



Minutes

Council Meeting held at 12.30 PM on Monday 5 December 2022 in the Perry Room, St Arnaud Town Hall.

Present

Cr Kevin Erwin (Mayor)
Cr Lauren Dempsey
Cr Murray Emerson
Cr Trevor Gready
Cr Rob Haswell
Cr Karen Hyslop
Cr Eddy Ostarcevic PhD

Mr Trenton Fithall, Acting Chief Executive Officer
Mr Vaughan Williams, Director Corporate and Community Services
Mr Jeevan Pinto, Acting Director Infrastructure and Amenity

Affirmation

We recognise the traditional owners of the land.
We are inspired by the early pioneers and by those who gave their lives for our country.
We now ask God's blessing on our deliberations
and on our commitment to build a better lifestyle and environment.

Confirmed at the meeting of Council on Monday 6 February 2023.

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1. Apologies

Nil

2. Confirmation of Minutes

Council Meeting held on Monday, 7 November 2022

Statutory Council Meeting held on Monday, 7 November 2022

Unscheduled Council Meeting held on Monday, 14 November 2022

RESOLUTION

That the minutes as listed, copies of which have been circulated, be confirmed and adopted.

Moved: Cr Murray Emerson

Seconded: Cr Karen Hyslop

Carried

3. Matters Arising from the Minutes

Nil

4. Presentations/Awards

Nil

5. Presentation of Petitions and Joint Letters

Nil

6. Disclosure of a Conflict of Interest at a Council Meeting

A Councillor who has a conflict of interest in a matter being considered at a Council meeting at which he or she-

- (i) is present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the Council meeting immediately before the matter is considered; or
- (ii) intends to be present must disclose that conflict of interest by providing to the Chief Executive Officer before the Council meeting commences a written notice-
 - advising of the conflict of interest;
 - explaining the nature of the conflict of interest; and
 - detailing, if the nature of the conflict of interest involves a Councillor's relationship with or a gift from another person, the-
 - name of the other person
 - nature of the relationship with that other person or the date on receipt, value and type of gift received from the other person; and
 - nature of that other person's interest in the matter;

and then immediately before the matter is considered at the meeting announcing to those present that he or she has a conflict of interest and that a written notice has been given to the Chief Executive Officer.

The Councillor must, in either event, exclude themselves from the decision-making process, including any discussion or vote on the matter and any action in relation to the matter and leave the Council meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

Members of Staff

A member of Council staff must disclose any conflict of interest in a matter in respect of which they are preparing or contributing to the preparation of a report for a Council meeting. They must immediately upon becoming aware of the conflict of interest, provide a written notice to the Chief Executive Officer disclosing the conflict of interest and explaining its nature.

Nil

7. Informal Meetings of Councillors

[Trenton Fithall, Acting Chief Executive Officer]

Council's Governance Rules require that if there is a meeting of Councillors that-

- is scheduled or planned for the purpose of discussing the business of Council or briefing Councillors;
- is attended by at least one member of Council staff; and
- is not a Council meeting, delegated committee meeting or community asset committee meeting

the Chief Executive Officer must ensure that a summary of the matters discussed at the meeting are:

- tabled at the next convenient Council meeting; and
- recorded in the minutes of that Council meeting.

The records for the period since the last Council Meeting are listed below.

Date	Meeting Description	Matters Considered At The Informal Meeting:	Conflict Of Interest Disclosures		
30/08/2022	Advisory Committee Stawell Recreation Advisory Group Meeting	1.1 Project Update: North Park Netball Courts, Stawell Skate Park, North Park Football Pitch Lighting Project, Central Park female Friendly Changerooms, Sport and Active Recreation Strategy			
		1.2 2022 State Election			
		1.3 North Park Master Plan			
		1.4 Participation Plans			
02/06/2022	Advisory Committee Stawell Recreation Advisory Group Meeting	1.1 Project Update: North Park Netball Courts, Stawell Skate Park, North Park Football Pitch Lighting Project, Central Park Female Friendly Changerooms, Sport and Active Recreation Strategy, Council Budget and 10 Year Capital Plan, North Park Master Plan.			
		1.2 2022 State Election			
		1.3 Agreements and User Fees			
		1.4 Participation Plans			
08/03/2022	Advisory Committee Stawell Recreation Advisory Group Meeting	1.1 Membership and Terms of Reference			
		1.2 Project Update: North Park Netball Courts, North Park Skate Park, North Park Soccer Pitch Lighting, North Park Terracing, Central Park Female Friendly Changerooms, North Park Master Plan, Sport and Active Recreation Strategy			
		1.3 Agreements and User Fees			
		1.4 Participation Plans			
24/11/2021	Advisory Committee Stawell Recreation Advisory Group Meeting	1.1 North Park Master Plan			
		1.2 Project Update: North Park Netball Courts, North Park Skate Park, North Park Soccer Pitch Lighting, Central Park Female Friendly Changerooms			
		1.3 Terms of Reference			
14/11/2022	Economic Growth Briefing	7.1. Renewable Energy Transition Action Plan			
		7.2. Navarre Recreation Reserve Facility Upgrades Design Update			
		7.3. Great Western Football and Netball Clubrooms Design Update			
		7.4. Stawell Urban Growth Area Master Plan and Planning Scheme Update			
07/11/2022	Lifestyles and Community Briefing	7.5. Stuart Mill Community Action Plan			
		7.6. Grampians Tourism Investment Prospectus			
		8.1 Tourism Events Strategy			
		8.2 Planning Permit Application 5.2022.48.1 - 251 Lake Lonsdale			
		8.3 11.05am Placeholder Applicant Planning Permit Amendment - Stawell Landfill			

RESOLUTION

That the report on Informal Meetings of Councillors be approved.

Moved: Cr Murray Emerson

Seconded: Cr Rob Haswell

Carried

8. Items Brought Forward

Nil

9. Consideration of Reports of Officers

9.1. Enhance Lifestyles and Community

Nil

9.2. Boost Economic Growth

9.2.1. Grampians Tourism Investment Prospectus

Author/Position: Justine Kingan, Manager Economic and Community Futures

Purpose

To seek Council endorsement of the Grampians Strategic Tourism Investment Plan and Prospectus.

Summary

Local government plays a central role in the achievement of successful outcomes for private sector investors. The investment plan provides Council with the necessary evidence, including visitation, attraction and accommodation data to successfully attract private sector investment in tourism infrastructure. The plan and prospectus also allow Council to have a stronger voice among investors looking to our region to invest.

The Grampians Strategic Tourism Investment Plan and Prospectus is the result of a collaboration across the Grampians region. The Plan and supporting prospectus were developed with careful guidance from the Project Control Group (PCG) which includes representatives from Grampians Tourism, each local government area (LGA), Parks Victoria, the Department of Jobs, Precincts and Regions: Regional Development Victoria and the Department of Jobs, Precincts and Regions: Tourism, Events and Visitor Economy.

While the focus of the project was primarily on private tourism investment and how to encourage this, the consultation undertaken revealed many public opportunities that are needed to encourage and leverage a greater level of private investment.

Recommendation

That Council endorses the Grampians Strategic Tourism Investment Plan and Prospectus.

RESOLUTION

That Council endorses the Grampians Strategic Tourism Investment Plan and Prospectus.

Moved: Cr Eddy Ostarcevic

Seconded: Cr Murray Emerson

Carried

Background/Rationale

The Grampians Strategic Tourism Investment Plan (the Plan) supports the delivery of Council's Economic Development Strategy and Action Plan 2021-31, with particular alignment to the objective of achieving 'sustained economic growth' through creating 'iconic destinations' and 'ensuring our visitor economy offers diverse, unique, high quality and enriching experiences, disperse across Northern Grampians that play to our standout strengths' (Northern Grampians Economic Development Strategy and Action Plan 2021-31, Objective 2 - Strategic Direction 2a).

The Plan sets out a vision to '*...continue to attract tourism investment in new and existing ventures, building on its reputation as an outstanding nature-based destination which ultimately facilitates stronger visitor dwell time and spend to grow the benefits generated through the visitor economy.*'

The Plan establishes five goals (and supporting indicators) to measure the success of the project include:

1. Increase investment in tourism-based projects in the Grampians.
2. Grow tourism's contribution to the Grampians to ensure a thriving local economy and improved social wellbeing.
3. Ensure genuine partnership engagement occurs with Traditional Owners (TOs) to develop the region's visitor economy.
4. Ensure tourism development and growth sustains and enhances the Grampians' natural and built environment for the benefit of residents first and foremost, and then its visitors.
5. Foster strong partnerships between private and public sector investment partners.

The Strategic Tourism Investment Plan found that while the region offers a 5-star natural environment, the built environment does not consistently deliver the same level of standard. Despite strong levels of government investment, the region has struggled to attract new and ongoing investment in accommodation, attractions/experiences and the hospitality offering. COVID-19 has only served to further compound this challenge. This is a challenge that many regional locations across Victoria and Australia more broadly face. Victoria's Visitor Economy Recovery and Reform Plan April 2021 clearly states the need for "further investment in accommodation to increase the level of high end and boutique accommodation.

The Plan recognises that Local Government plays a central role in the achievement of successful outcomes for private sector investors and provides direction for the sustainable development of the visitor economy across the Grampians region (the region).

Importantly, the Plan and Prospectus supports the attraction of private investment particularly, to optimise the visitor economy across the region. It sends a clear signal to the private sector of the opportunities that exist and provides Council with the necessary evidence, including visitation, attraction and accommodation data to successfully attract private sector investment in tourism infrastructure. The Plan and Prospectus also allow Council to have a stronger voice among investors looking to our region to invest.

While the focus of the project was primarily on private tourism investment and how to encourage this, the consultation undertaken revealed many public opportunities that are needed to encourage and leverage a greater level of private investment.

Legislation, Council Plan, Strategy and Policy Implications

Council Plan 2021-24 - Boost Economic Growth

Northern Grampians Economic Development Strategy 2021-31

Options

Option 1

That Council endorses the Grampians Strategic Tourism Investment Plan and Prospectus.

[recommended]

Option 2

That Council does not endorse the Grampians Strategic Tourism Investment Plan and Prospectus. **[not recommended]**

Implications

Any identified sustainability issues (economic, social, environmental or climate change) or heritage/cultural, amenity, human rights/gender equality, privacy, risk management, budgetary and asset management implications have been addressed in this report.

Procurement

Not applicable

Community Engagement

The Plan and Prospectus is the result of a collaboration across the Grampians region and involved an extensive process of tourism industry engagement.

Innovation and Continuous Improvement

The Plan provides Council with the necessary evidence, including visitation, attraction, and accommodation data to successfully attract private sector investment in tourism infrastructure. The Plan and Prospectus also allow Council to have a stronger voice among investors looking to our region to invest.

Collaboration

In line with the Regional Tourism Board, Grampians Tourism membership the Investment Plan and Prospectus covers the LGAs of Ararat, Horsham, and Northern and Southern Grampians. The Plan and supporting prospectus were developed with careful guidance from the Project Control Group (PCG) which includes representatives from Grampians Tourism, each local government area (LGA), Parks Victoria, the Department of Jobs, Precincts and Regions: Regional Development Victoria and the Department of Jobs, Precincts and Regions: Tourism, Events and Visitor Economy. While the focus of the project was primarily on private tourism investment and how to encourage this, the consultation undertaken revealed many public opportunities that are needed to encourage and leverage a greater level of private investment.

Officer's Declaration of Interest

Justine Kingan, Manager Economic and Community Futures.

In providing this advice as the author, I have no disclosable interests in this report.

Attachments

1. Grampians Strategic Tourism Investment Plan - Stage 2 Report [9.2.1.1 - 95 pages]
2. Grampians Tourism 2022 Investment Prospectus [9.2.1.2 - 40 pages]

GRAMPIANS STRATEGIC TOURISM INVESTMENT PLAN





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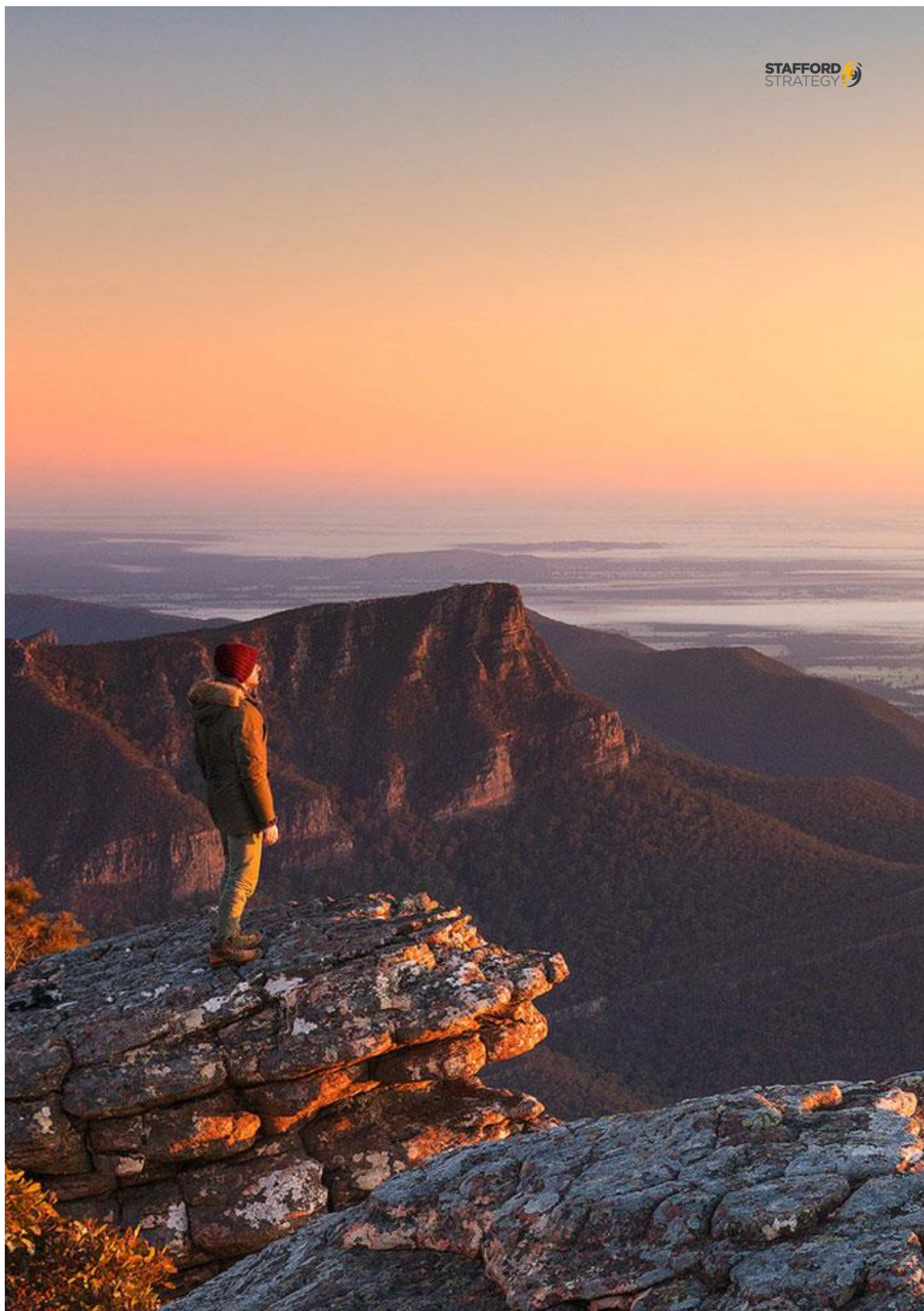
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1. EXECUTIVE SUMMARY

1.1. Overview

Stafford Strategy was commissioned by Grampians Tourism to develop a Strategic Tourism Investment Plan & Investment Prospectus for the Grampians. The purpose of the project is to provide direction for the sustainable development of the visitor economy across the Grampians region (the region) and support the attraction of private investment particularly, to optimise the visitor economy across the region.

The project has been developed with careful guidance from the Project Control Group (PCG) which includes representatives from Grampians Tourism, each local government area (LGA), Parks Victoria, the Department of Jobs, Precincts and Regions: Regional Development Victoria and the Department of Jobs, Precincts and Regions: Tourism, Events and Visitor Economy.

While the focus of this project has been primarily on private tourism investment and how to encourage this, the consultation undertaken revealed many public opportunities that are needed to encourage and leverage a greater level of private investment.

1.2. Strategic Context

The Grampians region offers a strong nature-based and eco-destination proposition, supported by the iconic Grampians (Gariwerd) National Park which lies in the centre of the region. There are a variety of high-quality natural recreational experiences on offer, including the recently opened Grampians Peak Trail, which was developed as a result of significant government investment.

While the region offers a 5-star natural environment, the built environment does not consistently deliver the same level of standard. Despite strong levels of government investment, the region has struggled to attract new and ongoing investment in accommodation, attractions/experiences and the hospitality offering. COVID-19 has only served to further compound this challenge. This is a challenge that many regional locations across Victoria and Australia more broadly face. Victoria's Visitor Economy Recovery and Reform Plan April 2021 clearly states the need for "further investment in accommodation to increase the level of high-end and boutique accommodation"¹.

For this project, a smaller boundary has been designated for the region, covering only the LGAs of Ararat, Horsham and Northern and Southern Grampians as financial contributors to Grampians Tourism. Together, these four LGAs offer a diverse and exciting base to encourage new investment into the tourism sector.



¹ Visitor Economy Recovery and Reform Roadmap, page 8.

1.3. Regional Summary

Figure 1 provides a top-line summary of the Grampians' visitor economy (based on 2019 data to reflect pre-COVID results).

Figure 1: Regional Visitor Economy Summary



² NVS & IVS, Tourism Research Australia and trip spend data from TRA's Local Government Area Profiles

³ NVS & IVS, Tourism Research Australia

⁴ NVS & IVS, Tourism Research Australia

⁵ NVS & IVS, Tourism Research Australia

⁶ Remplan, 2019

⁷ Based on TripAdvisor "best things to do." (https://www.tripadvisor.com.au/Attractions-g2328073-Activities-Grampians_Victoria.html). New product has more recently been added by Parks Victoria and in time, might replace or at a minimum add to those top-rated things to do in the region.

1.4. Vision



To guide the implementation of this Plan, the following vision has been developed.

“The Grampians will continue to attract tourism investment in new and existing ventures, building on its reputation as an outstanding nature-based destination which ultimately facilitates stronger visitor dwell time and spending to grow the benefits generated through the visitor economy.”

1.5. Goals

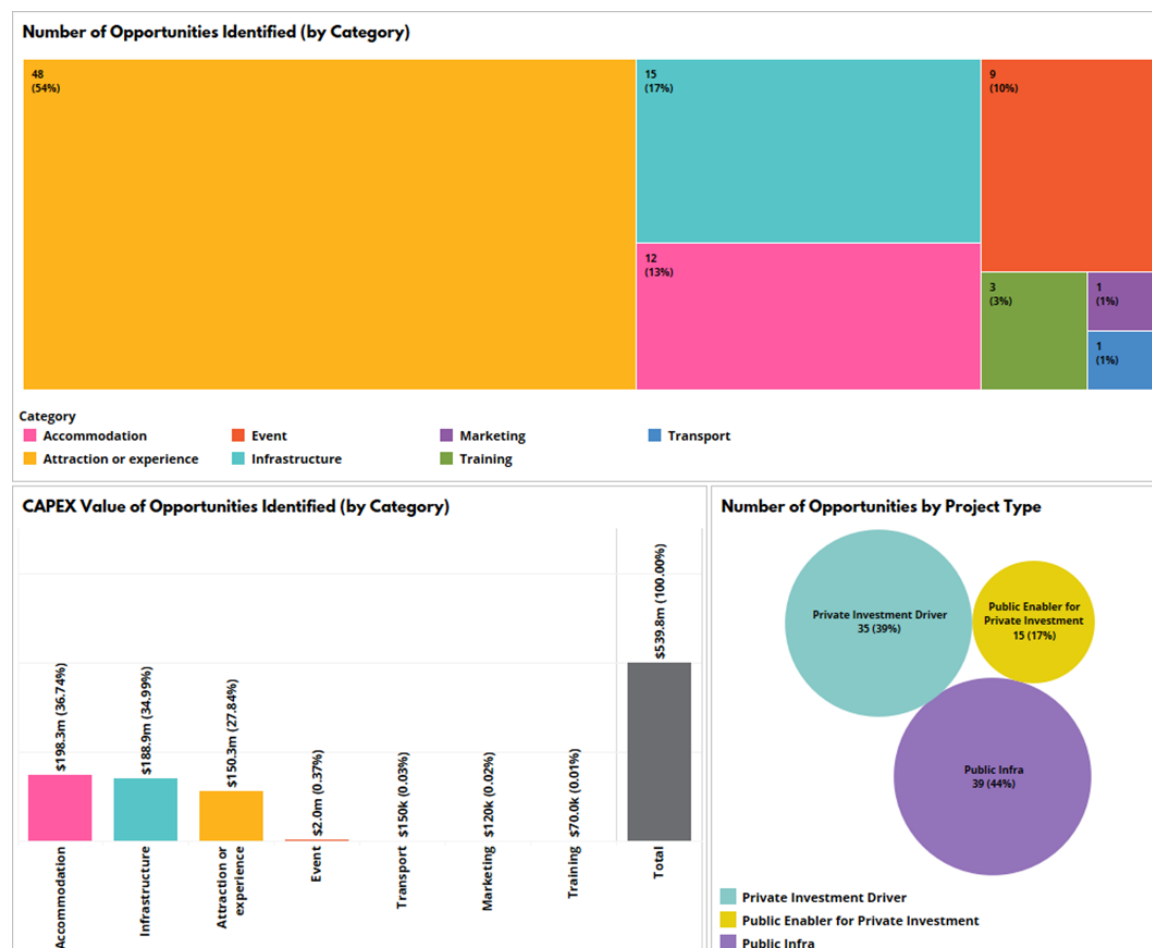
The following goals and indicators are included as measures that will be used to monitor the progress and success of this project.

Table 1: Goals

	Goal		Indicator
1.	Increase investment in tourism-based projects in the Grampians		<ul style="list-style-type: none"> ■ Tourism investment in the region grows. ■ Reinvestment into existing products occurs (with the aim of refreshing current experiences and enhancing/expanding the offering). ■ The number of tourism-based products and experiences grows. ■ Visitor and resident satisfaction grow, measured via an annual survey. ■ Regional tourism indicators increase. ■ More locals participate in in-region tourism-based experiences. ■ Profile and awareness of the Grampians region as a destination grows.
2.	Grow tourism's contribution to the Grampians to ensure a thriving local economy and improved social wellbeing.		<ul style="list-style-type: none"> ■ Regional tourism GDP increases, and tourism job opportunities grow. ■ Visitor yield, measured via average spend, increases. ■ The number of tourism-based products and experiences grows. ■ New tourism products are potentially featured by Visit Victoria. ■ The value of tourism to the region is expressed in positive local attitudes to continue to offer a social license for supporting the visitor economy.
3.	Ensure genuine partnership engagement occurs with Traditional Owners (TOs) to develop the region's visitor economy.		<ul style="list-style-type: none"> ■ The number of tourism initiatives by TOs in the region grows. ■ TOs express their support for tourism and the opportunities it is seen to bring.
4.	Ensure tourism development and growth sustains and enhances the Grampians' natural and built environment for the benefit of residents first and foremost, and then its visitors.		<ul style="list-style-type: none"> ■ New and/or improved amenities and infrastructure are introduced (cycleways, walking tracks, public toilets, rubbish facilities and interpretive and directional signage). ■ Progress towards Net Zero Emissions by 2050 goal is made. ■ Participation in regenerative tourism opportunities grows.
5.	Foster strong partnerships between private and public sector investment partners.		<ul style="list-style-type: none"> ■ The number of active PPP projects in the region grows ■ Private sector confidence in the region increases

1.6. The Opportunities Identified

Figure 2: Summary of the opportunities identified



In total, **89** opportunities have been identified with the help of councils, industry, and state government. They are tourism-focused and categorised as:

- accommodation opportunities;
- attraction/experience-based opportunities;
- event opportunities;
- infrastructure opportunities;
- marketing opportunities
- training opportunities; or
- tourism transport opportunities.

Opportunities have also been segmented to whether they are:

- private investment drivers;
- public investment opportunities that are likely to facilitate private investment (i.e., public enablers for private investment); or
- public investment in infrastructure, events, and programs.

Many of the opportunities identified are supply-led and are aimed at introducing more commissionable products and private investment into the region's tourism offering. This is because the ultimate outcome of this project is an investment prospectus geared to stimulate private investment to build a far stronger visitor economy and to specifically generate more local visitor economy jobs. However, the public investment opportunities identified have also been outlined in this Plan as they are still very important, particularly as many are likely to act as catalysts to help stimulate private investment.

Figure 2 provides a summary of the opportunities identified. Observations are as follows.

- Over half (54%) of the opportunities identified are attractions or experience investment opportunities, followed by infrastructure projects (17%) and accommodation investment opportunities (13%).

- In total, an estimated \$540 million may be required to activate all 89 opportunities. The greatest level of investment identified is accommodation-related opportunities (comprising 37% of all investment identified or \$198 million), followed by infrastructure, comprising (35% or \$189 million).
- Of the 89 opportunities identified, 44% (39 opportunities) are public infrastructure opportunities, 39% (35) are private investment drivers and a further 17% (15) are public enablers for private investment.

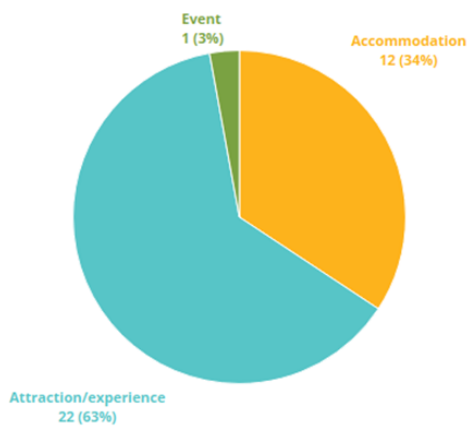
CAPEX estimates are provided as estimates/guides only and exclude provision for contingencies (design development and

escalation), consultant fees (legal, financial, engineering, architectural), government charges and builder's margins.

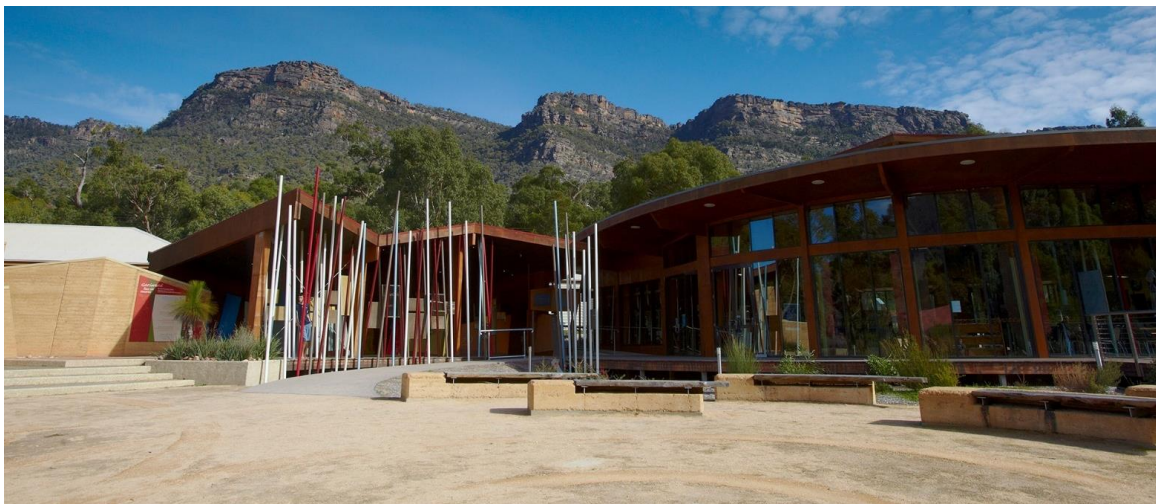
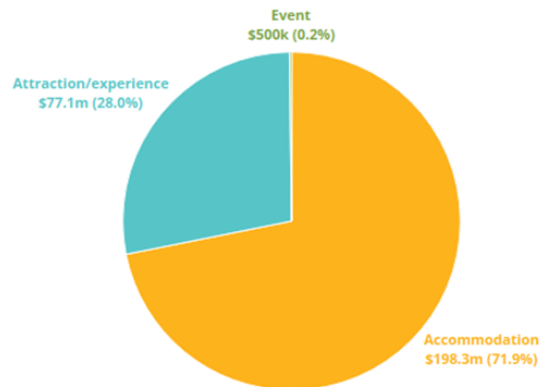
Narrowing in on the 35 private investment drivers shows that investment into new and existing attractions or experiences comprises the most opportunities identified, representing 22 of the 39 opportunities (Figure 3). While accommodation opportunities do not represent the most opportunities, they are likely to require a higher level of capital investment, accounting for just under 72% of the investment required for all private investment drivers (totalling \$198 million).

Figure 3: Summary of the private investment driver opportunities identified

Private Investment Drivers - # of Opportunities



Private Investment Drivers - CAPEX Summary



1.7. The Priority Opportunities

1.7.1. Private Investment Opportunities

To determine the refined list of private investment driver opportunities, each has been assessed against a number of weighted criteria. A weighted score has been applied, to reflect that some of the criteria can have a stronger positive impact or a higher level of importance, to each Council and the various agencies than other criteria. This weighting has been ranked and tested with the PCG to deliver an agreed weighting spread. Public infrastructure and public enabler projects have been ranked separately, in consultation with the PCG.

The assessment for private investment opportunities included the following determinants (The weighting of each was determined in consultation with the PCG).

