose Precinct Development Plan, 2011</p>	<p>The Development Plan recommended the development of a shared multi-purpose community facility and a number of other upgrades and initiatives at North Park that would further position the reserve as a significant regional sport and recreation facility.</p>

Document Title	Details
	<p>The study identifies the existing pavilions at North Park no longer meeting the needs of the Stawell community. These pavilions had reached the end of their useful life and functionally was not large enough to support the user group's needs. Also, the pavilions would cost a significant amount of money to upgrade and continue to maintain.</p> <p>Rather than upgrading the two separate pavilions, the North Park tenants, Stawell community and Council supported the development of a multipurpose facility.</p>
Stawell Skate Park Pre-design Consultation Summary, CONVIC, 2019	<p>The engagement report outlined the methodology, outcomes and key findings of the consultation undertaken as part of the Stawell Skate Park Design Project. The key elements that were highlighted were:</p> <ul style="list-style-type: none"> • Scooters were the most popular form of use. • Although most users identified as intermediate, the park will need to cater for beginners as well. • The community also noted that the park needed to reflect the surrounding natural materials and ensure links to the Stawell Gift and the towns history with Gold Mining are also reflected. • The site also needs to link with the surrounding elements, and provide shade and shelter.

2.2 North Park Precinct Development Plan 2011

The North Park Precinct Development Plan was endorsed in 2011 and included ten development recommendations. The table below identifies the status of each recommendation.

Table 2: Previous Master Plan Recommendation Status

No.	Action	2021 Status
1	Upgrade existing netball courts to meet Netball Victoria Standards. Reduce the number of courts by one and install lighting to all courts.	Commenced construction Aug 2021 Budget \$2.152M SRV and Council funded
2	Construct a multi-purpose community facility at North Park comprising of change facilities, kitchen, kiosk, bar, meeting room / function room, offices, storage space and public toilets (which are accessible from inside and outside), in a more central location. When building is complete, demolish existing multi use pavilion and athletics pavilion.	Completed April 2021 Budget \$4.2M SRV, Federal, club and Council funded
3	Realign internal roads to cater for new developments on site.	To be an outcome of the 2021 Master Plan
4	Relocate cricket nets from their current site near the main entrance to the position currently occupied by the multi-use pavilion.	Cricket training facilities were replaced
5	Replace existing athletics track with a synthetic eight lane running track, applied over a new layer of asphalt.	New 6 lane track completed 8 lane track not achievable Flood funding
6	Install an additional two training lights on the sports oval to provide better illumination and to reduce wear and tear on one part of the oval.	4 new light towers installed for 100 lux outcome SRV funding and Council contribution.
7	Develop a wetlands area between the netball courts and the tennis court area to provide a water storage facility and a natural habitat for birds and aquatic life. Develop shared trails around the wetlands area and throughout North Park to provide connections to the tennis courts and residential areas beyond in the north; to the netball courts and multi-purpose pavilion in the south; and to the Leisure Centre adjacent to Lamont St (a fence will need to be relocated in front of the southern entrance of the Leisure Centre) in the east.	Completed

No.	Action	2021 Status
8	Develop a new play space near the netball courts and athletics track, catering for children from 2-8 years of age, which features seats, shade and a range of different play opportunities.	To be an outcome of the 2021 Master Plan
9	Develop a paved outdoor BBQ area with shade and seating at the athletics track end of the multi-purpose facility which is accessible to clubs and the general community.	To be an outcome of the 2021 Master Plan
10	Improve landscaping around North Park by creating a feature entrance at the Lamont Street entrance of the Park, incorporating drought tolerant, low maintenance indigenous trees and plants, along with some feature rocks. Some additional landscaping should be provided near the entrance of the proposed multi-purpose facility to provide an attractive entrance for users, including those who may wish to use the facility for special functions such as weddings. The walking / cycling trail should also incorporate trees for shade, and there should be a range of plants incorporated into the wetlands design.	To be an outcome of the 2021 Master Plan

2.3 Other Strategies

Table 3: Other Strategies Review

Document Title	Details
Activate 2020-2030, Victorian Government, 2020	<p>The Strategy provides a regional framework, a 10-year action plan and a plan-on-a-page to ensure a coordinated and collaborative approach aimed at increasing participation in sport and active recreation.</p> <p>As part of the Strategy the Northern Grampians Shire Council highlighted the following projects as priority infrastructure projects:</p> <ul style="list-style-type: none"> • Stawell Sports and Aquatics Centre • North Park Netball Courts Development • Central Park Sports Redevelopment • Lord Nelson Oval Lighting and Surface Upgrade • Great Western Football Netball Clubrooms and Oval Lighting.

2.4 Key Findings of Strategic Review

The North Park Master Plan will respond to Northern Grampians Shire's Council Plan objectives by:

- Enhancing Lifestyle and Community, through providing sport and recreation opportunities to the Northern Grampians
- Boosting Economic Growth
- Providing Sustainable Infrastructure.

Council's strategies include recommendations for North Park. Specifically:

- The Council Plan 2021-2025 highlighted a number of initiatives and actions for North Park, including developing the skate park, soccer lights, netball courts and the improvements sports and aquatic centre.
- Council's Public Health and Wellbeing Plan 2017-2021, will guide the design of the master plan to ensure it meets the objectives and priorities such as water as the drink of choice, encouraging physical activity, and diversifying activity options.
- The Open Space Strategy identified the need to improve female facilities, promote North Park as the regional athletics site, and continue to implement the master plan for the site.

- The North Park Netball Courts redevelopment and the Stawell Sports and Aquatic Centre redevelopment were identified as priority infrastructure projects in the Activate 2020-2030 Strategy.

The diagram below shows the strategic relationships with the North Park Master Plan.



Figure 2: Strategic Relationships

Council has made significant progress on the delivery of the previous North Park Master Plan in 2011. Major projects include the new multi-purpose pavilion and renewal of the synthetic athletics track. The delivery of new netball courts and lighting the soccer fields is programmed for 2021/22.

There are several key recommendations to be addressed as part of the new master plan including:

- Realignment of the internal roads
- Development of a new play space near the netball courts and athletic track
- Development of a paved outdoor BBQ area with shade and seating at the end of the multipurpose facility (closest to athletics track)
- Improved landscaping around the park including the Lamont Street entrance, entrance of the multi-purpose facility
- Improved tree shade for the walking/cycling trail.

3. Site Review

This section reviews the site context including constraints and opportunities, the planning context, the history of improvements to North Park, future (committed) improvements.

What are the site constraints and opportunities at North Park?

3.1 Site Context

North Park is located central to Stawell on Barengi Gadjin Land. The Park is situated within a residential area and adjacent to the Oriental Community Mine Historic and Cultural Features Reserve.

The aerial below shows the North Park boundary and activity areas. The Park includes:

- The Stawell Sports and Aquatic Centre. The facility includes an indoor swimming pool, an outdoor swimming pool, two indoor sports courts, gym, program rooms, rock climbing area, squash / racquetball courts, offices, change facilities and meeting rooms.
- Sports oval, cricket nets and multipurpose pavilion (recently constructed).
- Five asphalt netball courts and shelter.
- Six lane synthetic athletics track (recently refurbished) and infield for field events. The infield is also used as a soccer pitch. The track is supported by a small pavilion.
- Twelve synthetic tennis courts and small pavilion.
- CFA training track.



Figure 3: North Park Aerial Map (Source: Near Maps)

3.2 Planning Context

North Park is zoned Public Park Recreation Zone (PPRZ) and subject to a Bushfire Management Overlay (BMO) in the northern corner of the site, overlaying the tennis facility car park area.



Figure 4: VicPlan Planning Zone Map



Figure 5: VicPlan Planning Overlay Map

North Park in its totality is identified within a Bushfire Prone Area. This area is shown in brown on the following map.

The Building Regulations 2018 through application of the Building Code of Australia, apply bushfire protection standards for building works within designated bushfire prone areas.

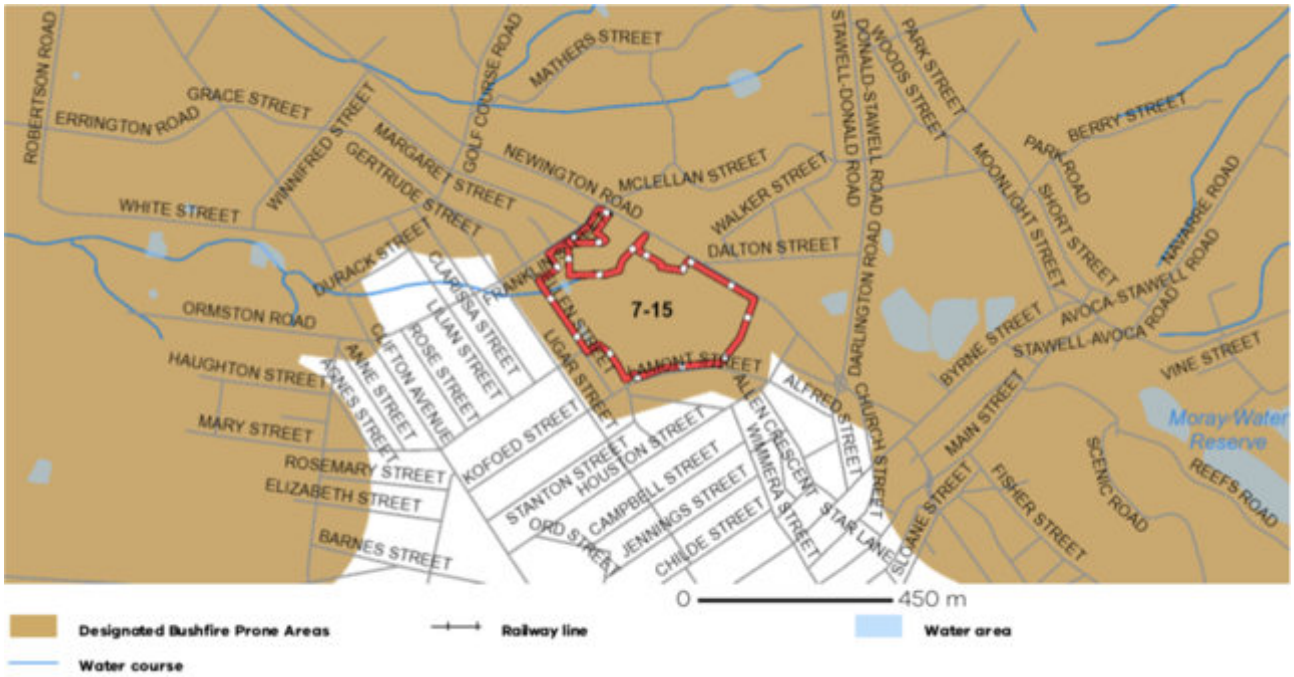


Figure 6: VicPlan Designated Bushfire Protection Area

3.3 Asset Function and Condition

The map below shows the location of all assets on the North Park including buildings, drains and pits (light blue), water dams (dark blue), roads (red), playgrounds (green highlight) and litter bins (purple icon).



Figure 7: Council GIS – Asset Map

The project team conducted a site review of North Park. The key observations were:

- The new multi-purpose pavilion is in excellent condition and will support the key tenant groups being AFL, cricket, soccer and athletics. The venue will also support other community functions/activities.
- The sports oval is in good condition.
- The synthetic athletics track is in good to excellent condition, recently upgraded. However, it is a six-lane track and therefore can only support local 'community' level athletics.
- The tennis courts are in good to excellent condition.
- The netball courts have reached an age and condition that require renewal.
- The lighting on the soccer pitch/athletics infield has reached an age and condition that requires renewal.
- The former football/cricket pavilion and athletics building are aged and in poor to average condition
- The tennis pavilion is basic and in average to good condition. A review into the facility requirements and future renewal of this asset should be considered in the master plan.
- The site has distinct and disconnected sports facilities that are not linked by a logical network of paths. The multipurpose pavilion centrally located between the sports oval, netball courts and athletics track will improve the connections between these key activity areas within the reserve.
- The site is open and there a lack of landscaping, shade and places that encourage informal play, walking and social gathering. Landscape improvements should also look at improving the entrances and boundary works to encourage the public to use the facilities.
- The connection between North Park and the Stawell Sport and Aquatic Centre as part of the future development of the aquatic centre is an opportunity.

3.4 Current Improvement Projects

Council has made progress on renewing assets, including the following major projects:

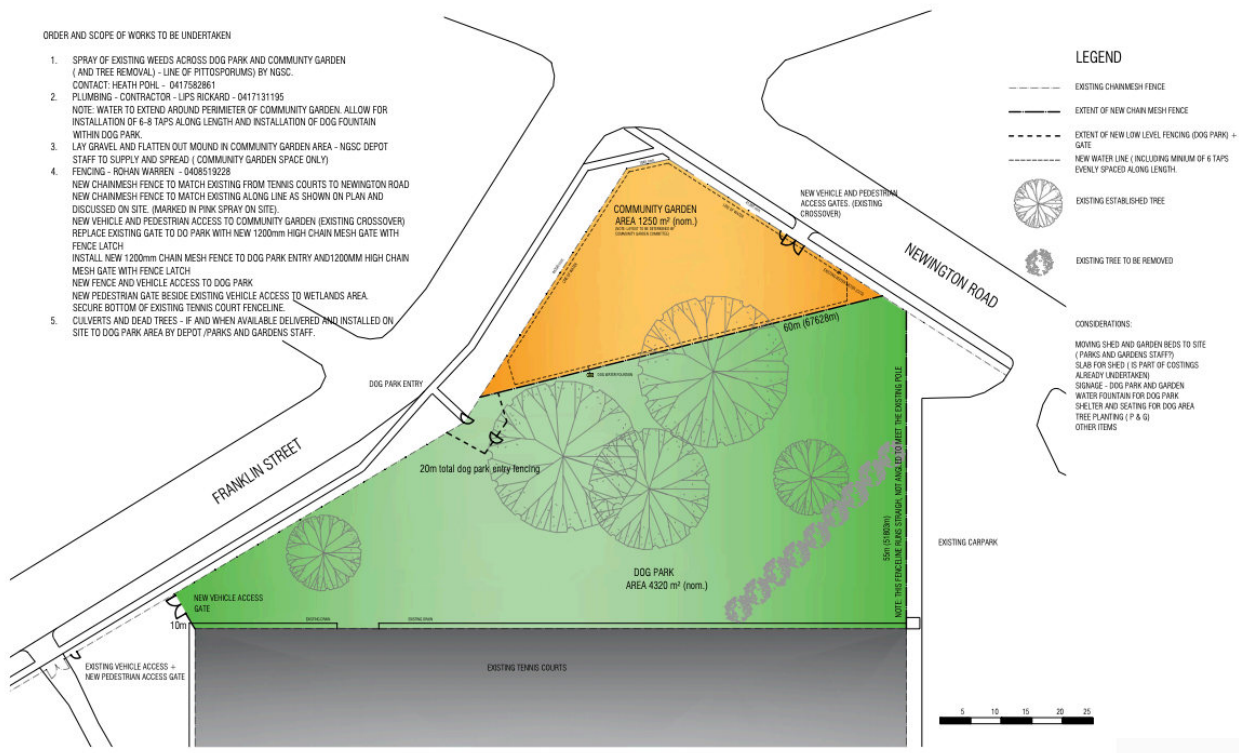
- Construction of the new multi-purpose pavilion.
- Renewing the synthetic athletics track.