- Landowner
- Size of Private Investment
- Size of Public Investment
- Private Sector Interest
- Ability to secure government funding for project
- Requirement for ongoing operational government funding
- Short term to activate
- Likelihood to be profiled by Visit Victoria
- Likely visitor appeal
- Ability to encourage regional dispersal of visitors

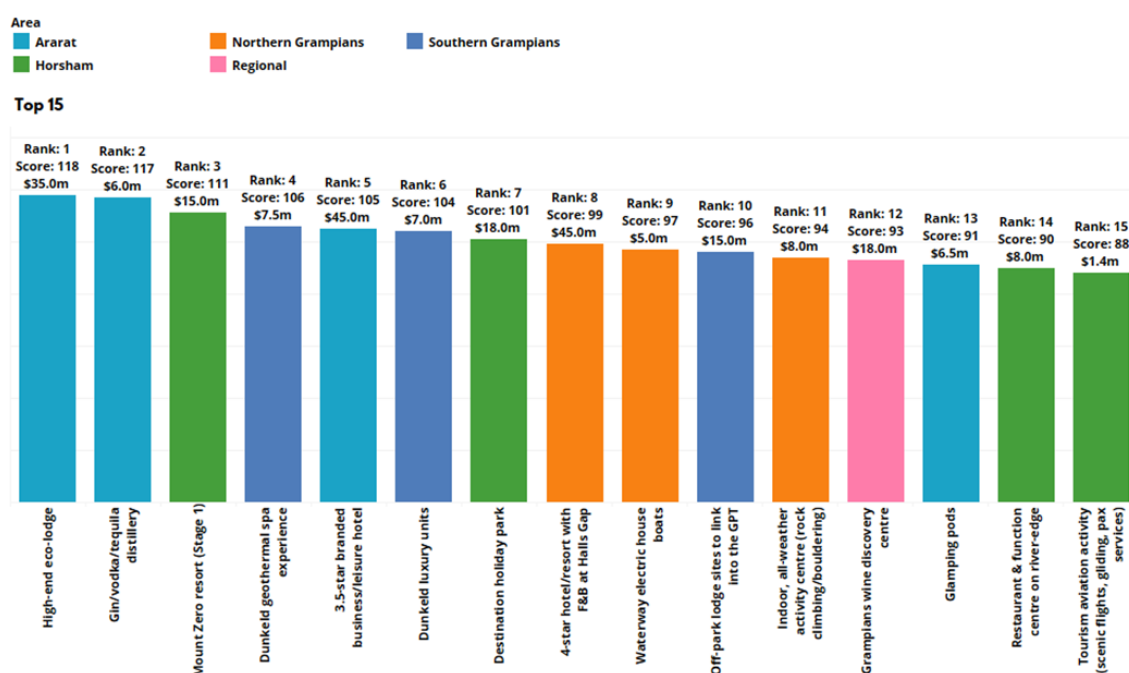
- Uniqueness of product
- Ability to grow visitor yield
- Estimated visitation once operational
- Employment (operational) potential
- Ability to act as a catalyst project to stimulate other investment projects
- Ability to encourage stronger interstate visitation
- Ability to encourage stronger international visitation

Figure 4 summarises the private investment driver opportunities that achieved a top 15 score based on the ranking methodology applied. Because some projects achieved an equal score, there are some with equal rankings.

In summary:

- there are eight accommodation investment opportunities and seven attraction/experience opportunities with a top 15 ranking;
- there is a range of types of projects identified across the various towns in the Grampians (four in both Northern Grampians and Horsham LGAs, three in both Ararat and Southern Grampians LGAs and one regional project); and
- the total investment for the top 15 projects is estimated at \$240 million, of which \$210.7 million is private investment and \$29.7 million is supporting public investment.

Figure 4: The top 15 private investment driver opportunities (weighted score)



1.7.2. Public enablers for private investment

There were several public investment projects also identified. While these are not the primary focus of this project, they are important to note because they are likely to assist in encouraging stronger private investment interest. The projects were ranked with the assistance of the PCG and the top 5 projects in the two categories are summarised in Table 2.















Table 2: Top 5 public investment projects

Public enablers for private investment	Public funding opportunities in infrastructure, events, and programs
<ul style="list-style-type: none"> ▪ Lake Bellfield improvements ▪ Implementation of Volcanic Trail Masterplan ▪ Grampians wine discovery centre ▪ Brambuk upgrade ▪ Airport site redevelopment (tourism product) 	<ul style="list-style-type: none"> ▪ Wimmera River Discovery Trail Stage 2 (Horsham to Dimboola) ▪ New Hamilton Art Gallery project ▪ Heath Street upgrades & bridge ▪ Halls Gap walking loop ▪ Ararat Trails Mountain Bike Park

1.8. Mechanisms to Encourage Investment

Investment is essential to build and maintain a competitive edge and a stronger visitor economy. The higher-risk nature of tourism investment means that there is often a need to help de-risk investment into the sector. Table 3 provides a summary of different mechanisms to encourage investment and reinvestment into tourism products. These are based on examples from various destinations, nationally and globally. They are provided to illustrate that there is often a need to “tilt the playing field” in different ways, to achieve the desired goal of stronger sustainable investment into the visitor economy.

Table 3: Summary of mechanisms to incentivise development/reinvestment

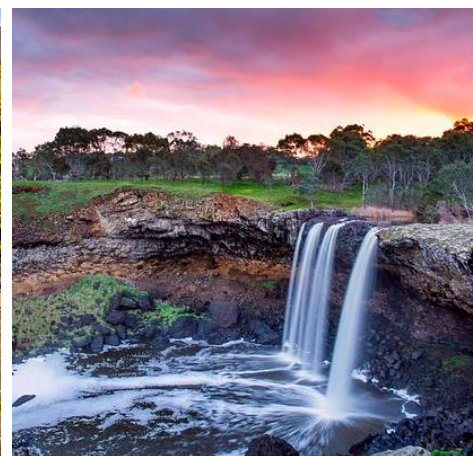
Stakeholders who can effect change:				
◆ Federal Government ■ State Government ● Local Government ▲ Other				
Non-financial Incentives	 Floor space bonuses & height incentives ●	 Release of Crown land for tourism development ● ■ ◆	 Mixed-use development schemes ● ■	 Exclusive zoning for tourism developments ● ■
	 Reduction in accessible room requirements for hotels etc. under 15 rooms ●	 Planning & Process Support ● ▲		
Financial Incentives	 Tax exemptions/concessions ■	 Accelerated depreciation allowance for hotels etc. ■	 Assisting with access to utility supply ● ■	 Government-subsidised loans ■ ◆
	 Income guarantee by operators ▲	 Purchase of land and concessions on long term ground leases ● ■	 Incentives for heritage conversion to tourism use ● ■	 Direct Government Investment ● ■ ◆

1.9. Next Steps

The next steps in this project are to develop Packages 3 and 4. These packages include the following.

- Package 3: Development and design of a Grampians Tourism Investment Prospectus focused on the top private investment opportunities.
- Package 4: Development of a targeted Grampians Tourism Investment Attraction marketing/investor awareness campaign (this package is yet to be scoped and budgeted).

As outlined, Package 3 will be focused very much on promoting the top 15 private investment opportunities in the region. The Prospectus will be succinct and targeted and will also profile the strengths of the region and its various parts.





2. INTRODUCTION & CONTEXT

2.1. The Brief

Stafford Strategy was commissioned by Grampians Tourism to develop a Strategic Tourism Investment Plan & Investment Prospectus for the Grampians. The purpose of the project (which has been separated into four different work packages) is to provide direction for the sustainable development of the visitor economy across the Grampians region (the region) which identifies several game-changing projects and supports the attraction of investment in the next phase of tourism uplift across the region.

The work packages are as follows:

- Package 1: Research and Market Analysis report
- Package 2: Strategic Tourism Investment Plan report
- Package 3: Development and design of a Grampians Tourism Investment Prospectus
- Package 4: Development of a targeted Grampians Tourism Investment Attraction marketing/investor awareness campaign (this package 4 is yet to be scoped and budgeted)

This document represents the findings of both **Package 1** and **Package 2**. Package 1 and 2 elements comprise the strategic investment plan while Package 3 is a separate investment prospectus document, which builds on the findings of this report.

2.2. About The Grampians

The region is a prominent mountainous area located approximately three hours' drive northwest of Melbourne. The Grampians Region includes four Local Government Areas (LGAs), including:

- the Rural City of Ararat
- the Rural City of Horsham
- Northern Grampians Shire
- Southern Grampians Shire

While the region is strongly positioned as a big nature destination, primarily centred on the heritage-listed Grampians (Gariwerd) National Park and the recently developed Grampians Peak Trail (see Section 2.3 for more detail on the GPT), its large size and varied terrain lead to a diversity of product.

Other notable tourism products include the region's various waterways, the award-winning restaurant Wickens at Royal Mail Hotel, Halls Gap and Brambuk - The National Park and Cultural Centre.

Despite the significance of Grampians (Gariwerd) National Park, research into perceptions of Victorian tourism destinations "shows low and declining awareness of the Grampians as a holiday destination."⁸ In addition, research (despite being undertaken some years ago) found that "nine out of ten Melbourne residents are unaware of the Grampians as a holiday destination"². This appears to still be relevant and aligns with feedback provided during the consultation stages of this project.

Parts of the Grampians region fall along the Great Southern Touring Route (see Section 2.4) which offers a circuit-based route that links Melbourne, Ballarat, Halls Gap, Warrnambool, and several areas along the Great Ocean Road.

In 2019 (pre-COVID-19) the Grampians region attracted approximately 1.9 million domestic and international visitors who spent an estimated \$291 million in the region. Tourism is critical to the economy of the region and generates an estimated 5,900 jobs (equating to 6.4% of jobs in the region).⁹

The domestic day trip market is the largest market for the region, comprising just under half (44%) of travel. This is similar to many destinations around Australia - many of which are trying to convert this market to an overnight market due to the greater yield that can be derived.

Although most visitors travel to the region in spring (estimated at 29%¹⁰) driven by strong visitation to the Grampians (Gariwerd) National Park, overall travel to the region is less seasonal than when compared to regional Victoria as a whole. This is a strength that could continue to be built on.

While the region offers an iconic natural environment, the built environment does not align. There is a need for new tourism investment to raise the quality of products and services offered (accommodation, infrastructure, and experiences) to improve alignment.

⁸ 2016-20 Grampians Tourism Strategic Plan, page 2
⁹ Remplan

¹⁰ The Grampians Region receives the majority of its visitation in spring (29%) driven by strong visitation to the Grampians National Park.

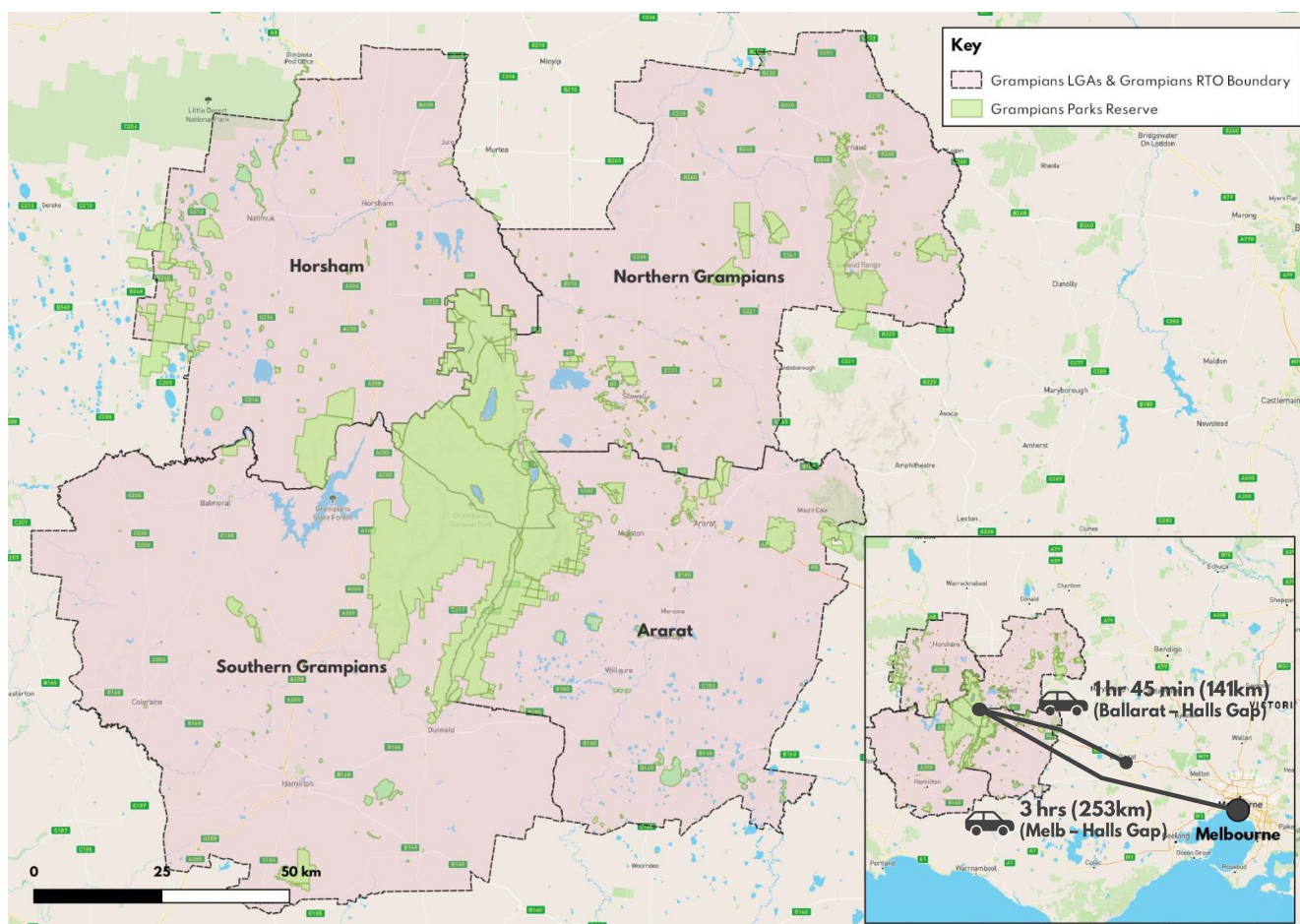
Figure 5 demonstrates the region's boundaries¹¹, the extent of national park land as well as linkages to the key hubs of Melbourne and Ballarat.

With many destinations shifting to a far stronger domestic tourism focus (as a result of COVID-19), the region's proximity to Ballarat as well as hubs along the Great Ocean Road is particularly important to recognise and continue to build on.

Discussions with stakeholders indicate the following.

- Halls Gap attracts primarily a leisure market including those visiting for trekking experiences in Grampians (Gariwerd) National Park coming from regional Victoria and Melbourne mostly via Ararat.
- Stawell and St Arnaud attract a leisure market coming through from Bendigo and other parts of regional Victoria as well as a business market relating to the operating gold mine and other business activities as well as a sports-based market coming for the Stawell Gift and other sporting events.
- Hamilton and Dunkeld attract a stronger business, special interest (education, sports, medical) and leisure market coming up from the Great Ocean Road especially and coming though from South Australia.
- Horsham attracts a stronger business, specialist interest and leisure market from South Australia and Mildura.
- Ararat attracts primarily a business and leisure (those coming to Pomonal and to trek in the Grampians) from regional Victoria and Melbourne.

Figure 5: The Grampians Region



¹¹ Although the Grampians region as defined by State Government covers a much larger area and many more Councils, Stafford has been instructed by Grampians Regional Tourism to focus on the four LGAs that fund the Grampians Regional Tourism body.

2.3. The Grampians Peak Trail

The spectacular Grampians Peaks Trail (160km), or the GPT, is a 13-day/12-night hiking experience through a variety of terrain in the Grampians (Gariwerd) National Park. The trail commences at Mt Zero in the north and heads south through to Dunkeld. The trail passes over the summit of Gar (Mt Difficult) and continues through Halls Gap with hiking highlights including Redman Bluff, Mount William, Major Mitchell Plateau, Signal Peak, Mt Abrupt, Mt Sturgeon before reaching Dunkeld in the south.

The development of the trail, which took six years, was the result of significant investment at both state and federal levels (\$33 million). The investment included the development of 97 kilometres of new

trail along with accommodation huts, 11 hike-in campgrounds, and trailheads (almost doubling the number of walking tracks in Victoria's fourth-largest national park).

The GPT is significant for the region, not only because of the level of investment achieved but also because it is anticipated to attract a diverse range of visitors to the region, including first-time and part-time walkers "beyond the more hardcore, regular" hikers.¹² This is because of the range/style of the accommodation offered and because the GPT is developed in such a way that enables visitors to undertake shorter walks (for example, 3-day, 2 night walks) as well as the full 12-night experience.

Figure 6: Grampians Peak Trail



¹² <https://www.abc.net.au/news/2021-11-13/grampians-peaks-trail-opens-environment-cost-tourism-locals/100615772>

2.6. Visitor economy markets

The Grampians is a large region and each of its LGAs offer a diversity of tourism product. Some are far more concentrated on a traditional leisure tourism market, while others have a broader visitor economy focus and cover markets such as:

- Sports tourism
- Medical tourism
- Education tourism
- Business tourism
- Events tourism
- Agri and food-related tourism
- Visiting friends and relatives related travel

Each town's focus has primarily been derived as a result of the type of product on offer (both natural and built) and the individual strengths of their economies.

From the desktop research, consultation and site visits undertaken, it would appear the strengths and focus of the region's primary towns/clusters are as indicated in Table 1.

Based on consultation and analysis undertaken to date, the following is noted.

- The western side of Grampians (Gariwerd) National Park appears to have stronger connectivity to the national park and a far stronger emphasis on leisure-based tourism.
- Stawell, while having a strong focus on the national park because of its proximity to Halls Gap, also has a variety of other focuses because of the infrastructure it offers. This includes sport-based tourism and events (including the well-known Stawell Gift.) From a leisure tourism perspective, its gold mining history and dark matter research (via the Stawell Underground Physics Lab ¹³) could also offer product development opportunities.

- While Dunkeld and Hamilton are within the same LGA, they have distinctly different market focuses. Dunkeld has a strong focus on leisure-based tourism and functions as the southern hub for entry to the National Park and is close to the southern trailhead of the GPT. Hamilton, on the other hand, has a broader visitor economy focus with strengths in education, medical and sport-based tourism, and a marketing relationship to the Great Ocean Road/Limestone Coast.
- With the Spirit of Tasmania relocating to Corio Quay in Geelong toward the end of 2022, this potentially provides further opportunity to grow visitation along the Great Southern Touring Route and into the southern parts of the Grampians region in particular. With Tasmania focusing strongly on nature-based tourism, there is strong complementary alignment between the two destinations and what visitor markets are often seeking.
- The Geelong City Deal aims to deliver a variety of tourism infrastructure projects along the Great Ocean Road, including for the Shipwreck Coast and other key locations along the Great Ocean Road, to strengthen the region as a leading tourist destination and ensure benefits flow to local communities.¹⁴ Strengthening the Great Ocean Road as a visitor destination provides leverage opportunities, particularly through Great Southern Touring Route links.
- Connectivity to the Great Ocean Road also provides opportunities to leverage Avalon Airport as an additional gateway into the region.
- A large number of visitors to both Horsham and Hamilton come from South Australia, with Hamilton also benefitting from visitation from Portland and Port Ferry.
- Visitor travel patterns into the GNP show far stronger connectivity coming through Ararat and to a far lesser extent, via Hamilton or Horsham.

Table 4: Cluster strengths & focuses

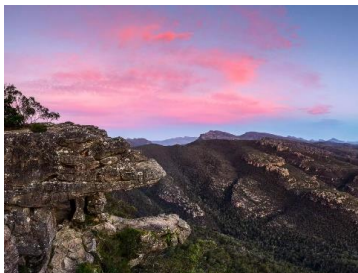
	Leisure	Sport	Medical	Education	Business	Events	Agri/F&B	VFR
Ararat	✓				✓		✓	✓
Dunkeld	✓						✓	
Halls Gap	✓					✓	✓	
Hamilton		✓	✓	✓	✓	✓	✓	✓
Horsham		✓	✓		✓		✓	✓
St Arnaud								✓
Stawell		✓			✓	✓		✓

¹³ <https://www.supl.org.au/>

¹⁴ <https://www.infrastructure.gov.au/territories-regions-cities/cities/city-deals/geelong-city-deal>

2.7. Major attractions

The region has several major attractions across the various towns and natural assets available. The following outlines some of the key attractions and highlights the diversity of the region's offering which should continue to be built on. These are not listed in any priority order.



Grampians (Gariwerd) National Park



Halls Gap Zoo



Horsham Botanical Gardens



MacKenzie Falls, Grampians (Gariwerd) National Park



Nigretta Falls, Grampians (Gariwerd) National Park



Wannon Falls, Hamilton



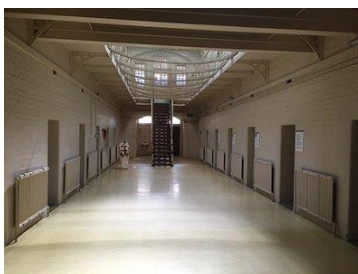
Silo Art Trail, St Arnaud



Brambuk the National Park & Cultural Centre



Hamilton Gallery



J Ward Museum Complex



Gum San Chinese Heritage Centre



Stawell Oval



Reed Lookout, Grampians (Gariwerd) National Park



Boroka Lookout, Grampians (Gariwerd) National Park



Kellys Beach, Lake Fyans, Pomonal



Lake Wartook, Grampians (Gariwerd) National Park



Lake Bellfield, Halls Gap



The Balconies, Grampians (Gariwerd) National Park

2.8. Literature Review

There is a large number of documents, reports and strategies that have been prepared for the region and its individual LGAs by councils and state government agencies. Over 60 documents have been provided and reviewed. These have provided an extremely useful context for the project and have assisted in identifying the full list of project opportunities to be investigated. The full list of documentation reviewed for this Plan is included in Appendix 1.



3. DEMAND-SIDE ASSESSMENT

Understanding the size of the Grampians' visitor economy is important when planning for tourism investment. This includes insights into:

- the size of the visitor market, in terms of how many visitors are travelling to the region, and how this has changed over time;
- where visitors are coming from, including from domestic and international origins;
- the split between day trippers and overnight visitors; and
- total spending by visitors.

3.1. How data has been derived

It is particularly important to drill down to a smaller geographic area than the Grampians region because of the diversity of products on offer across the region's various towns.

To do this, visitor data has been compiled using the National and International Visitor Survey (NVS and IVS) data published by Tourism Research Australia (TRA). The NVS and IVS provide visitation data based on 'Statistical Area 2' (SA2) boundaries. Every LGA in Australia is made up of one or more SA2s. The SA2s included in the region are outlined in Figure 8 along with the council area that they fall in.

As per the methodology applied by TRA for LGAs¹⁵, visitation data is averaged across three-year periods, rather than being provided on an annual basis. This minimises the impact of variability in estimates from year to year and provides more robust estimates. The data average periods are as follows.

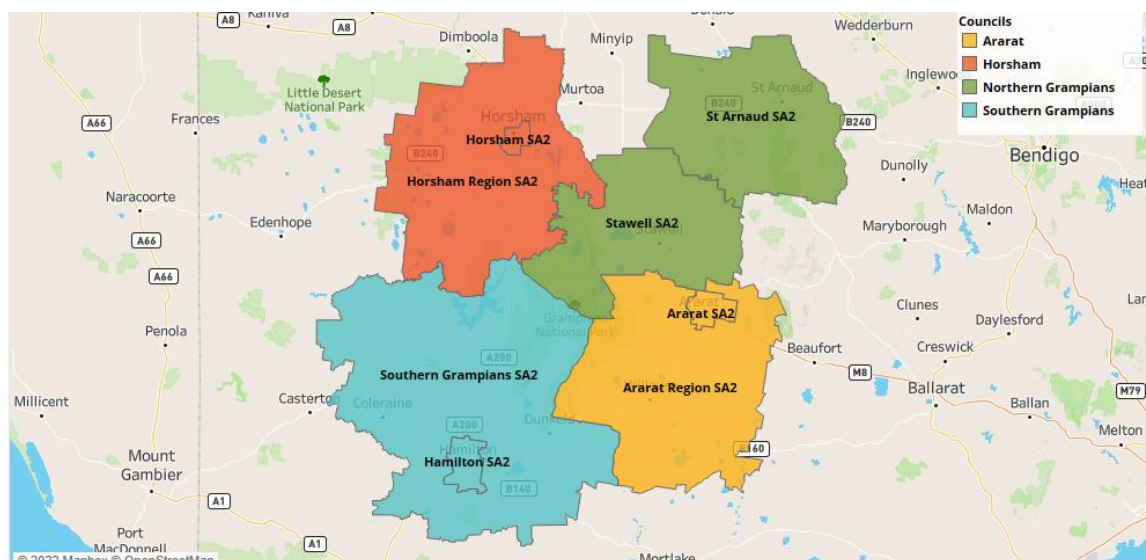
- 2013: reflects the average over 2011-2013;
- 2016: reflects the average over 2014-2016;
- 2019: reflects the average over 2017-2019; and
- 2021: reflects the average over 2020-2021 (this reflects a two-year period because they are both COVID-19 impacted years).

2019 (which comprises the average from 2017 to 2019) has been primarily focused on because it reflects non-COVID-19 impacted data and provides a more accurate reflection of actual visitation to each SA2.

September YE data (unless otherwise specified) has been applied as this is the most recent iteration of data released by TRA via the NVS and IVS at the time of writing this report.

It is important to note that data included in this report differs from the Regional Tourism Summary provided by TEVE for the Grampians because the geographic boundary for this report is smaller and excludes the Wimmera sub-region (which comprises Buloke, Nhill Region, Yarriambiack SA2s); it covers only the SA2s outlined in Figure 8.¹⁶

Figure 8: SA2s in the Grampians region



¹⁵ <https://www.tra.gov.au/research/regional-tourism/local-government-area-profiles/local-government-area-profiles>

¹⁶ Although the Grampians region as defined by State Government covers a much larger area and many more Councils, Stafford has been instructed by Grampians Regional Tourism to focus on the four LGAs that fund the Grampians Regional Tourism body.

3.2. Regional summary

The following reflects top-line results for the Grampians to illustrate the significance of the visitor economy pre-COVID.



¹⁷ NVS & IVS, Tourism Research Australia and trip spend data from TRA's Local Government Area Profiles

¹⁸ NVS & IVS, Tourism Research Australia

¹⁹ NVS & IVS, Tourism Research Australia

²⁰ NVS & IVS, Tourism Research Australia

²¹ Remplan, 2019

²² Based on TripAdvisor "best things to do." (https://www.tripadvisor.com.au/Attractions-g2328073-Activities-Grampians_Victoria.html). New product has more recently been added by Parks Victoria and in time, might replace or at a minimum add to those top-rated things to do in the region.

3.3. Visitor Trips

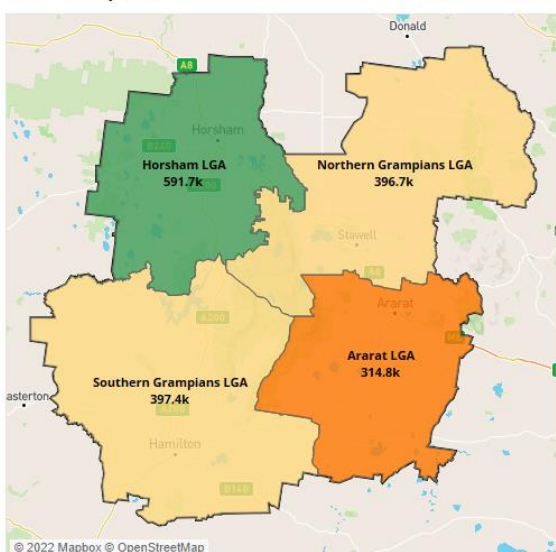
Figure 9 provides visitation data to each LGA in the Grampians for 2019. As of 2019, the most visited LGA in the region was Horsham (592,000 trips) followed by Northern and Southern Grampians which both received an estimated 397,000 visitors.

Importantly, visitation to each of the LGAs is largely concentrated around their associated urban areas.

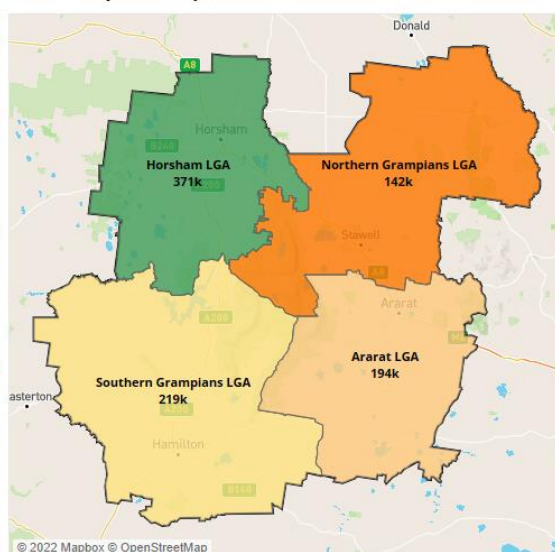
While Horsham receives the greatest number of domestic day trip visitors, Northern Grampians has a stronger overnight (both domestic and international) visitor profile. This is likely because the gateway to Grampians (Gariwerd) National Park (the major leisure-based tourism product for the region), Halls Gap, is situated in the LGA.

Figure 9: Visits by LGA and visitor type, 2019 Sept YE²³

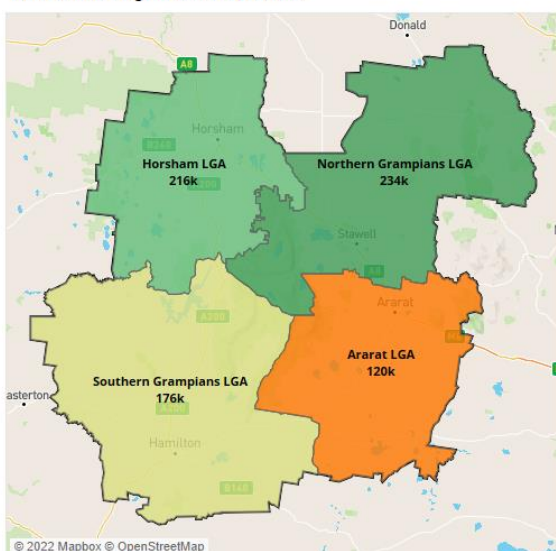
All Visitor Trips, 2019



Domestic Day Visitor Trips, 2019



Domestic Overnight Visitor Trips, 2019



International Overnight Visitor Trips, 2019



²³ Tourism Research Australia, National and International Visitor Surveys

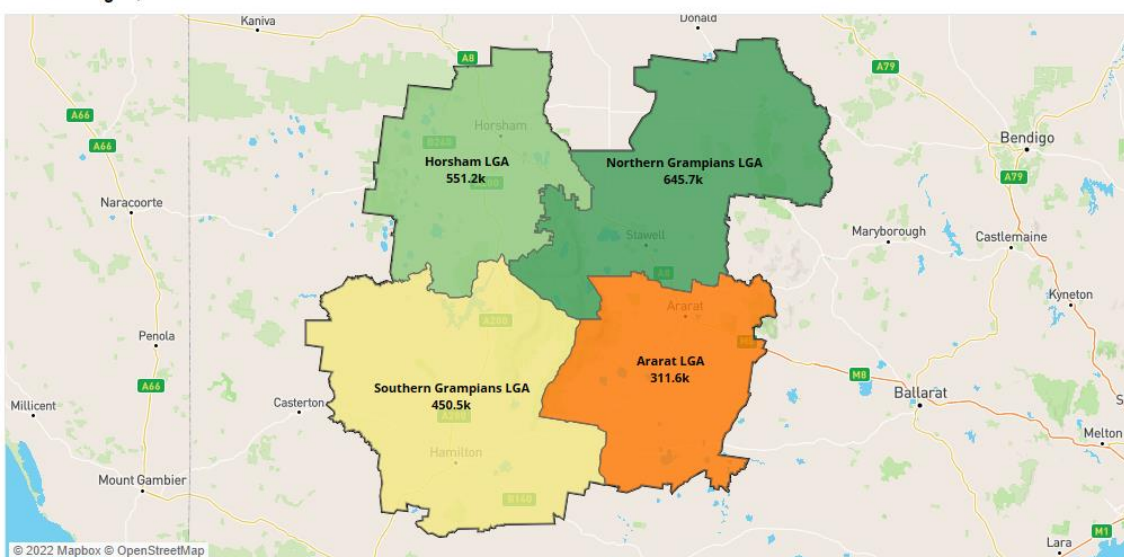
3.4. Visitor Nights

Figure 10 illustrates visitor nights spent in each LGA in 2019. Northern Grampians received the most visitor nights (645,700) followed by Horsham (551,200). The domestic average length of stay (ALOS) in most LGAs in 2019 averaged between 2 – 3 nights and this has remained relatively constant when looking over the period 2013 to 2021. The international ALOS is more variable and is often heavily skewed towards those international travellers who are working in the region.

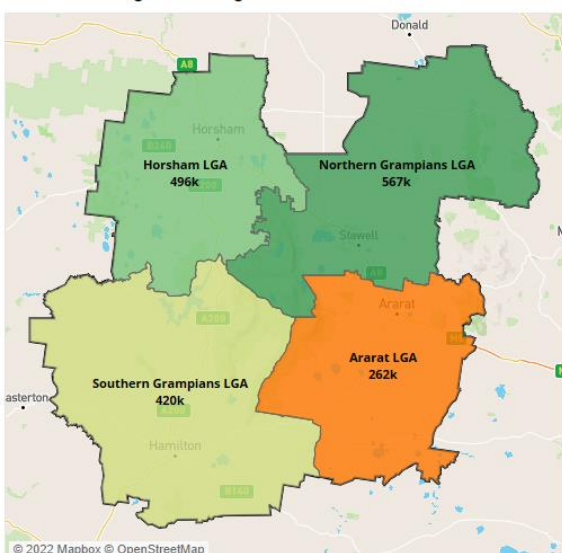
Although achieving solid growth in visitor nights is important, actual visitor daily spend patterns are probably even more significant to help guide the quality of future tourism investment, especially for new accommodation and attractions as paid visitor experiences.

Figure 10: Visitor nights by LGA and visitor type, 2019 Sept YE²⁴

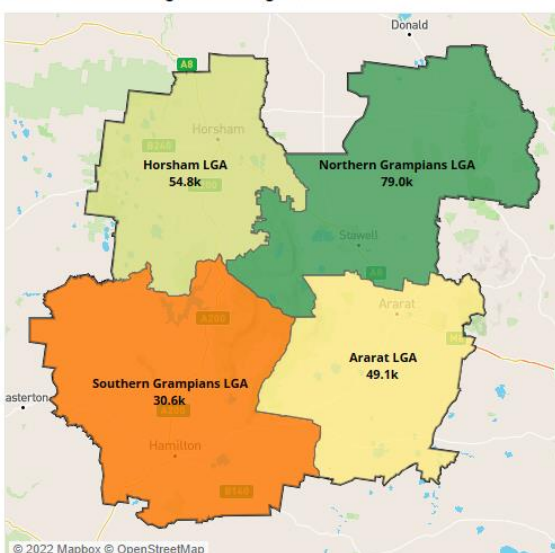
All Visitor Nights, 2019



Domestic Overnight Visitor Nights, 2019



International Overnight Visitor Nights, 2019



²⁴ Tourism Research Australia, National and International Visitor Surveys

3.5. Change in Trips & Nights

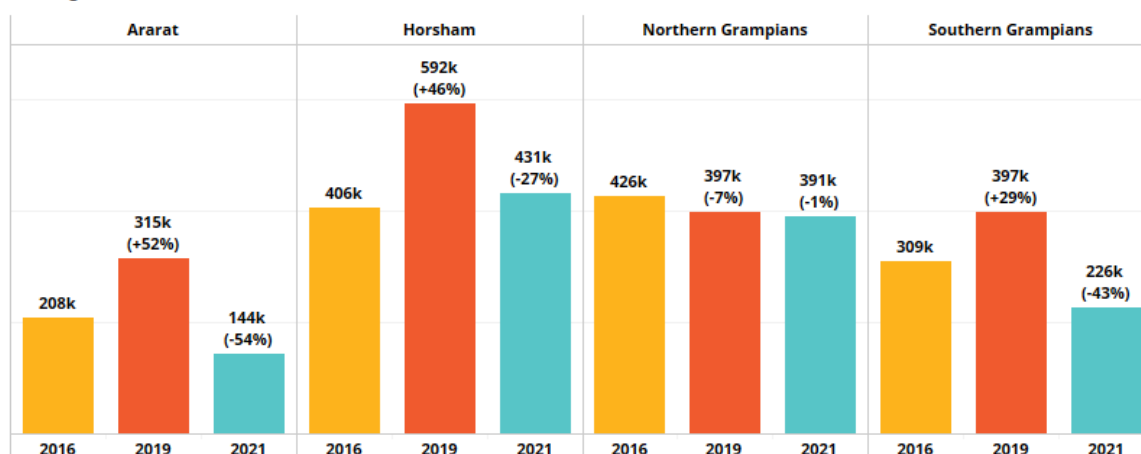
3.5.1. Total change in visitor trips & nights by LGA

Figure 11 demonstrates the change in the number of trips undertaken and nights spent in each LGA between 2016 and 2021. It shows that:

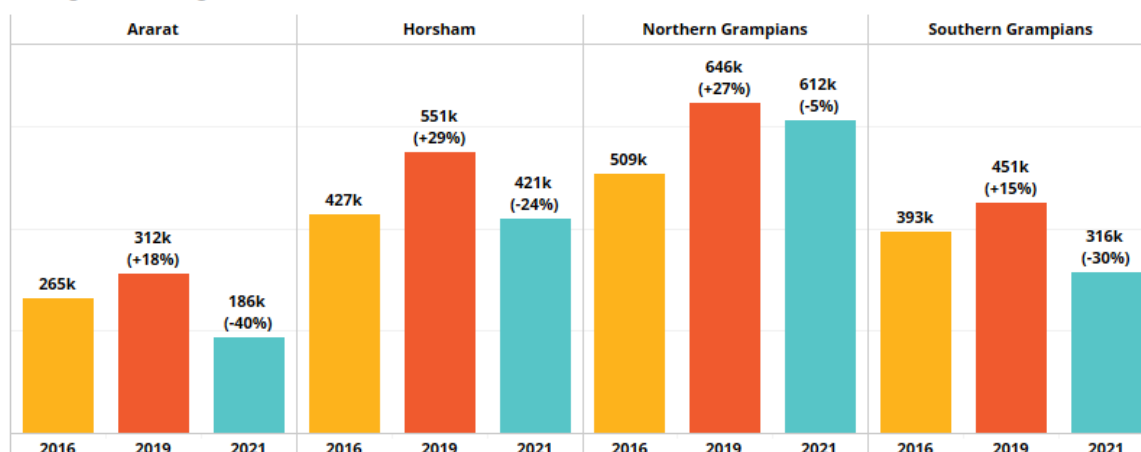
- Pre-COVID-19, most LGAs experienced growth in both trips and nights. The exception to this was Northern Grampians which experienced a 7% decline in visitor trips between 2016 and 2019.
- The LGAs most impacted by COVID-19, in terms of visits/nights, include Ararat, Horsham and Southern Grampians. Northern Grampians appears to be the least impacted. This could potentially be:
 - because of the desire by visitors to undertake intrastate leisure and recreation-based travel away from major urban areas such as Melbourne, Bendigo, Geelong whilst Halls Gap (within Northern Grampians) offers this; and
 - because of the opening of the GPT in late 2021 boosting the profile and interest in Halls Gap and the Grampians (Gariwerd) National Park with many outdoor experiences where visitor numbers can be well spread out.

Figure 11: Change in visitor trips and nights by SA2, 2016-2021 Sept YE²⁵

Change in Total Trips: 2016, 2019, 2021



Change in Total Nights: 2016, 2019, 2021



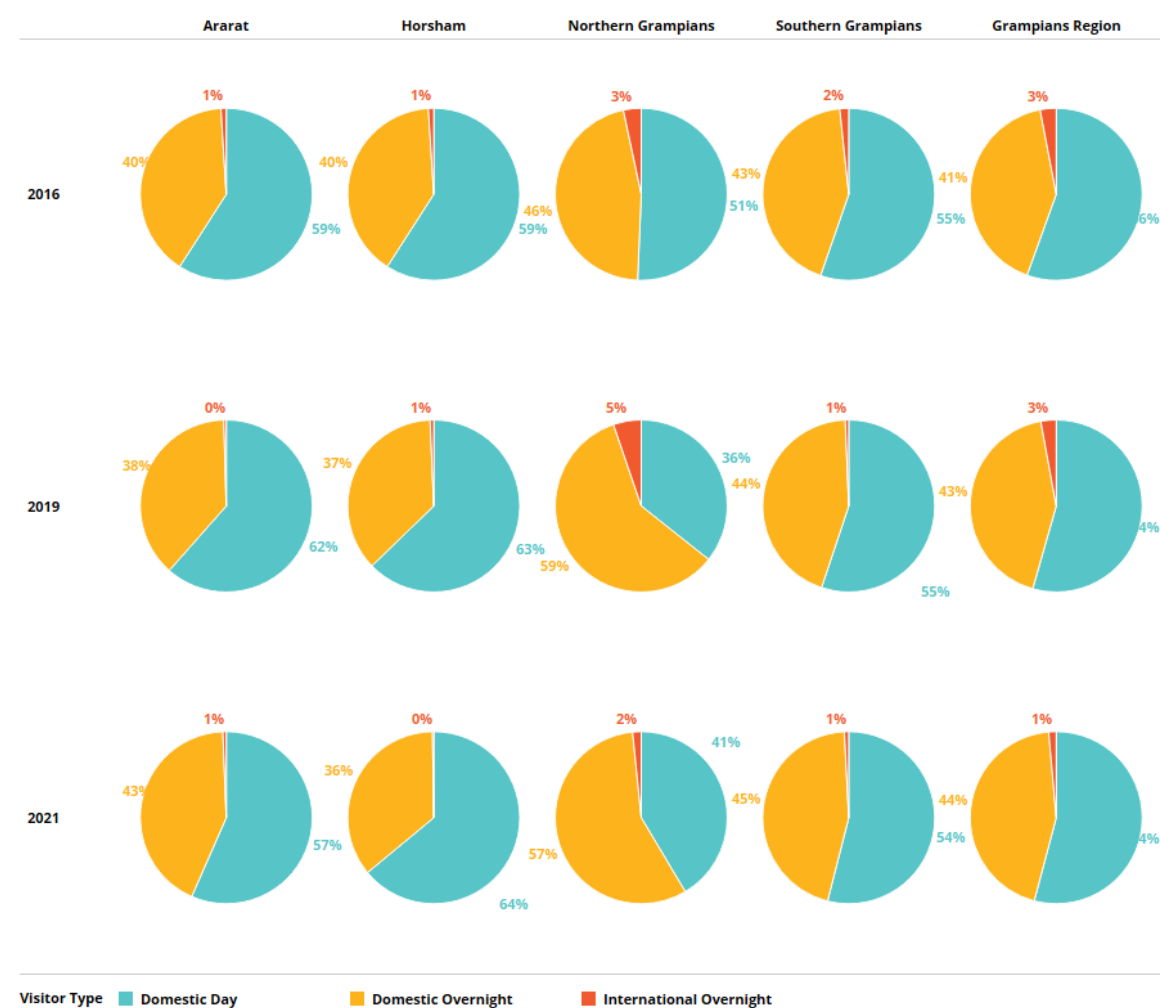
²⁵ Tourism Research Australia, National and International Visitor Surveys

3.5.2. Change by visitor type by LGA

Figure 12 shows the change in visitor type to each LGA between 2016 and 2021. It shows that:

- while international visitation has declined to each LGA because of COVID-19, it has typically always been a very small market for each LGA (even before COVID-19, international visitation comprised only 3% of travel to the Grampians region); and
- despite COVID-19, there has been little shift in the domestic profile for each LGA, with domestic day visitation typically comprising more than half of total visitation to each LGA across each period assessed (the only exception to this is the Northern Grampians).

Figure 12: Change by visitor type by LGA, 2016-2021 Sept YE²⁶



²⁶ Tourism Research Australia, National and International Visitor Surveys

3.7. Visitor Spend

Figure 13 summarises estimated visitor spending in each LGA. Spend appears more heavily concentrated in Horsham and Northern Grampians (which also received the strongest visitor numbers). Overall average spend per visitor indicates:

- \$98 per trip for domestic day trippers;
- \$258 per trip for domestic overnight visitors; and
- \$212 per trip for international overnight visitors.

Compared with other regions throughout the country, these are relatively low spend averages, particularly for the overnight markets. By way of example²⁷:

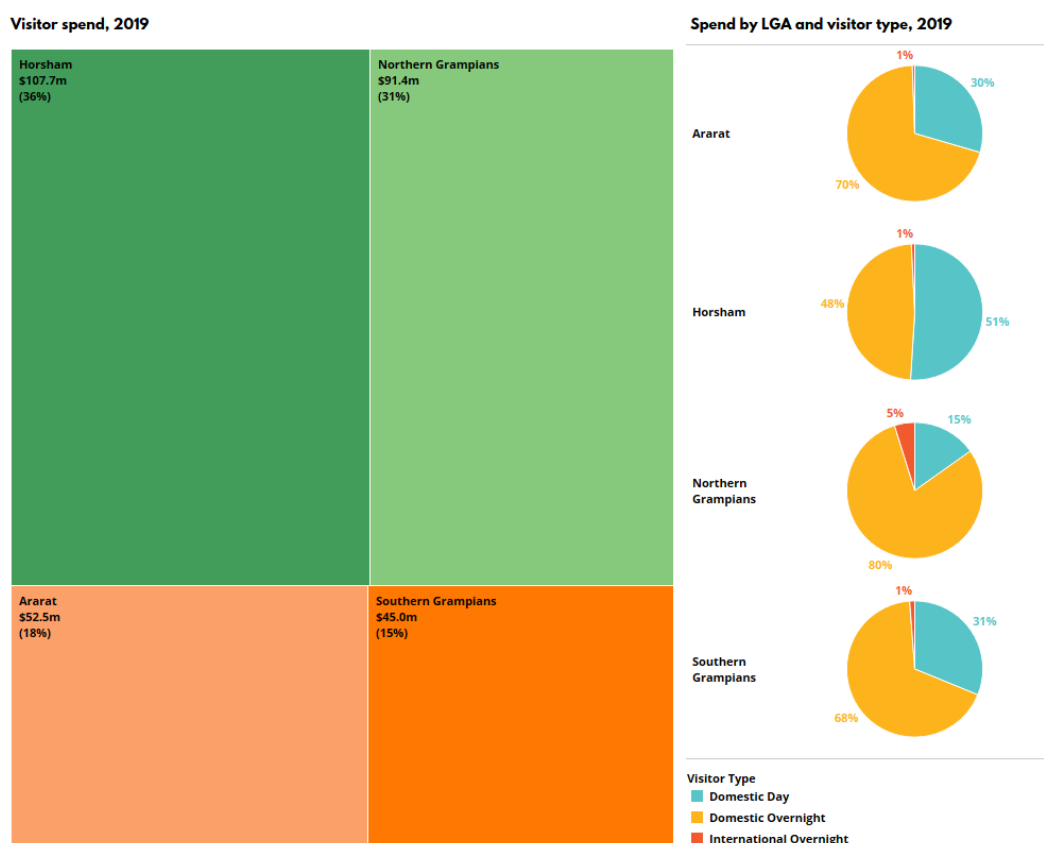
- Bendigo in Victoria has an average visitor spend of \$116 for domestic day trippers; \$309 for domestic overnight and \$683 for international visitors.

- Blue Mountains region in NSW has an average visitor spend of \$91 for domestic day trippers; \$372 for domestic overnight and \$429 for international visitors.
- Cairns in QLD has an average visitor spend of \$186 for domestic day trippers; \$1,167 for domestic overnight and \$1,086 for international visitors.

This may be due to many people coming to camp who have brought their own food supplies, and for many others, a single night stay in the region rather than multi-night stays and associated meals.

The total visitor spend in the region is also heavily impacted by the 54% of visitors who are day visitors and do not stay overnight.

Figure 13: Visitor spend by LGA and visitor type, 2019 Sept YE²⁸



²⁷ Sourced from TRA LGA Profiles - <https://www.tra.gov.au/Regional/Local-Government-Area-Profiles/local-government-area-profiles>

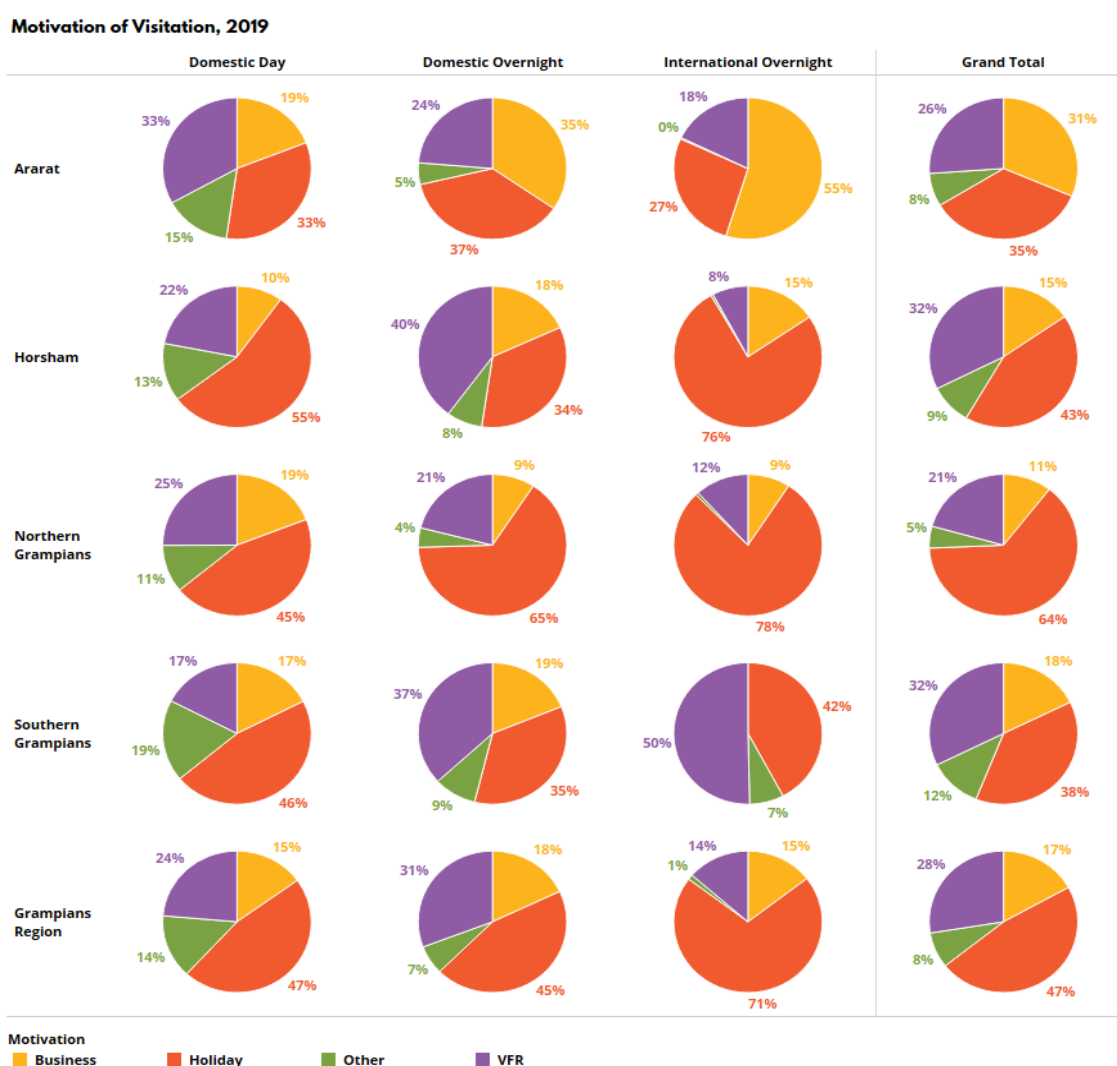
²⁸ Tourism Research Australia, National and International Visitor Surveys

3.8. Motivation of Travel

Figure 14 demonstrates the motivation for travel by visitor type to each LGA along with the Grampians region in 2019. It shows that:

- holiday travel is the prominent motivation of travel for the domestic day trip market across each council area;
- domestic overnight travel is more evenly distributed across holiday, business, and VFR travel;
- holiday travel is the major motivation for travel for international visitors across each council area though numbers may take some time to come back; and
- Northern Grampians, which functions as the primary gateway into the Grampians (Gariwerd) National Park, has the largest proportion of holiday visitors (58% of all visitors to this LGA were travelling for a holiday), while Ararat and Southern Grampians have the greatest proportion of business travellers.

Figure 14: Motivation for travel, 2019 Sept YE²⁹



²⁹ Tourism Research Australia, National and International Visitor Surveys

3.9. Source Markets

Figure 15 illustrates the primary source markets for travellers to each council area. The vast majority of domestic travellers are intrastate visitors. For the domestic day market, 95% of visitors to the Grampians are intrastate travellers, while for the domestic overnight market this figure is 76%. The major intrastate market for the Grampians is regional Victoria.

South Australia represents the largest interstate market to the Grampians, comprising 67% of all interstate domestic travel. This makes sense given the proximity of the region to South Australia. This is important to note for future tourism investment and development, as leisure visitors especially from other states and territories are going to be an important catchment to grow and support new development across the region.

Figure 15: Source Markets, 2019 Sept YE³⁰

Visitor trips by Motivation, 2019



³⁰ Tourism Research Australia, National and International Visitor Surveys



4. SUPPLY-SIDE ASSESSMENT

The following section provides a supply-side product assessment for the Grampians. This includes two audits: one focused on the accommodation offering and one on attractions and experiences. The purpose of the audit is twofold: firstly, to ascertain where product gaps may exist in the tourism product mix; and secondly, to complete sentiment analysis on the existing product.

The audit is primarily based on an extensive 'data scraping' exercise that leveraged the following sources: The Australian Tourism Data Warehouse, TripAdvisor, Booking.com, Google Travel and Google Maps.³¹ Their collective data offers a robust way of determining both product gaps and visitor sentiment feedback.

Figure 16 provides a summary of the stocktake findings.

Figure 16: Stocktake Summary



³¹ It is important to note, therefore, that the audit may not be fully comprehensive, particularly for those operators who are not listed online.

4.1. Accommodation Audit

When reviewing the accommodation audit findings, it is important to note that it excludes:

- non-commercial accommodation, such as Airbnbs and holiday home properties (unless these are listed on commercial platforms such as TripAdvisor, Google Travel or Booking.com);
- unofficial camping areas (such as those listed on peer-to-peer sharing sites such as WikiCamps).

4.1.1. A note on Airbnbs

As previously mentioned, Airbnb data was unable to be included in this audit. This is because Airbnb makes it challenging to scrape data from their website. Added to this is the fact that many operators dual list across many booking websites so they may have already been captured in the Google, TripAdvisor and/or Booking.com data scrapes. It is also difficult to determine duplicates as many properties have different names across various websites.

Despite this, the size of the Airbnb offering within the region needs to be considered because it is significant. Based on top-line data available from Airbnb, the following is noted (see Table 5).

- A total of 352 Airbnb listings were identified across Halls Gap, Stawell, Hamilton, Dunkeld, Ararat, Horsham, St Arnaud, and Pomonal.
- The bulk of properties are situated in or close to Halls Gap, comprising 178 (or 51%) of those listed on Airbnb for the area.

While Airbnbs certainly fill a market gap, there are several challenges with having an accommodation mix that is heavily weighted towards these properties. By way of example, if we exclude boutique-style properties³² from the data scrape completed for Halls Gap accommodation (see Section 4.1.2), 32 commercial accommodation properties and campgrounds were identified. Contrasting this with the Airbnb data for Halls Gap (178 Airbnbs) shows that Halls Gap has an accommodation typology very heavily weighted toward Airbnb. Some challenges associated with this include the following.

- Encouraging investment interest in accommodation can be challenging because occupancy levels at existing commercial properties are lower due to Airbnb soaking up a larger proportion of demand, particularly at peak periods. Airbnbs, in most cases, are excluded from government accommodation occupancy data which typically focuses on commercial properties with more than 15 rooms.
- Worker accommodation is a major challenge in the region and the conversion of housing/residential stock to Airbnb stock is only compounding this issue leading to workforce availability challenges as affordable housing stock is very limited.

- Airbnbs do not provide a regular constant level of bed stock, with some places only being rented out for short periods of the year. This gives a false sense of the size and scale of the region's accommodation stock and can be challenging when trying to secure larger events as capacity can be overstated.

Table 5: Airbnb Listings³³

Area	Number of Listings	% of Total
Halls Gap	178	51%
Stawell	29	8%
Hamilton	35	10%
Dunkeld	28	8%
Ararat	28	8%
Horsham	22	6%
St Arnaud	9	3%
Pomonal	23	7%
Total	352	100%

4.1.2. Properties (Spatial Audit)

Figure 17 summarises the findings of the audit undertaken on commercial accommodation properties across the region. The findings demonstrate the following.

- 289 properties were identified throughout the Grampians. These are largely clustered around Halls Gap (72 properties), Horsham (34), Ararat (23), Hamilton (20), Dunkeld (18), Stawell (18) and St Arnaud (8). There are an additional 96 properties located outside of these areas. Figure 18 provides a more detailed overview of accommodation clusters.
- Boutique-style properties (i.e., B&Bs, farm stays, cottages, and guesthouses) comprise the most common property type, making up 37% (106) of all properties identified. This is likely under-representative of the true size of this sector as it excludes Airbnbs who do not dual list on Google Travel, Bookign.com and/or TripAdvisor (see Section 4.1.1).
- After boutique-style properties, campgrounds make up the largest proportion of accommodation (24%, or, 68 campgrounds).
- For Ararat, Dunkeld and Halls Gap, boutique accommodation makes up the largest proportion of accommodation properties, comprising 43%, 50% and 56% of properties, respectively.
- For Horsham, Stawell, and St Arnaud, however, motels make up the largest share of properties, representing 40%, 50% and 75% of properties in each area respectively.
- Hamilton's properties are evenly split between motels and boutique properties, each comprising 40% of properties in the town.

³² These have been removed purely to try eliminate duplicate listings between Airbnb and the data scrape.

³³ As of 27/04/22

- For properties not situated within the clusters identified, the majority are campgrounds, comprising 64% of properties.

4.1.3. Bookable Room Units³⁴

Figure 17 also provides a summary of commercial accommodation bookable room units throughout the region. It is important to note that for holiday parks, bookable room units reflect cabin rooms were included where data was available rather than powered and unpowered sites (powered and unpowered sites for commercial caravan parks were excluded because of a lack of information available).

The data demonstrates the following.

- While motels rank third in terms of the number of properties, they provide just under half of the bookable room units (1,113 bookable room units) throughout the region. Much of the region's motel stock reflects a more traditional tourism accommodation product – it is often dated and the price to value/quality proposition is not consistently being met.
- There is very little hotel and/or serviced apartment bookable unit stock in the region (with these properties making up only 6% of bookable unit stock throughout the region).
- There are very few larger-scale properties in the region with only four properties offering more than 50 rooms (and these are all older-style motel or backpacker properties).
- The region's caravan parks reflect a more traditional transit style property type – there are no examples of higher quality, branded destination holiday parks.
- Halls Gap supplies the most bookable unit stock. Out of the six town clusters identified, it supplies almost 34% of the bookable unit stock. This is followed by Horsham (24%).
- Site numbers for campgrounds have been included where data was available. Of the 70 campsites identified, site numbers were obtained for 32 sites. As many sites are free and not formalised, site counts are not always possible. Based on the audit, the region has 792 paid and free campsites available. This true figure is likely much larger but this still shows the strength of the region regarding this type of accommodation offering. Most of the campsites identified are managed by Parks Victoria.



³⁴ Note, a bookable room unit represents the number of individual rooms/units that can be booked out by separate parties. If, for example, a holiday home has 8 rooms, but these are in the one house and can only be booked by one party, then 1 bookable unit is

recorded for this property. A motel property with 12 rooms would be recorded as having 12 bookable units.