Council has received funding and are delivering the following improvement projects at the Park:

- Netball court construction was recently completed in 2022.
- The Community Garden and Dog Off Leash Park area construction was completed in 2021.
- Council has received funding for a new Skate Park that is scheduled for completion in 2022.
- The two old toilet blocks (at the rear of the old football clubrooms) will be demolished in 2022.
- Council will retain the old football clubrooms and allow the Stawell Fire brigade to take on a Tenancy Agreement. Whilst this is contrary to previous masterplan recommendations the Council will review their position within two years on the future of the use and condition of the facility.
- Council has received State funding to install new lights for soccer on the infield pitch of the athletic track. The lights will be 100 lux suitable for soccer competition and for athletics. Works will be completed in 2021/22.

Council has also progressed a feasibility study for the Stawell Sports and Aquatic Centre. The feasibility study proposed a major redevelopment of the centre, outlined in **Section 2 Strategic Review**.

Community Garden and Dog Park



PROPOSED DOG PARK AND COMMUNITY GARDEN - DRAFT CONCEPT DESIGN
SCALE 1:500@A3 REVISION A FOLLOWING SITE VISIT 30/4/2021

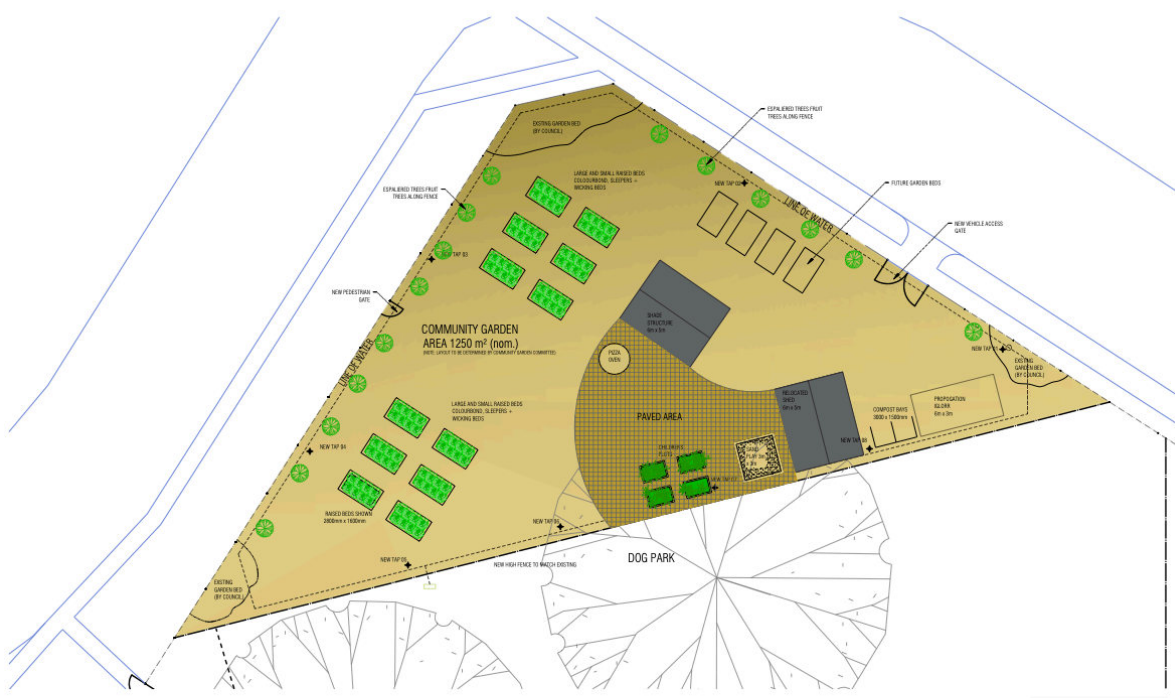


Figure 8: Proposed Community Garden and Dog Park Design Concepts

Skate Park



Figure 9: Proposed Skate Park Design

Netball Court Development

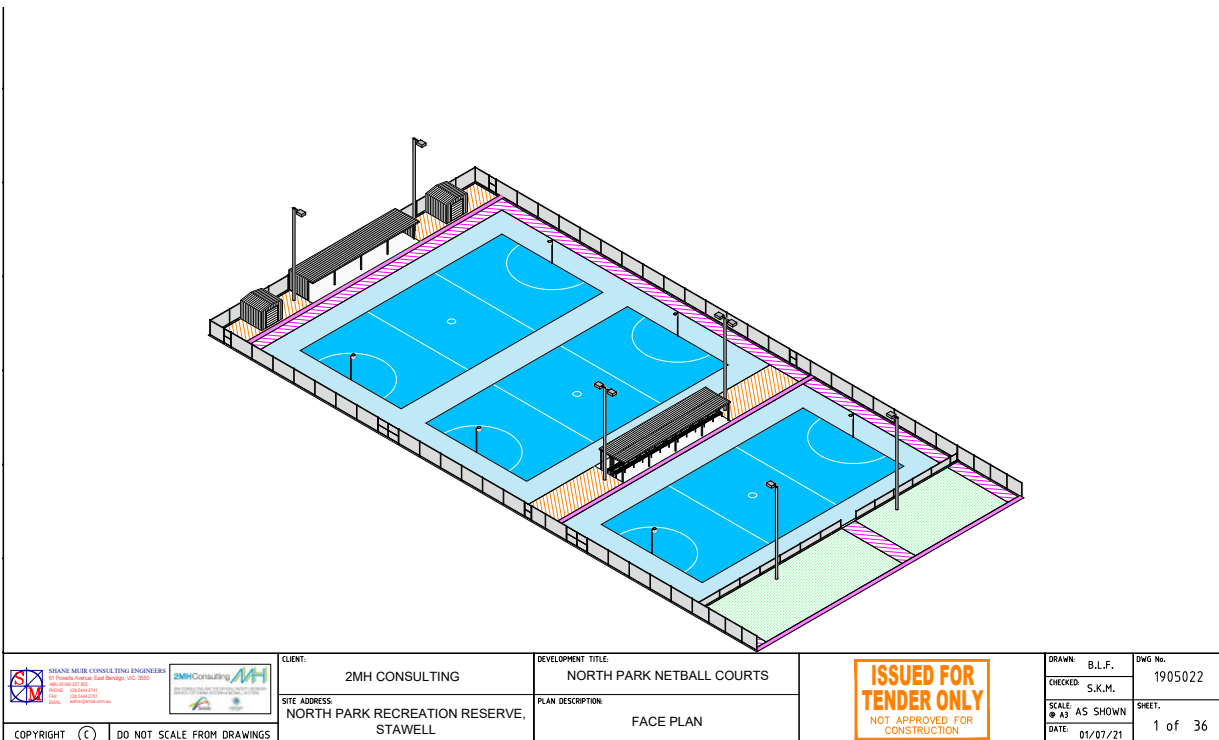


Figure 10: Proposed Netball Court Development

Stawell Sports and Aquatic Centre Redevelopment (Option 2)

Option 2

- New 25m indoor pool
- Convert existing indoor pool to fully accessible warm water program pool
- Other developments the same as option 1.

Preliminary costs (without staging) –

\$19,165,000

Preliminary costs with staging:

Stage 1 \$7,451,000

- Key components - Foyer upgrade and extension, indoor splash pad and water features, upgrade to existing warm water pool, family change room, pool storage

Stage 2 \$4,677,000

- Key components - Refurbish existing gym, extend sports hall, new treatment rooms, dry change rooms, club social room, storage

Stage 3 \$7,565,000

- Key components - 25m pool x 6 lanes, pool storage, upgrade of mezzanine including lift

Additional component options for Option 2:

- Indoor water slide - \$4,867,000
- 50m outdoor pool - \$8,270,000

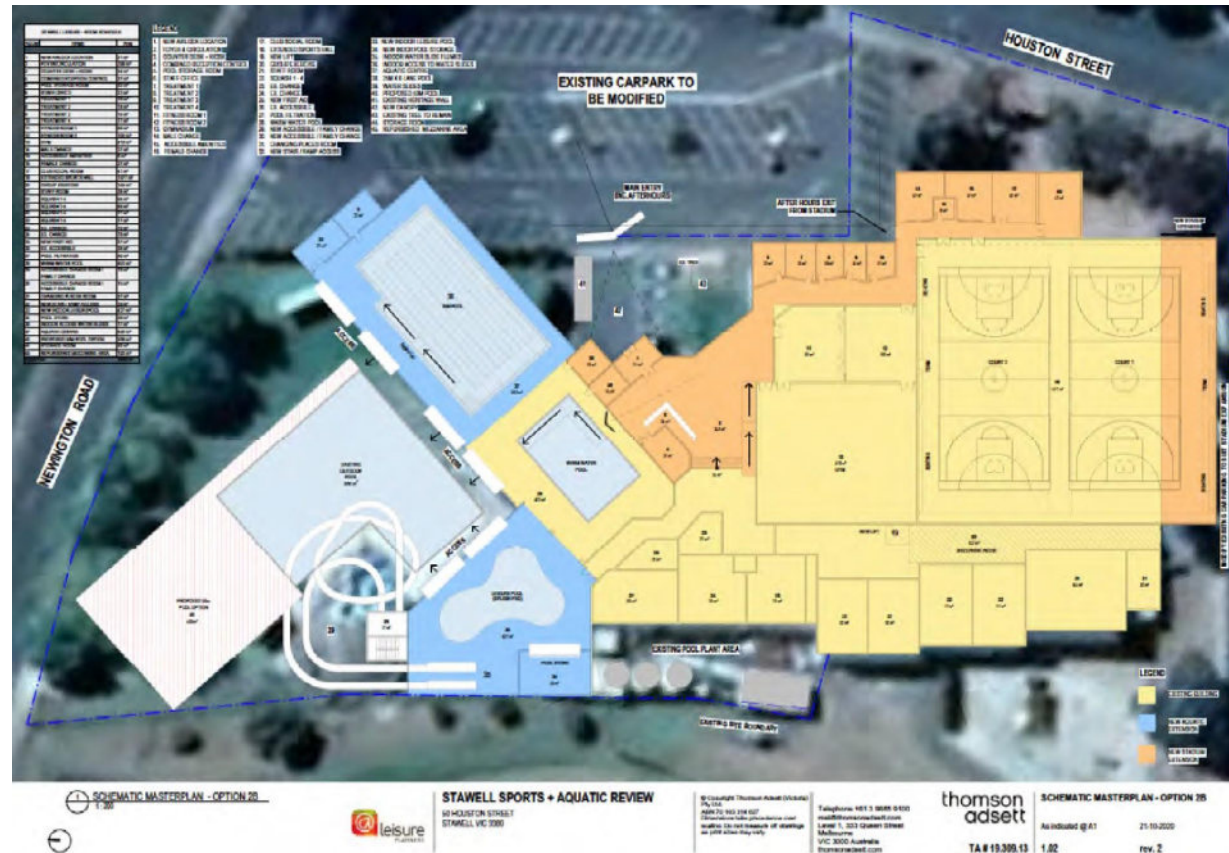


Figure 11: Stawell Sports and Aquatic Centre Redevelopment (Option 2)

3.5 Photos of Site



Figure 12: Athletics Track



Figure 13: New Multi-Purpose Facility



Figure 14: Tennis Courts



Figure 15: CFA Training Facility

3.6 Key Findings of Site Review

North Park is a district sports reserve located central to the Stawell township, within a residential area and adjacent the Oriental Community Mine Historic and Cultural Features Reserve. The Park includes:

- Stawell Sports and Aquatic Centre. The facility includes an indoor swimming pool, an outdoor swimming pool, two indoor sports courts, gym, program rooms, rock climbing area, squash/racquetball courts, offices, change facilities and meeting rooms.
- Sports oval, cricket nets and multi-purpose pavilion (recently constructed).
- Five asphalt netball courts and shelter.
- Six-lane synthetic athletics track (recently refurbished) and infield for field events. The infield is also used as a soccer pitch. The track is supported by a small pavilion.
- Twelve synthetic tennis courts and small pavilion.
- CFA training track.

The site is zoned Public Park Recreation Zone and is within a designated bushfire prone area. This means any proposed improvement need to apply bushfire protection standards for building works.

Council has made progress on the previous master plan including:

- Construction of the new multipurpose pavilion.
- Renewing the synthetic athletics track.

Council has or is planning to undertake following improvement projects:

- The North Park netball courts construction will be completed in 2021/22.
- The Community Garden and Dog Off Leash Park area construction will be completed in 2021/22.
- Council has received State funding to install 100 lux lights for soccer on the infield pitch of the athletic track in 2021/22.
- Council has progressed a feasibility study for the redevelopment of the Stawell Sports and Aquatic Centre.

These works will address major renewal issues with sports facilities at North Park.

Other issues identified as part of the site visit were:

- The six-lane synthetic athletics track can only support local athletics activities.
- The former football / cricket pavilion and athletics building are aged and in poor to average condition.
- The tennis pavilion is basic and in average to good condition.
- The site is disconnected and requires a logical network of paths that connect activity areas and encourage fitness walking, running and riding.
- The site is open and lacks landscaping. The provision of shade is an important objective but also the creation of places that encourage informal play, walking and social gathering.
- Future landscape improvements should consider improving the entrances and boundary works to encourage the public to use the facilities.
- There is an opportunity to improve the connection (site lines, functional link) between North Park and the Stawell Sport and Aquatic Centre as part of the future development of the aquatic centre.

The plan on the following page identifies the above improvement opportunities.