Figure 17: Accommodation audit

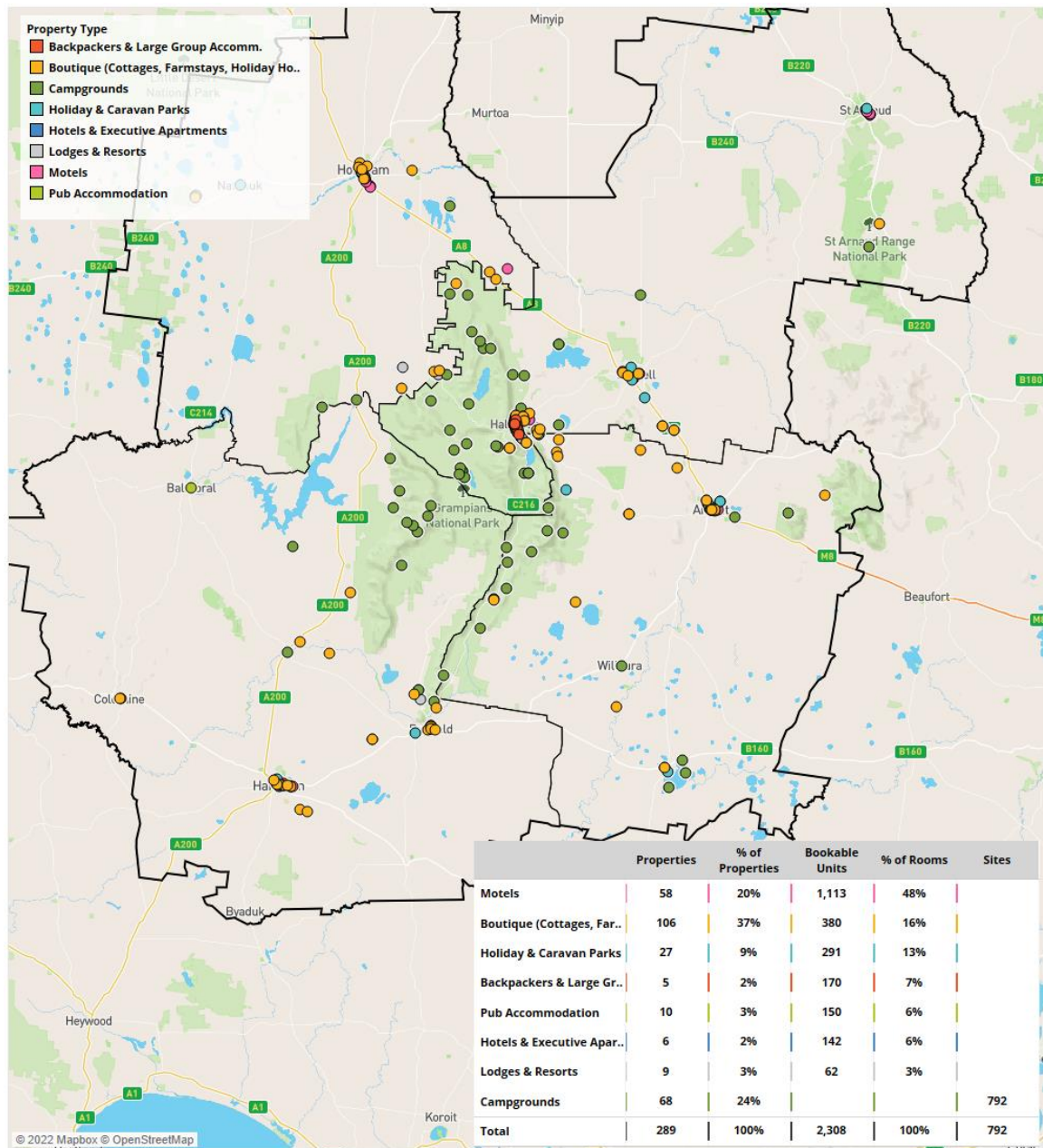
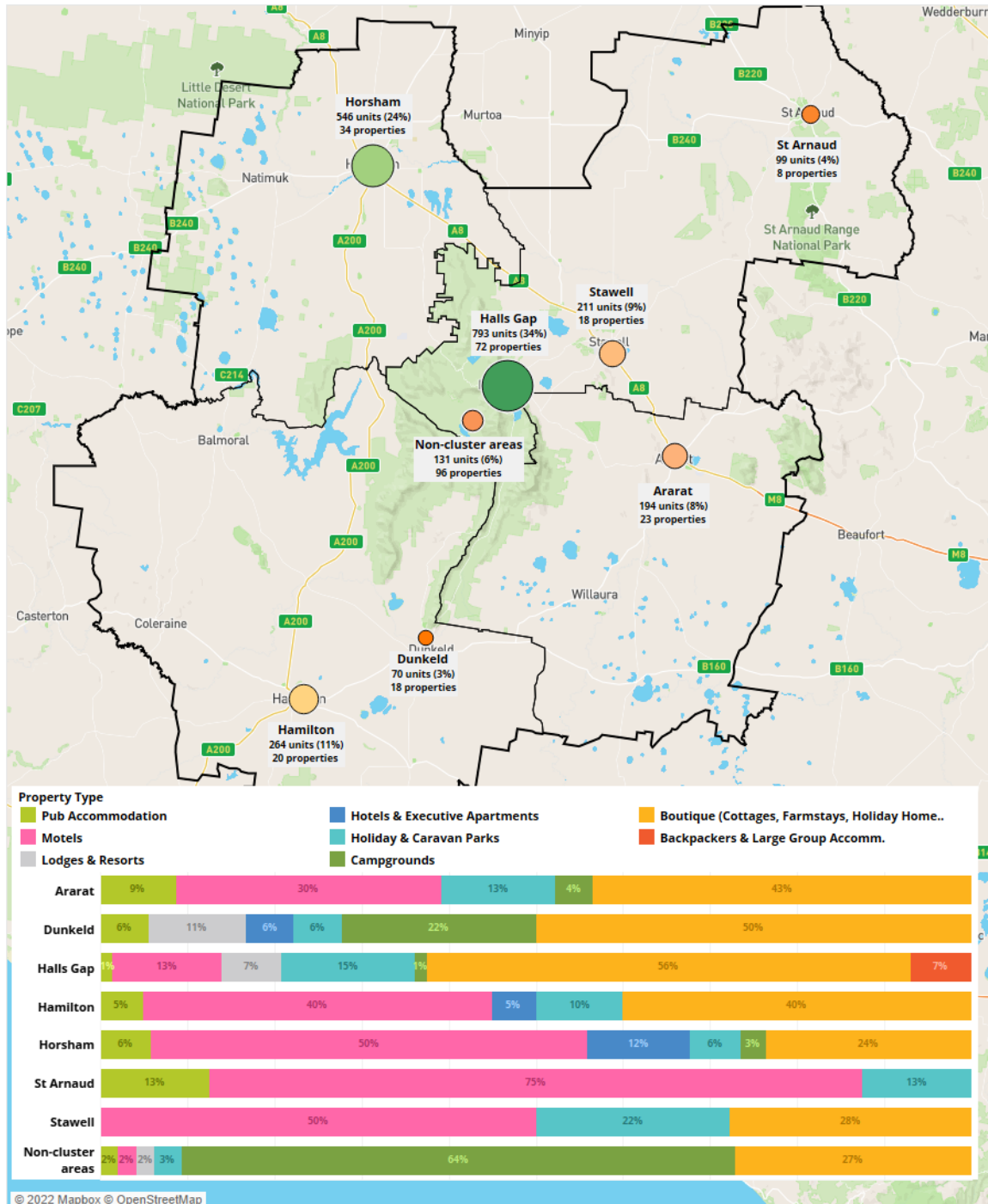


Figure 18: Accommodation clusters



4.1.4. Accommodation Sentiment

To undertake a top-line assessment of the quality of a region's commercial accommodation offering, a Net Promoter Score (NPS) metric has been applied. This is a measurement of consumer assessment and loyalty. In a tourism context, this translates to a visitors' willingness to not only return for another stay but also make a recommendation to their family, friends, and colleagues. NPS scores are reported with a number from -100 to +100, with a score above 0 considered okay, a score above 30 considered good and a score above 50 considered excellent.

The NPS is calculated using a scale (see Figure 19), with:

- a score between 0-6 being considered unhappy customers who are unlikely to return, and may even discourage others from staying with the provider;
- a score between 7-8 being passives, meaning they are satisfied with the provider but not happy enough to be considered promoters; and
- a score between 9-10 are considered promoters who are typically loyal and enthusiastic customers and who are likely to return and strongly promote the provider.

TripAdvisor³⁵ and Google use a scale of 1-5 for consumer ratings on accommodation products. Converting this to the NPS scale means that a rating of 1-3 are considered "detractors" for the product, a score of 4 are the product's "passives" and a score of 5 are the product's "promoters".³⁶

Figure 19: NPS Score Scale



Of the 289 properties identified, NPS ratings were able to be obtained for 199 properties (69%). This is a robust sample size for calculating NPS scores by category. **Only those properties that had 5 or more reviews were included in the analysis.**

Table 6 provides a summary of the NPS results³⁷ for the Grampians accommodation mix. The findings are as follows.³⁸

- The region's commercial accommodation product receives an overall NPS of +43, based on 22,798 reviews. While this falls within the 'good' range for NPS scores, based on Stafford's work completing accommodation audits throughout the country, this is towards the lower end of average NPS ratings.
- The category which receives the highest average NPS score is Lodges & Resorts followed closely by Boutique Properties. Both these categories receive a relatively strong NPS of +59 and +58 respectively, reflecting a higher degree of consumer satisfaction. This is based on 1,245 reviews across 9 properties for Lodges & Resorts and 2,700 reviews across 66 properties for Boutique Properties.
- The next category with the highest NPS are Campgrounds (+49), which interesting places them above Hotel & Executive Apartment properties (+37).
- Motels, which make up the largest proportion of bookable unit stock throughout the region receive a relatively low NPS of +26 (based on 8,731 reviews). This indicates that there may be concerns from consumers regarding the quality and price proposition of motel properties in the region (i.e., the price to value proposition may be out of kilter for some motels).
- Pub accommodation receives the lowest NPS score of +12 based on 1,913 reviews. This is a common finding across most destinations in regional parts of Australia as pub accommodation is often not a focus for property owners, with pubs generating their revenue at the bar or in their restaurants.

Table 6: Accommodation NPS Summary

Property Type	Properties	Reviews	Avg. NPS
Lodges & Resorts	9	1,245	+59
Boutique (Cottages, Farmstays, H..)	66	2,700	+58
Campgrounds	27	1,286	+49
Holiday & Caravan Parks	25	5,688	+38
Hotels & Executive Apartments	5	1,016	+37
Backpackers & Large Group Acco..	3	219	+37
Motels	55	8,731	+26
Pub Accommodation	9	1,913	+12
Average	199	22,798	+43

³⁵ Booking.com has not been used to derive a NPS because it does not provide a scale of scores, but rather, only provides an overall score. Therefore, an NPS is unable to be calculated from Booking.com listings.

³⁶ <https://birdseye.com/blog/net-promoter-score-explained/>

³⁷ It is important to recognise that a high NPS reflects that the quality of product on offer matches the price and consumer expectation. The NPS is calculated based on user-

generated ratings on both Google and TripAdvisor for individual businesses. It assesses "promoters" and "detractors" (based on ratings from excellent - poor, or, 1-5) and calculates an NPS.

³⁸ The data scraping for NPS scores was undertaken in June 2021. The number of reviews therefore is reflective of this period.

Breaking down the NPS by location cluster indicates the following (see Table 7).

- Properties located in Dunkeld receive the highest NPS at +57. This is driven by high NPS scores for Lodges & Resorts, Boutique Properties and Holiday & Caravan Parks.
- The St Arnaud cluster has the lowest average NPS (+16) indicating consumer quality and pricing concerns and an NPS that is well below the regional average. This is driven by a very low NPS score for motel properties.
- While Boutique Properties received a high average NPS (+58) across the region, those situated in Ararat have a lower NPS of +38.

It is important to note, however, that the NPS scores provided are amalgamated average scores: some properties achieve higher NPS' while others achieve lower NPS' resulting in a lower overall average NPS.

Top-line analysis of visitor comments on accommodation across the region that appear to underpin the lower-than-average NPS score indicates the following.

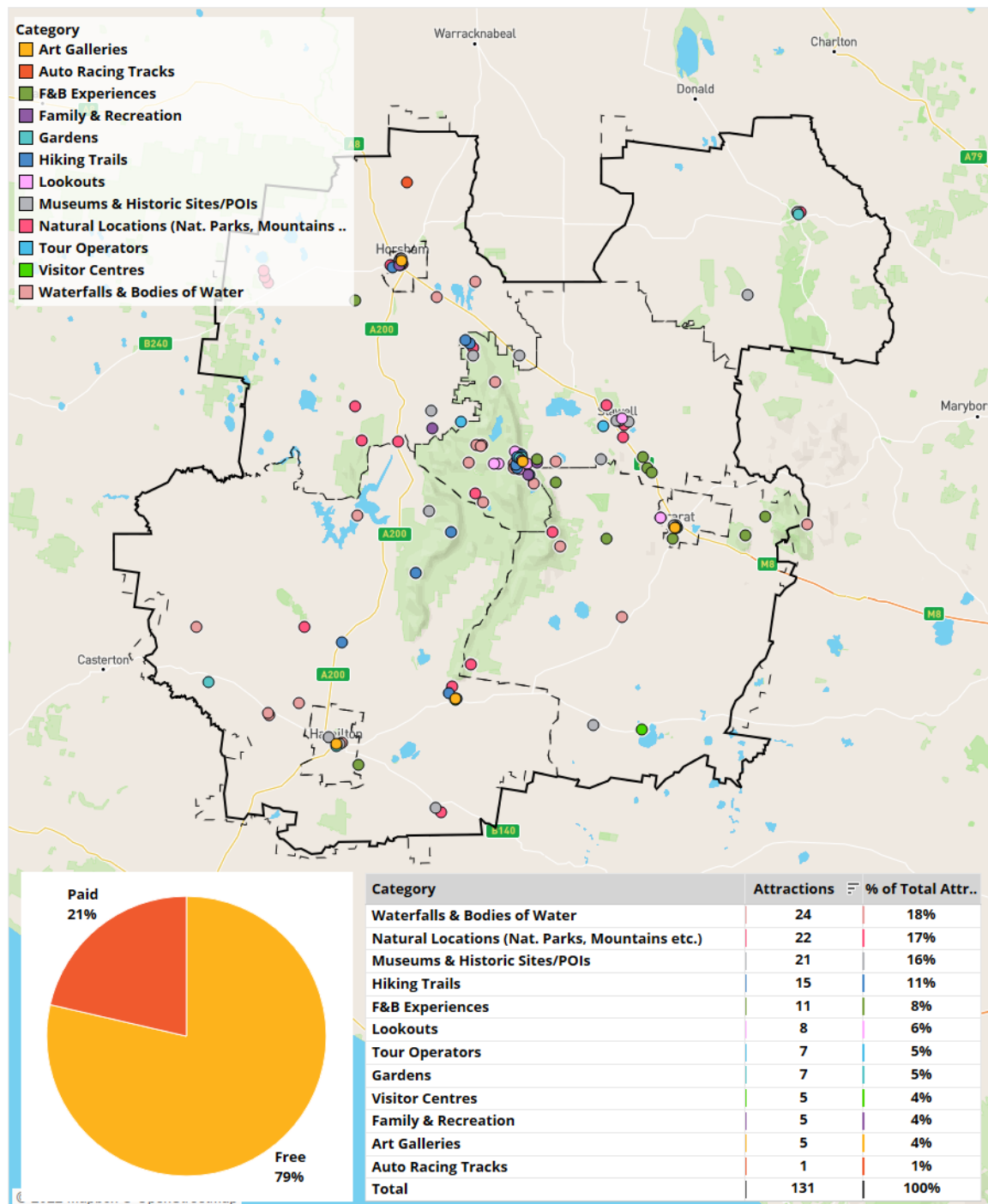
- The dated nature of many properties and the lack of property improvements is often noted.
- The level of cleanliness of some properties is questioned.
- The quality of customer service standards needs to be improved.

- While the great location of many properties is noted, the quality of accommodation is questioned. The price being charged by many does not match the quality provided.
- A lack of service provision (often noted as a lack of Wi-Fi) often appears as a complaint.

Table 7: NPS assessment across geographic clusters

Cluster	
Dunkeld	+57 9 properties, 1,619 reviews
Non-cluster areas	+52 49 properties, 2,102 reviews
Halls Gap	+46 53 properties, 10,587 reviews
Hamilton	+39 19 properties, 1,683 reviews
Ararat	+38 17 properties, 1,606 reviews
Horsham	+34 30 properties, 3,684 reviews
Stawell	+33 15 properties, 1,172 reviews
St Arnaud	+16 7 properties, 345 reviews
Total	+43 199 properties, 22,798 reviews

Figure 20: Attractions/experiences audit





4.2. Experience/Attraction Audit

4.2.1. Number of Attractions

Because the tourism sector is so far-reaching, there are many products, experiences and assets which can be considered tourism based. This audit, has, however, focused on those which are considered primary tourism experiences, that is, those which are marketed and positioned as “things to do” when visitors travel to the Grampians. Those products/experiences which are primarily utilised by the local community have, therefore, been excluded.

To be able to derive qualitative and meaningful findings from the product audit, the product has had to be listed within product categories. The attraction type categories are listed below.

Category

- Art Galleries**
- Auto Racing Tracks**
- F&B Experiences**
- Family & Recreation**
- Gardens**
- Hiking Trails**
- Lookouts**
- Museums & Historic Sites/POIs (European & First Nations)**
- Natural Locations (Nat. Parks, Mountains etc.)**
- Tour Operators**
- Visitor Centres**
- Waterfalls & Bodies of Water**

When reading the product audit findings, it is important to note:

- events have been excluded from the audit;
- general parks have not been included as there are many of these throughout the Grampians that are primarily used by a local market, and which would skew the findings; and
- general food and beverage (cafes, restaurants, bars), rather, the audit only focuses on unique food experiences such as distilleries, food tours etc. (if these are available in the region).

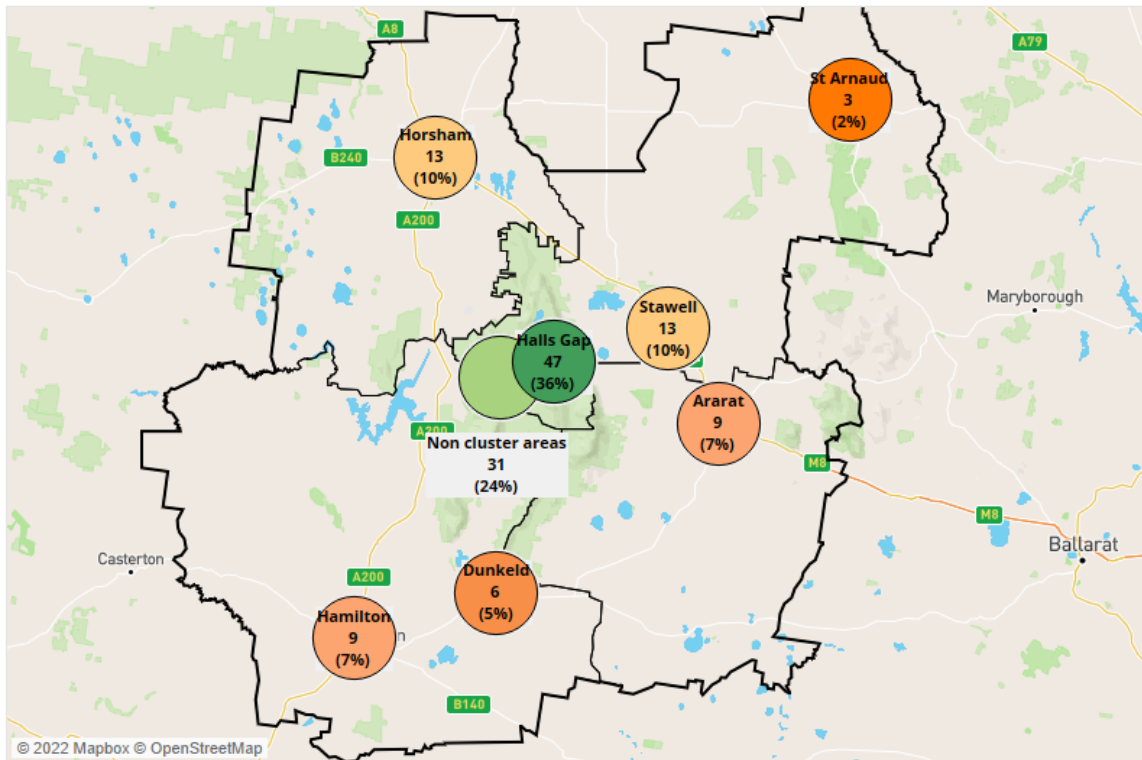
Figure 20 illustrates the findings of the attractions audit and demonstrates the following.

- Based on the audit findings, there are 131 tourist attractions in the region.
- Of these 131 attractions, the most common type is Waterfalls & Bodies of Water (comprising 18% of attractions identified) followed by Natural Locations (17%). This reflects the strong profile the Grampians has as a nature-based destination.
- While product is primarily clustered around the major towns throughout the region, the major cluster is around Halls Gap which acts as the hub for Grampians (Gariwerd) National Park. This area comprises 36% of all products identified.
- A top-line assessment of free versus paid products³⁹ was undertaken. This demonstrated that an estimated 79% of the region's tourism product is free versus 21% being paid. Although having 'free things to do' in a region is an important part of a region's product mix, greater economic benefit tends to be generated through commissionable tourism experiences. This is because of visitor spending on the product, the ability for wholesalers to package products is greater and the ability to reinvest in the product is greater

³⁹ We note that the GPT can be undertaken as a free experience, a self-guided but paid experience or as an operator guided experience with higher fees paid. Consumer sentiment illustrates that guided – paid for experiences tend to generate a far higher

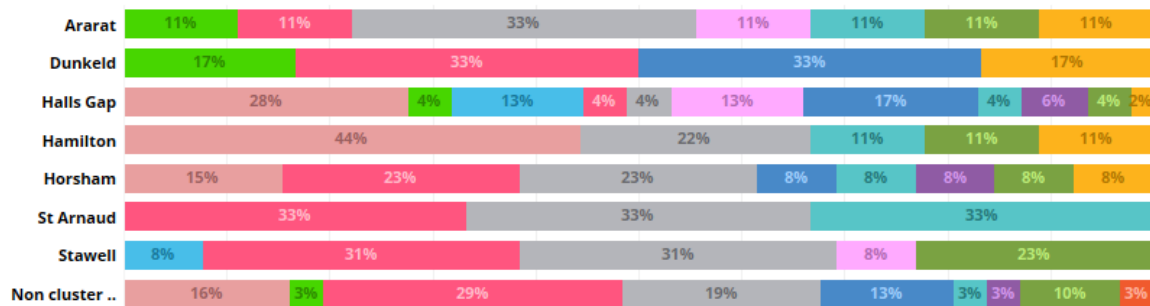
level of visitor satisfaction than free experiences, generally. At the moment, the region has few paid for experiences and many free experiences.

Figure 21: Geographic product clusters



Category

- Waterfalls & Bodies of Water
- Visitor Centres
- Tour Operators
- Natural Locations (Nat. Parks, Mountains etc.)
- Museums & Historic Sites/POIs (European & First Nations)
- Lookouts
- Hiking Trails
- Gardens
- Family & Recreation
- F&B Experiences
- Auto Racing Tracks
- Art Galleries



4.2.2. Experiences/Attractions Sentiment

Of the 131 attractions identified, NPS ratings were able to be obtained for 101 attractions (78%). This is a robust sample size for calculating NPS scores by category. Only products that have five or more reviews have been included in the analysis.

Table 8 provides a summary of the NPS results for the region's attractions mix.

Table 8: Experiences/Attractions NPS Summary

Category	# of Attractions	Total Reviews	Avg. NPS
Tour Operators	2	89	+87
Family & Recreation	3	1,786	+75
F&B Experiences	10	529	+69
Lookouts	8	4,334	+65
Hiking Trails	12	1,864	+58
Art Galleries	5	115	+58
Natural Locations (Nat. Parks, Mountains etc.)	15	3,572	+56
Museums & Historic Sites/POIs (European & First Nations)	18	750	+55
Visitor Centres	5	1,069	+47
Gardens	6	363	+43
Waterfalls & Bodies of Water	17	1,643	+43
Total	101	16,114	+56

The findings are as follows.⁴⁰

- The Grampian's experiences/attractions product receives an overall NPS of +56, based on 16,114 reviews. This is a good NPS rating and rates well above the accommodation NPS achieved (+43).
- The product category which receives the highest average NPS score is 'Tour Operators', with a very high NPS of +87. This is based on 89 reviews across 2 different operators.
- The product category with the lowest average NPS is 'Waterfalls & Bodies of Water.' However, the score (+43) is still in the range of a good NPS.

- Paid product has a higher average NPS (+74) than free product (+52) reflecting consumer willingness to pay for product that is of a high enough quality/standard.

The NPS scores have also been broken down by geographic cluster (see Table 9) and demonstrate that the lowest average NPS score was identified for the Stawell cluster (+47) while the highest overall NPS score identified was for Ararat (+64)

Table 9: Experiences/Attractions NPS by geographic cluster

Clusters	
Ararat	+64 8 products, 607 reviews
Dunkeld	+61 6 products, 219 reviews
Non cluster areas	+58 19 products, 339 reviews
Halls Gap	+57 37 products, 13,459 reviews
Hamilton	+54 8 products, 405 reviews
St Arnaud	+51 3 products, 35 reviews
Horsham	+49 9 products, 216 reviews
Stawell	+47 11 products, 834 reviews
Total	+56 101 products, 16,114 reviews

⁴⁰ The data scraping for NPS scores was undertaken in June 2021. The number of reviews therefore is reflective of this period. It excludes any product with less than 5 reviews.

4.3. F&B Audit

Sentiment assessment on the region's food offering has also been undertaken. A full comprehensive audit of the sector is problematic because of the number of F&B providers who are not listed online. The sentiment assessment, however, does provide a top-line perspective on the F&B offering in the region and consumer satisfaction regarding this. This audit is based only on TripAdvisor F&B listings for the region and only includes those listings with five or more reviews.

Table 10 and Table 11 demonstrate the following.

- The region's F&B offering achieves a lower-than-average NPS rating of +22. This is based on 14,365 reviews across 172 different operators.
- Dessert bars received the highest NPS +66. While this is based on only two operators, the number of reviews reflects a good sample size (487).
- The lowest NPS score was received for bakeries (+13), based on eight operators and 565 reviews (which again, reflects a good sample size).
- General cafés and restaurants also receive a low NPS of +19 based on 115 providers and 9,354 reviews.

- Those F&B providers (22 in total) situated in areas throughout the region that are not main town locations achieve the highest average NPS of +36 (based on 601 reviews). This is followed by Dunkeld (+31) and Halls Gap (+30).
- Ararat and Horsham, on the other hand, receive the lowest average NPS of +10 and +17 respectively.

The F&B sector is increasingly competitive. Many destinations across Victoria and throughout the country are seeking to grow their share of the food tourism market. Visitor expectations of F&B are also increasingly growing, spurred on by a strong interest in how food is produced, where it comes from and how the visitor can immerse themselves in the culture of a destination, through F&B experiences.

With the array of produce and wine produced in the region, there is a good opportunity for the Grampians to leverage this and lift the standard of F&B provision. This does not just relate to the quality and diversity of options but also relates to customer service standards and operational hours.

Table 10: F&B NPS Summary by type

	Number	Total Revs	Avg. NPS
Dessert	2	487	66
Indian	4	1,043	42
Fast food	6	116	39
Italian & Mediterranean	8	645	32
Pizza	4	82	27
Bar	11	1,246	24
Asian	14	827	23
General Cafe/Restaurant	115	9,354	19
Bakeries	8	565	13
Grand Total	172	14,365	22

Table 11: F&B NPS Summary by cluster

Cluster	Number	Total Revs	Avg. NPS
Non-cluster areas	22	601	36
Dunkeld	6	896	31
Halls Gap	21	6,303	30
Stawell	23	872	24
St Arnaud	8	136	20
Hamilton	25	1,245	20
Horsham	43	3,077	17
Ararat	24	1,235	10
Total	172	14,365	22



4.4. Gap Analysis

4.4.1. Accommodation

As we undertake our site analysis and further research, we will identify product gaps for accommodation and opportunities for filling these in various locations. This section will be completed as Stage 2 of this exercise. Figure 22, however, provides an interim assessment of accommodation gaps throughout the region.

The consumer sentiment assessment indicates that there is lower than average consumer satisfaction across commercial accommodation stock in the Grampians. There is likely a need for:

- new, higher-quality properties to offer alternative forms of accommodation to encourage visitation by different visitor markets, especially higher value visitors; and/or
- existing operators need to enhance the quality of their products and/or realign prices to better match consumer expectations and what the market sees as fair value.

Most room stock is supplied through motels, most of which are older style. While this type of accommodation does support visitation to the region by some visitor markets, for the region to attract a higher-yielding visitor market will necessitate new forms of accommodation being introduced, including hotel-style properties (including branded and 3.5-4.5 star properties), serviced apartment properties (to support business travellers and those staying in the region for longer periods than the traditional leisure market) and higher-end lodges/resort properties that complement the quality natural environment to attract a higher-yielding market. This could also include retrofitting and upgrading existing accommodation stock to convert them to eco-style, including eco-hotels, -lodges, -cabins and -chalets.

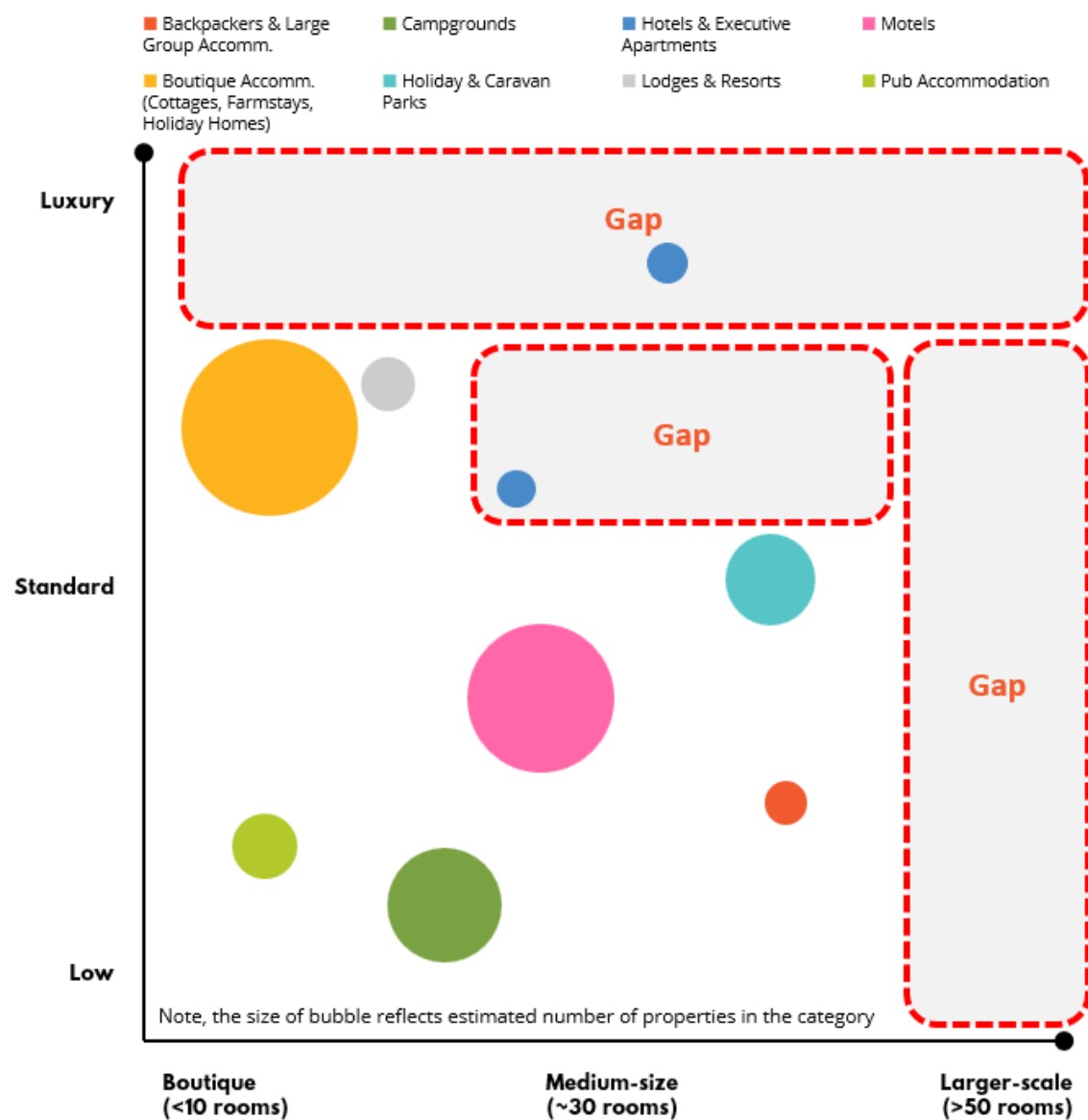
There are a number of Airbnb properties throughout the region. Based on anecdotal feedback, it is estimated that approximately 40% of the region's total accommodation stock comprises Airbnb properties. **While we are not discounting the importance of these properties, they tend not to provide a consistent supply of accommodation (some are only available for certain parts of the year) and the ability for food and safety standards to be regulated is challenging.**

Further challenges generated by Airbnb properties include the lack of employment they create for the tourism and hospitality sector, the impact they have on soaking up market demand which often makes the feasibility of new hotels, lodges etc far more difficult to achieve, and the limited broader economic benefits they achieve including their inability to leverage new tourism-related investment.