Site Issues Plan



Figure 16: North Park Site Issues Plan

1. Community garden and dog park in development.
2. Tennis courts and lighting require renewal. Pavilion basic.
3. Extensive boundary fencing. Opportunity to improve entrances and boundary works to encourage public access.
4. Pathway network disconnected. Opportunity to connect all activity areas and provide a fitness track.
5. Old buildings are dated and require renewal or removal. CFA access to old football pavilion.
6. Athletics track in good condition following renewal, however only 6 lanes.
7. Soccer infield lights require renewal. Funded and scheduled for development.
8. New multi-purpose pavilion in excellent condition.
9. Skate Park in design.
10. Cricket training facility in good condition.
11. Courts require renewal. Upgrade in development.
12. Lack of landscaping including seating, shade trees.
13. Traffic flow and car parking congestion.
14. Proposed redevelopment of Stowell Sport and Aquatic Centre.
15. Lack of a play space.

4. Demand Assessment

This section analyses the community serviced by North Park and profiles the local tenant groups the local participation levels and

Who are we planning for?

4.1 Demographic Review

The Northern Grampians Shire has a population of 11,403¹, with a median age of 48 years of age, which is significantly higher than the Victorian median age of 37 and the regional Victorian median age of 43 years of age. There has been a decrease since 2011 in the proportion of couples with children, drop from 23% to 20%, and an increase in older couples without children up to 14%. The age structure of the Shire has been detailed in the table below.

Table 4: Population by Age cohort

Age Cohort	Population (2016)	Proportion of Shire	Regional Vic Proportion
0-4	522	4.56%	5.84%
5-9	551	4.82%	6.27%
10-14	638	5.58%	6.06%
15-19	663	5.80%	6.07%
20-24	511	4.47%	5.55%
25-29	590	5.16%	5.43%
30-34	480	4.20%	5.52%
35-39	518	4.53%	5.44%
40-44	651	5.69%	6.10%
45-49	751	6.56%	6.55%
50-54	886	7.74%	6.85%
55-59	880	7.69%	7.07%
60-64	953	8.33%	6.86%
65 years or older	2846	24.88%	20.40%

There are a number of other key demographic characteristics including:

- Of the current population 1.5% identify as indigenous.
- Lower median weekly household income compared to Regional Victoria \$937 in the Northern Grampians, compared to \$1,124 in Regional Victoria. However, both median mortgage and rent is below Regional Victoria level, at \$221 and \$172 respectively.
- There is a low participation rate in the labour force (53% of population), and this has declined since 2011.
- There is a high level of disadvantage, with the Northern Grampians Shire Council having a 937, which places it within the 17th percentile.

4.2 Health Characteristics

As part of the Victorian Government's 'VicHealth Indicators Survey 2015' Northern Grampians Council sits below the Victorian average in most physical activity indicators. Most concerning of which is the participation in organised physical activity (19.7%) and organised fitness, leisure or indoor sports centre (3.9%). The table on the following page details the comparison of the Northern Grampians results to the Victorian State results.

¹ <https://profile.id.com.au/northern-grampians>

Table 5: Physical Activity Indicators

Physical Activity Indicator	Northern Grampians Result	Victorian Result
Active 0 days per week	22.9%	18.9%
Active 4 or more days per week	48.1%	41.3%
Participation in any organised physical activity	19.7%	28.7%
Organised by a fitness, leisure or indoor sports centre	3.9%	9.2%
Organised by a sports club or association	10.4%	9.8%
Participation in any non-organised physical activity	66.2%	70.5%
Activity type – walking	52.6%	51.2%
Activity type – jogging or running	9.5%	14.0%
Activity type – cycling	8.4%	11.8%
Time spent sitting on usual workday (Base: Those aged 18–64 years who are working 35 or more hours)	2 hours 53 mins	4 hours 29 mins

4.3 Local Participation Trends

The following table details the current membership of the key tenant clubs of the Park.

Table 6: Current Membership and Penetration Rate

User Group	2020 Junior/ Sub-Junior	2020 Senior	2020 Total	2021 Junior/ Sub-Junior	2021 Senior	2021 Total	2021 Junior/ Sub-Junior penetration rate	2021 Senior penetration rate
CFA Brigade				20	20	40	2%	2%
Grampians Cricket Association	140	176	316	129	132	261	11%	11%
Stawell Amateur Athletics Club	41	32	73	35	44	79	3%	4%
Stawell Interchurch Netball Association	90	-	90	59	-	59	5%	-
Stawell Warriors Football Netball Club	74	-	74	381	-	381	32%	-
Swifts Football Netball Club	84	320	404	76	300	376	6%	25%
Stawell Tennis Club	107	89	196	107	119	226	9%	10%
Swifts / Great Western Cricket Club	57	26	83	38	34	72	3%	3%
Pioneers FC (Football Vic)	-	-		-	-	71	-	-
Total	593	643	1236	845	649	1565	-	-

4.4 State-wide Participation Trends

AusPlay is a survey run by Sports Australia that commenced in late 2015. This data has been analysed, to varying degrees of confidence, for sport specific participation rates and a number of other key characteristics that influence a person’s decision to participate in a given activity.

AusPlay Physical Activities Data (Adults 15+ years) in Victoria

The top 15 activities participated in by Victorian adults in 2020 according to AusPlay data indicate that:

- The top five activities have remained stable for the past five years; these are walking, fitness/gym, athletics/track and field, swimming and cycling. Please note that athletics, track and field include social running i.e., Parkrun.

- Walking (recreational) continues to be by far the most popular activity. This is consistent with previous trends.
- Participation has increased in 12 of the top 15 activities between 2016 and 2020, with the largest increases being in athletics, track and field (↑7.1%) followed by fitness/ gym (↑ 6.3%) and walking (6.0%).
- Slight decreases were evident in three of the top 15 activities between 2016 and 2020, being football (soccer) (0.4↓), then Netball and Cricket (0.3↓).

Sport Specific Trends

AusPlay has been tracking data on a range of sports with many experiencing an increase between 2019 and 2020. The table below shows the participation of a number of activities that are currently undertaken at North Park.

Table 7: National Sport Specific Participation Rates

Sport	Participation Rate 2017	Participation Rate 2018	Participation Rate 2019	Participation Rate 2020
Australian Football	2.3%	2.9%	2.7%	2.7%
Cricket	2.5%	2.6%	2.4%	2.4%
Football/Soccer	5.5%	4.9%	5.3%	5.5%
Netball	2.9%	2.5%	3.3%	2.8%
Running/Athletics	15.3%	15.1%	16.4%	19.8%
Tennis	4.6%	4.3%	4.2%	5.0%

The majority of these sports have remained relatively stable over the last five years, which indicates that it is likely the local penetration rate of these sports will also remain stable.

Gender Differences in Sports Participation in Victoria

For Victorian males and females in 2020, according to the AusPlay data the gender differences in participation are:

- Females have a much higher participation rate than males in walking (recreational); 62.4% compared to 38.2%.
- Participation in golf, Australian football and football/ soccer is much higher amongst males than females, while yoga and Pilates have larger female participation rates.
- Males' participation has increased in 11 of the top 15 activities since 2016, with the largest increases being in athletics, track and field (↑7.6%).
- Decreases were evident for Male's participation in 4 of the top 15 activities since 2016, with the largest decrease being in cricket (↓4.6%).
- Females' participation has increased in 13 of the top 15 activities since 2016, with the largest increases being in walking (recreational) (↑12.4%) and athletics, track and field (↑6.8%).
- Decreases were evident for females' participation in 2 of the top 15 activities since 2016, being netball (↓0.7%) and cricket (↓0.3%).

AusPlay Physical Activities Data (Children 0-14 years) in Victoria

For children the participation data shows that

- Swimming is consistently the most popular activity for Victorian children.
- Football/soccer and rugby league are significantly more popular among male children than females, while the reverse is true for gymnastics, dancing and netball.
- Participation has increased in 5 of the top 10 activities between 2016 and 2020, with the largest increases being in swimming (↑7.1%) and gymnastics (↑2.7%).
- Decreases were evident in 4 of the top 10 activities between 2016 and 2020, with the largest decrease being in cricket (↓1.6%)
- The table below details the top activities undertaken by children in Victoria.

Table 8: Children (0-14 years) Participation for 2020 and 2019

Activity	2020 Participation Rate (%)			2019 Participation Rate (%)		
	Total	Male	Female	Total	Male	Female
Swimming	32.9	34.4	31.4	35.5	29.2	42.8
Basketball	12.4	15.2	9.5	13.7	16.2	10.7
Australian football	11.5	17.3	5.4	16.8	25.8	*6.1
Gymnastics	10.5	5.8	15.4	11.8	*6.1	18.5
Dancing (recreational)	8.8	*1.3	16.7	10.2	*2.4	19.4
Football/ soccer	8.7	13.1	*4.2	10.1	14.3	*5.2
Tennis	8.2	9.1	7.4	6.4	8.2	*4.2
Netball	6.4	**0.3	12.8	5.8	**0.3	12.2
Cricket	5.4	8.6	*2.1	6.4	11.0	**1.1
Athletics, track & field (including jogging & running)	4.6	*3.9	5.3	-	-	-
Karate	-	-	-	5.2	*6.2	*4.0

4.5 Key Findings of Demand Assessment

In total, North Park provides for nine sport and recreation groups with a total membership of approximately 1,565 participants. All sport and recreation groups on the site have maintained or increased membership.

Participation is expected to be maintained with population forecasted to remain stable over the next 10-15 years and almost half the population (46.81%) is within the 'active years' age groups, between 5-49 years. OPG research suggests this age group is the most active in organised sport and recreation participation, coupled with the development of junior, social and female programs.

With an ageing community there is an increased requirement to provide accessible and social recreation and therapy-based activities. The high level of disadvantage means that sport and recreation participation opportunities will need to be provided in an affordable way. This will be coupled with the continued rise in non-traditional recreation activities.

State and national trends shows that there will be a continued increase in the demand for informal, social and passive recreation opportunities, such as walking, cycling and gym/fitness. These figures also show that although there has been an increase in passive recreation, many of the organised activities that are currently being undertaken at North Park should remain stable in term of penetration rate.

Northern Grampians were rated consistently below the Victorian average across most physical activity health indicators. It is important the proposed improvements at North Park encourage an increased uptake in physical activity to help reverse this trend.

5. Sport and Recreation Value

This section identifies the benefits of sport and recreation facilities and the participation trends that will influence the behaviour.

Why is it important to invest in sport and recreation facilities?

5.1 The value of our parks and sport and recreation facilities

Our parks, sport and recreation facilities are critical for community health and wellbeing, helping to benefit our community:



Physically and mentally by promoting physical activity and active lifestyles, reducing illness and disease, improving mental health and creating a sense of wellbeing.



Socially by generating stronger and more connected communities with improved social interaction and inclusion through provision of active and vibrant community hubs, access to facilities and resources, opportunities for volunteering and involvement.



Environmentally by developing well-planned and attractive settings encouraging active transport and use of public parks and leisure services. The provision of parks and green environments also include temperature reduction and mitigation of the urban heat island effect; air quality improvement; management of storm water reducing the incidence of flooding and water-borne disease; ecosystem support and biodiversity enhancement.



Economically by assisting to reduce health care cost through reduction in disease and illness associated with lack of physical activity and social interaction. A park and public space network can also provide local employment and investment opportunities and contribute to maintaining a healthy workforce.

Evidence from around the world for building cities and regional areas around public open space, active recreation areas, green streets and walking and cycling infrastructure, has repeatedly demonstrated this approach will deliver improved health, social cohesion, vibrant local economies, productivity, and environmental benefits.²

Public open space, sport and recreation infrastructure could be defined as a critical investment in current and future populations. This “Urban Health Infrastructure” delivers multiple returns on investment.

The National Heart Foundation observes:

- The health effects of physical activity are compelling. However, the potency of physical activity as a policy investment for Australia extends far beyond health. Active living plays a key role in broader economic and social goals for our nation:
walking, cycling and public transport are affordable and sustainable solutions to traffic congestion
- these same behaviours contribute to cleaner air, reduced carbon emissions and sustainable environments
- active neighbourhoods and cities are more liveable, with higher levels of social capital and community cohesion and lower levels of crime
- in the context of an ageing community, physical activity enables older Australians to live more active lifestyles with reduced risk from disabling and costly chronic diseases
- fit and active workers are more productive, take fewer sick days and make a positive contribution to our economic wellbeing.

(A blueprint for an active Australia, Heart Foundation, 2019)

² State of New South Wales (Department of Planning, Industry and Environment) 2020 Draft Greener Spaces Design Guide

Sport Australia Report into the Value of Community Sport Infrastructure

In 2018, Sport Australia partnered with KPMG and La Trobe University to investigate the value of community sport infrastructure to Australia. The study quantified the value of community sport infrastructure across Australia to be at least \$16.2b.

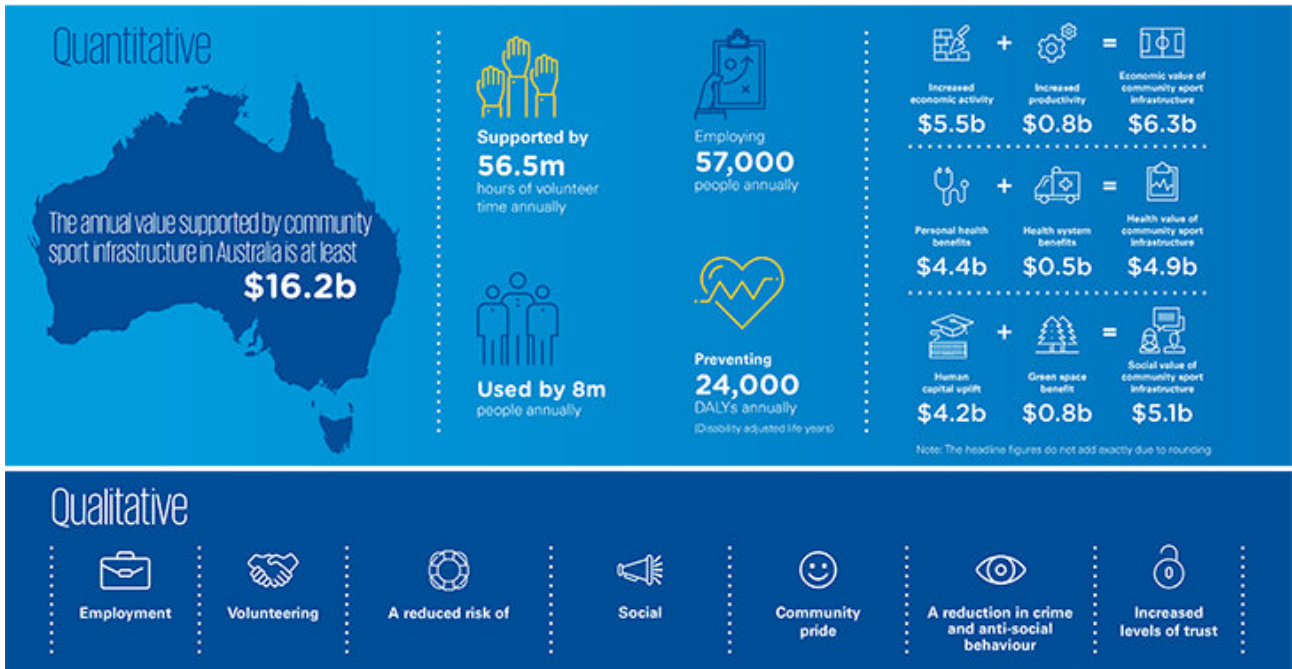


Figure 17: Summary of the Sport Australia report into the value of community sport infrastructure

5.2 Changes in how we value parks, sport and recreation facilities and trails

We value our parks, sport and recreation facilities and trails for it is important to our health and wellbeing and social connectedness with community.

Today we expect a diverse mix of participation opportunities that are accessible and affordable within parks and sport and recreation facilities that are of high quality and offer different experiences. We also expect to have bikeways and walking tracks available in our neighbourhoods that connect where we live to where we would like to go for commuting and recreation (exercise and activity).

The infographic on the next page summarises the key findings from OPG research that show the changing attitudes and behaviour towards parks, sport and recreation facilities and trails that need to be considered in the development of the master plan.

Increased participation in walking, combined with rising participation in cycling and running in parks and natural areas means that the demand for pathway networks within open space is probably the largest emerging infrastructure need.

Research has shown the importance of a supportive environment to encouraging participation. This means parks and shaded pathways, natural landscape settings, a sense of safety and good access to public open space.

Many local governments are facing increasing financial constraint to the funding of infrastructure and future maintenance. Planning and finance controls such as contributions caps and borrowing restraints have meant that funding parks and recreation facilities is increasingly difficult. A key challenge is to deliver open space and recreation infrastructure in a timely manner as demand emerges.

The rise of exercise and fitness as recreation has meant that public parks have become the new venues for formal and informal group fitness and social exercise. This is increasing pressure on local parks as well increasing demand for shade and water as key elements.

The infiltration of technology throughout our lives means we have unlimited access to knowledge, information and engagement and expect instantaneous communication. There is potential for increased digitisation of public spaces through virtual and augmented play experiences and use of "smart" features, such, smart benches with solar powered USB charging docs and interactive kiosks.

Increased value on the importance of our environment and sustainability will drive incorporation of sustainable design into parks and playspaces and creation of green spaces and corridors that mitigate urban heat island effects.

National Recreation and Parks Association research shows dog parks are the fastest growing type of park in America. The increasing desire to exercise with our pets is also seen in Australia and is likely to increase demand for dog friendly parks, particularly in urban areas.

Community expectations are increasing as to the quality of parks and sporting facilities and the level of access to these. In particular, there is increasing awareness of "high quality" destination parks with regional scale play and active recreation elements.

Lessons from the Lockdown - importance of public open space

In addition to these influences, the recent impact of restrictions to reduce/eliminate the spread of the coronavirus pandemic has highlighted just how important public spaces, parks, sport and recreation facilities and trails are to the community.

Anecdotal evidence from many towns and cities has highlighted the rapid increase in use of public spaces and how important the opportunity to get outdoors and be active has become to all. It is likely this rapid shift in behaviour will emphasise inequity in provision and may result in more permanent increases in outdoor activity and exercise.

“However, the sheer volume of people exercising in the open air has also exposed the limitations of historic design of some public spaces, with too many people crowded onto narrow walkways or poorly laid out parklands. That’s why our future precincts, parks and public spaces need to be designed to enable better social distancing, with wider footpaths, segregated cycleways and more linear parks, to meet the increased demand for these precious public spaces.”

Rob Stokes Minister for Planning 12/05/20 Guardian Australia

In October 2020, AusPlay released data on the early impact of Covid-19 on sport and physical activity participation by comparing data for the period of April to June 202 with April to June 2019. Key findings include:

- The need for more frequent participation appears to have been prompted by Covid-19. 63% of females and 65% of males participated in physical activities 3+ times per week between April to June 2019. This increased to 66% and 70% respectively for April to June 2020.
- Recreational and fitness activities were most popular during April to June 2020. The top three adult activities during this period were Walking (recreational)(86.3%); Exercise at home (81.6%) and Exercise biking (81.3%).
- Running (41.0%), Jogging (41.8%) and Yoga (38.6%) were the top three recreational and fitness activities adults participated in more in April to June 2020.
- Comparison of ABS emotional and wellbeing data shows an increase in emotions associated with anxiety and depression in April, before stabilising or reducing in June 2020.
- Data on motivation for participation showed physical and mental health and social reasons were more prevalent in April-June 2020 data.

5.3 Key Findings of Sport and Recreation Value

North Park provides several sport and recreation facilities and services that offer physical and mental health, social, environmental, and economic benefits to Stawell.

To continue to provide these benefits and optimise the use by community, North Park will need to be designed in a way that can adapt to changing sport and recreation participation trends, leisure patterns and community expectations.

Key trends influencing the provision and design of sport and recreation facilities and services are:

- Participation in physical activity in Victoria has increased, however the majority of the growth has been in unstructured activities such as walking and cycling and gym/fitness.
- It will be critical that the development or improvements of facilities and grounds are multiuse and are not putting unnecessary financial pressure on Council and do not duplicate facilities with available capacity.
- Insights from the Covid-19 pandemic highlighted the importance of local recreation facilities and the growing expectations from the community around the quality of their open spaces and sporting facilities.
- New facilities should be developed in multi-use hub precinct to ensure the maximum value of investment is achieved while also not duplicating facilities in neighbouring Council’s.
- Sports parks need to incorporate opportunities for co-location of sport with recreational offerings, including providing opportunities for walk/run paths and trails as this is the highest participation physical activity undertaken by the community.
- The large growth in female participation within traditionally male oriented sports, is increasing pressures on playing facilities and increasing the need to diversify amenities to be universally accessible.
- Whilst nature and intensity of participation in sport may change over time in consideration of the type of sport, the need for suitable spaces to accommodate community demand will remain. Future facility provision and design needs to ensure spaces are adaptable to accommodate changing participation trends.
- The location of sport and recreation facilities need to be accessible to the majority of the community in order to encourage maximised use.

Councils are responding to these changing trends in a number of ways. These include:

- Master planning of sport and recreation places and spaces is becoming increasingly important to ensure well-planned, flexible, multi-use spaces that can adapt to community needs into the future.
- Contemporary planning seeks to create 'community hubs' for sport and recreation that can meet a broader range of needs and facilitate higher utilisation and viability.
- Awareness of the importance of 'risk management' and the need for a 'whole-of-life' approach to facility development and asset management.
- A network of facilities that provide a well-designed mix of community, commercial and service facilities for sport and recreation activities.
- Facility designs need to ensure specific needs of key users can be met including universal design and female friendly principles.
- Creating environments that enable people to lead active and healthy lives, placing greater focus on integration with urban planning in public spaces, provision and/or connectivity of walking and cycling paths, provision of complementary and connected sport and recreation facilities and program, and the provision and access to parks, nature and open spaces.
- An increased emphasis on public parks, active transport and better access to formal and informal sport and active recreation in response to a global push for more active and healthy environments. For example, WHO (World Health Organisation) call to action for increasing green space is a direct outcome from extensive research into the benefits of green space to people and places.
- Some Councils are paying commercial providers to offer free activity in public parks as both an activation strategy and a community fitness program.
- There has been an increase in Councils contracting out the delivery of sporting and leisure services to commercial and community organisations. This is in some parts due to the tighter fiscal environment Council's play in and the lower staffing cost structures that are afforded to contractors through the Fitness Award against Council's EBA staffing model.

6. Stakeholder Engagement

To assist with guiding the development of the master plan and the future priorities a detailed engagement process has been undertaken including:

- Survey and discussion with tenant sporting clubs and user groups
- Discussions with relevant State Sporting Associations
- Survey of schools
- Internal Council Officer workshop.

The following provides a summary of the key issues identified.

6.1 Local Sporting Clubs and User Groups Feedback

As part of the engagement process existing users were invited to complete a survey to assist in understanding how the current users are using the facilities, club plans, issues, priorities, and membership trends. The following table provide a summary of the feedback received.

Table 9: Local Sporting Clubs and User Group Survey Responses

User Group	Membership Strategies	Facility Issues	Development Opportunities
CFA Brigade	<ul style="list-style-type: none"> • Increase reach into schools. 	<ul style="list-style-type: none"> • No access to club rooms. 	<ul style="list-style-type: none"> • Access to club rooms. • Ongoing maintenance of facility.
Grampians Cricket Association	<ul style="list-style-type: none"> • Association is undertaking the following: <ul style="list-style-type: none"> – Development work with juniors – Clubs need to focus on membership development – Association providing some financial assistance and promotion – Providing pathway for representative cricket and Junior representative – Volunteers at the junior level are not dedicated. 	<ul style="list-style-type: none"> • User fees is a key issue including how they are invoiced i.e., the ovals are invoiced at a bulk amount not based on the use so if it used 4 times for the season and the charge is \$1200 that makes the oval use \$400 per game which is not viable. • Clubs have limited opportunities to raise revenue due to no gate fees, Canteen alcohol sale etc like footy clubs. • The money use to go back into the facilities so users could apply for it through council for upkeep of facilities or new ideas directly for the facilities. e.g., Pitches, Nets, lights, covers etc. • There are not enough clubs in the area anymore to schedule a full season of games at North Park, so clubs end up paying 'overs' for the use. 	<ul style="list-style-type: none"> • There is a need to support the retention of cricket in the area this may include free access to enable the clubs to improve sustainability. • The last two season the NGSC have absorbed the costs due to Covid-19. • If there were a fee (that it be minimum only). To be able to hold a booking at North Park for the cricket season but only pay a set user fee for the times it is used for competition e.g. - \$40-50.00 per use (Senior only, Junior exempt). • Once the draw is finalized the clubs/league can book the ovals and pay for the use as they are used.
Stawell Amateur Athletics Club	<ul style="list-style-type: none"> • Facebook page is very active. • Club write articles for the local newspaper (printed and online). • Existing members are keen promoters of the Club. 	<ul style="list-style-type: none"> • The current facility is adequate for our club. 	<ul style="list-style-type: none"> • The club would seek to update areas within the facility to a modern standard. • The club holds a large amount of memorabilia, these items and the layout could be redesigned to display the history of the club.

User Group	Membership Strategies	Facility Issues	Development Opportunities
Stawell Interchurch Netball Association	<ul style="list-style-type: none"> Consistent competitions and programming different approach to learning netball mixing training with game play each week. 	<ul style="list-style-type: none"> Prior to upgrade the quality of the courts was poor, large cracks, loose stones and lighting was not adequate. Competition has been put on hold until upgrades have been completed. 	<ul style="list-style-type: none"> Association aims to have a competition running at least two terms per year both junior and senior. Aim to attract senior members to the competition and have a rock-up style netball competition. Senior players around a club encourages more juniors to participate.
Stawell Warriors Football Netball Club	<ul style="list-style-type: none"> The clubs advertises and activity recruits' members. 	<ul style="list-style-type: none"> None identified. 	<ul style="list-style-type: none"> None identified.
Swifts Football Netball Club	<ul style="list-style-type: none"> Promote the new facility as a good environment for Family Participation. Trying to keep fees low as possible. 	<ul style="list-style-type: none"> As it is a new facility, we have only had one season of use no issues. 	<ul style="list-style-type: none"> In the future a new electronic score board and new coach boxes on boundary the old ones to small especially when junior participants are using.
Stawell Tennis Club	<ul style="list-style-type: none"> The Club is looking at different ways of running the senior competition that provides all with an opportunity to participate in a fun environment. 	<ul style="list-style-type: none"> Insufficient storage space for the storage of court maintenance equipment. 	<ul style="list-style-type: none"> Need courts 1 and 2 resurfaced. Would be good to get the place painted in a different colour to freshen it up and give it a smarter look. Change the old maroon colour to black which is only all the trims. Get a bigger shed for storage. We would also love to get a good playground that is safe for kids not like the one we needed to remove.
Swifts / Great Western Cricket Club	<ul style="list-style-type: none"> The club introduced Woolworths Blast Cricket 6 years ago because before then the club had no junior cricketers. This has paid dividends with junior teams. The club promotes and support juniors so they can move them through the ranks to Senior Cricket. Junior fees are kept at a minimum to facilitate involvement. The club basically subsidises all junior teams. 	<ul style="list-style-type: none"> Training Facilities and Oval - nets are in good condition as they were replaced a few years ago and Council maintains the oval at North Park. A property shed has been provided and power to the nets. User Fees – the only club issue is the level of user fees. These fees are absorbed by the clubs via the League who invoice the amount set directly to the clubs who use. The ovals are invoiced at a bulk amount not based on the use so if it used four times for the season and the charge is \$1200 that makes the oval use \$400 per game which is not viable for cricket clubs around here due to no revenue making opportunities i.e., gate fees, canteen and alcohol sales like footy clubs. The money collected should go back into the facilities so users could apply for it through Council for upkeep of facilities or new ideas directly for the facilities. e.g., pitches, nets, lights, covers. There are not enough clubs in the area anymore to schedule a full 	<ul style="list-style-type: none"> With the way Cricket in the local area is at the moment an idea is for the clubs to not be charged user fees. This would assist clubs greatly to stay afloat. For the last two seasons, the NGSC have absorbed the costs (due to Covid-19). If there were a fee (that it be minimum only) to be able to hold a booking at North Park for the cricket season but only pay a set user fee for the times it is used for competition. For example, \$40-50.00 per use (Senior only, Junior exempt). Once the draw is finalised the clubs/league can book the ovals and pay for the use as they are used. Possible future plans – not sure if there is a plan for a football net to go at the cricket nets end. If there is a need for one it needs to be reconsidered as it will hamper cricket training and possibly cause an unsafe training area. At very least further discussions with cricket clubs to come up with a solution.