Most properties are older-style accommodation properties. There are few larger scale, branded properties. Having a larger proportion of branded properties in a region's accommodation portfolio is advantageous for several reasons, including:

- the significant marketing databases they bring which help promote not only their properties but also the regions in which they are located;
- they strongly support overnight visitation to the region;
- they often are strong supporters of local and regional events and festivals etc.; and
- they often act as catalysts for other accommodation properties to help raise their quality standards.

Figure 22: The Grampians accommodation gap analysis



4.4.2. Attractions

As we undertake our site analysis and further research, we will identify product gaps for attractions and experiences and opportunities for filling these in various locations. for filling these in various locations. This will be completed as Stage 2 of this exercise. Unlike commercial accommodation, which is only paid accommodation overnight, the attractions gap analysis is likely to include a mix of free and paid experiences, as some will be privately developed, and others will be via State (and/or Commonwealth) Government agencies and possibly councils as well.

This category is also quite broad and will include food and beverage outlets and tour operations which are all paid experiences/service providers.

From the audit, it is clear that there is currently limited:

- All-weather experiences for visitors to undertake during times of inclement weather (too cold, too hot, or during periods of excessive wet weather). Some examples of these all-weather experiences include FlyOver Canada, Vancouver, Canada; iFLY (various locations throughout Australia and internationally), It Adventure Ropes Course (indoor), New Haven, USA; Swingers Indoor Golf, London; and the Please Touch Museum, Philadelphia, USA.
- Family-friendly experiences for both visitors and locals alike to undertake.
- Paid tourism products to grow the contribution from tourism to the visitor economy.
- Product that is not primarily focused on nature or history.
- Food and farm-based tourism product which leverages the agricultural sector in the region.

Figure 23: The Grampians attraction/experiences gap analysis









5. BARRIERS TO VISITOR ECONOMY GROWTH

Several factors are limiting the growth potential of the region's visitor economy. Some of these are specific to individual towns/areas while others are region-wide challenges. These are not noted as criticisms, many other destinations have the same challenges, but rather, have been identified so that the identification of tourism investment opportunities can be well focused.

These barriers have been aligned with the destination management components of product development, infrastructure, sustainability, and marketing & promotion, and are not in any priority order.

Table 12: Barriers to visitor economy growth

Barrier	Area	 PRODUCT DEVELOPMENT	 INFRA-STRUCTURE	 SUSTAINABILITY	 MARKETING & PROMOTION
A significant amount of national park estate limits some tourism product development	Northern Grampians (GNP)	●	●	●	
Ageing population base & declining population in some areas	Regional		●	●	
Digital literacy of operators	Regional				●
Differing product base not always aligning with broader regional tourism branding/messaging	Southern Grampians and Horsham are less aligned to the national park focus				●
Limited brand awareness outside of regional Victoria	Regional	●			●
Limited transport operators to provide services for the GPT	Northern Grampians, Southern Grampians		●		
Quality and value proposition of accommodation supply	Regional	●	●		
Operating hours of F&B operators (with many closed Monday and Tuesday)	Regional	●			●
Consistency in quality of F&B	Regional	●			
Lack of public transport	Regional		●	●	
Housing availability and affordability challenges impacting tourism workforce supply	Regional	●	●	●	
Limited all-weather paid visitor experiences for visitors and locals during inclement weather	Regional	●			
Many vineyards and producers do not have consumer-facing product	Regional	●			
Limited evening activities to grow overnight visitation	Regional	●			●
Limited indigenous tourism products and presence in the tourism sector	Regional but particularly Northern Grampians (and GNP)	●			
Limited pool of skilled and semi-skilled staff and ability to attract and retain	Regional	●		●	●
Limited well-capitalised investors/developers in the region	Regional	●	●		
Limited worker (both tourism and general worker) accommodation	Regional	●		●	
Mismatch between the quality of facilities/infra/experiences and the desire for higher-yielding visitors in some areas	Northern Grampians	●	●	●	
Small population base unable to sustain many amenities and services	St Arnaud	●	●	●	
Ongoing uncertainty created by COVID-19 and potential new outbreaks	Regional			●	
Challenges with planning approvals, particularly appropriate zoning, and bushfire overlays to activate tourism development opportunities	Northern Grampians, Horsham, Southern Grampians	●			
Council's ability to leverage growing investor interest in a timely way	Regional	●			
The ability of Parks Victoria to deliver dual regulatory/commercial outcomes (as long as they are resourced appropriately)	Northern Grampians	●	●	●	
Lack of resources in Traditional Owner corporations	Regional	●			




6. VISION & GOALS

6.1. Vision

“The Grampians will continue to attract tourism investment in new and existing ventures, building on its reputation as an outstanding nature-based destination which ultimately facilitates stronger visitor dwell time and spending to grow the benefits generated through the visitor economy.”

6.2. Goals

 Goal	 Indicator
1. Increase investment in tourism-based projects in the Grampians	<ul style="list-style-type: none"> ■ Tourism investment in the region grows. ■ Reinvestment into existing products occurs (with the aim of refreshing current experiences and enhancing/expanding the offering). ■ The number of tourism-based products and experiences grows. ■ Visitor and resident satisfaction grow, measured via an annual survey. ■ Regional tourism indicators increase. ■ More locals participate in in-region tourism-based experiences. ■ Profile and awareness of the Grampians region as a destination grows.
2. Grow tourism's contribution to the Grampians to ensure a thriving local economy and improved social wellbeing.	<ul style="list-style-type: none"> ■ Regional tourism GDP increases, and tourism job opportunities grow. ■ Visitor yield, measured via average spend, increases. ■ The number of tourism-based products and experiences grows. ■ New tourism products are potentially featured by Visit Victoria. ■ The value of tourism to the region is expressed in positive local attitudes to continue to offer a social license for supporting the visitor economy.
3. Ensure genuine partnership engagement occurs with Traditional Owners (TOs) to develop the region's visitor economy.	<ul style="list-style-type: none"> ■ The number of tourism initiatives by TOs in the region grows. ■ TOs express their support for tourism and the opportunities it is seen to bring.
4. Ensure tourism development and growth sustains and enhances the Grampians' natural and built environment for the benefit of residents first and foremost, and then its visitors.	<ul style="list-style-type: none"> ■ New and/or improved amenities and infrastructure are introduced (cycleways, walking tracks, public toilets, rubbish facilities and interpretive and directional signage). ■ Progress towards Net Zero Emissions by 2050 goal is made. ■ Participation in regenerative tourism opportunities grows.
5. Foster strong partnerships between private and public sector investment partners.	<ul style="list-style-type: none"> ■ The number of active PPP projects in the region grows ■ Private sector confidence in the region increases



7. THE OPPORTUNITIES

7.1. The Opportunities Identified

In total, **89** opportunities have been identified with the help of councils, industry, and state government. They are tourism-focused and categorised as:

- accommodation opportunities;
- attraction/experience-based opportunities;
- event opportunities;
- infrastructure opportunities;
- marketing opportunities
- training opportunities; or
- tourism transport opportunities.

Opportunities have also been segmented to whether they are:

- private investment drivers;
- public investment opportunities that are likely to facilitate private investment (i.e., public enablers for private investment); or
- public investment opportunities in infrastructure, events, and programs.

Many of the opportunities identified are supply-led and are aimed at introducing more commissionable products and private investment into the region's tourism offering. This is because the ultimate outcome of this project is an investment prospectus geared to stimulate private investment to build a far stronger visitor economy and to specifically generate more local visitor economy jobs. However, the public investment opportunities identified have also been outlined in this Plan as they are still very important, particularly as many are likely to act as catalysts to stimulate private investment.

Figure 24 provides a summary of all the opportunities identified and shows that the opportunities are dispersed throughout the Grampians region rather than being concentrated around existing destination hubs.

The full list of opportunities is included in Section 7.2.

Figure 24: Spatial overview of opportunities

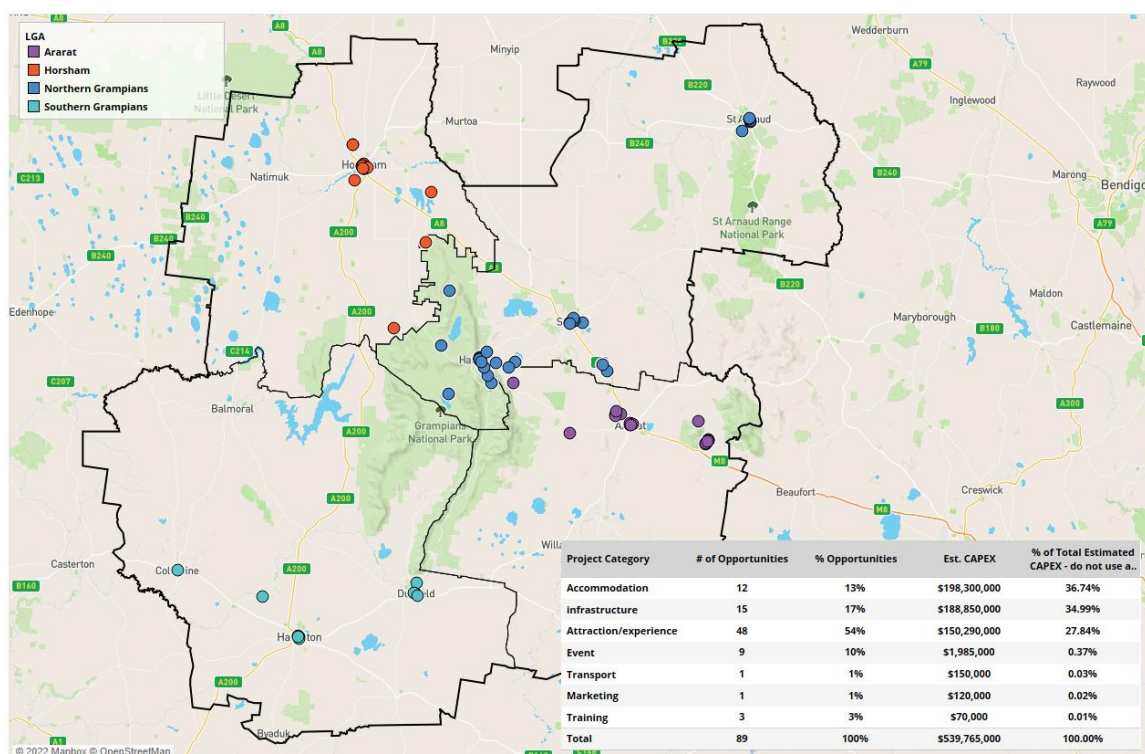
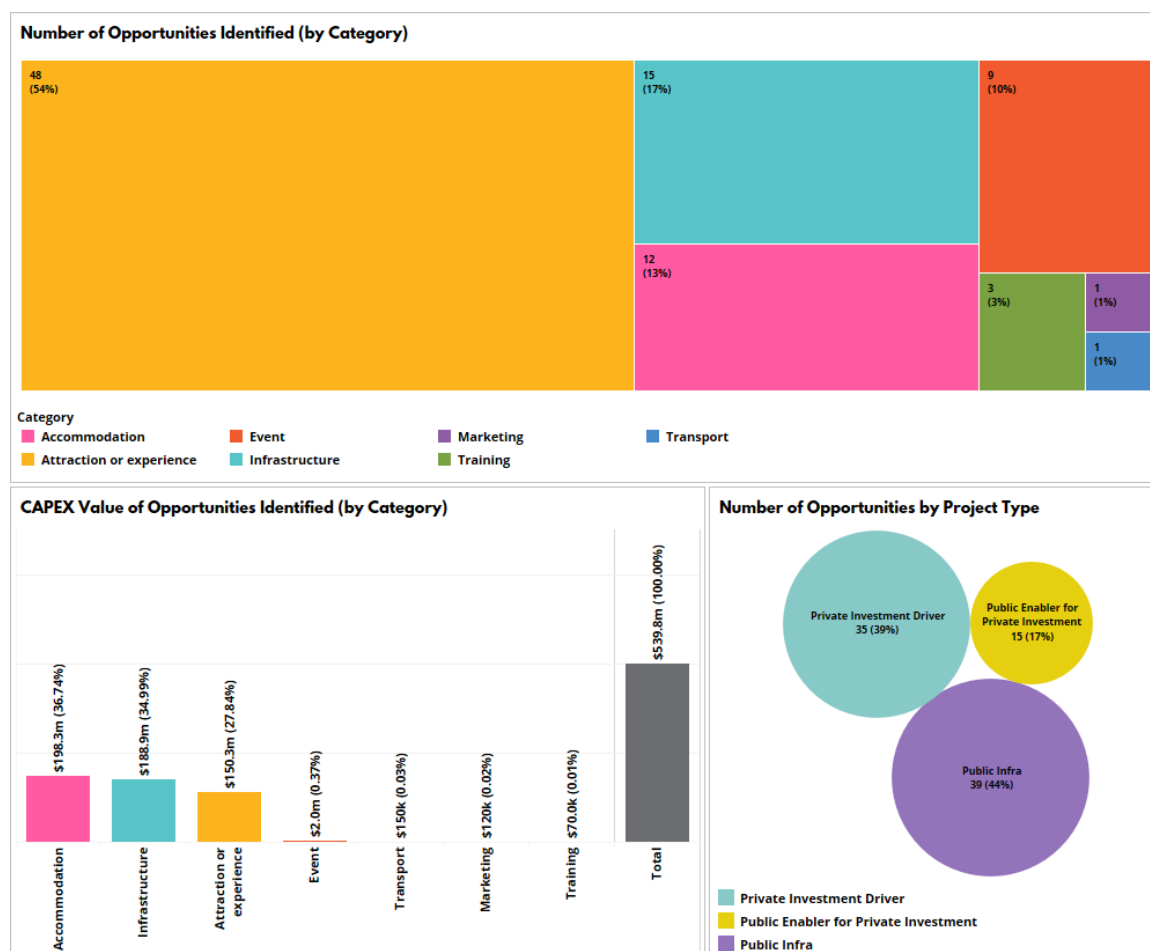


Figure 25 provides a summary of the opportunities identified. Observations are as follows.

- Over half (54%) of the opportunities identified are attraction or experience investment opportunities, followed by infrastructure projects (17%) and accommodation investment opportunities (13%).
- In total, an estimated \$540 million may be required to activate all 89 opportunities. The greatest level of investment is identified accommodation-related opportunities (comprising 37% of all investment identified or \$198 million), followed by infrastructure, comprising (35% or \$189 million).
- Of the 89 opportunities identified, 44% (39 opportunities) are public infrastructure opportunities, 39% (35) are private investment drivers and a further 17% (15) are public enablers for private investment.

Capex estimates are provided as estimates/guides only and exclude provision for contingencies (design development and escalation), consultant fees (legal, financial, engineering, architectural), government charges and builder's margins.

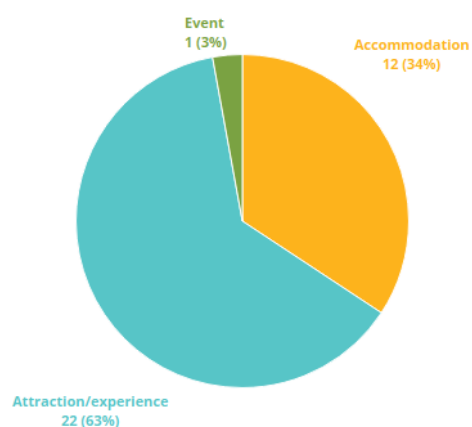
Figure 25: Summary of the opportunities identified



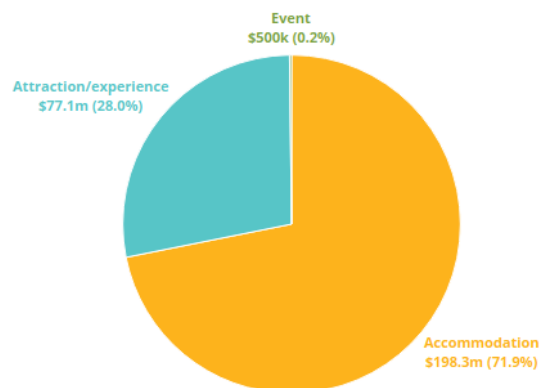
Narrowing in on the 35 private investment drivers shows that investment into new and existing attractions or experiences comprises the most opportunities identified, representing 22 of the 39 opportunities. While accommodation opportunities do not represent the most opportunities, they are likely to require the most investment, accounting for just under 72% of the investment required for private investment drivers (totalling \$198 million).

Figure 26: Summary of the private investment driver opportunities identified

Private Investment Drivers - # of Opportunities



Private Investment Drivers - CAPEX Summary



7.2. The Full List of Opportunities

7.2.1. Private investment drivers

Table 13 lists the 35 private investment driver opportunities. Of these, 22 are attraction/experience opportunities, 12 are accommodation opportunities and one is an event opportunity. The total estimated CAPEX for these projects is \$276 million which comprises \$236 million in private investment and \$40 million in supporting public investment.

Table 13: Full list of private investment driver opportunities

Project Category	Project Name	Area	Est. CAPEX	Est. Private	Est. Public
Accommodation	3.5-star branded business/leisure hotel	Ararat	\$45,000,000	\$40,500,000	\$4,500,000
	4-star hotel/resort with F&B at Halls Gap	Northern Grampians	\$45,000,000	\$40,500,000	\$4,500,000
	Destination holiday park	Horsham	\$18,000,000	\$16,200,000	\$1,800,000
	Dunkeld luxury units	Southern Grampians	\$7,000,000	\$7,000,000	\$0
	Farm stay accommodation	Regional	\$1,000,000	\$1,000,000	\$0
	Glamping pods	Ararat	\$6,500,000	\$5,850,000	\$650,000
	Heritage accommodation in Horsham	Horsham	\$5,000,000	\$4,500,000	\$500,000
	Heritage accommodation in St Arnaud	Northern Grampians	\$5,000,000	\$4,500,000	\$500,000
	High-end eco-lodge	Ararat	\$35,000,000	\$31,500,000	\$3,500,000
	Motel retrofitting (4-8 properties)	Northern Grampians	\$800,000	\$760,000	\$40,000
	Mount Zero resort (Stage 1)	Horsham	\$15,000,000	\$14,250,000	\$750,000
Attraction/experience	Off-park lodge sites to link into the GPT	Southern Grampians	\$15,000,000	\$14,250,000	\$750,000
	4WD adventure tours	Northern Grampians, ..	\$65,000	\$58,500	\$6,500
	Activation of waterways (kayaking, paddle boarding)	Horsham	\$35,000	\$35,000	\$0
	Agridome style attraction (with a sheep focus)	Southern Grampians	\$12,000,000	\$6,000,000	\$6,000,000
	Airport site redevelopment (with tourism offering)	Horsham, Stawell	\$5,000,000	\$2,500,000	\$2,500,000
	Dunkeld geothermal spa experience	Southern Grampians	\$7,500,000	\$7,500,000	\$0
	Equine trails with tours	Horsham	\$100,000	\$90,000	\$10,000
	Garden tours (public and private gardens)	Southern Grampians	\$50,000	\$45,000	\$5,000
	Gin/vodka/tequila distillery	Ararat	\$6,000,000	\$6,000,000	\$0
	Grampians food & wine packages	Regional	\$50,000	\$45,000	\$5,000
	Grampians Wine Cellars enhancements	Northern Grampians	\$155,000	\$139,500	\$15,500
	Grampians wine discovery centre	Regional	\$18,000,000	\$9,000,000	\$9,000,000
	Indoor, all-weather activity centre (rock climbing/boulderi..	Northern Grampians	\$8,000,000	\$5,200,000	\$2,800,000
	Inland aquarium attraction	Horsham	\$2,500,000	\$2,250,000	\$250,000
	J Ward commercial ghost tours	Ararat	\$100,000	\$90,000	\$10,000
	Orchid tours, orchid house and spring flower tours	Horsham	\$500,000	\$75,000	\$425,000
	Outdoor adventure hub (high rope aerial course, flying fox)	Northern Grampians	\$1,000,000	\$900,000	\$100,000
	Pop-up café and water sport hire	Ararat	\$120,000	\$108,000	\$12,000
	Recreational fishing and competition	Horsham	\$65,000	\$58,500	\$6,500
	Restaurant & function centre on river-edge	Horsham	\$8,000,000	\$7,200,000	\$800,000
	Tourism aviation activity (scenic flights, gliding, pax service..	Horsham	\$1,400,000	\$1,260,000	\$140,000
	Updated entrance way & admin building for Halls Gap Zoo	Ararat	\$1,500,000	\$1,350,000	\$150,000
	Waterway electric house boats	Northern Grampians	\$5,000,000	\$4,500,000	\$500,000
Event	Major car club events (classic, vintage, veteran)	Northern Grampians	\$500,000	\$450,000	\$50,000
Total			\$275,940,000	\$235,664,500	\$40,275,500

7.2.2. Public enablers for private investment

Table 14 shows the 15 publicly funded enablers for private investment opportunities. Of these, 7 are infrastructure projects and 4 are attraction/experience opportunities. There is also one event, one marketing, one training and one transport opportunity. The total estimated CAPEX for these projects is \$146 million which comprises just over \$3.1 million in private investment (where a public-private investment partnership is required) and \$143 million in public investment on its own.

Table 14: Full list of public enablers for private investment opportunities

Project Category	Project Name	Area	Est. CAPEX	Est. Private	Est. Public
Attraction/experience	A wildlife habitat & cultural education center	Ararat	\$18,000,000	\$2,700,000	\$15,300,000
	Brambuk upgrade	Northern Grampians	\$7,000,000	\$0	\$7,000,000
	GPT staged trek separation (2-3 night blocks)	Northern Grampians	\$1,000,000	\$0	\$1,000,000
	Implementation of Volcanic Trail Masterplan	Southern Grampians	\$9,250,000	\$0	\$9,250,000
Event	Activation of city to river front masterplan with event	Horsham	\$200,000	\$30,000	\$170,000
Infrastructure	Dunkeld visitor hub	Southern Grampians	\$1,500,000	\$375,000	\$1,125,000
	Halls Gap wayfinding	Northern Grampians	\$250,000	\$0	\$250,000
	Lake Bellfield improvement	Northern Grampians	\$5,000,000	\$0	\$5,000,000
	Lookout/viewing area development and upgrades	Regional	\$2,000,000	\$0	\$2,000,000
	Mobile and digital connectivity improvements	Regional	\$1,000,000	\$0	\$1,000,000
	Roading upgrades	Regional	\$100,000,000	\$0	\$100,000,000
	Signage audit & upgrades (directional & interpretive)	Regional	\$100,000	\$0	\$100,000
Marketing	Destination branding	Regional	\$120,000	\$0	\$120,000
Training	F&B upskilling and training programme	Regional	\$40,000	\$4,000	\$36,000
Transport	Peak season public transport for tourists	Horsham	\$150,000	\$0	\$150,000
Total			\$145,610,000	\$3,109,000	\$142,501,000

7.2.3. Public investment opportunities in infrastructure, events, and programs

Table 15 shows the 39 public investment opportunities in infrastructure, events, and programs. Of these, 22 are attraction/experience opportunities, 8 are infrastructure projects, 7 are events and 2 are training programs/investments.

The total estimated CAPEX for these projects is \$118 million which comprises \$4.5 million in private investment (via public-private partnerships) and just under \$114 million in public investment.

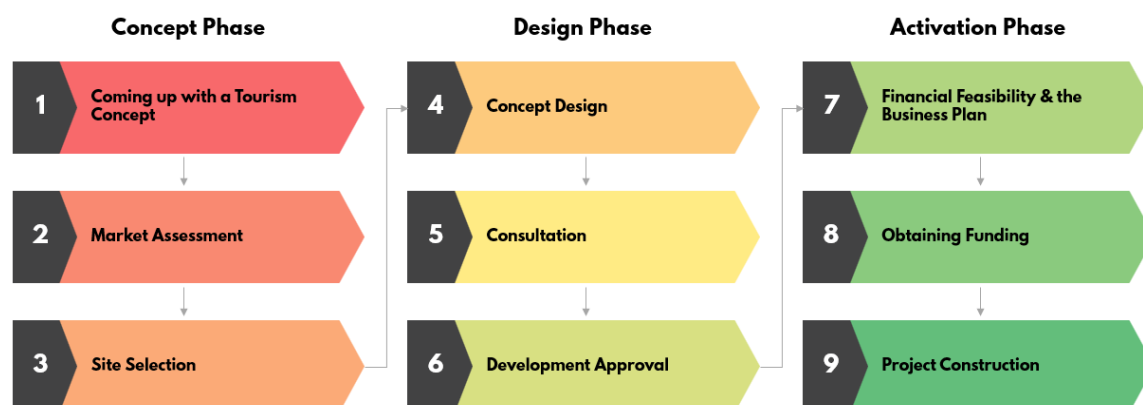
Table 15: Full list of public investment opportunities in infrastructure, events, and programs

Project Category	Project Name	Area	Est. CAPEX	Est. Private	Est. Public
Attraction/experience	Additional child-friendly infrastructure (family market)	Horsham	\$500,000	\$0	\$500,000
	Annual sound and light show with story telling	Northern Grampians	\$350,000	\$70,000	\$280,000
	Ararat Trails Mountain Bike Park	Ararat	\$2,200,000	\$0	\$2,200,000
	Development of multi-use trails	Southern Grampians	\$5,200,000	\$0	\$5,200,000
	Enhanced facilities & shuttle bus service into Mackenzie Fa..	Northern Grampians	\$250,000	\$0	\$250,000
	Extreme sports skills development & training facility	Northern Grampians	\$4,500,000	\$675,000	\$3,825,000
	Gramplans tasting trail	Ararat	\$100,000	\$0	\$100,000
	Great Trail development	Northern Grampians	\$500,000	\$0	\$500,000
	Great Western Wine Cycle Trail	Northern Grampians	\$200,000	\$0	\$200,000
	Halls Gap walking loop	Northern Grampians	\$500,000	\$0	\$500,000
	Hamilton Botanic Garden playspace	Southern Grampians	\$1,500,000	\$0	\$1,500,000
	Horsham public art and indigenous interpretation	Horsham	\$400,000	\$0	\$400,000
	Napier Street retail facade upgrades	Northern Grampians	\$500,000	\$50,000	\$450,000
	New Hamilton Art Gallery project	Southern Grampians	\$4,000,000	\$0	\$4,000,000
	Queen Mary Botanic Gardens heritage precinct	Northern Grampians	\$500,000	\$0	\$500,000
	Solar car events	Northern Grampians	\$200,000	\$0	\$200,000
	St Arnaud Mural Trail at the Raillery Hub	Northern Grampians	\$250,000	\$0	\$250,000
	Stawell Underground Physics Laboratory Stage 2	Northern Grampians	\$6,500,000	\$0	\$6,500,000
	Telling the story of gold fields, linking with the current gold..	Northern Grampians	\$6,500,000	\$3,575,000	\$2,925,000
	Visitor dispersal strategy throughout GNP	Northern Grampians	\$250,000	\$0	\$250,000
	Wimmera River Discovery Trail Stage 2 (Horsham to Dimbo..	Horsham	\$2,000,000	\$0	\$2,000,000
	Wimmera River precinct water play area	Horsham	\$1,000,000	\$0	\$1,000,000
Event	Ararat Dirt Mtn Bike 12 Hr Race	Ararat	\$200,000	\$0	\$200,000
	Car and motor bike hill climb (enhancement of existing eve..	Ararat	\$250,000	\$125,000	\$125,000
	Gramplans Tourism Region Road Cycling Granfondo Event	Northern Grampians, A..	\$200,000	\$0	\$200,000
	Gramplans triathlon event	Northern Grampians	\$200,000	\$0	\$200,000
	Major regional sports carnival event (netball)	Northern Grampians	\$140,000	\$0	\$140,000
	New Gramplans destination food event	Southern Grampians	\$200,000	\$0	\$200,000
	Stawell Gift Race enhancements (e.g. woman's event)	Northern Grampians	\$95,000	\$0	\$95,000
Infrastructure	Halls Gap southern gateway	Northern Grampians	\$15,000,000	\$0	\$15,000,000
	Heath Street upgrades & bridge	Northern Grampians	\$25,000,000	\$0	\$25,000,000
	Improved walkability	Northern Grampians	\$500,000	\$0	\$500,000
	Landscaping & general urban enhancements	Regional	\$5,000,000	\$0	\$5,000,000
	Outdoor multi-purpose sports precinct	Horsham	\$15,000,000	\$0	\$15,000,000
	Public toilet upgrades and enhancements	Regional	\$2,000,000	\$0	\$2,000,000
	Regional indoor sports precinct	Horsham	\$15,000,000	\$0	\$15,000,000
Training	Sawyer Park soundshell upgrade	Horsham	\$1,500,000	\$0	\$1,500,000
	F&B and tourism operator ATDW awareness program & digi..	Regional	\$20,000	\$2,000	\$18,000
	F&B roster development	Regional	\$10,000	\$1,000	\$9,000
Total			\$118,215,000	\$4,498,000	\$113,717,000

7.3. Project Development Lifecycle

Victoria's Tourism Investment Guidelines, though developed in 2008, provide a useful project process summary. The stages in the process are outlined in Figure 27.

Figure 27: Project development process lifecycle⁴¹



Each project identified in this Plan has been allocated to its appropriate stage with respect to where the project currently is at and what are the next steps. Importantly, because work has been undertaken by different parties (and not Stafford) on some projects, steps may not always align and steps in the lifecycle may have been skipped or completed in a different order. We have applied the most logical next step based on where the project is at and what has already been completed.

As a summary, the following is noted:

- 79 projects fall within the concept phase of development (it is important to note that while many opportunities have been noted at a top-line level in existing studies and broader master plans, there is a need to refine their concepts and test market demand as part of a more detailed assessment);
- 5 are within the design phase; and
- 5 are within the activation phase.

As next steps:

- 79 projects require concept refinement and market assessments; and
- 10 projects are at the stage where they need to obtain a DA (if required based on their development) and to obtain funding.