User Group	Membership Strategies	Facility Issues	Development Opportunities
		<p>season of games at North Park, so clubs end up paying “overs” for the use.</p> <ul style="list-style-type: none"> Seasonal Users – some issues have arisen with pre-season football training and use of the oval. As per the state agreement with Cricket and Football there are specific dates for Council-controlled reserves. The issue we have had are football clubs training right in front of the end where there are balls exiting the nets from batting which is a safety issue and now goals have been moved into line with the nets will create a further issue. Also, when juniors are training in the middle of the oval, they have been told in no uncertain terms to move so the footy can train through the middle of the oval or beside the pitch which created some conflict between users even though the cricket (until March 30) have the right to use the oval. 	

6.2 Peak Sporting Bodies Feedback

The following provides a summary of the feedback received from the relevant peak sporting bodies. It should be noted that Cricket Victoria and AFL Victoria are considering their response to the master plan. Their feedback will be included in the Draft Report.

Athletics Victoria / Victorian Athletics League

The Victorian Athletics League (VAL) hasn't had much to do with the North Park athletic track. The VAL association with the Stawell Athletics Club has been providing support and recommendations for improvements to Council for Central Park in hosting the Stawell Gift at Easter.

Little Athletics Victoria

Stawell Little Athletics Centre has been well run over recent seasons with membership steady at 40 to 50 members. The club has a local catchment. Notably, there is a strong cohort of older male sprint athletes (unusual for a small Centre) who also assist with coaching/drills/warmups of the younger athletes.

The issues from with the North Park track are:

- Increased shade –the site is hot with in season and is exposed (windy). More trees & formal shade is required.
- The athletics pavilion needs upgrading.
- The synthetic track is six (6) lanes. This is ok for a local club track but not enough lanes to host a regional championship event. A minimum of eight (8) lants are required for a regional championship event.
- Western Victoria would benefit from having a Championship grade track that could host regional championship events.

Netball Victoria

Netball Victoria supports the development of three new netball courts to replace the old asphalt courts at North Park. The old courts were unsafe and required renewal.

The Swifts Football and Netball Club require two outdoor netball courts to support their involvement in the football and netball association competition. The Interchurch Netball Association will also be a user of the netball facility, which means a three-court facility is required to meet both netball groups' needs in the future.

Another key issue is access for both groups to the new multi-purpose pavilion. The Interchurch Netball Association is likely to only need access to the change rooms and public toilets weekly for the times they compete.

Football Victoria

Football Victoria (FV) visited North Park and has recently conducted a Facility Audit of the site. FV also interact regularly with Stawell Pioneers Soccer Club (Stawell Pioneers SC).

The birth of the Stawell Pioneers SC and its subsequent growth over the last two Covid-19 impacted years has been tremendous for football in the Wimmera region. From 52 participants in its inaugural season in 2019, through 60 in 2020, to 71 in a Covid-19 dampened 2021 season, the club continues to solidify itself as a long-term player in the area.

The current North Park provisions are not meeting the current needs of the Stawell Pioneers and will not cater for future growth. Further, Football Victoria and the South West Victorian Football Association (SWVFA) have received funding to implement school clinic programs over the next year to drive continued engagement in schools within Stawell and the surrounding towns to continue growth.

The following key improvements are proposed for football at North Park. There are developed in discussions with the club and supported from a State Sporting Association perspective:

- Provision of adequate lighting to allow a minimum of training (50 Lux) with infrastructure in place to upgrade later, or to a competition standard (100 Lux) to combat the lack of lighting provisions on site.
- Re-development of the playing surface including drainage, irrigation, turf installation, etc due to the very poor quality of the current surface.
- Stair and ramp access from the pavilion down to athletics track and soccer pitch.
- Provision of shaded seating / small grandstand alongside soccer pitch/athletics jumping areas.
- Provision of coaches' boxes along soccer pitch where appropriate in relation to athletics.
- Provision of formal parking with appropriate lighting.

The Stawell Pioneers (and other users of the site) are concerned about access and usage of all components of the multi-purpose pavilion. Football would like to gain access without being impeded by other codes and users. A management model that ensures equitable access for all users of the North Park site is required. Of particular interest is access to the social rooms and change rooms for all users, regardless of their code.

Tennis Victoria

Stawell is an affiliated Club with Tennis Victoria (TV) and a club with reasonable numbers and activities.

TV reviewed the courts in 2019 as part of a state-wide audit and while these are not extensive condition assessments, the following comments were recorded:

- The runoffs are non-compliant on all courts. Predominantly this is in the North-South direction and given the lay of the land probably not possible to fix (at least easily).
- The surface of courts 1-5 appeared quite compacted, likely suggested replacement period of 3-5 years (from 2019).
- Lighting infrastructure is older style incandescent or metal halide. Upgrade to LED fittings on all courts would be desirable and it may be possible to retro fit to the existing light towers.

- As the facility is locked outside club use, it would be worthwhile considering an online access system like Book-a-Court or our new Bluetooth lock system. This would allow the club to open up for casual bookings and provide another revenue stream.

In general, TV is considering the possibility of a new regional size facility in Horsham as part of Council's ongoing planning for a multi-sport precinct.

6.3 Schools Feedback

North Park is attractive to use for school because there are a range of sports facilities available and centrally located.

Both primary and secondary school clusters hold regional multi-sport events at the site, including school athletics carnivals. The Black Ranges Primary School Cluster, which includes 33 primary schools from Lake Bolac to Horsham, utilise North Park about five times throughout the year to stage athletics events, as well as netball and soccer.

The Black Ranges Secondary School Cluster includes seven secondary schools:

- Ararat College, Ararat
- Marian College, Ararat
- Stawell College, Stawell
- Horsham College, Horsham
- St Brigids, Horsham
- Murtoa College, Murtoa
- Warracknabeal College, Warracknabeal.

North Park is used by the secondary school cluster seven times per year for sports such as athletics, football, cross-country running, cricket, and soccer.

6.4 Key Findings of Stakeholder Engagement

Key user groups have maintained or increased membership introducing new format and programs and with a particular focus on junior participation.

Key user groups are happy with the improvements made to North Park over the last five years including improvements to training facilities, oval, new multipurpose pavilion and renewal of the synthetic track.

Suggested improvements include:

- The netball groups are looking forward to the renewal of the netball court facilities
- The football (soccer) club support new competition standard lights
- The AFL football club seek a new scoreboard
- The tennis club would like to renew courts one and two and would like to see a playground provided at North Park for sports users and community members. Tennis Victoria's audit suggests all courts require renewal within five years, the lighting requires renewal and the court run off is non-compliant but difficult to resolve
- The athletics club wish to maintain their basic pavilion building as a storage and weights room.

All proposed facility upgrades will improve the safety and capacity of the sporting groups to increase participation and programming.

North Park is used regularly by local schools as part of the Black Ranges primary and secondary school cluster for a range of sports including athletics, football, cross country running, cricket, football (soccer) and netball. Improving shade is a key improvement to support school use.

7. Key Issues and Opportunities

This section identifies the key issues and development opportunities for the North Park Master Plan.

7.1 Key Issues and Opportunities

There is strategic support for developing a district sport and recreation hub at North Park

The previous North Park Master Plan has supported the renewal of ageing assets and development of a multi-purpose pavilion. The reserve supports a diverse mix of organised sports activities and there are proposals to develop social sport and recreation activities including a skate park, community garden and dog park.

North Park responds to Northern Grampians Shire's Council Plan objectives by:

- Enhancing Lifestyle and Community, through providing sport and recreation opportunities to the Northern Grampians
- Boosting Economic Growth
- Providing Sustainable Infrastructure.

Council's other strategies, including the Open Space Strategy and Activate 20-2030 Strategy, prioritise the planned improvements at North Park, including the redevelopment of the netball courts and redevelopment of Stawell Sports and Aquatic Centre.

A feasibility study supports the redevelopment of the Stawell Sports and Aquatic Centre. There is an opportunity to improve the link between the Stawell Sports and Aquatic Centre and North Park.

North Park has renewed or planned improvement to organised sports assets but lacks connectivity and social recreation play opportunities

Council has implemented several major projects at North Park including the new multi-purpose pavilion and renewal of the synthetic athletics track. The delivery of new netball courts and lighting the soccer fields is programmed for 2021/22.

Council is also delivering a Community Garden and Dog Off Leash Park and new skate park in 2021/22. This will diversify the informal active sport and social recreation activities at North Park.

There is an opportunity to welcome community and encourage greater social recreation and play activities in North Park. This includes provision of a play space, pathway network and improved landscaping to entrances and more shade trees.

Other suggested improvements by key user groups include a new scoreboard, upgrade of tennis courts 1 and 2 and a playground.

Participation demand will be maintained

North Park provides for nine sport and recreation groups with a total membership of 1,565 participants. All sport and recreation groups have maintained or increased membership. Participation is expected to be maintained with population forecasted to remain stable over the next 10-15 years and almost half the population (46.81%) is within the 'active years' age groups, between 5-49 years.

State and national trends shows that there will be a continued increase in the demand for informal, social and passive recreation opportunities, such as walking, cycling and informal gym/fitness.

There is a demand for accessible and affordable sport and active recreation participation opportunities

Northern Grampians has an ageing community. This means there will be a demand for accessible and social recreation and therapy-based activities.

Northern Grampians also has a high level of disadvantage that means sport and recreation participation opportunities will need to be provided in an affordable way.

To maintain the social, environmental, and economic benefits North Park brings to Stawell, the park design will need to adapt to changing participation trends and leisure patterns

North Park provides a number of sport and recreation facilities and services that offer physical and mental health, social, environmental and economic benefits to Stawell. To continue to provide these benefits and optimise the use by the community, North Park will need to be designed in a way that can adapt to changing participation trends, leisure patterns and community expectations.

Councils are responding to these changing trends in a number of ways, including:

- Providing diverse sport and recreation places and spaces that are flexible and multi-use spaces.
- Create 'community hubs' for sport and active recreation that facilitate higher utilisation and viability.
- Plan and fund the 'whole-of-life' cost of facilities to maintain a high-quality level of standard.
- Facility designs that provide for key user's specific needs and respond to universal design and female friendly principles.
- Creating welcoming environments that integrate with urban planning in public spaces, provide walking and cycling paths, provides complementary sport and active recreation facilities and program, and provides access nature and open spaces.
- User fees is a concern and the development of a consistent policy across major sports reserves forms part of this master planning process.

Key user groups seek equitable access to the new multipurpose pavilion through the management model and approach to fees and charges

Key user groups are concerned about access and usage of the multi-purpose pavilion. They would like to gain access without being impeded by other user groups. A management model that ensures equitable access for all users of the North Park site is required.

Occupancy fees are a concern for tenant clubs, necessitating the need for the development of a consistent policy across major sports reserves as part of the master plan process.

7.2 Key User Group Needs

Club	Needs	Opportunities	Master Plan Outcome Addressing Needs	Guidelines Reference
CFA Brigades	<ul style="list-style-type: none"> Maintain 60m marshal track and a main 220m track to host competitions. Access to club rooms. Ongoing maintenance of facility. Chain across track to stop current vehicle access. Access to first aid, change, toilets required to service CFA track. 	<ul style="list-style-type: none"> Ability to host local and state championships (demonstrations). Ability to conduct training / briefings. 	<ul style="list-style-type: none"> Access to CFA training track. Access to new multipurpose pavilion for changeroom and event requirements Access to existing SAC clubrooms for social and training requirements Partnering in maintenance program. Install a chain across track to control vehicle access. Investigate feasibility in partnership with CFA a small shed/building with accessible toilet and shelter to service track. 	<ul style="list-style-type: none"> CFA VFVB State Firefighting Championship Rules CFA VFVB State Firefighting require a 60m marshal track and 220m main track to host events.
Grampians Cricket Association (and member clubs Swifts/Great Western and Youth Club who use the facility also)	<ul style="list-style-type: none"> Maintain access to sports oval for training and competition. Access to change rooms and public toilets weekly for the times they compete. Ongoing maintenance of facility. Some safety improvements around the cricket nets. 	<ul style="list-style-type: none"> Ability to host local and representative cricket matches. Host female cricket training and competition. 	<ul style="list-style-type: none"> Access to main sports oval. Access to new multipurpose pavilion. Partnered maintenance program. 	<ul style="list-style-type: none"> Cricket Victoria Community Cricket Facility Guidelines
Grampians Giants All Abilities Football Club	<ul style="list-style-type: none"> Maintain access to sports oval for program. Access to change rooms and public toilets weekly for the times they compete. Accessibility around entire facility. Ongoing maintenance of facility 	<ul style="list-style-type: none"> Maintain and increase participation by people with a disability. Ability to host exhibition matches. 	<ul style="list-style-type: none"> Access to main sports oval. Access to new multipurpose pavilion. Partnered maintenance program. 	<ul style="list-style-type: none"> AFL Victoria Preferred Facility Guidelines
Stawell Amateur Athletics Club	<ul style="list-style-type: none"> Update facility to a modern standard. Memorabilia display. Ongoing maintenance of facility. 	<ul style="list-style-type: none"> Increased membership, supporters, and sponsors. Usage of lights for night athletics events. 	<ul style="list-style-type: none"> Retain existing SAC clubrooms to support competition room requirements and ensure facility is maintained to a usable level. 	<ul style="list-style-type: none"> IAAF Athletics Track and Field Facilities Manual

Club	Needs	Opportunities	Master Plan Outcome Addressing Needs	Guidelines Reference
	<ul style="list-style-type: none"> • More storage. • Improved access to clubrooms. 		<ul style="list-style-type: none"> • Explore storage needs and options • Access to new multipurpose pavilion. 	
Stawell Interchurch Netball Association	<ul style="list-style-type: none"> • Access to new netball courts. • Access to the change rooms and public toilets weekly for the times they compete. • Ongoing maintenance of facility. • Power connection to netball courts. • Scorer's table/bench at netball courts. 	<ul style="list-style-type: none"> • Competition two teams per year for both juniors and seniors. • Ability to host rock-up netball competition 	<ul style="list-style-type: none"> • Access to new multipurpose pavilion. • Partnered maintenance program • Install power connection to netball courts. • Provide scorer's table/bench at netball courts. 	<ul style="list-style-type: none"> • Netball Victoria Facilities Manual
Stawell Little Athletics Club	<ul style="list-style-type: none"> • New competition room close to athletics track. • Provision of seating and shade to support community and school use and spectators. • Six (6) lanes are adequate for local events. • Ongoing maintenance of facility. • Power connection to athletics storage shed. • Removable throwing cages around current discuss/shotput throwing pit. • Upgrading throwing pits. 	<ul style="list-style-type: none"> • Ability to host weekly Little Athletics events. • Ability to host community and school athletics events. • Western Victoria would benefit from having a regional athletics facility with 8 lane synthetic track and two additional long jump pits that could host regional championship events. 	<ul style="list-style-type: none"> • Access to athletics track and field. • Access to new multipurpose pavilion. • Retain existing SAC clubrooms to support competition room requirements • New undercover seating. • Partnered maintenance program. • A feasibility study into the scope and location of a regional athletics facility in Western Victoria is recommended. • Install power connection to athletics storage shed. • Provide removable throwing cages around current discuss/shotput throwing pit. • Upgrade throwing pits. 	<ul style="list-style-type: none"> • Athletics Victoria guidelines.
Stawell Mountaineers Rugby League Club	<ul style="list-style-type: none"> • Access to facility including ground and changing rooms • More storage. • Safer access from current changerooms to playing surface. 	<ul style="list-style-type: none"> • New club and team within Stawell. • Growth potential 	<ul style="list-style-type: none"> • Provide access to a change rooms • Explore storage needs and options. 	<ul style="list-style-type: none"> • NRL Preferred Facility Guidelines.

Club	Needs	Opportunities	Master Plan Outcome Addressing Needs	Guidelines Reference
			<ul style="list-style-type: none"> Provide safe pedestrian access from athletics infield (soccer/rugby) to new multipurpose pavilion. 	
Stawell Pioneers Soccer Club	<ul style="list-style-type: none"> Lighting of soccer field. Improved playing surface. Improved access from multipurpose pavilion to athletics track / soccer field. Provision of seating and shade to support community and school use and spectators. No permanent coaches box. Access to formal parking with appropriate lighting. Access to change rooms and social facilities when needed such as preseason training and any practice matches. Provision of storage facility Additional storage within new multipurpose pavilion for food/drink purposes. 	<ul style="list-style-type: none"> Lighting upgrade to competition level (100 LUX) to host training and night matches. Ability to increase the number of games that can be played on one day. Membership increases due to more flexible timings of games and training, and quality facilities 	<ul style="list-style-type: none"> Access to soccer field. Access to new multipurpose pavilion. Access to existing SAC clubrooms. New lighting to competition standard (100 LUX) in 2023. Project funded from a State Government grant. Plan for long term upgrade of playing surface. New undercover seating. Formalised carparking. Partnered maintenance program. Explore future provision of change rooms, first aid, administration and storage for users of the athletics track/infield and fire track as part of the future renewal of the SAC building. 	<ul style="list-style-type: none"> Football Victoria Facility Guidelines
Stawell Swifts FNC	<ul style="list-style-type: none"> Maintain access to sports oval for training and competition. Access to new netball courts. Access to change rooms and social facilities when needed such as preseason training and any practice matches. Scoreboard requires renewal. Upgrade lighting. Access to formal parking with appropriate lighting. Ongoing maintenance of facility 	<ul style="list-style-type: none"> Lighting upgrade to competition level (100 LUX) to host training and night matches. Opportunity to increase sponsorship and member engagement 	<ul style="list-style-type: none"> Access to main sports oval. Access to new Multipurpose pavilion. Provision of a new electronic scoreboard. Lighting upgrade to competition level (100 LUX) when renewed. Formalised carparking. Partnered maintenance program. Install power connection to netball courts. 	<ul style="list-style-type: none"> AFL Victoria Preferred Facility Guidelines. Netball Victoria Facilities Manual

Club	Needs	Opportunities	Master Plan Outcome Addressing Needs	Guidelines Reference
	<ul style="list-style-type: none"> • Power connection to netball courts. • Scorer's table/bench at netball courts. 		<ul style="list-style-type: none"> • Provide scorer's table/bench at netball courts. 	
Stawell Tennis Club	<ul style="list-style-type: none"> • Compliant court runoffs. • Resurface of courts. • Upgrade to LED lighting. • Online court booking. • Ongoing maintenance of facility. • More storage. • A playground built within the tennis club facility. 	<ul style="list-style-type: none"> • Improve court surface. • Reduce electricity use and cost. • Open-up facility for greater community use. • Tennis Victoria Audit recommendations for the club will shape some of the implementation plan going forward 	<ul style="list-style-type: none"> • Access to tennis facility. • Resurface priority courts 1 and 2 and lighting upgrade to community level (250LUX) in short term. • Plan for long term resurfacing of remaining courts over next 5-10 years. • Explore storage needs and options. • Provide a small publicly accessible playground within tennis club facility. 	<ul style="list-style-type: none"> • Tennis Australia Infrastructure Planning Guidelines
Stawell Warriors FNC	<ul style="list-style-type: none"> • Maintain access to sports oval for training and competition. • Pre-season tryouts. • Ensure adequate amenities for Good Friday games (every two years). • Access to change rooms and facilities when needed such as pre-season training and any practice matches. • Women's AFL football team access to facilities and lighting for trainings and practice matches. • Ongoing maintenance of facility 	<ul style="list-style-type: none"> • If required, access to new netball courts for training and competition, if they cannot access Central Park for any reason. 	<ul style="list-style-type: none"> • Access to main sports oval. • Access to new multipurpose pavilion. • Partnered maintenance program 	<ul style="list-style-type: none"> • AFL Victoria Preferred Facility Guidelines. • Netball Victoria Facilities Manual

7.3 Key Directions

The following key directions are proposed for North Park. The delivery will be staged with some upgrades recently or nearing completion, some funded and will be delivered in the short term, and others to be programmed in the medium-term to long-term. The works are identified on the plans on the following pages.

The delivery of funded projects identified in the short term (0 to 3 years) with proposed improvements programmed in the medium-term (4 to 7 years) to long-term (8 to 10 years).

A preliminary cost plan was prepared by Quantity Surveyors Currie and Brown to help inform Northern Grampian Shire's long term financial planning. Detailed design and cost plans are recommended to confirm the project costs of recommendations at the time of delivery.

Plan Reference	Recommendation	Estimated Cost	Priority
Community Sport Infrastructure Upgrades			
1	New netball facility including three courts and shelter (recently completed). Install power connection to netball courts. Provide scorer's table/bench at netball courts.	NA \$20,000 \$5,000	NA Short Short
2	New 100 LUX competition standard lighting to the football (soccer) infield of the athletics track (funded, delivery in 2022).	NA	Short
3	Resurface tennis courts and upgrade lighting with LED fittings. Stage development with courts 1 and 2 a short-term priority. Remaining courts to be staged in long-term.	\$200,000 \$230,000	Short Long
5	Provide increased storage at the tennis facility. Provide a publicly accessible small playground within tennis club facility.	\$25,000 \$50,000	Short Long
28	Explore storage solutions for athletics, soccer, rugby and CFA brigade in short term.	\$25,000	Short
30	Install a chain across CFA track to control vehicle access.	\$2,500	Short
7	Redevelop the Stawell Aquatic and Leisure Centre, in line with Council's decision that is informed by the feasibility study.	NA	Medium
9	Improve the grassed surface within the athletics field by reprofiling with warm season grasses, irrigation and drainage Install power connection to athletics storage shed. Provide removable throwing cages around current discuss/shotput throwing pit. Upgrade throwing pits.	\$100,000 \$20,000 \$5,000 \$10,000	Medium Medium Medium Long
29	Investigate feasibility of a small shed/building with accessible toilet and shelter to service CFA track.	NA	Medium
4	Provide spectator seating on the straight for the athletics track.	\$25,000	Long
6	Monitor facility needs for athletics, soccer, rugby and CFA brigade soccer pitch users as they change over time. Explore future provision of change rooms, first aid, administration for users as part of the future renewal of the SAC building.	NA	Long
8	Participate in any future feasibility study into the need for a regional athletics track. The study should consider other athletics tracks in the Wimmera Region and which location and site is best to support regional athletics events	NA	Long
Active Recreation Opportunities			
10	New community garden and dog park area (recently completed)	NA	NA
11	New skate park (funded, delivery in 2022)	NA	Short

12	New play space with half-court basketball court for children and young people that is graduated with accessible, and nature play opportunities. Incorporate the three existing Ash trees in the play space/open space area.	\$168,500	Medium
13	Build on the existing pathway into a fitness track that connects activity areas and encourages walking, running and riding.	\$127,990	Medium
Open Space Recreation Opportunities			
15	Provide the former football pavilion to the CFA on a short-term basis. Demolish the building when no longer required. Replace with open space, new play space and a gravel car park area along the oval boundary line for spectator viewing. The open space precinct will include an increase in shade to support spectating and school use at the organised sports facilities and along the pathway network to create places for refuge from the sun and encourage informal play, walking and social gathering.	\$66,045	Short
14	Create a picnic spot with a shelter and picnic tables on the low berm/rim associated with several Gum trees west of the athletics field.	94,000	Long
31	Beautification works for areas around the wetlands and dam area.	\$50,000	Long
Traffic Management and Landscaping Improvements			
16	Provide Water Sensitive Urban Design and rain garden solutions to manage stormwater generated from the car park north of the tennis club. Stormwater can be diverted to the existing retarding basin or the drainage swale.	\$110,155	Short
18	Prepare and implement detailed designs for area 18 to establish a pedestrian priority zone during sporting events. This may include bollards and surface treatments to control traffic and increase safe access and connection between the Pavilion and the Soccer field.	\$20,000	Short
19	Provide car parking around the new netball facility. Close off public access gate near fire track and make managed access only.	\$300,000	Short
24	Provide a gravel car park area along boundary line south of oval for spectator viewing. Install bollards to prevent cars from parking under the large Yellow Gum trees to the Lamont Street edge to stop compaction of soil at the root zone of trees.	\$20,000	Short
25	Construct a fence to the steep slope to residential properties on Ellen Street to the southern end of the reserve which is subject to erosion that is dangerous for pedestrian access and attracts anti-social behaviour.	\$20,000	Short
22	Improve the entrances to the reserve. This could include changing the treatment of fencing, increasing planting and upgrading signage.	\$20,000	Medium
23	Provide wayfinding and interpretive signage at entrances and along trail network.	\$36,300	Medium
17	Construct timber screening and planting to the depot area west of the tennis courts.	\$20,000	Long
20	Improve the connection (site lines, functional link) between North Park and the Stawell Sport and Aquatic Centre as part of the future development of the aquatic centre. This should include improvements to pathway, landscaping and fence treatment.	\$85,000	Long
21	Improve the presentation to the front of the Aquatic Centre with new paving and seating.	\$63,500	Long
Governance and Occupancy Arrangements			
26	Establish an agreed management model for the management of the multipurpose pavilion to ensure equitable access by all user groups.	NA	Short
27	Establish a fees and charges model for the access and use of playing areas and pavilion.	NA	Short
28	Investigate venue booking platforms to facilitate maximum participation and utilisation of North Park facilities.	NA	Short
29	Establish a North Park specific sub-committee in the Stawell Recreation Advisory Group	NA	Short



LEGEND

-  Existing athletics track and infield
-  Existing oval with lighting upgrade and grass resurface
-  Existing netball courts
-  Proposed picnic shelter
-  Proposed picnic table
-  Proposed seating
-  Building / Infrastructure as noted
-  Existing tennis court with lighting upgrade and fence construction
-  Existing gravel pedestrian path to be upgraded
-  Existing car park
-  Existing group of trees to be retained
-  Existing CFA training track
-  Proposed gravel pedestrian path


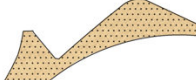


MICHAEL SMITH AND ASSOCIATES
Landscape Architecture and Urban Design

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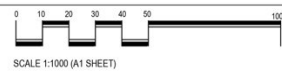
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Drawing No.: Sheet 1 of 2



-  Proposed playspace area
-  Proposed asphalt infill to join the CFA training track
-  Proposed gravel pedestrian zone and overflow car parking

L1 - KEY DIRECTIONS PLAN

NORTH PARK MASTER PLAN, STAWELL



Title: North Park Master Plan - Key Directions Plan

Client: Northern Grampians Shire Council



**NORTH PARK MASTER PLAN
PROPOSED PLAYSACE**

8. Warranties and Disclaimers

The information contained in this report is provided in good faith. While Otium Planning Group 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. Some of the information may have been provided 'commercial in confidence' and as such these venues or sources of information are not specifically identified. 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.

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.

Accordingly, neither Otium Planning Group, nor any member or employee of Otium Planning Group, undertakes responsibility arising in any way whatsoever to any persons other than client in respect of this report, for any errors or omissions herein, arising through negligence or otherwise however caused.

Appendix 1: Cost Plan

Electronic copy provided separately.

Appendix 2: Stawell Structure Plan – Open Space Map



Appendix 3: Management Model Review

Appendix 1 reviews the management model options for North Park Multipurpose Pavilion. This review will be considered by Council separately to the master plan.

Management Model Options

The North Park Multipurpose Pavilion will provide for the user groups of the reserve. The funding of the pavilion was premised on the pavilion being available to multiple user groups.

It is imperative that the management model for the North Park Multipurpose Pavilion offers access to all user groups whilst providing the resources and capacity to assist with supporting the development and growth of local sport and recreation groups.

The following details the three main management models currently used to manage/operate athletics facilities:

- **Shared Management** (License and Booking): This model would see Council employing staff to operate the facility. This management model allows Council full control of operations, pricing, programming, asset management and staffing. Staff would be required to manage license agreements with user groups and take bookings outside these times. Staff would set up and pack away the equipment for each user group, unless stipulated otherwise within the license agreement.
- **External Management** (Lease or Contract Management): This option would see Council either contract or lease out management rights to either a professional contract management company or an individual club to operate all facilities. This is usually done through a contract for an agreed term and set of conditions that binds each party.
- **Committee of Management**: This model would see Council establish a “management committee” (or sometimes referred to as the Board) under the Delegated Asset Committee section of the Local Government Act (formerly s86 Committee). The key tenants of the facility along with a nominated Council officer/Councillor would be members on the Committee of Management. The Committee of Management would be given powers and responsibilities by the Council, to manage the operations of the facility. The Committee would have a licence agreement with Council.

The above options all have a range of differences but can be grouped by common linkages into two groups linked by:

- Level of control the owner or user groups of the facility wants or is prepared to give away.
- Level of risk the owner or user groups of the facility is prepared to take or wants to give away.

To inform the recommended management model, a review of the pros and cons of the potential management options is summarised in the table on the following pages.