⁴¹ Tourism Investment Guidelines, 2008, modified by Stafford

Figure 28: Project development lifecycle assessment

Project Name	LGA	Project Type	Project Stage/Stages Completed	Next Step
3.5-star branded business/leisure hotel	Ararat	Private investment driver	Concept identified	Concept refinement & market assessment required
4-star hotel/resort with F&B at Halls Gap	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
4WD adventure tours	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Activation of City to River Masterplan with event	Horsham	Public enabler for private investment	Concept identified	Concept refinement & market assessment required
Activation of waterways (kayaking, paddle boarding)	Horsham	Private investment driver	Concept identified	Concept refinement & market assessment required
Additional child-friendly infrastructure (family market)	Horsham	Public infrastructure	Concept identified	Concept refinement & market assessment required
Agridome style attraction (with a sheep focus)	Southern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Airport site redevelopment (with tourism offering)	Horsham	Private investment driver	Concept identified	Concept refinement & market assessment required
Annual sound and light show with storytelling	Northern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
Ararat Dirt Mtn Bike 12 Hr Race	Ararat	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Ararat Trails Mountain Bike Park	Ararat	Public infrastructure	Business case developed	Applying for DA (where applicable) & obtaining funding
Brambuk upgrade	Northern Grampians	Public enabler for private investment	Broader master plan developed & concept identified	Concept refinement & market assessment required
Car and motorbike hill climb (enhancement of existing event)	Ararat	Public infrastructure	Concept identified	Concept refinement & market assessment required
Destination branding for the Grampians and sub-regions	Ararat	Public enabler for private investment	Concept identified	Concept refinement & market assessment required
Destination holiday park	Horsham	Private investment driver	Concept identified	Concept refinement & market assessment required
Development of multi-use trails	Southern Grampians	Public infrastructure	Concept identified & some consultation undertaken	Concept refinement & market assessment required
Dunkeld geothermal spa experience	Southern Grampians	Private investment driver	Concept identified & some consultation undertaken	Concept refinement & market assessment required
Dunkeld luxury units	Southern Grampians	Private investment driver	Concept identified & some consultation undertaken	Concept refinement & market assessment required
Dunkeld visitor hub	Southern Grampians	Public enabler for private investment	Concept design developed & funding secured for stage 1	Obtaining funding (stage 2)
Enhanced facilities & shuttle bus service into Mackenzie Falls	Northern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
Equine trails with tours	Horsham	Private investment driver	Concept identified	Concept refinement & market assessment required

Project Name	LGA	Project Type	Project Stage/Stages Completed	Next Step
Extreme sports skills development & training facility	Northern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
F&B and tourism operator ATDW awareness program & digital readiness training	Ararat	Public infrastructure	Concept identified	Concept refinement & market assessment required
F&B roster development	Ararat	Public infrastructure	Concept identified	Concept refinement & market assessment required
F&B upskilling and training programme	Ararat	Public enabler for private investment	Concept identified	Concept refinement & market assessment required
Farm stay accommodation	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Garden tours (public and private gardens)	Southern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Gin/vodka/tequila distillery	Ararat	Private investment driver	Concept identified	Concept refinement & market assessment required
Glamping pods	Ararat	Private investment driver	Concept identified	Concept refinement & market assessment required
GPT staged trek separation (2-3-night blocks)	Northern Grampians	Public enabler for private investment	Broader master plan developed & concept identified	Concept refinement & market assessment required
Grampians food & wine packages	Ararat	Private investment driver	Concept identified & some consultation undertaken	Concept refinement & market assessment required
Grampians tasting trail	Ararat	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Grampians Tourism Region Road Cycling Granfondo Event	Ararat	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Grampians triathlon event	Northern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
Grampians Wine Cellars enhancements	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Grampians wine discovery centre	Ararat	Private investment driver	Concept identified	Concept refinement & market assessment required
Great Trail development	Northern Grampians	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Great Western Wine Cycle Trail	Northern Grampians	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Halls Gap southern gateway	Northern Grampians	Public infrastructure	Concept design developed & consultation undertaken	Applying for DA (where applicable) & obtaining funding
Halls Gap walking loop	Northern Grampians	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Halls Gap wayfinding	Northern Grampians	Public enabler for private investment	Broader master plan developed & concept identified	Concept refinement & market assessment required
Hamilton Botanic Garden play space	Southern Grampians	Public infrastructure	Concept design developed & consultation undertaken	Applying for DA (where applicable) & obtaining funding
Heath Street upgrades & bridge	Northern Grampians	Public infrastructure	Concept design developed & consultation undertaken	Applying for DA (where applicable) & obtaining funding

Project Name	LGA	Project Type	Project Stage/Stages Completed	Next Step
Heritage accommodation in Horsham	Horsham	Private investment driver	Concept identified	Concept refinement & market assessment required
Heritage accommodation in St Arnaud	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
High-end eco-lodge	Ararat	Private investment driver	Concept identified	Concept refinement & market assessment required
Horsham public art and indigenous interpretation	Horsham	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Implementation of Volcanic Trail Masterplan	Southern Grampians	Public enabler for private investment	Master plan developed	Applying for DA (where applicable) & obtaining funding
Improved walkability	Northern Grampians	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Indoor, all-weather activity centre (rock climbing/bouldering)	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Inland aquarium attraction	Horsham	Private investment driver	Concept identified	Concept refinement & market assessment required
J Ward commercial ghost tours	Ararat	Private investment driver	Concept identified	Concept refinement & market assessment required
Lake Bellfield amenity improvement	Northern Grampians	Public enabler for private investment	Broader master plan developed & concept identified	Concept refinement & market assessment required
Landscaping & general urban enhancements	Ararat	Public infrastructure	Concept identified	Concept refinement & market assessment required
Lookout/viewing area development and upgrades	Ararat	Public enabler for private investment	Concept identified	Concept refinement & market assessment required
Major car club events (classic, vintage, veteran)	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Major regional sports carnival event (netball)	Northern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
Mobile and digital connectivity improvements	Northern Grampians	Public enabler for private investment	Concept identified	Concept refinement & market assessment required
Motel retrofitting (4-8 properties)	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Mount Zero resort (Stage 1)	Horsham	Private investment driver	Business case & investment prospectus developed	Applying for DA (where applicable) & obtaining funding
Napier Street retail facade upgrades	Northern Grampians	Public infrastructure	Concept identified & some consultation undertaken	Concept refinement & market assessment required
New Grampians destination food event	Southern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
New Hamilton Art Gallery project	Southern Grampians	Public infrastructure	Business case developed	Applying for DA (where applicable) & obtaining funding
Off-park lodge sites to link into the GPT	Southern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Orchid tours, orchid house, and spring flower tours	Horsham	Private investment driver	Concept identified	Concept refinement & market assessment required

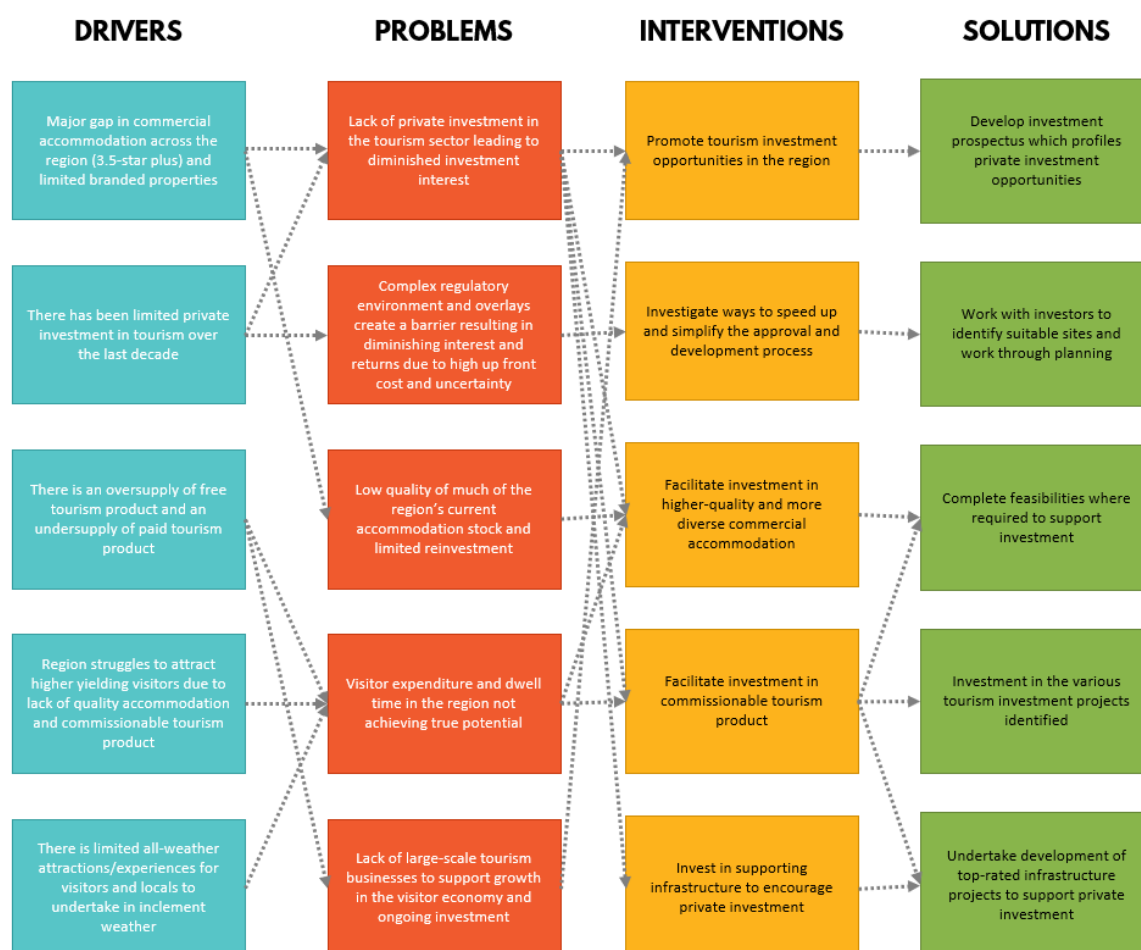
Project Name	LGA	Project Type	Project Stage/Stages Completed	Next Step
Outdoor adventure hub (high rope aerial course, flying fox)	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Outdoor multi-purpose sports precinct	Horsham	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Peak season public transport for tourists	Horsham	Public enabler for private investment	Concept identified	Concept refinement & market assessment required
Pop-up café and water sport hire	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Public toilet upgrades and enhancements	Ararat	Public infrastructure	Concept identified	Concept refinement & market assessment required
Queen Mary Botanic Gardens heritage precinct	Northern Grampians	Public infrastructure	Concept identified & some consultation undertaken	Concept refinement & market assessment required
Recreational fishing and competition	Horsham	Private investment driver	Concept identified	Concept refinement & market assessment required
Regional indoor sports precinct	Horsham	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Restaurant & function centre on river-edge	Horsham	Private investment driver	Broader master plan developed & concept identified	Concept refinement & market assessment required
Roading upgrades	Ararat	Public enabler for private investment	Concept identified	Concept refinement & market assessment required
Sawyer Park sound shell upgrade	Horsham	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Signage audit & upgrades (directional & interpretive)	Ararat	Public enabler for private investment	Concept identified	Concept refinement & market assessment required
Solar car events	Northern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
St Arnaud Mural Trail at the Raillery Hub	Northern Grampians	Public infrastructure	Concept identified & some consultation undertaken	Concept refinement & market assessment required
Stawell Gift Race enhancements (e.g., woman's event)	Northern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
Stawell Underground Physics Laboratory Stage 2	Northern Grampians	Public infrastructure	Business case developed (stage 2) & funding secured for stage 1	Obtaining funding (Stage 2)
Telling the story of goldfields, linking with the current gold mine	Northern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
Tourism aviation activity (scenic flights, gliding, pax services)	Horsham	Private investment driver	Concept identified	Concept refinement & market assessment required
Updated entrance way & admin building for Halls Gap Zoo	Northern Grampians	Private investment driver	Concept design developed & consultation undertaken	Applying for DA (where applicable) & obtaining funding
Visitor dispersal strategy throughout GNP	Northern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
Waterway electric houseboats	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Wildlife habitat & cultural education centre	Ararat	Public enabler for private investment	Concept identified	Concept refinement & market assessment required

Project Name	LGA	Project Type	Project Stage/Stages Completed	Next Step
Wimmera River Discovery Trail Stage 2 (Horsham to Dimboola)	Horsham	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Wimmera River precinct water play area	Horsham	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required

7.4. Investment Logic Map

The following provides an Investment Logic Map of the tourism investment process to facilitate and optimise public and private investment attraction in the region.

Figure 29: Investment Logic Map





8. THE PRIORITY OPPORTUNITIES

8.1. Private Investment Drivers

8.1.1. Methodology for Prioritisation

To determine the refined list of private investment driver opportunities, each has been assessed against the weighted criteria outlined in Table 16 (public infrastructure and enabler projects have been ranked separately, in discussion with the PCG).

A weighted score has been used to reflect that some of the criteria have a stronger positive impact or a higher level of importance to each Council and the various agencies than others. This weighting

has been ranked and tested with the PCG to deliver an agreed weighting spread.

Where possible, the assessment has utilised quantitative data (particularly for those projects where feasibilities or business cases have been developed). In the absence of such assessments, however, a qualitative assessment has been undertaken based on local knowledge, stakeholder consultation, professional experience, and a general assessment of the perceived benefits.

Table 16: Opportunity ranking criteria for private investment driver opportunities

Criteria	Score	Weighting	Description
Landowner	Private land = 3 Council land = 2 Other Govt. agency land = 1 Parks Victoria = 0	1	Projects which are situated on private or council-owned or managed land are ranked higher.
Size of Private Investment	<\$100,000 = 1 <\$500,000 = 2 <\$1,000,000 = 3 ≥\$10,000,000 = 4	2	Projects which are more likely to attract private sector investment (regardless of the value of this investment) are ranked higher.
Size of Public Investment	<\$100,000 = 4 <\$500,000 = 3 <\$1,000,000 = 2 ≥\$1,000,000 = 1	2	Projects which have a stronger public sector investment requirement are ranked lower.
Private Sector Interest	<30% of CAPEX = 1 <60% of CAPEX = 2 >60% of CAPEX = 3	4	The level of private sector interest (as a percentage of total investment). Those with a stronger proportion of private sector interest are ranked higher.
Ability to Secure Govt. Funding for Project	None = 0 Limited = 1 Medium = 2 Strong = 3	2	Those projects which may be more likely to be able to secure government funding (capex or opex) are ranked higher.
Requirement for ongoing operational Govt. funding	None = 4 Limited = 3 Medium = 2 Strong = 1	1	If the project is likely to require ongoing government contributions to fund operating costs, it is ranked lower. If the project is likely to be commercially viable/sustainable, it is ranked higher.
Short term to activate	Yes = 1 No = 0	2	If the project is likely to be able to be activated in a shorter period, it is ranked higher.
Likelihood to be profiled by Visit Victoria	None = 0 Limited = 1 Medium = 2 Strong = 3	1	The ability of the project to grow the region's destination profile. Projects which may have stronger marketing budgets (particularly those run by larger tourism players), as well as highly unique products, are ranked higher.
Likely visitor appeal	None = 0 Limited = 1 Medium = 2 Strong = 3	5	The projects which are likely to have a stronger appeal to the visitor market are ranked higher than those which may generate lower visitor interest.

Criteria	Score	Weighting	Description
Ability to encourage regional dispersal of visitors	None = 0 Limited = 1 Medium = 2 Strong = 3	4	If a project is able to encourage stronger visitor dispersal throughout the region, it is ranked higher.
Uniqueness of product	None = 0 Limited = 1 Medium = 2 Strong = 3	4	The uniqueness of the product is ranked according to whether it is unique across Australia (ranked higher), across the region, or whether the product is likely to be unique only to the specific area it is situated in (ranked lower).
Ability to grow visitor yield	None = 0 Limited = 1 Medium = 2 Strong = 3	5	The ability of the project to increase visitor yield. Projects which are likely to encourage greater overnight stays (particularly in commercial accommodation) and those which introduce commissionable elements are ranked higher.
Estimated visitation once operational	0 = 0 1 – 500 = 1 501-5,000 = 2 5,001-10,000 = 3 10,001+ = 4	4	Potential estimated visitor numbers to the project once operational (stronger visitation potential garners a higher score).
Employment (operational) potential	0 = 0 Less than 5 FTE = 1 5-10 FTE = 2 11-20 FTE = 3 21-50 FTE = 4 More than 50 FTE = 5	3	The level of FTE employment generated once the project is operational. The higher the employment potential, the higher the project is rated.
Ability to act as a catalyst project to stimulate other investment projects	None = 0 Limited = 1 Medium = 2 Strong = 3	5	Projects that are more likely to encourage additional or complementary investment into other projects are rated higher.
Ability to encourage stronger interstate visitation	None = 0 Limited = 1 Medium = 2 Strong = 3	3	Those which are likely to encourage stronger interstate (rather than intrastate) visitation are ranked higher.
Ability to encourage stronger international visitation	None = 0 Limited = 1 Medium = 2 Strong = 3	1	Those which are likely to encourage stronger international visitation and profile are ranked higher.

8.1.2. Prioritisation of the Opportunities

Figure 30 summarises the top 15 private investment driver opportunities. These projects achieved a top 15 score based on the ranking methodology described above. Because some projects achieved an equal score, there are some with equal rankings.

It demonstrates that:

- there are eight accommodation investment opportunities and seven attraction/experience opportunities with a top 15 ranking;

- there is a range of types of projects identified across the various towns in the Grampians (four in both Northern Grampians and Horsham LGAs, three in both Ararat and Southern Grampians LGAs and one regional project); and
- the total investment for the top 15 projects is estimated at \$240 million, of which \$210.7 million is private investment and \$29.7 million is supporting public investment.

Table 17 on the following page provides the full ranking of the projects based on the total weighted score, followed by Table 18 which provides a more detailed breakdown of the project scores achieved.

Figure 30: The top 15 private investment driver opportunities (weighted score)

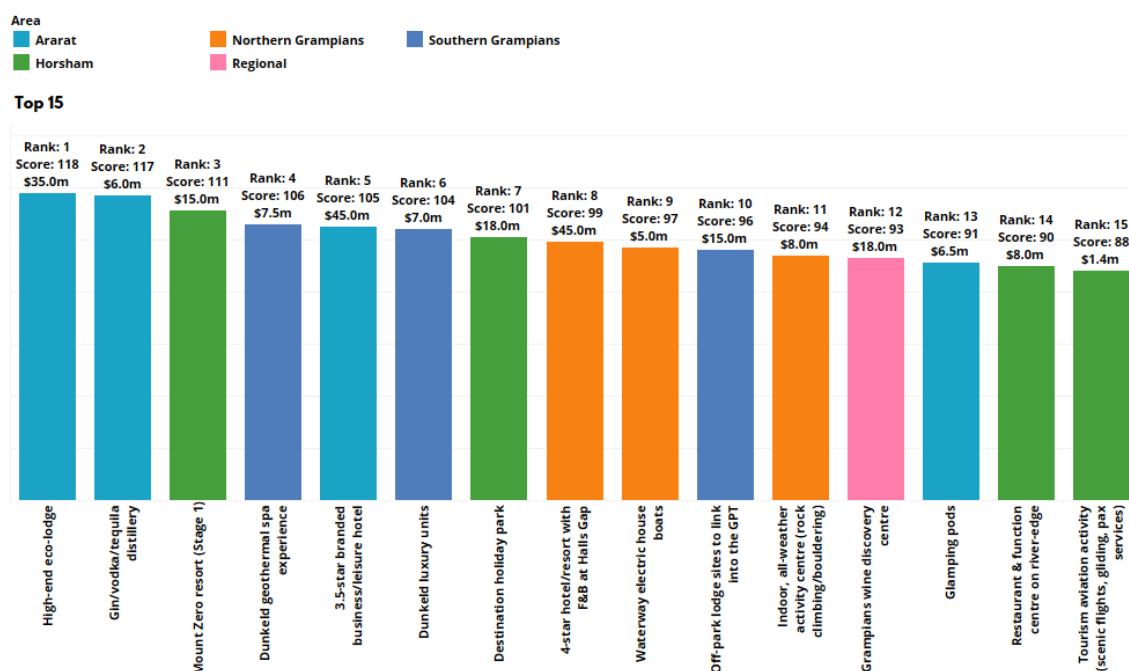


Table 17: Private investment driver opportunities – full matrix

Project Name	Ability to act as a catalyst project to stimulate other invest..	Ability to encourage stronger international visitation	Ability to encourage stronger interstate visitation	Ability to Grow Visitor Yield	Ability to Secure Govt. Funding for Project	Employment (Operational) Potential	Estimated Visitation	Landowner	Likelihood to be profiled by Visit Victoria	Likely visitor appeal	Private Sector Interest	Short term to Activate	Regional Dispersal of Visitors	Requirement for ongoing operational Govt. funding	Uniqueness of Product	Est. CAPEX	Est. Private	Est. Public
3.5-star branded business/leisure hotel	Medium	Limited	Limited	Medium	Limited	More than 50 FTE	10,001-25,000	Council	Limited	Strong	Strong	No	Limited	None	None	\$45,000,000	\$40,500,000	\$4,500,000
4-star hotel/resort with F&B at Halls Gap	Strong	Limited	Medium	Medium	None	21-50 FTE	5,001-10,000	Private	None	Medium	Strong	No	Limited	None	None	\$45,000,000	\$40,500,000	\$4,500,000
4WD adventure tours	None	None	None	Limited	None	Less than 5 FTE	501-5,000	Private	Limited	Limited	Strong	Yes	Strong	None	Locally Unique	\$65,000	\$58,500	\$6,500
Activation of waterways (kayaking, paddle boarding)	None	None	None	Limited	None	Less than 5 FTE	5,001-10,000	Private	Limited	Medium	Strong	Yes	Limited	None	None	\$35,000	\$35,000	\$0
Agridome style attraction (with a sheep focus)	Limited	Limited	Medium	Medium	Limited	5-10 FTE	25,000+	Private	Medium	Medium	Medium	No	Limited	Medium	State-wide Unique	\$12,000,000	\$6,000,000	\$6,000,000
Airport site redevelopment (with tourism offering)	Medium	None	Limited	Limited	Limited	5-10 FTE	501-5,000	Council	None	Medium	Medium	No	Limited	Limited	None	\$5,000,000	\$2,500,000	\$2,500,000
Destination holiday park	Strong	None	Medium	Medium	None	5-10 FTE	5,001-10,000	Private	None	Strong	Strong	No	Medium	None	None	\$18,000,000	\$16,200,000	\$1,800,000
Dunkeld geothermal spa experience	Strong	Limited	Medium	Strong	None	5-10 FTE	501-5,000	Private	Strong	Strong	Strong	No	Limited	None	Locally Unique	\$7,500,000	\$7,500,000	\$0
Dunkeld luxury units	Strong	Limited	Medium	Strong	None	5-10 FTE	501-5,000	Private	Limited	Strong	Strong	No	Limited	None	Locally Unique	\$7,000,000	\$7,000,000	\$0
Equine trails with tours	None	None	Limited	Limited	None	5-10 FTE	501-5,000	Other Govt.	Limited	Limited	Strong	No	Medium	None	Locally Unique	\$100,000	\$90,000	\$10,000
Farm stay accommodation	Medium	Limited	Medium	Limited	None	11-20 FTE	501-5,000	Private	None	Limited	Strong	Yes	Medium	None	None	\$1,000,000	\$1,000,000	\$0
Garden tours (public and private gardens)	None	None	None	Limited	Limited	Less than 5 FTE	501-5,000	Council	Limited	Medium	Strong	Yes	Medium	Limited	Locally Unique	\$50,000	\$45,000	\$5,000
Gin/vodka/tequila distillery	Strong	Limited	Strong	Medium	None	11-20 FTE	10,001-25,000	Private	Limited	Strong	Strong	No	Medium	None	Regionally Unique	\$6,000,000	\$6,000,000	\$0
Glamping pods	Medium	Limited	Limited	Medium	None	5-10 FTE	5,001-10,000	Private	Limited	Strong	Strong	No	Limited	None	Regionally Unique	\$6,500,000	\$5,850,000	\$650,000
Gramplains food & wine packages	None	None	Limited	Medium	Limited	Less than 5 FTE	501-5,000	Private	Medium	Medium	Strong	Yes	Medium	Limited	Locally Unique	\$50,000	\$45,000	\$5,000
Gramplains Wine Cellars enhancements	None	None	None	Limited	None	Less than 5 FTE	5,001-10,000	Private	Limited	Medium	Strong	No	Limited	None	Locally Unique	\$155,000	\$139,500	\$15,500
Gramplains wine discovery centre	Limited	Limited	Medium	Medium	Limited	5-10 FTE	10,001-25,000	Council	Strong	Medium	Medium	No	Strong	None	Regionally Unique	\$18,000,000	\$9,000,000	\$9,000,000
Heritage accommodation in Horsham	Limited	Limited	Limited	Limited	Limited	11-20 FTE	5,001-10,000	Private	None	Limited	Strong	No	None	Limited	Locally Unique	\$5,000,000	\$4,500,000	\$500,000
Heritage accommodation in St Arnaud	Medium	Limited	Medium	Limited	Limited	11-20 FTE	5,001-10,000	Private	None	Limited	Strong	No	Limited	Limited	None	\$5,000,000	\$4,500,000	\$500,000
High-end eco-lodge	Strong	Medium	Strong	Strong	Limited	11-20 FTE	5,001-10,000	Council	Strong	Strong	Strong	No	Medium	None	Locally Unique	\$35,000,000	\$31,500,000	\$3,500,000
Indoor, all-weather activity centre (rock climbing/bouldering)	Limited	None	Medium	Medium	Medium	11-20 FTE	5,001-10,000	Private	Medium	Strong	Strong	No	Limited	None	Regionally Unique	\$8,000,000	\$5,200,000	\$2,800,000
Inland aquarium attraction	Limited	None	Limited	Limited	None	5-10 FTE	5,001-10,000	Council	Limited	Medium	Strong	No	Limited	None	Regionally Unique	\$2,500,000	\$2,250,000	\$250,000
J Ward commercial ghost tours	Limited	Limited	Limited	Limited	Medium	5-10 FTE	5,001-10,000	Other Govt.	Medium	Medium	Strong	Yes	Limited	Limited	State-wide Unique	\$100,000	\$90,000	\$10,000
Major car club events (classic, vintage, veteran)	None	Limited	Medium	Medium	Limited	11-20 FTE	501-5,000	Private	Limited	Medium	Strong	Yes	Medium	None	Locally Unique	\$500,000	\$450,000	\$50,000
Motel retrofitting (4-8 properties)	Limited	None	Limited	Limited	None	5-10 FTE	10,001-25,000	Private	None	Medium	Strong	No	Limited	None	None	\$800,000	\$760,000	\$40,000
Mount Zero resort (Stage 1)	Strong	Limited	Strong	Strong	Limited	21-50 FTE	5,001-10,000	Private	None	Medium	Strong	No	Limited	None	None	\$15,000,000	\$14,250,000	\$750,000
Off-park lodge sites to link into the GPT	Limited	None	Medium	Medium	None	21-50 FTE	5,001-10,000	Private	Medium	Medium	Strong	No	Medium	None	Regionally Unique	\$15,000,000	\$14,250,000	\$750,000
Orchid tours, orchid house and spring flower tours	None	Limited	Medium	Medium	Limited	5-10 FTE	501-5,000	Council	Limited	Medium	Limited	No	Limited	Limited	Regionally Unique	\$500,000	\$75,000	\$425,000
Outdoor adventure hub (high rope aerial course, flying fox)	Limited	None	None	Limited	Limited	Less than 5 FTE	501-5,000	Council	Medium	Medium	Strong	No	Limited	None	Locally Unique	\$1,000,000	\$900,000	\$100,000
Pop-up café and water sport hire	Limited	None	Limited	Limited	None	5-10 FTE	501-5,000	Private	None	Limited	Strong	Yes	Limited	None	Locally Unique	\$120,000	\$108,000	\$12,000
Recreational fishing and competition	None	None	Medium	Limited	Limited	5-10 FTE	501-5,000	Council	Limited	Medium	Strong	Yes	Medium	Limited	Locally Unique	\$65,000	\$58,500	\$6,500
Restaurant & function centre on river-edge	Medium	None	Medium	Medium	None	11-20 FTE	10,001-25,000	Private	None	Medium	Strong	No	None	None	None	\$8,000,000	\$7,200,000	\$800,000
Tourism aviation activity (scenic flights, gliding, pax services)	None	Limited	Limited	Medium	Limited	21-50 FTE	501-5,000	Private	None	Medium	Strong	No	Strong	Limited	None	\$1,400,000	\$1,260,000	\$140,000
Updated entrance way & admin building for Halls Gap Zoo	Limited	Limited	Limited	Limited	Limited	Less than 5 FTE	25,000+	Private	Medium	Medium	Strong	Yes	Limited	None	Locally Unique	\$1,500,000	\$1,350,000	\$150,000
Waterway electric house boats	Medium	Medium	Strong	Strong	Limited	5-10 FTE	501-5,000	Private	Medium	Medium	Strong	No	Limited	None	State-wide Unique	\$5,000,000	\$4,500,000	\$500,000