Table 18: Analysis of the Benefits and Risks Management Options

Management Option	Pros	Cons	Impacts
Internal Management	<ul style="list-style-type: none"> • Council has ‘hands-on’ control in ‘real-time’ of the operation and asset maintenance of its facility. • Operational costs can be defrayed or minimised by using Council’s existing operations (payroll, insurances, accounting procedures, asset and building services etc). • Flexible and responsive management systems can be linked directly to Council policies. • Ensures assets are maintained in good condition and not allowed to run down. • Provides Council with an accurate picture of the performance and potential of the venue. 	<ul style="list-style-type: none"> • Weekend and out of hours may be required by staff – current EB require penalty rates to be paid, increasing cost of service. • All of the operational risk rests with Council. • Council responsible for all operating costs and any unforeseen deficits. • Generally higher staffing costs under local government awards, higher associated on-costs, and therefore higher overall operating costs. 	<p>Governance Structure</p> <ul style="list-style-type: none"> • Council would continue to directly manage and operate the facility through license agreements and taking bookings. <p>Staffing</p> <ul style="list-style-type: none"> • This option would require Council to employ an ongoing staff member to manage the facility. • Operational resources required to manage the set up/pack away the equipment for casual use i.e., functions. <p>Programming/Sport Development</p> <ul style="list-style-type: none"> • Council has established networks to actively program the facility or develop the sport. • The tenant clubs would remain facility hirers under an agreed licence agreement. • Council would take bookings outside license agreement with tenant clubs. <p>Financial Implications</p> <ul style="list-style-type: none"> • Overheads costs i.e., debtors/creditors higher due to Council cost structure. • Staff costing are higher due to coming under Council EBA structure. • Council would need to continue provide “track replacement reserve” which are funded through fees and charges.
External Management	<ul style="list-style-type: none"> • Responsibility for all staffing and human resourcing rests with the operator/lease holder. • Generally lower staffing and on-costs than direct Council management as contractors are often sole or dual operators or family businesses that are not subject to Local Government Awards or are large companies with their own greenfield award and work and employment conditions. • If leased to a primary tenant, the cost of staffing and on costs and asset maintenance is the responsible of the lease holder. 	<ul style="list-style-type: none"> • No Council influence in day-to-day operation, programming, staffing capabilities, and pricing of programs and services (although Council can retain responsibility for setting entry fees and charges if it chooses). • The operator may pay less attention to asset maintenance resulting in Council inheriting a facility in less satisfactory condition at the end of the contract period. • Venue management companies may seek to insure themselves when tendering for the management rights to new unknown 	<p>Governance Structure</p> <ul style="list-style-type: none"> • The management and operation of the facility would be contracted to either a specialised sport and recreation contract management group or with the primary tenant club. <p>Staffing</p> <ul style="list-style-type: none"> • Staff would need to be employed to manage the bookings, setup/pack away of the equipment and operation for user groups. • The cost of staffing would be lower than Council due to different award conditions. • There is capacity to use volunteer labour for some operational components under a lease model with a primary tenant.

Management Option	Pros	Cons	Impacts
	<ul style="list-style-type: none"> • Opportunities for operational economies of scale savings where an operator manages two or more facilities. • Reduced corporate overhead costs compared to typical in-house Council operation. • A greater degree of flexibility in day-to-day management/decision-making is extended to the operator. • Council is able to selectively determine the aspects of facility management it wishes to retain (e.g., major asset maintenance). 	<ul style="list-style-type: none"> • facilities. This can translate into Council paying a premium for the 'unknown' quantity associated with operating a new venue. • Discussion with current contractors indicated a preference for a "fee for service" arrangement. This means the financial risk would remain with Council. • Council will still need to employ a contact manager to manage the external provider or lease holder. 	<p>Programming/Sport Development</p> <ul style="list-style-type: none"> • Contractors or primary tenant may not have the same networks to actively program the facility or develop the sports. • The contractor through a contract or primary tenant through a lease would manage the tenant clubs' use. The tenant clubs would become facility hirers under an agreed licence agreement. <p>Financial Implications</p> <ul style="list-style-type: none"> • Fees and charges could be set by Council to ensure equity and access. • Council would retain the asset management / renewal responsibilities under this management model, which could be funded in part through fee setting for the contract or lease.
Committee of Management	<ul style="list-style-type: none"> • Council retains a level of control over the operation and maintenance of its services and asset via the Management Services Agreement/Facility Management Plan. • Generally, no staffing and on-costs. • Delegated Committee is acceptable to Council. • Annual Business Plans and Budgets are set in conjunction with Council. • The Committee retains day to day operational flexibility and agility to respond in a competitive marketplace. 	<ul style="list-style-type: none"> • Council remains ultimately responsible for the financial solvency of the company. • Limited Council influence in day-to-day operation, programming, staffing capabilities, and pricing of programs and services (although Council can retain responsibility for setting entry fees and charges if it chooses). • Council management needs to clearly articulate expectations in Facility Management Agreement. • Council line management need to have a clear understanding of roles and responsibilities. • The success of the operations is reliant on the tenant groups and volunteers. • The capacity of the tenant clubs to manage the governance responsibilities may be limited. • Council currently owns the equipment and undertakes the maintenance • Major increase of risk if CoM were reintroduced, an increase of officer 	<p>Governance Structure</p> <ul style="list-style-type: none"> • Council would need to establish a Committee of Management usually under the Local Government Act to manage the facility on behalf of Council. • A charter for the management and operations of the track would be established between Council and the CoM. <p>Staffing</p> <ul style="list-style-type: none"> • The CoM would employ the necessary staff to manage the bookings and set up/pack away of the track. • Capacity to use volunteer labour for some operational components. <p>Programming/Sport Development</p> <ul style="list-style-type: none"> • The members of the athletics organisations may not have the necessary skills and knowledge of the sport to manage the operations and specialist equipment. • The clubs do not have the networks to actively program the facility. • The Committee of Management will need to purchase equipment to support the operation of the facility. This equipment would be owned by the CoM. • The tenant clubs would have a service agreement and licence fee for the use of the facility.

Management Option	Pros	Cons	Impacts
		workload would need to be undertaken to manage the CoM.	<p>Financial Implications</p> <ul style="list-style-type: none"> • Council will need to ensure governance systems and processes are in place to ensure accountability. • Fees and charges could be set by Council to ensure equity and access. • Overheads costs i.e., debtors/creditors may be lower due to reduced cost structure. • Council would retain the asset management/renewal responsibilities under this management model, which could be funded in part through fee setting for the contract or lease.

Management Model Recommendation

The assessment of the three management models indicates that the most effective model for the future operations and management of the facility would be for Council to directly manage the facility (**Internal Management**) in a shared arrangement with the tenant groups.

A team of Council staff across relevant service areas and led by the Active Communities Department – Service Owner. The Stawell Sport and Aquatic Centre is within proximity to the multipurpose pavilion at North Park and means providing on site resource support of operations is possible. There is also an opportunity for the Stawell Sport and Aquatic Centre to provide programs from the pavilion ensuring use from 8am to 4pm is optimised.

This approach could also support the operations across other pavilions at major sports reserves and facilities for sport and community use.

The key trends that support this recommendation include:

- Council's internal management team would:
 - Manage and budget for the operational income and expenditure via formalised Council processes and procedures. This includes organising maintenance and cleaning of the facility.
 - Cross service liaison to maintain and manage the facility.
 - Optimise the use of the pavilion via formalised processes and procedures including license (service) agreements with tenant clubs and manage casual bookings for use by community.
 - Coordinate events and pack up/set up equipment for bookings. This task would be written into the license agreement for tenant clubs.
 - Respond efficiently to stakeholder access needs including local clubs, schools and private bookings in association with the use of the facility.
 - Market the facility to the wider Stawell community.
- Opportunity for Council to retain the asset management responsibilities.
- Opportunity for Council to control the level of fees and charges.
- Opportunity for Council to lease a sustainable business model that is fair and equitable.
- Opportunity for Council to increase community participation and inclusion in line with Council's vision and goals for the facility.

The License Agreement between Council and the tenant clubs will need to be negotiated in line with the clubs' requests for use and considers the clubs' responsibilities for cleaning. A proposed summer and winter weekly occupancy schedule is provided at Table 19 and Table 20. This schedule has been prepared following engagement with user groups on required access, use and times.

Roles and Responsibilities

Under this model, Council retains the financial responsibilities for the facility including the provision of the required staffing structure to support the functions of the facility including programming, maintenance and asset management responsibilities. It is acknowledged that Council's internal management team position could also provide a resource for other recreation facilities.

The table on the following page details the roles and responsibilities of Council's internal management team within the broader Council structure and tenant clubs under the proposed model.

Table 19: Division of Roles Under Recommended Management Option

Category	Tenant Clubs	Council Internal Management Team
Utilisation Access	<ul style="list-style-type: none"> Responsible for tenant club programming. Responsible for booking function room for tenant club use. 	<ul style="list-style-type: none"> Responsible for the allocation of the facilities to tenant clubs and casual hiring bookings. Review and continued development of a usage allocation and access requirements for: <ul style="list-style-type: none"> Tenant club use – Training, competition and events School use bookings Community use bookings Private functions, meeting, programs. Potential for community access when facility is not being used by tenant clubs. Work with Active Communities and Communities Futures Teams in setting policies on access criteria.
Operations	<ul style="list-style-type: none"> Responsible for submitting tenant club event schedule every 6 months (summer / winter season). Responsible for pack up and set up of tenant club events. Responsible for rostering casual staff/volunteers to set up, supervise and pack away equipment for tenant club events. 	<ul style="list-style-type: none"> Development and implementation of operational procedures. Oversight of event promotion and management. Support tenant clubs in event promotion and management. Management and supervision of bookings (functions and other events). Responsible for inspections after casual hiring bookings. Responsible for pack up and set up of casual hiring bookings. Work with Building Maintenance Team in setting policies on access criteria.
Asset Management / Renewal	<ul style="list-style-type: none"> Responsible for the maintenance and replacement of the equipment. Responsible for day-to-day cleaning of tenant clubs use of facility. 	<ul style="list-style-type: none"> Responsible for regular inspections of facility suitability, maintenance requirements and replacement of infrastructure. Hirers responsible for cleaning up after use. Monthly deeper clean of facility, particularly toilets. Work with Building Maintenance Team to develop and deliver an asset management plan and implementation of programmed improvement and maintenance works.
Financial Return	<ul style="list-style-type: none"> Responsible for supply and sale of F&B for the canteen and bar / function room (if approved liquor license). Tenant clubs retain signage sponsorship (annual) in line with Council policy. Right to use the function space for tenant club functions and meetings at no cost. Fee considered as part of license agreement. Note: An option to consider is that a Primary Tenant is responsible for the supply and sale of F&B for the bar / function room. 	<ul style="list-style-type: none"> Responsible for: <ul style="list-style-type: none"> Collection of fees and charges Developing and managing facility budget Collection of agreed Licence Fee from tenants Bookings for functions. Hirers responsible for supply and sale of F&B for the canteen and bar / function room (if approved liquor license). Responsible for revenue for function bookings. Responsible for allocating space for signage sponsorship (annual). The sponsorship policy and allocation of sites within the new facility will apply an equity principle. Work with Active Communities and Communities Futures Teams to develop fees and charges schedule for Council budget process and managing the overall facility budget.

Category	Tenant Clubs	Council Internal Management Team
Customer Service	<ul style="list-style-type: none"> • Participate in a regular tenant clubs / Council Coordinator meeting. • Responsible for promoting the facility to tenant club members and community. • Direct relationship with Coordinator for promoting the facility. 	<ul style="list-style-type: none"> • Manage regular tenant clubs / Council Coordinator meetings. This could include participating in Advisory Committee meetings. These meetings would cover: <ul style="list-style-type: none"> – Usage of the facility – Maintenance requests – Issues – Master plan development. • Responsible for customer service and providing relevant information to customer and promoting the facility to schools and other organisations. • Direct relationship with tenant clubs and prepare draft promotional material and story. • Work with Council’s Communication Team to promote facility.
Asset Protection / Security	<ul style="list-style-type: none"> • Tenant clubs to have managed access to the facility and equipment sheds / storage. 	<ul style="list-style-type: none"> • Responsible for coordinating opening and closing of the facility. • Work with Council’s Building Maintenance Team to provide and maintain security equipment and fencing.
Management Plan	<ul style="list-style-type: none"> • Responsible for providing tenant clubs input into Management and Annual Operations Plan. 	<ul style="list-style-type: none"> • Responsible for development of a Management and Annual Operations Plan for approval by Council.

Proposed Occupancy Schedules for Multipurpose Pavilion

The following tables shows the days and times each key user group of the reserve seek access to the multi-purpose pavilion at any given time.

- Stawell Great Western Cricket Club (SGWCC) - require access to the whole facility on Tuesday, Wednesday (Juniors), Thursday, Saturday and Sunday morning.
- Grampians Cricket Association (GCA) - require access to the whole facility on Saturday for competition, if not programmed for SGWCC.
- Swifts Football Netball Club (SFNC) - require access to the whole facility on Tuesday, Thursday, Saturday and Sunday morning for clean-up.
- Interchurches Netball (IC Netball) - require access to netball change room, first aid room and storage area on Wednesday.
- Stawell Pioneers Soccer Club (SPSC) - require access to change rooms on Monday and Wednesday for training and whole facility on Sunday.
- Stawell 13 and Under Football Club (S13UFC) - require access to change rooms on Wednesday for training.
- Stawell Amateur Athletic Club (SAAC) - require access to public toilets on Saturday in winter.
- Stawell Little Athletics Centre (SLAC) - require access to public toilets on Thursday in summer.
- Stawell Sport and Aquatic Centre (SSAC) - to program use of social rooms for fitness and well-being classes in day use. Require access to use as a regular booking only.
- CFA Stawell Brigade (CFA) - require access to use as a special event booking only.
- Stawell Tennis Club (STC) - require access to use as a special event booking only.
- Schools – Local school and cluster school events to use as a special event booking only. A quarterly booking to access public toilets and change rooms.

There are several other organisations (i.e., schools and community groups) who have expressed an interest in using the facility periodically, but not on a regular weekly basis. These users would be booking the facility when available and have not been shown in the proposed usage schedules.

Please note: The proposed occupancy schedule will be verified through a workshop discussion with key tenant groups.

Table 20: Proposed Occupancy Schedule (Summer)

Day	Morning	Afternoon	Evening
Monday	SSAC		
Tuesday	SSAC	SGWCC	SGWCC
Wednesday	SSAC		
Thursday	SSAC	SGWCC / SLAC	SGWCC / SLAC
Friday	SSAC		
Saturday	SGWCC / GCA / SAC	SGWCC / GCA / SAC	SGWCC
Sunday	SGWCC	SGWCC	

Table 21: Proposed Occupancy Schedule (Winter)

Day	Morning	Afternoon	Evening
Monday	SSAC	SPSC	SPSC
Tuesday	SSAC	SFNC	SFNC
Wednesday	SSAC	IC Netball / SPSC / S13UFC	IC Netball / SPSC
Thursday	SSAC	SFNC	SFNC
Friday	SSAC	SFNC	SFNC
Saturday	SFNC SAAC	SFNC SAAC	SFNC
Sunday	SPSC / SFNC	SPSC	SPSC

Appendix 4: Fees and Charges Review

Appendix 2 reviews the fees and charges for major community sport and recreation reserves in Northern Grampians Shire Council. This review will be considered by Council separately to the master plan.

These are:

- North Park, Stawell
- Central Park, Stawell
- Lord Nelson Park, St Arnaud
- King Georges Park, St Arnaud.

Northern Grampians Shire Council aims to ensure that the fees paid by tenant clubs and community groups reflect the level of service and maintenance provided by Council in the provision of facilities used by each user group.

Council's Fees and Charges

Council incurs significant costs through facility maintenance, insurance, staff to co-ordinate and liaise with sporting clubs and community groups, in addition to utility costs. The cost to Council for maintenance activities required for the provision of sport and recreation facilities and reserves is shown in the tables below.

North Park – Council Maintenance Costs

Table 22: North Park Maintenance Costs

Site - Reserve	Park/Open Space Maintenance	Sports Fields Maintenance	Site - Building	Essential Services	Building, Reactive and proactive EST
North Park Main Oval		\$51,048.00	North Park New Club Rooms	\$5,000.00	\$31,200.00
North Park Athletic Oval		\$10,713.00	North Park Tennis Club Rooms	\$1,614.00	\$6,706.00
North Park Surrounds	\$34,944.00		North Park Athletic Club		\$3,532.80
			North Park Old Clubrooms	\$3,750.00	\$8,420.00
Total	\$34,944.00	\$61,761.00		\$10,364.00	\$49,858.80

Central Park – Council Maintenance Costs

Table 23: Central Park Maintenance Costs

Site – Reserve	Park/Open Space Maintenance	Sports Fields Maintenance	Site - Building	Essential Services	Building, Reactive and proactive EST
Central Park	\$56,592.00	\$67,868.000	Central Park Clubrooms	\$4,242.00	\$16,840.80
			Central Park Grandstand No.1		\$6,975.20
			Central Park Grandstand No.2		\$8,827.20
			Central Park Scoreboard		\$313.60
			Central Park Toilet		\$1,555.20
Total	\$56,592.00	\$67,868.000		\$4,242.00	\$49,858.80

Lord Nelson Park – Council Maintenance Costs

Table 24: Lord Nelson Park Maintenance Costs

Site - Reserve	Park/Open Space Maintenance	Sports Fields Maintenance	Site - Building	Essential Services	Building, Reactive and proactive EST
Lord Nelson	\$34,568.00	\$19,945.00	Lord Nelson Sporting Club/Pokies	\$4,786.00	\$19,950.40
			Lord Nelson Football Clubrooms		\$8,276.80
			Lord Nelson Sheep Pavilion		\$3,148.00
			Lord Nelson Hockey Shed		\$717.60
			Lord Nelson Netball Rooms		\$1,435.20
Total	\$34,568.00	\$19,945.00		\$4,786.00	\$33,528.00

King George Park – Council Maintenance Costs

Table 25: King George Park Maintenance Costs

Site - Reserve	Park/Open Space Maintenance	Sports Fields Maintenance	Site - Building	Essential Services	Building, Reactive and proactive EST
King Georges	\$20,808.00	\$14,633.00	King George Toilet		\$430.40
			King George Storage Shed/Pavilion		223.2
Total	\$20,808.00	\$14,633.00		\$0.00	\$653.60

The income derived from ground and pavilion rental fees is shown in the tables below. Please note that the last two years of fees have been waived due to the impact of the coronavirus pandemic on tenant clubs.

Fees and Charges Contributions

Table 26: Tenant Fees and Charges

Tenant	Total User Fee 2020/21 (CPI or 0.9% in 2019/20 Fee)	Central Park Contribution (\$)	North Park Contribution (\$)	Lord Nelson Contribution (\$)	King George Park Contribution (\$)
Stawell Football and Netball Club	\$3,366.57	\$3,366.57			
Stawell Athletic Club	\$1,756.34	\$1,756.34			
Swifts FNC	\$2,796.36		\$2,796.36		
Stawell Amateur Athletic Club	\$547.11		\$547.11		
Stawell Interchurch Netball Association	\$0.00		\$0		
Stawell Little Athletics Centre	\$0.00		\$0.00		
Grampians Cricket Association	\$3,720.37	\$1,860.19	\$1,860.19		
Swifts Great Western Cricket Club*	\$0.00				

Tenant	Total User Fee 2020/21 (CPI or 0.9% in 2019/20 Fee)	Central Park Contribution (\$)	North Park Contribution (\$)	Lord Nelson Contribution (\$)	King George Park Contribution (\$)
Youth Club Cricket Club*	\$0.00				
Pomonal Cricket Club*	\$0.00				
St Arnaud Football Club	\$1,702.39			\$1,702.39	
St Arnaud Netball Club	\$471.56			\$471.56	
St Arnaud Harness Racing Club	\$710.51			\$710.51	
St Arnaud Agricultural Society	\$499.31			\$499.31	
St Arnaud Cricket Club**	\$683.02				\$683.02
St Arnaud Hockey Club	\$510.05			\$510.05	
Total	\$16,763.59	\$6,983.10	\$5,203.66	\$3,893.82	\$683.02

* Cricket clubs hare charged by the Grampians Cricket Association for use of grounds

** Council and Club agreed fee in 2019/20.

The table below shows the level of recoupment from income generated through fees towards the annual maintenance costs.

Table 27: Council Subsidy

Tenant	Total User Fee 2020/21 (CPI or 0.9% in 2019/20 Fee)	Central Park Contribution (\$)	North Park Contribution (\$)	Lord Nelson Contribution (\$)	King George Park Contribution (\$)
Total Income	\$16,763.59	\$6,983.10	\$5,203.66	\$3,893.82	\$683.02
Total Sports Field Maintenance Cost	\$164,207.00	\$67,868.00	\$61,761.00	\$19,945.00	\$14,633.00
Current % recoupment (Sports Field Maintenance Only)	10%	10%	8%	20%	5%
Total Sports Field / Buildings Maintenance Cost	\$302,151.40	\$106,622.00	\$121,983.80	\$58,259.00	\$15,286.60
Current % recoupment (Sports Field / Building Maintenance Only)	6%	7%	4%	7%	4%
Total Cost to Council (Open Space / Sports Field / Buildings)	\$449,063.40	\$163,214.00	\$156,927.80	\$92,827.00	\$36,094.60
Current % recoupment (Open Space / Sports Field / Building Maintenance)	4%	4%	3%	4%	2%

Council currently recoups 6% of the annual maintenance costs towards sports field and buildings from income generated through fees.

The total cost to Council for maintaining the open space surrounds, sports fields and buildings is \$449,063.40, where 4% or \$16,763.59 is recouped from income generated through fees.

Benchmarking Analysis

Benchmarking of other Local Government fees and charges for community sport and recreation facilities found:

- Council's policies are generally structured to recoup about 10% to 20% of maintenance costs and provide about 80% to 90% subsidy on outdoor sports facilities (playing areas).
- Fees were established based on the agreed hierarchy of facility (regional, district or local) and the commensurate level of service (embellishment and maintenance). The higher quality the facility, the higher the fees because of the high capital and operational investment made by Council.
- Policies support initiatives (i.e., discounts) that provide equitable access, particularly to groups traditionally disadvantaged i.e., girls and women, junior and disability.
- The percentage of maintenance fees recouped by Council has generally decreased due to fees being charged not keeping pace with the increased operational and maintenance expenses; and requirement for capital improvement due to concerns about fit for purpose or condition of assets.
- Club costs are increasing, like insurances and registration fees are increasing. This is making it challenging for clubs to cover all operational costs including fees for use of grounds. This has seen these cost passed onto participants that may mean some participants can't play because of affordability concerns.
- A transition plan is an approach applied by Councils to incremental change fee rates to an equitable position across user groups.
- The pavilion license or lease fee were treated a little differently. This is generally calculated as a percentage of the insured value of the building. The fee is a contribution to essential services, proactive and reactive building maintenance.
- The pavilion license or lease fee was influenced by the level of use, level of maintenance responsibility and capital contributions made by tenants.

Council will need to identify a sustainable level of provision and maintenance and balance the income and subsidy level with what tenant clubs and community groups can afford.

Fees and Charges System Recommendations

The proposed fees and charges system for **outdoor playing areas**:

- Classifies outdoor playing and pavilion facilities according to the level of provision:
 - District (Major) Sports Facility
 - Local (Minor) Sports Facility.
- Defines the hirer categories and priority of access based on user type and function:
 - Seasonal Fee – Community User (Community Rate)
 - Seasonal Fee – Private / Commercial User (Commercial Rate)
 - Casual Community Hire Fee
 - Casual Private / Commercial Hire Fee
 - School Use (School Hire Rate)
 - Event Use (Event Hire Rate).
- Defines the level of services for outdoor playing and pavilion facilities (District or Local).
- Recouping a 10% (current policy) or 15% (benchmark rate) percentage of maintenance based on the average cost to maintain the sports fields at that standard. The cost is shared based on the use of the playing areas by each group and cost of maintaining each sports field.
- Council subsidises the open parkland maintenance of the reserves because the reserve remains open for public use (non-exclusive use).
- Attributing discounts / incentives to encourage the development and delivery of community participation outcomes. These groups should be those traditionally disadvantaged including girls and women, juniors, Aboriginal and Torres Strait Islanders, disability, and CALD communities. The level of discounts / incentives is to be determined.

North Park Costs and Proposed Fees and Charges

Table 28: North Park Proposed Fees and Charges

Tenant	Total User Fee 2020/21 (CPI or 0.9% in 2019/20 Fee)	Central Park Contribution (\$)	North Park Contribution (\$)	Lord Nelson Contribution (\$)	King George Park Contribution (\$)
Total Income	\$16,763.59	\$6,983.10	\$5,203.66	\$3,893.82	\$683.02
Total Sports Field Maintenance Cost	\$164,207.00	\$67,868.00	\$61,761.00	\$19,945.00	\$14,633.00
Current % recoupment (Sports Field Maintenance Only)	10%	10%	8%	20%	5%
Proposed 10% fee (Current Policy)	\$16,420.70	\$6,786.80	\$6,176.10	\$1,994.50	\$1,463.30
Proposed 15% fee (Benchmark Rate)	\$24,631.05	\$10,180.20	\$9,264.15	\$2,991.75	\$2,194.95

An additional license is proposed for **pavilions**. This license fee system is based on:

- A percentage of the insured market value of the building. The current policy is 3% of insured market value of building.
- The market value fee of each property is identified and recorded in licence documentation. Increases in fee will consider market factors such as CPI.
- The fee could be discounted based on the following factors: level of use, level of maintenance responsibility and capital contributions made by tenants.
- The fees and charges should be distributed based on the level of use for shared facilities.
- The fees and charges include an allowance for utility costs (based on historical cost), distributed based on the level of use for shared facilities.
- Applies the following categories:
 - Community Partnerships
 - Discounted Market Fee.

Table 29: Pavilion Lease Fee Categories

Category	Annual Fee	Eligibility
A Community Partnership	<ul style="list-style-type: none"> • Basic fee negotiated within the range based on size, nature, and condition of facility. Generally, 3% of market rental value. • Fee is distributed based on the level of access of use for shared facilities 	<ul style="list-style-type: none"> • Meets all relevant eligibility criteria, <u>and</u> • Provides significant benefits for the community, <u>and</u> • Has limited revenue capacity, <u>or</u> • Undertakes capital development and full maintenance of facility.
B Discounted Market Fee	<ul style="list-style-type: none"> • Full market fee with any reduction from this rate to be negotiated based on community benefit criteria, level of maintenance responsibility and capital contributions made by tenant. • Discounted market fee: negotiated between 3% and 1% of market rental value. 	<ul style="list-style-type: none"> • Use approved by Council, • Meets most eligibility criteria, but not all, <i>or tenant earns significant revenue from facility,</i> • Maintains and develops community facility. • Undertakes capital development and full maintenance of facility.

Eligibility criteria for occupancy of Council sporting pavilions

Eligible Organisation Criteria

All organisations must meet the following criteria to be eligible to occupy a Council sporting facility.

- The organisation is a non-profit organisation under Australian Tax Office definitions.
- The organisation is a legal entity registered under appropriate legislation (such as the Associations Incorporation Act 1981 (Vic)).
- The organisation has an Australian Business Number.
- The organisation is financially viable, with annual financial statements provided to Council, audited where it is required as a prescribed association under the Associations Incorporation Act.
- The organisation complies with relevant legislation governing its activities and holds any licences or registration certificates required for it to operate.
- The organisation has a committee of management and appropriate governance arrangements, with established accountability and reporting methods to members of the organisation and / or to the community.
- The organisation adheres to all relevant Northern Grampians Shire Council policies and complies with the terms of any previous lease / licence and / or grant from the Council.

Community Benefit Criteria

- Use of the facility will increase participation, social engagement and promote health and well-being of the Northern Grampians Shire community.
- An annual plan for the facility use is provided including current and projected opening hours and participant and / or membership numbers.
- There are reasonable grounds to believe a need or demand exists for the service or activity to be provided through the facility.
- Facility use is consistent with Council's vision and the goals outlined in the current Council Plan.
- The service or activity is non-discriminatory and inclusive.
- The service or activity can be accessed by disadvantaged groups, with strategies in place to review and remove any barriers to participation.
- The organisation promotes and supports volunteerism.

Facility Management and Development Criteria

- Proposed use of the facility is suitable for the nature of the site and the neighbourhood.
- The organisation will keep the facility in good repair and undertake maintenance in accordance with the relevant Northern Grampians Shire maintenance schedule.
- Utilisation of, and community access to, the facility will be maximised, including through shared use with other community organisations, and casual hiring arrangements, consistent with any special requirements of the head tenant.

Category A Criteria

- The organisation has limited capacity to generate revenue from use of their facility or from other activities consistent with the organisational purpose.

Category B Desirable Criteria

- The organisation will undertake significant capital works to develop the Facility as an asset for the long-term benefit of the community.
- The organisation may earn significant revenue from the facility.