Table 18: Private investment driver opportunities – unweighted & weighted scores

		Ability to act as a catalyst project to stimulate other investment projects Score	Ability to encourage stronger interstate visitation score	Ability to encourage stronger international visitation score	Ability to Secure Govt. Funding for Project Score	Ability to Grow Visitor Yield Score	Employment (Operational) Potential Score	Estimated Visitation Score	Landowner Score	Likely visitor appeal Score	Likelihood to be profiled by Visit Victoria Score	Private Sector Interest Score	Regional Dispersal of Visitors Score	Requirement for ongoing operational Govt. funding Score	Short Term to Activate Score	Size of Private Investment Score	Size of Public Investment Score	Total
High-end eco-lodge	Unweighted Score	3.0	3.0	2.0	1.0	3.0	3.0	3.0	2.0	3.0	3.0	3.0	2.0	4.0	0.0	4.0	1.0	40.0
	Weighted Score	15.0	9.0	2.0	2.0	15.0	9.0	12.0	2.0	15.0	3.0	12.0	8.0	4.0	0.0	8.0	2.0	118.0
Gin/vodka/tequila distillery	Unweighted Score	3.0	3.0	1.0	0.0	2.0	3.0	4.0	3.0	3.0	1.0	3.0	2.0	4.0	0.0	3.0	4.0	39.0
	Weighted Score	15.0	9.0	1.0	0.0	10.0	9.0	16.0	3.0	15.0	1.0	12.0	8.0	4.0	0.0	6.0	8.0	117.0
Mount Zero resort (Stage 1)	Unweighted Score	3.0	3.0	1.0	1.0	3.0	4.0	3.0	3.0	2.0	0.0	3.0	1.0	4.0	0.0	4.0	2.0	37.0
	Weighted Score	15.0	9.0	1.0	2.0	15.0	12.0	12.0	3.0	10.0	0.0	12.0	4.0	4.0	0.0	8.0	4.0	111.0
Dunkeld geothermal spa experience	Unweighted Score	3.0	2.0	1.0	0.0	3.0	2.0	2.0	3.0	3.0	3.0	3.0	1.0	4.0	0.0	3.0	4.0	37.0
	Weighted Score	15.0	6.0	1.0	0.0	15.0	6.0	8.0	3.0	15.0	3.0	12.0	4.0	4.0	0.0	6.0	8.0	106.0
3.5-star branded business/leisure hotel	Unweighted Score	2.0	1.0	1.0	1.0	2.0	5.0	4.0	2.0	3.0	1.0	3.0	1.0	4.0	0.0	4.0	1.0	35.0
	Weighted Score	10.0	3.0	1.0	2.0	10.0	15.0	16.0	2.0	15.0	1.0	12.0	4.0	4.0	0.0	8.0	2.0	105.0
Dunkeld luxury units	Unweighted Score	3.0	2.0	1.0	0.0	3.0	2.0	2.0	3.0	3.0	1.0	3.0	1.0	4.0	0.0	3.0	4.0	35.0
	Weighted Score	15.0	6.0	1.0	0.0	15.0	6.0	8.0	3.0	15.0	1.0	12.0	4.0	4.0	0.0	6.0	8.0	104.0
Destination holiday park	Unweighted Score	3.0	2.0	0.0	0.0	2.0	2.0	3.0	3.0	3.0	0.0	3.0	2.0	4.0	0.0	4.0	1.0	32.0
	Weighted Score	15.0	6.0	0.0	0.0	10.0	6.0	12.0	3.0	15.0	0.0	12.0	8.0	8.0	0.0	8.0	2.0	101.0
4-star hotel/resort with F&B at Halls Gap	Unweighted Score	3.0	2.0	1.0	0.0	2.0	4.0	3.0	3.0	2.0	0.0	3.0	1.0	4.0	0.0	4.0	1.0	33.0
	Weighted Score	15.0	6.0	1.0	0.0	10.0	12.0	12.0	3.0	10.0	0.0	12.0	4.0	4.0	0.0	8.0	2.0	99.0
Waterway electric house boats	Unweighted Score	2.0	3.0	2.0	1.0	3.0	2.0	2.0	3.0	2.0	2.0	3.0	1.0	4.0	0.0	3.0	2.0	35.0
	Weighted Score	10.0	9.0	2.0	2.0	15.0	6.0	8.0	3.0	10.0	2.0	12.0	4.0	4.0	0.0	6.0	4.0	97.0
Off-park lodge sites to link into the GPT	Unweighted Score	1.0	2.0	0.0	0.0	2.0	4.0	3.0	3.0	2.0	2.0	3.0	2.0	4.0	0.0	4.0	2.0	34.0
	Weighted Score	5.0	6.0	0.0	0.0	10.0	12.0	12.0	3.0	10.0	2.0	12.0	8.0	4.0	0.0	8.0	4.0	96.0
Indoor, all-weather activity centre (rock climbing/bouldering)	Unweighted Score	1.0	2.0	1.0	2.0	2.0	2.0	3.0	2.0	3.0	2.0	3.0	1.0	4.0	0.0	3.0	4.0	33.0
	Weighted Score	5.0	6.0	0.0	4.0	10.0	9.0	12.0	3.0	15.0	2.0	12.0	4.0	4.0	0.0	6.0	2.0	94.0
Gramplains wine discovery centre	Unweighted Score	1.0	2.0	1.0	1.0	2.0	2.0	4.0	2.0	2.0	3.0	2.0	3.0	4.0	0.0	3.0	1.0	33.0
	Weighted Score	5.0	6.0	1.0	2.0	10.0	6.0	16.0	2.0	10.0	3.0	8.0	12.0	4.0	0.0	6.0	2.0	93.0
Glamping pods	Unweighted Score	2.0	1.0	1.0	0.0	2.0	2.0	3.0	3.0	3.0	1.0	3.0	1.0	4.0	0.0	3.0	2.0	31.0
	Weighted Score	10.0	3.0	1.0	0.0	10.0	6.0	12.0	3.0	15.0	1.0	12.0	4.0	4.0	0.0	6.0	4.0	91.0
Restaurant & function centre on river-edge	Unweighted Score	2.0	2.0	0.0	0.0	2.0	3.0	4.0	3.0	2.0	0.0	3.0	0.0	4.0	0.0	3.0	2.0	30.0
	Weighted Score	6.0	10.0	0.0	0.0	10.0	6.0	16.0	3.0	10.0	0.0	12.0	0.0	4.0	0.0	6.0	4.0	90.0
Updated entrance way & admin building for Halls Gap Zoo	Unweighted Score	1.0	1.0	1.0	1.0	1.0	1.0	5.0	3.0	2.0	2.0	3.0	1.0	4.0	1.0	3.0	3.0	33.0
	Weighted Score	5.0	3.0	1.0	2.0	5.0	3.0	20.0	3.0	10.0	2.0	12.0	4.0	4.0	2.0	6.0	6.0	88.0
Tourism aviation activity (scenic flights, gliding, pax services)	Unweighted Score	0.0	1.0	1.0	1.0	2.0	4.0	2.0	3.0	2.0	0.0	3.0	3.0	3.0	0.0	3.0	3.0	31.0
	Weighted Score	0.0	3.0	1.0	2.0	10.0	12.0	8.0	3.0	10.0	0.0	12.0	12.0	3.0	0.0	6.0	6.0	88.0
Major car club events (classic, vintage, veteran)	Unweighted Score	0.0	2.0	1.0	1.0	2.0	3.0	2.0	3.0	2.0	1.0	3.0	2.0	4.0	1.0	2.0	4.0	33.0
	Weighted Score	0.0	6.0	1.0	2.0	10.0	9.0	8.0	3.0	10.0	1.0	12.0	8.0	4.0	2.0	4.0	8.0	88.0
Farm stay accommodation	Unweighted Score	2.0	2.0	1.0	0.0	2.0	1.0	3.0	2.0	3.0	1.0	0.0	3.0	2.0	1.0	3.0	4.0	32.0
	Weighted Score	10.0	6.0	1.0	0.0	5.0	9.0	8.0	3.0	5.0	0.0	12.0	8.0	4.0	2.0	6.0	8.0	87.0
Agridome style attraction (with a sheep focus)	Unweighted Score	1.0	2.0	1.0	1.0	2.0	2.0	5.0	3.0	2.0	2.0	2.0	1.0	2.0	0.0	3.0	1.0	30.0
	Weighted Score	5.0	6.0	1.0	2.0	10.0	6.0	20.0	3.0	10.0	2.0	8.0	4.0	2.0	0.0	6.0	2.0	87.0
Motel retrofitting (4-8 properties)	Unweighted Score	1.0	1.0	0.0	0.0	1.0	2.0	4.0	3.0	2.0	0.0	3.0	1.0	4.0	0.0	3.0	4.0	29.0
	Weighted Score	5.0	3.0	0.0	0.0	5.0	6.0	16.0	3.0	10.0	0.0	12.0	4.0	4.0	0.0	6.0	8.0	82.0
Heritage accommodation in St Arnaud	Unweighted Score	2.0	2.0	1.0	1.0	1.0	3.0	3.0	3.0	1.0	0.0	3.0	1.0	3.0	0.0	3.0	2.0	29.0
	Weighted Score	10.0	6.0	1.0	2.0	5.0	9.0	12.0	3.0	5.0	0.0	12.0	4.0	3.0	0.0	6.0	4.0	82.0
J Ward commercial ghost tours	Unweighted Score	1.0	1.0	1.0	2.0	1.0	2.0	3.0	1.0	2.0	2.0	3.0	1.0	3.0	1.0	1.0	4.0	29.0
	Weighted Score	5.0	3.0	1.0	4.0	5.0	6.0	12.0	1.0	10.0	2.0	12.0	4.0	3.0	2.0	2.0	8.0	80.0
Inland aquarium attraction	Unweighted Score	1.0	1.0	0.0	0.0	1.0	2.0	3.0	2.0	2.0	1.0	3.0	1.0	4.0	0.0	3.0	3.0	27.0
	Weighted Score	5.0	3.0	0.0	0.0	5.0	6.0	12.0	2.0	10.0	1.0	12.0	4.0	4.0	0.0	6.0	6.0	76.0
Gramplains food & wine packages	Unweighted Score	0.0	1.0	0.0	1.0	2.0	1.0	2.0	3.0	2.0	2.0	3.0	2.0	3.0	1.0	1.0	4.0	28.0
	Weighted Score	0.0	3.0	0.0	2.0	10.0	3.0	8.0	3.0	10.0	2.0	12.0	8.0	3.0	2.0	2.0	8.0	76.0
Recreational fishing and competition	Unweighted Score	0.0	2.0	0.0	1.0	1.0	2.0	2.0	2.0	2.0	1.0	3.0	2.0	3.0	1.0	1.0	4.0	27.0
	Weighted Score	0.0	6.0	0.0	2.0	5.0	6.0	8.0	2.0	10.0	1.0	12.0	8.0	3.0	2.0	2.0	8.0	75.0
Heritage accommodation in Horsham	Unweighted Score	1.0	1.0	1.0	1.0	1.0	3.0	3.0	3.0	1.0	0.0	3.0	0.0	3.0	0.0	3.0	2.0	26.0
	Weighted Score	5.0	3.0	1.0	2.0	5.0	9.0	12.0	3.0	5.0	0.0	12.0	0.0	3.0	0.0	6.0	4.0	70.0
Pop-up café and water sport hire	Unweighted Score	1.0	1.0	0.0	0.0	1.0	2.0	2.0	3.0	1.0	0.0	3.0	1.0	4.0	1.0	2.0	4.0	26.0
	Weighted Score	5.0	3.0	0.0	0.0	5.0	6.0	8.0	3.0	5.0	0.0	12.0	4.0	4.0	2.0	4.0	8.0	69.0
Outdoor adventure hub (high rope aerial course, flying fox)	Unweighted Score	1.0	0.0	0.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0	3.0	1.0	4.0	0.0	3.0	3.0	26.0
	Weighted Score	5.0	0.0	0.0	2.0	5.0	3.0	8.0	2.0	10.0	2.0	12.0	4.0	4.0	0.0	6.0	6.0	69.0
Airport site redevelopment (with tourism offering)	Unweighted Score	2.0	1.0	1.0	1.0	2.0	2.0	1.0	2.0	2.0	0.0	2.0	1.0	3.0	0.0	2.0	1.0	32.0
	Weighted Score	10.0	3.0	0.0	2.0	5.0	6.0	8.0	2.0	10.0	0.0	8.0	4.0	3.0	0.0	6.0	2.0	69.0
Gramplains Wine Cellars enhancements	Unweighted Score	0.0	0.0	0.0	0.0	1.0	1.0	3.0	3.0	2.0	1.0	3.0	1.0	4.0	0.0	2.0	4.0	25.0
	Weighted Score	0.0	0.0	0.0	0.0	5.0	3.0	12.0	3.0	10.0	1.0	12.0	4.0	4.0	0.0	4.0	8.0	66.0
Garden tours (public and private gardens)	Unweighted Score	0.0	0.0	0.0	1.0	1.0	1.0	2.0	2.0	2.0	1.0	3.0	2.0	3.0	1.0	1.0	4.0	24.0
	Weighted Score	0.0	0.0	0.0	2.0	5.0	3.0	8.0	2.0	10.0	1.0	12.0	8.0	3.0	2.0	2.0	8.0	66.0
Activation of waterways (kayaking, paddle boarding)	Unweighted Score	0.0	0.0	0.0	0.0	1.0	1.0	3.0	3.0	2.0	1.0	3.0	1.0	4.0	1.0	1.0	4.0	25.0
	Weighted Score	0.0	0.0	0.0	0.0	5.0	3.0	12.0	3.0	10.0	1.0	12.0	4.0	4.0	2.0	2.0	8.0	66.0
Orchid tours, orchid house and spring flower tours	Unweighted Score	0.0	2.0	1.0	1.0	2.0	2.0	2.0	1.0	2.0	1.0	3.0	1.0	3.0	0.0	2.0	3.0	24.0
	Weighted Score	0.0	6.0	1.0	2.0	10.0	6.0	8.0	2.0	10.0	1.0	4.0	4.0	3.0	0.0	2.0	6.0	65.0
4WD adventure tours	Unweighted Score	0.0	0.0	0.0	0.0	1.0	1.0	2.0	3.0	1.0	1.0	3.0	3.0	4.0	1.0	1.0	4.0	25.0
	Weighted Score	0.0	0.0	0.0	0.0	5.0	3.0	8.0	3.0	5.0	1.0	12.0	12.0	4.0	2.0	2.0	8.0	65.0
Equine trails with tours	Unweighted Score	0.0	1.0	0.0	0.0	1.0	2.0	2.0	1.0	1.0	1.0	3.0	2.0	4.0	0.0	1.0	4.0	23.0
	Weighted Score	0.0	3.0	0.0	0.0	5.0	6.0	8.0	1.0	5.0	1.0	12.0	8.0	4.0	0.0	2.0	8.0	63.0

8.1.3. The Priority Opportunities in Detail

8.1.3.1. High-end eco-lodge, Ararat

Ararat has limited diverse and higher quality accommodation options. This results in economic leakage and a shorter visitor dwell time as visitors opt to stay outside of the area. To lift the quality of accommodation on offer in Ararat and to complement the high-quality environment, the opportunity exists to develop a higher-end eco-lodge.

Those well-established and successful upmarket lodges often have a strong all year-round clientele, with different experiences able to be offered in summer and shoulder months, compared to winter periods. Considering the excellent fishing options, hunting, cycling, trekking and bird spotting available throughout the broader area, potential should exist for year-round demand in the region.

Typically, these types of facilities may be characterised by:

- stunning coastal, hinterland or river locations;
- absolute privacy reflecting the demands of the clientele and the need for exclusivity;

- high-quality landscaping and where appropriate spas, hot tubs, and pools;
- often offering 12-25 villas or luxury rooms;
- having onsite staff accommodation due to their relative isolation and the need to engage highly skilled staff who expect to have accommodation on-site;
- offer a wellness centre that includes a high-quality day spa and yoga studio;
- exclusive dining options but with the potential for a smaller percentage of casual pre-booked diners; and
- would need to be a greenfield development with stunning architectural features and on sites greater than 8 ha.

While no specific site has yet been identified, finding one near/amongst the LGA's wineries would be ideal.

The investment required for such a property is estimated at \$35 million.

Figure 31: High-quality, eco-lodge precedents⁴²



⁴² Spicers Peak Lodge, Maryvale, QLD; The Cradle Boutique Hotel, TAS; Skyscape, Twizel, New Zealand

8.1.3.2. Gin/vodka/tequila distillery, Ararat

The Grampians has a solid profile as a wine production and agricultural region. The potential exists to build on this profile and look to introduce, through potentially using a re-purposed industrial building (a depot etc), a distillery (gin, vodka or potentially tequila), or possibly a cider house or craft beer brewery.

These types of facilities offer an exciting mechanism to encourage more visitors to stop and stay in the area, especially where the facility can also offer tasting sessions, guided tours, meals and a venue for events and functions (which support local community needs as well).

Using natural ingredients to create unique tastes (wildflowers, berries, barks etc), the facility could generate both a very strong local market and a seasonal visitor market.

Ideally, a suitable site could be in and around the main street of Ararat, where visitors can undertake a tasting and/or a meal, then walk back to their accommodation. Space-wise, gin, vodka or tequila distilleries take up little industrial space, unlike whisky distilleries which require a much larger footprint.

The capital cost to set up a small distillery can vary markedly depending on the facility being retrofitted and the quality of fit out being applied, but in broad terms, could cost circa \$6 million-plus.

Figure 32: Distillery precedents⁴³



⁴³ Kalki Moon Distilling & Brewing, QLD; Borough Market Gin Distillery, UK; Wildbrumby Schnapps Distillery, NSW; Fossey's Distillery, VIC.

8.1.3.3. Mount Zero Resort (Stage 1), Horsham

This project has been proposed by the owners of Australian Wildflowers who own a site abutting the Grampians Peaks Trailhead and GNP at Mount Zero (situated within Horsham LGA but very close to the border with Northern Grampians). The concept will provide a bookend to the high-quality dining experience at the Royal Mail Hotel in Dunkeld.

The first stage of the two-staged concept involves the development of 40 luxury accommodation units as well as the development of a

function centre, spa and wellness facility, restaurant and café, car parking, and landscaping. The longer-term concept (stage 2) involves a range of up to 110 short-stay accommodation units. Figure 33 provides a concept image for the resort.

The concept designs have been developed and the project has involved extensive consultation with municipal, parkland and firefighting agencies.

Stage one of the project has an estimated capital cost of \$15 million.

Figure 33: Mount Zero resort concept



8.1.3.4. Dunkeld geothermal spa experience, Southern Grampians

Figure 34: Spa/geothermal experience precedents



Spa tourism is in its relative infancy in Australia but it is a growing market. This growth is underpinned by the increasing affluence of western society and the desire for self-care. Internationally, there are many examples of successful spa developments, based on both geothermal and natural mineral water supply, and the market continues to gain momentum.

Victoria offers a climate that makes it ideal to leverage this growth, with the state already having several high-quality spa destinations including Daylesford and the Macedon Ranges and the Mornington Peninsula as well as various experiences in Melbourne, the Great Ocean Road, and the Murray region. The Grampians, not only offers a climate that is suited to geothermal spa experiences, but also has a product base and brand positioning that strongly complements this type of product.

The market attracted to spa tourism is generally a higher-yielding market, with a propensity to spend on higher-quality accommodation options and related quality food and beverage.

Figure 34 provides some spa experience precedents.

Southern Grampians appears to be best suited out of the four LGAs in the Grampians for the development of a geothermal spa experience given its geothermal temperatures (see Figure 35). Portland, which is situated a 116km drive from Dunkeld, has historically used geothermal water for heating, while Port Fairy and Port Campbell have cooled their geothermal water for domestic supply.⁴⁴

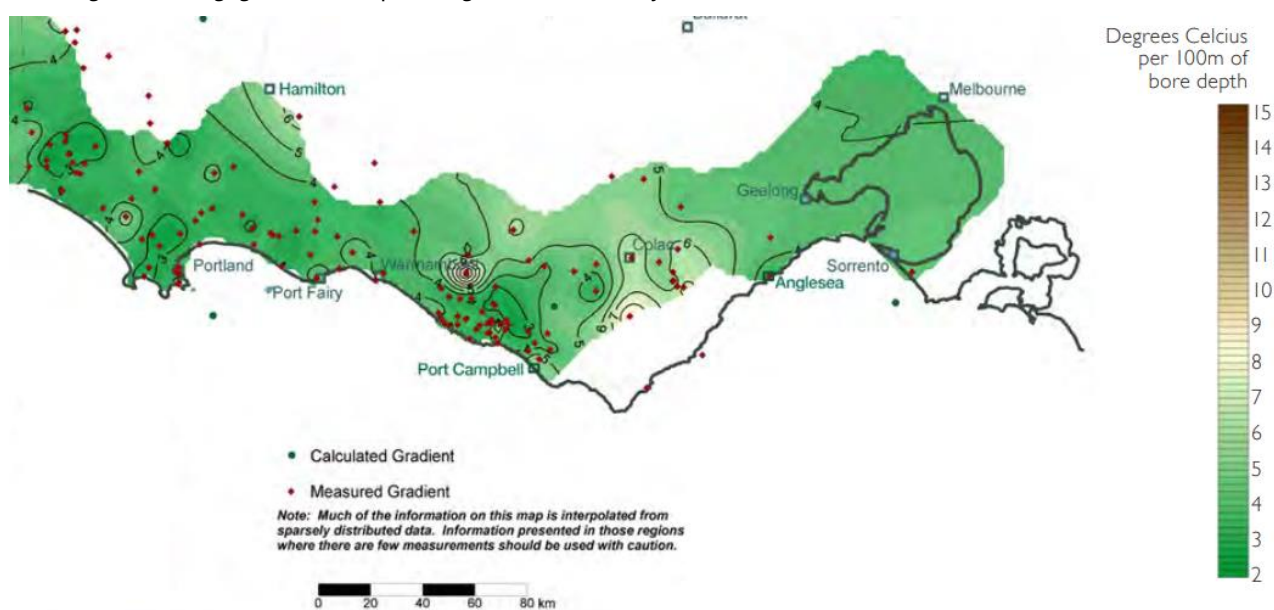
Dunkeld is an ideal location given the Royal Mail Hotel's fine dining experience and the strong synergies this has with a high-quality spa experience.

The geothermal spa experience could include a day spa, wellness centre and/or hot pools facility to support the venue being positioned as a holistic health and wellness location. It could also potentially be marketed as a venue for medical tourism to support those recuperating from medical procedures etc and staying (often with family) in nearby accommodation.

The CAPEX for this project is estimated at \$7.5 million.

⁴⁴ Victoria's geothermal and natural mineral water tourism investment opportunities, page 15, https://www.vgls.vic.gov.au/client/en_AU/search/asset/1301664/0

Figure 35: Average geothermal temperature gradients in the Otway Basin⁴⁵



⁴⁵ Ibid

8.1.3.5. 3.5-star branded business/leisure hotel, Ararat

Ararat is noted as a hub for business but currently struggles to attract strong overnight visitation because of a lack of accommodation it suffers from economic leakage.

The opportunity exists to investigate the development of a 3.5-star, 60-70 room branded accommodation property to cater to this business market, along with a leisure market looking for quality accommodation.

Council has identified a potential vacant and Council-owned site within the CBD (247 Barkly Street, see Figure 36) that could offer an ideal location for this property. This is close to major city assets and F&B providers.

Figure 36: Potential site for a 3.5-star business/leisure hotel



A branded property, such as a Quest or Ibis (see Figure 37), is suggested for several reasons, including the following.

- They bring with them existing databases of guests who often only stay in their brand of property and so they tend to achieve higher occupancy levels.
- They have strong marketing budgets that are not only used to market the property but also their respective town.
- They offer a stronger quality standard and are often required to reinvest regularly to ensure that the standard is maintained.
- Ararat does not currently have a branded property and there are very few available throughout the broader region.

The CAPEX for this project is estimated at \$45 million.

Figure 37: Examples of similar size/scale and quality properties⁴⁶



⁴⁶ Quest Griffith, NSW; Quest Cannon Hill, QLD

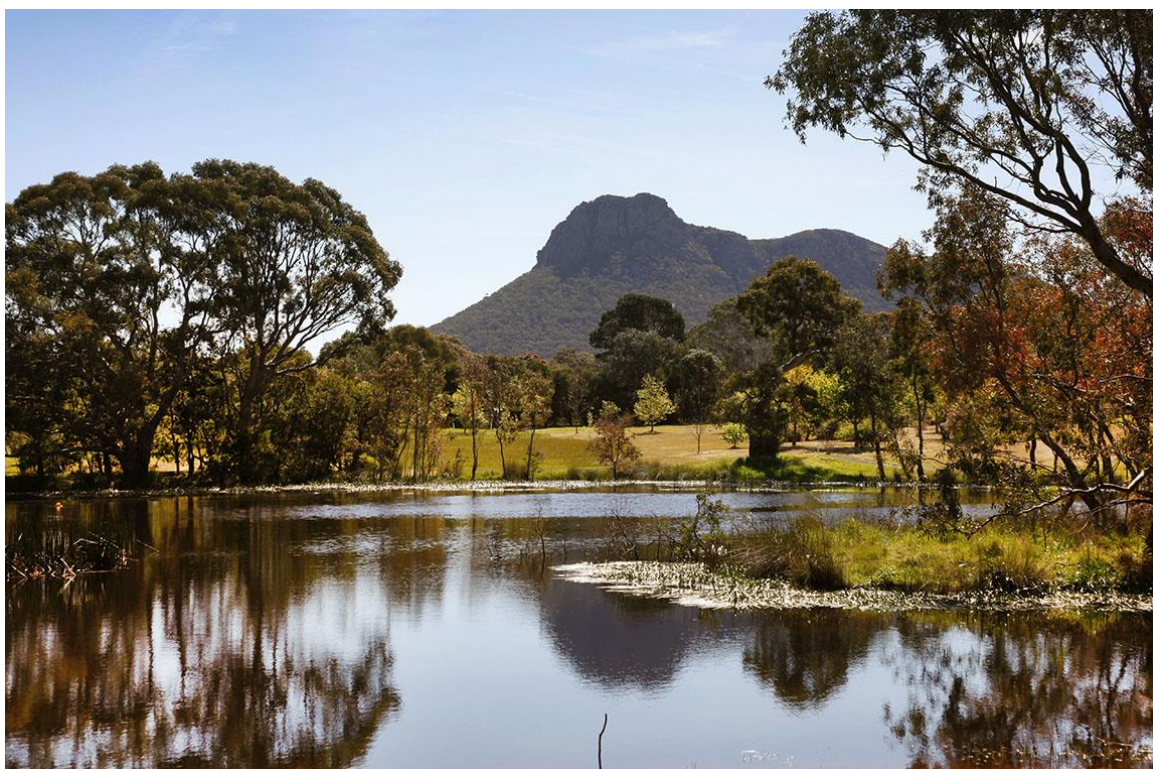
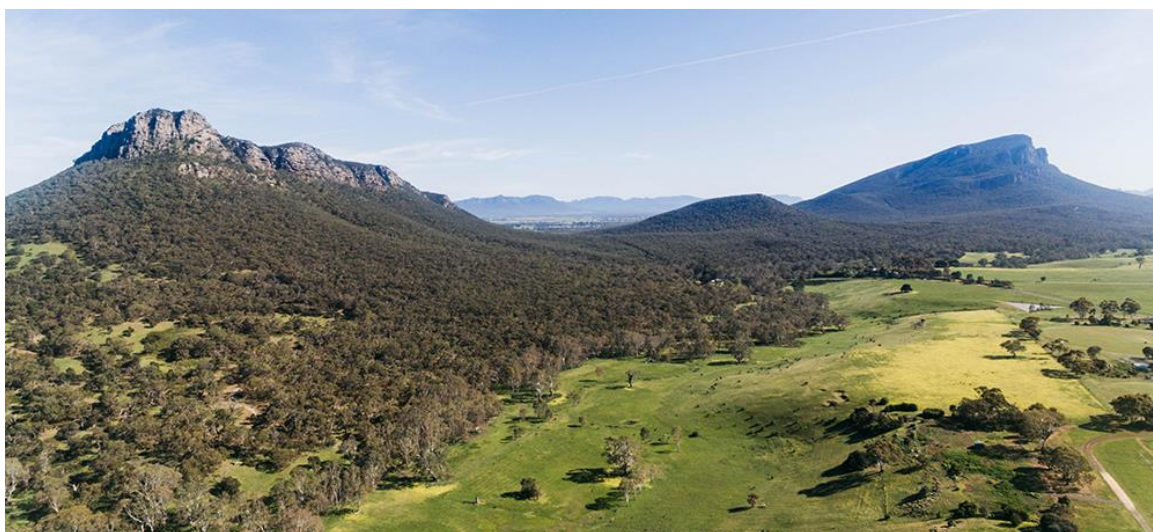
8.1.3.6. Dunkeld luxury units, Southern Grampians

The opportunity may exist to develop a small-scale luxury accommodation property at Dunkeld (or environs) to support a longer length of visitor stay in the region and to provide more accommodation offering for visitors to Dunkeld.

This is expected to increase as those walking the GPT end in this southern trailhead and need to be encouraged to stay in the region for longer and experience other attractions etc.

A chalet style of development may be appropriate which can also be added to over time if market demand is shown to justify this. there is currently very limited quality accommodation in the area other than units provided at the Royal Mail Hotel and in associated farm stay style accommodation offered.

The CAPEX for this project is estimated at \$7 million-plus which includes the development of 8-10 chalets.



8.1.3.7. Destination holiday park, Horsham

Current market demand for powered caravan, RV and camping sites has outstripped supply throughout many locations Australia-wide. While there are some caravan and camping facilities in Horsham and the broader region, these are limited and are of a fairly basic standard. What is missing is a true destination holiday park (see Figure 38) that could offer circa:

- 15-25 eco cabins of a good standard.
- 50-70 powered camping and caravan/RV sites.
- Supporting family-friendly recreation facilities such as a high rope course, mini pump track, a water splash pad/swimming facility, mini-golf etc.

A destination holiday park in Horsham may be able to offer a ropes course, major kids playground, a pump track for bike riding etc. noting that the people who book into branded destination holiday parks will often expect these and other value adds for free

A new true destination holiday park would offer the potential for far more visitors to stay in Horsham than currently, and for a longer length of time as they could base themselves there. This is especially important to deliver a quality product to appeal more widely to not only the RV/caravan market but also the recent trends in family markets coming to explore the regional areas of Victoria.

A possible potential site has been identified within the grounds of the Horsham Golf Club and which is surplus to the Club's requirements. The golf club is keen to investigate options for leasing and/or selling the site to a quality destination holiday park developer/operator. We note, however, that there may be infrastructure-related site constraints that would need to be fully determined first.

The project is estimated to cost \$18 million.

Figure 38: Destination Holiday Park Precedents⁴⁷



⁴⁷ North Star Holiday Resort, NSW; Port Arthur Glamping, NRMA Port Arthur Holiday Park, TAS; BIG4 Yarra Valley Park Lane Holiday Parks, VIC; Macleay Valley Coast Holiday Parks, NSW; BIG4 Traralgon Park Lane Holiday Park, Latrobe Valley, VIC (x2);

8.1.3.8. 4-star hotel/resort with F&B at Halls Gap, Northern Grampians

The majority of accommodation typology for the visitor market in the region is currently limited to more traditional-style, 3-star motels, pub accommodation and small-scale B&Bs. Northern Grampians is missing a newer, higher-quality property to attract a higher-yielding market and to complement the stunning natural environment and GPT amenities.

A new, 4-star facility would fill a product gap in the marketplace and offer an accommodation option to both meet the needs of the family market now being seen in increasing numbers, along with the higher end RV and caravan niche market who regularly aim for a few nights out of their vehicles if the option of nice accommodation is available to them. There is also a regular business traveller market travelling through the region to offer government services and support, health, energy, teaching, and other forms of infrastructure services and with a budget allowance which allows them to stay at better quality facilities.

Though feasibility analysis is required, based on regional market demand and product gap assessments, a facility offering 40-50 units/rooms is potentially needed to meet current demand. Therefore, designing a facility that can include a potential stage two development extension when demand is shown for this, could be a prudent option.

There are several possible sites that could be considered, and Council is keen to work with potential developers and investors to ensure an optimum location is found.

The project is estimated to cost \$45 million.

8.1.3.9. Waterway electric houseboats, Northern Grampians

The Grampians region offers several high-quality waterways. Many of these are underutilised as tourism assets and have the potential to play a far greater role in encouraging visitation to the region, providing that access to the water and required licenses from regulatory bodies are possible.

The introduction of electric houseboats onto one of the region's waterways will provide the region with a new joint attraction experience and unique accommodation typology while complementing the region's high-quality natural environment. Electric houseboats offer an alternative to fuel-powered boats and are far quieter, more efficient and far more environmentally friendly.

Lake Bellfield would appear to be well suited to this type of boating activity but further research would need to be undertaken with relevant government agencies to scope this out.

An estimated \$5 million has been allocated to this project, which may enable the purchase and fitout of 6 electric houseboats catering for 4-6 people each.

Figure 39: Electric & solar houseboat precedents



8.1.3.10. Off-park lodge sites to link into the GPT, Southern Grampians

To bookend the GPT (in conjunction with the proposed Mount Zero resort at the Northern gateway to the GPT), the opportunity may exist for an off-park lodge at Dunkeld (or environs) to offer a southern accommodation anchor for the trail.

The lodge could comprise a 3-star eco-style property, with 20-30 rooms. It would offer GPT walkers a place to stay post-walk and also may offer the opportunity to allow shorter walks to be undertaken on the trail with walkers staying at the eco-style property.

The capex for this project is estimated at \$15 million.

8.1.3.11. Indoor activity centre (rock climbing/bouldering), Northern Grampians

Aside from free outdoor activities, the region currently offers limited family-friendly activities, and virtually no indoor all-weather experiences (aside from galleries and museums).

Feedback indicated that while visitors love Halls Gap and its accessibility to Grampians (Gariwerd) National Park, there are limited things to do when the weather makes undertaking activities within the National Park problematic.

To leverage Halls Gap's profile as a recreational hub, the opportunity exists to investigate the development of an indoor activity centre which would not only provide an all-weather attraction, but also a year-round activity for visitors and locals to participate in during all seasons. This facility could offer rock climbing, bouldering, high ropes/aerial courses, trampolining etc.).

The ability to offer rock climbing could also potentially address some of the challenges associated with rock climbing in Grampians (Gariwerd) National Park by offering visitors and locals an alternative.

It could also offer an important training space for sportspeople when not in general use so may have several complementary user groups to appeal to.

The estimated CAPEX for this project is circa \$8 million.

Figure 40: indoor activity centre precedents⁴⁸



⁴⁸ Climbit, Kirrawee, Sydney; Swiss Mega Park, Frenkendorf, Switzerland; Chu Pea Park, Japan; Supaworld Hobart, Tasmania; Ninja 101, Sydney

8.1.3.12. Grampians Wine Discovery Centre, Regional (Location TBC)

The Grampians has a growing wine offering but struggles to compete with other, larger wine regions because of a lack of visible presence. The success of the Grampians Grape Escape is a testament to the quality of the wine offered in the region.

Many vineyards and winemakers nationwide indicate they are keen to explore tourism uses on-site but are challenged by issues including insurance, finding sufficient staff and biosecurity issues. This is particularly the case for more boutique producers.

To help overcome this, the potential exists to develop a regional wine (and potentially produce) showcase centre (or emporium). This could feature the region's vineyards, offer a shopfront for these vineyards and, potentially, on a rotating basis, offer tastings. To help with project commercial viability, it is suggested that this may commence as a pop-up and seasonal facility, until such time that it can be a permanent facility with secure funding streams.

Because of the strength of some of the food producers/growers in the region (olives etc), the potential also exists to investigate including them in the discovery centre.

The project is estimated to cost circa \$18 million, although a pop-up version would come at a significantly lower capital cost.

Figure 41: Wine and produce emporium precedents⁴⁹



⁴⁹ Paesanello Food Emporium, Marrickville, NSW; National Wine Centre, Adelaide, SA; Pialligo Food Emporium, Canberra, ACT

8.1.3.13. Glamping pods, Ararat

Potential exists to develop a quality upmarket glamping facility with a suggestion of up to 12 glamping tents. The region has some magnificent landscapes which provide unique environments for positioning a glamping operation.

Council is keen to work with suitably skilled operators and developers to find locations and work through ways of ensuring that highly sustainable environmental infrastructure can be

provided to allow for a glamping camp to be introduced in a suitable quality location.

Because of seasonal weather patterns, it would likely require a robust and all-weather style of glamping tent rather than a more lightweight sub-tropical style of amenity.

Based on comparative examples, the likely capital cost is thought to be circa \$6.5m (including glamping tents, supporting back of house facilities and dining etc.).

Figure 42: Glamping Precedents⁵⁰



⁵⁰ Paperbark Camp, Jervis Bay, NSW; Nightfall Camp, near Lamington National Park, QLD; Wildman Wilderness Lodge, Mary River National Park, NT; Bubble Tents, Mudgee, NSW; Truffle Lodge, Gretna, TAS

8.1.3.14. Restaurant & function centre on river-edge, Horsham

Horsham Rural City Council has developed a River to City Masterplan which plans for the long-term future of the Wimmera River Precinct and the Central Activities District. The Masterplan aims to transform and revitalise the area to make it a more attractive place to live, work, visit and invest in.

As part of the Masterplan, the potential for a riverfront restaurant is identified, along with an event/function facility. The facility could

offer a valuable asset to support a large regional catchment area noting that some existing facilities in the region are smaller and older now. The venue could also be able to support a wedding and family function market along with the broader business and meetings market.

The CAPEX for this project is estimated at \$8 million, though this is likely to vary depending on the size/scale of facility developed.

Figure 43: Horsham River to City Masterplan



8.1.3.15. Tourism aviation activity (scenic flights, gliding, pax services), Horsham

Horsham Rural City Council is keen to further activate the Horsham Aerodrome. To achieve this could include investigating the introduction of tourism-based recreational aviation experiences. This includes, but is not limited to, the following:

- scenic flights;
- gliding and training;
- paragliding;
- parachuting;
- light aircraft training school;
- Microlights; and
- potentially a hub for visitation by light aircraft visitors (flying in) needing parking for aircraft, refuelling and basic maintenance.

The airfield already supports key uses such as the rural fire service, medical flights, and a limited business market. Being slightly further away from more alpine terrain is also likely to assist with encouraging various tourism aviation experiences as noted above.

The aerodrome already has several private businesses operating from it with the potential to consider relocating existing businesses and establishing more industrial park style facilities on this site, rather than within the Horsham CBD.

The tourism aviation experiences alone are likely to require investment by operators of circa \$1.4 million.

Figure 44: Horsham Aerodrome



8.2. Public Investment Opportunities

The public investment opportunities, comprising those that are likely to help facilitate private investment (i.e., public enablers for private investment) and public investment opportunities in infrastructure, events and programs, have been identified and prioritised with the assistance of the PCG.

Due to the nature of public investment initiatives (many of which take place because of the risk of market failure, to support private investment and/or to achieve non-quantitative social, community, environmental and cultural benefits), a different methodology has been applied to rank these projects. Once the initiatives were identified, a survey was distributed to the PCG to rank their top three infrastructure (with two separate questions – one for public enablers for private investment and the other for public infrastructure) within their local government area (or broader regional priorities for non-council members). The survey produced a weighted average and projects were then ranked based on this.

While these projects are not the focus of a tourism investment prospectus (which is geared at generating private investment), these are important projects and many are needed to continue to encourage private investment to occur in the region. Some projects have already been identified by the government (local and state) and are being pursued by their respective parties.

8.2.1. Public enablers for private investment

Table 19 demonstrates the outcomes of the ranking of the public enablers for private investment opportunities. The top five projects are:

- Lake Bellfield improvements
- Implementation of Volcanic Trail Masterplan
- Grampians wine discovery centre
- Brambuk upgrade
- Airport site redevelopment (tourism product)

Table 19: Public enablers for private investment project ranking

Project Name	Area	Project Category	Est. CAPEX	Est. Private	Est. Public	Survey Score	Rank
Lake Bellfield amenity improvement	Northern Grampians	Infrastructure	\$5,000,000	\$0	\$5,000,000	18	1
Implementation of Volcanic Trail Masterplan	Southern Grampians	Attraction/experience	\$9,250,000	\$0	\$9,250,000	18	1
Brambuk upgrade	Northern Grampians	Attraction/experience	\$7,000,000	\$0	\$7,000,000	18	1
Lookout/viewing area development and upgrades	Regional	Infrastructure	\$2,000,000	\$0	\$2,000,000	17	4
F&B upskilling and training programme	Regional	Training	\$40,000	\$4,000	\$36,000	17	4
Dunkeld visitor hub	Southern Grampians	Infrastructure	\$1,500,000	\$375,000	\$1,125,000	17	4
Activation of City to River Masterplan with event	Horsham	Event	\$200,000	\$30,000	\$170,000	17	4
Mobile and digital connectivity improvements	Regional	Infrastructure	\$1,000,000	\$0	\$1,000,000	17	8
Signage audit & upgrades (directional & interpretive)	Regional	Infrastructure	\$100,000	\$0	\$100,000	16	9
GPT staged trek separation (2-3 night blocks)	Northern Grampians	Attraction/experience	\$1,000,000	\$0	\$1,000,000	16	9
Wildlife habitat & cultural education center	Ararat	Attraction/experience	\$18,000,000	\$2,700,000	\$15,300,000	0	11
Roading upgrades	Regional	Infrastructure	\$100,000,000	\$0	\$100,000,000	0	11
Peak season public transport for tourists	Horsham	Transport	\$150,000	\$0	\$150,000	0	11
Halls Gap wayfinding	Northern Grampians	Infrastructure	\$250,000	\$0	\$250,000	0	11
Destination branding for the Grampians and sub-regions	Regional	Marketing	\$120,000	\$0	\$120,000	0	11
Grand Total			\$145,610,000	\$3,109,000	\$142,501,000		

8.2.2. Public funding opportunities in infrastructure, events, and programs

Table 20 demonstrates the outcomes of the ranking of the public funding opportunities in infrastructure, events, and programs. The top five projects are:

- Wimmera River Discovery Trail Stage 2 (Horsham to Dimboola)
- New Hamilton Art Gallery project
- Heath Street upgrades & bridge
- Halls Gap walking loop
- Ararat Trails Mountain Bike Park

Table 20: Public funding opportunities in infrastructure, events, and programs project ranking

Project Name	Area	Project Category	Est. CAPEX	Est. Private	Est. Public	Survey Score	Rank
Wimmera River Discovery Trail Stage 2 (Horsham to Di..	Horsham	Attraction/experience	\$2,000,000	\$0	\$2,000,000	41	1
New Hamilton Art Gallery project	Southern Grampians	Attraction/experience	\$4,000,000	\$0	\$4,000,000	41	1
Heath Street upgrades & bridge	Northern Grampians	infrastructure	\$25,000,000	\$0	\$25,000,000	41	1
Halls Gap walking loop	Northern Grampians	Attraction/experience	\$500,000	\$0	\$500,000	41	1
Ararat Trails Mountain Bike Park	Ararat	Attraction/experience	\$2,200,000	\$0	\$2,200,000	41	1
Additional child-friendly infrastructure (family market)	Horsham	Attraction/experience	\$500,000	\$0	\$500,000	41	6
Hamilton Botanic Garden playspace	Southern Grampians	Attraction/experience	\$1,500,000	\$0	\$1,500,000	40	7
Gramplains tasting trail	Ararat	Attraction/experience	\$100,000	\$0	\$100,000	40	7
Annual sound and light show with story telling	Northern Grampians	Attraction/experience	\$350,000	\$70,000	\$280,000	40	7
Visitor dispersal strategy throughout GNP	Northern Grampians	Attraction/experience	\$250,000	\$0	\$250,000	40	10
Enhanced facilities & shuttle bus service into Mackenzi..	Northern Grampians	Attraction/experience	\$250,000	\$0	\$250,000	40	10
Telling the story of gold fields, linking with the current..	Northern Grampians	Attraction/experience	\$6,500,000	\$3,575,000	\$2,925,000	39	12
Sawyer Park soundscape upgrade	Horsham	infrastructure	\$1,500,000	\$0	\$1,500,000	39	12
Landscaping & general urban enhancements	Regional	infrastructure	\$5,000,000	\$0	\$5,000,000	39	12
Development of multi-use trails	Southern Grampians	Attraction/experience	\$5,200,000	\$0	\$5,200,000	39	12
Wimmera River precinct water play area	Horsham	Attraction/experience	\$1,000,000	\$0	\$1,000,000	0	16
Stawell Underground Physics Laboratory Stage 2	Northern Grampians	Attraction/experience	\$6,500,000	\$0	\$6,500,000	0	16
Stawell Gift Race enhancements (e.g. woman's event)	Northern Grampians	Event	\$95,000	\$0	\$95,000	0	16
St Arnaud Mural Trail at the Railillery Hub	Northern Grampians	Attraction/experience	\$250,000	\$0	\$250,000	0	16
Solar car events	Northern Grampians	Attraction/experience	\$200,000	\$0	\$200,000	0	16
Regional indoor sports precinct	Horsham	infrastructure	\$15,000,000	\$0	\$15,000,000	0	16
Queen Mary Botanic Gardens heritage precinct	Northern Grampians	Attraction/experience	\$500,000	\$0	\$500,000	0	16
Public toilet upgrades and enhancements	Regional	infrastructure	\$2,000,000	\$0	\$2,000,000	0	16
Outdoor multi-purpose sports precinct	Horsham	infrastructure	\$15,000,000	\$0	\$15,000,000	0	16
New Grampians destination food event	Southern Grampians	Event	\$200,000	\$0	\$200,000	0	16
Napier Street retail facade upgrades	Northern Grampians	Attraction/experience	\$500,000	\$50,000	\$450,000	0	16
Major regional sports carnival event (netball)	Northern Grampians	Event	\$140,000	\$0	\$140,000	0	16
Improved walkability	Northern Grampians	infrastructure	\$500,000	\$0	\$500,000	0	16
Horsham public art and indigenous interpretation	Horsham	Attraction/experience	\$400,000	\$0	\$400,000	0	16
Halls Gap southern gateway	Northern Grampians	infrastructure	\$15,000,000	\$0	\$15,000,000	0	16
Great Western Wine Cycle Trail	Northern Grampians	Attraction/experience	\$200,000	\$0	\$200,000	0	16
Great Trail development	Northern Grampians	Attraction/experience	\$500,000	\$0	\$500,000	0	16
Gramplains triathlon event	Northern Grampians	Event	\$200,000	\$0	\$200,000	0	16
Gramplains Tourism Region Road Cycling Granfondo Ev..	Northern Grampians, A..	Event	\$200,000	\$0	\$200,000	0	16
F&B roster development	Regional	Training	\$10,000	\$1,000	\$9,000	0	16
F&B and tourism operator ATDW awareness program ..	Regional	Training	\$20,000	\$2,000	\$18,000	0	16
Extreme sports skills development & training facility	Northern Grampians	Attraction/experience	\$4,500,000	\$675,000	\$3,825,000	0	16
Car and motor bike hill climb (enhancement of existin..	Ararat	Event	\$250,000	\$125,000	\$125,000	0	16
Ararat Dirt Mtn Bike 12 Hr Race	Ararat	Event	\$200,000	\$0	\$200,000	0	16
Grand Total			\$118,215,000	\$4,498,000	\$113,717,000		



9. ENCOURAGING INVESTMENT

9.1. Mechanisms to Encourage Investment

Investment is essential to build and maintain a competitive edge and a stronger visitor economy based. The higher-risk nature of tourism investment means that there is often a need to help de-risk investment into the sector. This is particularly the case with mid-to larger-scale accommodation development because of the inability to easily cash flow the development (when compared with owner-occupied apartments and residential development which can be sold off the plan in advance to help better manage project financing risk).

There are a plethora of inducements/incentives which can be considered to stimulate investment and reinvestment into commercial accommodation and tourism experiences/attractions.















These can be broadly categorised as “non-financial incentives” and “financial incentives” and they vary regarding:

1. which level of government (local, state, and federal) and/or which stakeholder is able to introduce them; and
2. at which stage in the development process they can be applied.

Table 21 provides a summary of these incentives. It is important to note that a range of inducements/incentives have been listed based on examples from various destinations nationally and globally.

Effecting such changes at a state and federal government level is seen as more challenging than at a local government level. This is primarily because local government can often determine change on a project-by-project basis, while the state and the federal government must consider offering the same type of incentive to all similar projects.

Table 21: Summary of mechanisms to incentivise development/reinvestment

Stakeholders who can effect change:				
	◆ Federal Government	■ State Government	● Local Government	▲ Other
Non-financial Incentives	 Floor space bonuses & height incentives ●	 Release of Crown land for tourism development ● ■ ◆	 Mixed-use development schemes ● ■	 Exclusive zoning for tourism developments ● ■
	 Reduction in accessible room requirements for hotels etc. under 15 rooms ●	 Planning & Process Support ● ▲		
Financial Incentives	 Tax exemptions/concessions ■	 Accelerated depreciation allowance for hotels etc. ■	 Assisting with access to utility supply ● ■	 Government-subsidised loans ■ ◆
	 Income guarantee by operators ▲	 Purchase of land and concessions on long term ground leases ● ■	 Incentives for heritage conversion to tourism use ● ■	 Direct Government Investment ● ■ ◆

V

9.2. Best Practice Guidelines

The following are offered to help the region find ways to “tilt the playing field” and achieve the desired mix of commercial accommodation and attractions/experiences going forward to enable it to grow its visitor economy.



1. Positive government intervention is going to be particularly needed in the interim and future post-COVID-19 environment to support destination aspirations for the region. Assuming market forces alone will lead to new investment into tourism attractions/experiences and commercial accommodation development occurring and the refurbishment/potential expansion of existing facilities is unlikely. If no government intervention occurs, then the region risks at best, treading water and, at worst, finding its visitor economies contracting.

2. Effective dialogue between the commercial accommodation sector, tourism experiences/attractions sector, RTO, LTOs, councils and state government is required. A collective approach is required for the region.

3. More effective inter-departmental decision making for tourism development within councils and between State Government agencies is required. Industry feedback (and confidential feedback from some councils) indicates the challenge in decision making between council town and strategic planning staff on the one side, and economic development and tourism staff on the other. There appears to be a lack of adequate understanding of how and why tourism development could and should be viewed as an appropriate use in areas where they are not noted in LEPs as a desired or priority use.

4. Finding suitable land in areas appropriate for new commercial accommodation is critical which is more likely going to require:

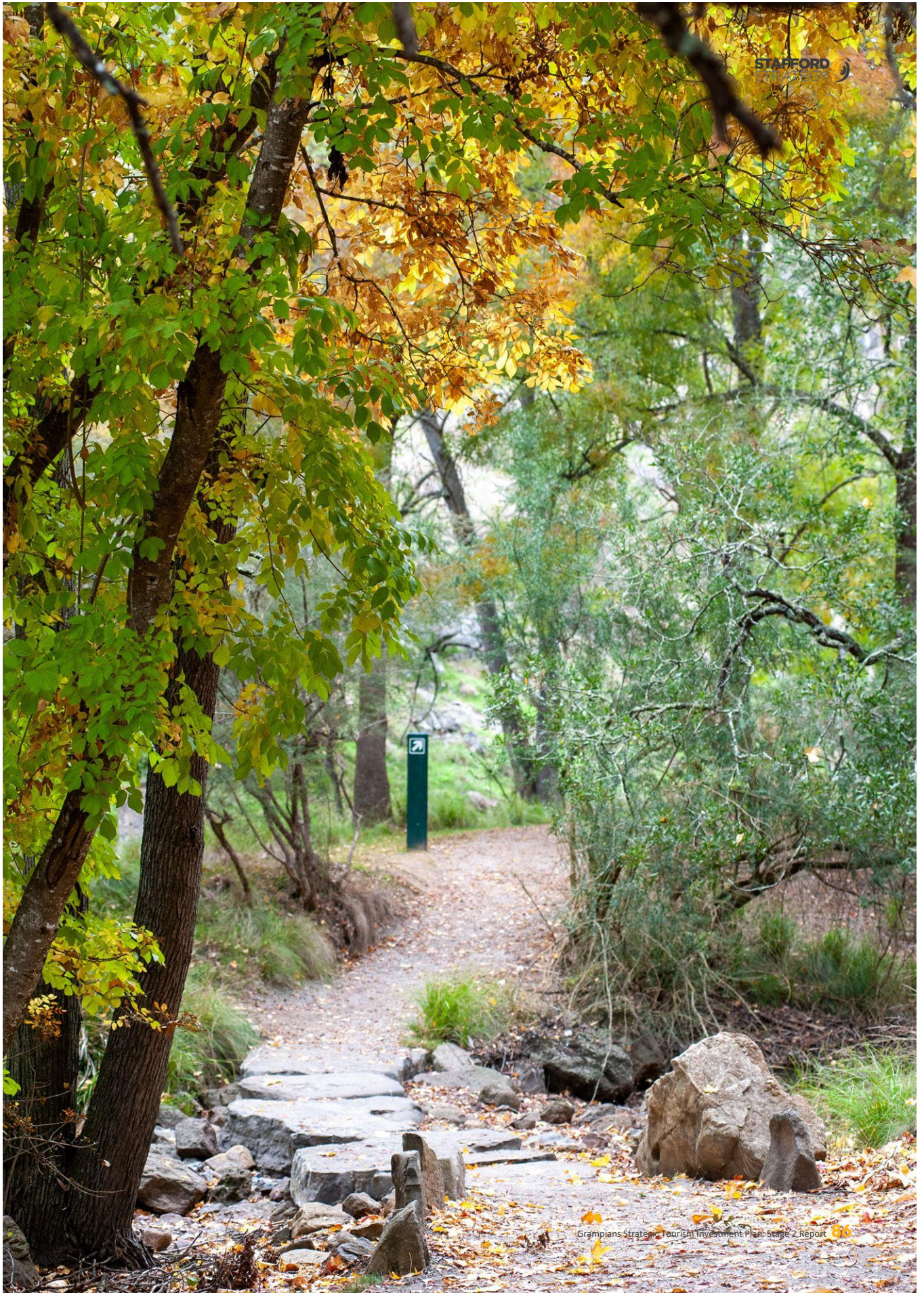
- The state government agreeing to find appropriate parcels of land for specific forms of commercial accommodation which can be leased long term, and which will support the local visitor economy and improved sustainability principles.

- Councils reassessing zoning within LEPs and DCPs to allow for greater flexibility to consider preferred forms of commercial accommodation.

5. Being prepared to tilt the playing field by offering upfront concessions and support to stimulate investment. It has been identified that there is a need to encourage higher quality commercial accommodation development especially to help encourage a higher-yielding visitor market and to use this to leverage the potential for additional higher quality food and beverage outlets in their LGA. There are numerous ways councils especially can help proactively encourage new forms of commercial accommodation. It is particularly important to help de-risk projects for a developer (where possible) as without high existing occupancy rates being achieved along with stronger achieved average room rates, the risk to a developer/investor and operator is higher.

6. Clustering tourism development into nodes, hubs, and precincts along with other forms of tourism development often provides the opportunity to help leverage one another and creates a unified focus.

7. Having alternative forms of transport (airlines, coach, rail, and private vehicle use) to access a destination are important. If one wants to grow beyond the self-drive market which is the significant predominant transport use for the region, offering alternative forms of transport services is important, especially as many visitor markets are time poor and do not want to lose time getting to and from the destination.



10. APPENDICES

Appendix 1 Documents Referenced

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- Workforce Development in the Grampians Region 2012, Regional Development Australian – Grampians Region

Appendix 2 Visitation Data

LGA	Visitor Type	Data Type	Motivation	2013	2016	2019	2021
Ararat	Domestic Day	Trips	Business	32,742	7,945	36,912	14,840
			Holiday	46,229	40,214	64,430	26,315
			Other	5,997	25,448	28,380	11,044
			VFR	31,521	49,067	63,995	29,451
	Domestic Overnight	Nights	Business	22,176	47,736	98,767	50,581
			Holiday	81,162	76,688	96,023	46,950
			Other	12,438	9,780	12,812	8,616
			VFR	66,335	72,417	54,878	71,690
	Trips		Business	11,356	21,178	33,424	16,215
			Holiday	30,999	28,541	44,571	19,475
			Other	3,528	3,109	6,004	7,807
			VFR	22,735	29,963	35,654	18,226
	International Overnight	Nights	Business	277	12,134	27,464	0
			Holiday	7,170	42,843	12,990	407
			Other	2,153	0	105	0
			VFR	9,976	3,359	8,525	7,895
	Trips		Business	277	331	213	0
			Holiday	876	861	667	407
			Other	208	0	53	0
			VFR	735	856	459	489
Grampians Region	Domestic Day	Trips	Business	110,355	82,134	139,381	94,138
			Holiday	226,899	366,506	433,391	318,446
			Other	86,439	165,406	134,099	105,243
			VFR	160,115	135,077	218,905	123,634
	Domestic Overnight	Nights	Business	143,490	169,766	311,681	244,440
			Holiday	634,690	688,291	785,787	684,333
			Other	44,884	107,707	111,733	110,500
			VFR	425,354	475,279	536,230	422,954
	Trips		Business	81,698	86,328	132,175	88,389
			Holiday	221,302	271,590	317,849	240,970
			Other	26,693	40,671	52,430	47,060
			VFR	152,244	161,236	224,540	150,801
	International Overnight	Nights	Business	29,873	14,455	45,119	3,100
			Holiday	84,308	140,343	180,689	39,239
			Other	4,206	857	3,257	934
			VFR	55,796	34,643	40,421	43,467
	Trips		Business	1,327	885	1,120	423
			Holiday	25,423	35,308	44,435	14,452
			Other	495	106	408	78
			VFR	3,705	3,892	2,658	1,450
Horsham	Domestic Day	Trips	Business	35,668	40,518	37,098	29,456
			Holiday	61,453	110,986	203,434	111,605
			Other	44,417	61,498	49,381	73,790
			VFR	31,387	27,042	81,474	60,981
	Domestic Overnight	Nights	Business	45,307	49,840	84,521	95,487
			Holiday	162,175	118,485	169,875	151,760
			Other	15,306	59,457	35,780	28,234
			VFR	159,251	160,330	206,213	128,164
	Trips		Business	25,949	32,767	45,216	34,279
			Holiday	50,550	53,013	73,540	49,547
			Other	10,876	25,739	19,741	20,578
			VFR	52,710	50,529	77,813	49,778
	International Overnight	Nights	Business	2,049	1,881	8,624	107
			Holiday	8,651	29,916	42,225	13,755
			Other	120	192	150	0
			VFR	17,952	6,936	3,773	3,464
	Trips		Business	282	421	481	53
			Holiday	2,507	2,681	2,558	796
			Other	120	43	150	0
			VFR	1,356	886	797	112
Northern Grampians	Domestic Day	Trips	Business	19,159	15,406	27,031	27,354
			Holiday	76,378	147,899	63,661	103,452
			Other	22,932	23,823	15,455	7,640
			VFR	37,069	28,576	35,419	23,756
	Domestic Overnight	Nights	Business	41,644	39,988	53,195	56,946
			Holiday	326,176	349,621	374,826	393,243
			Other	5,298	8,797	20,658	43,795
			VFR	97,945	82,893	117,991	107,759
	Trips		Business	19,876	17,336	20,965	16,686
			Holiday	114,413	136,584	147,994	146,482
			Other	3,872	5,107	15,003	7,917
			VFR	39,707	36,629	50,440	51,703
	International Overnight	Nights	Business	2,053	50	8,765	233
			Holiday	23,308	24,913	58,687	9,769
			Other	0	666	529	33
			VFR	12,853	2,131	11,063	364
	Trips		Business	220	50	425	233
			Holiday	11,794	13,492	19,519	5,759
			Other	0	63	128	33
			VFR	663	575	619	167
Southern Grampians	Domestic Day	Trips	Business	22,786	18,264	38,340	22,488
			Holiday	42,839	67,407	101,866	77,073
			Other	13,093	54,638	40,883	12,770
			VFR	60,138	30,392	38,017	9,446
	Domestic Overnight	Nights	Business	34,363	32,202	75,199	41,427
			Holiday	65,179	143,497	145,063	92,380
			Other	11,842	29,673	42,483	29,853
			VFR	101,822	159,640	157,147	115,341
	Trips		Business	25,467	17,535	36,837	22,651
			Holiday	34,509	61,175	64,097	36,411
			Other	8,758	9,022	12,825	11,953
			VFR	38,438	44,985	62,037	31,094
	International Overnight	Nights	Business	18,316	30	0	2,496
			Holiday	18,160	6,599	12,074	2,287
			Other	1,763	0	2,435	901
			VFR	4,062	21,485	16,139	31,160
	Trips		Business	574	30	0	83
			Holiday	2,095	3,579	1,928	1,062
			Other	134	0	44	45
			VFR	739	1,500	563	578

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WELCOME TO THE GRAMPIANS

It is with great excitement that Grampians Tourism presents this Investment Prospectus, which has been a collaborative effort by many agencies to showcase the potential of the whole region. I sincerely believe the Grampians is ripe for the greatest tourism development opportunities throughout Australia with its world-class natural environment and rich indigenous culture.

Grampians Tourism is the key organisation helping promote the region and assisting businesses to build a world-class experience for travellers. We believe that once people have visited, they will be amazed by the huge number of attractions with an extensive list of sensational destinations.

Our visitor's wonderful experiences and strong word-of-mouth endorsement for the Grampians region can be felt and seen almost daily.

At Grampians Tourism we have a passion and vision for what can be achieved with the right partners promoting a truly unique experience set in some of the most picturesque landscapes throughout Australia.

David Jochinke
Chair,
Grampians
Tourism Board Inc.



The Grampians is a vibrant destination and with a well-established profile, strong visitation and highly supportive local and state government partners, the Grampians is a great place to do business.

The Grampians region includes the Ararat, Horsham, Northern Grampians and Southern Grampians local government areas and with over \$250 million worth of current and future tourism investment projects underway, now is the perfect time to invest in our destination.

The recent \$33 million state and federal government investment into the Grampians Peaks Trail attracts opportunities to the region well beyond the walk itself and is an important economic and tourism development for the local community, the wider region, and for Victoria as a key nature-based tourism destination.

Overnight visitation is also forecast to double over the next 10 years and this investment prospectus highlights a variety of investment opportunities to consider which cut across all four local government areas, plus offer a variety of investment levels as well.

If looking to invest, you will find a region that is open for business and takes a very proactive approach to supporting investment and development.

Marc Sleeman
Chief Executive
Officer,
Grampians
Tourism Board Inc.



Acknowledgement of Country

Grampians Tourism acknowledges the traditional owners, Djab Wurrung, Jardwadjali and neighbouring First Peoples, who are the traditional custodians of the area where friends

and family visit to enjoy everything the Grampians region has to see and do. We respect their history, culture and Elders, past and present, and their continuous connection to Country.

INVEST IN
THE GRAMPIANS

REGIONAL LOCATION MAP

The Grampians region is well serviced by major highways, whether travelling from Melbourne, Adelaide or the Great Ocean Road.



INVEST IN
THE GRAMPIANS

A GREAT PLACE TO INVEST

Local government plays a central role in the achievement of successful outcomes for tourism investors

The Grampians region includes the local government areas of Ararat, Horsham, Northern Grampians and Southern Grampians. Each of these Councils is highly supportive of tourism development and investment and has partnered in the development of this prospectus. A variety of key State Government agencies have also been major contributors to this document as they continue to support strong investment in enabling infrastructure.

Councils across the region have economic development specialists who are responsible for facilitating investment, and local government performs a key role in providing information that will assist in the preparation of the concept and later, approval of the project. Each of the Grampians' local government partners can provide:

- Potential development sites and facilitate a connection with existing landholders
- Assistance with navigating the planning and approval process
- Statistics on development
- Information on new projects in the pipeline
- Advice on areas where certain investment opportunities are being promoted
- Employment profiles
- Demographic information
- Real estate information, and
- Contacts in state or regional agencies where further useful information and financial assistance may be obtained.

Alignment with State Government's key priorities

The Grampians has developed a significant destination profile through its values for nature-based and adventure activities. Visitors can experience a range of outdoor pursuits in the renowned Grampians (Gariwerd) National Park which covers 170,000 hectares at the western end of the Great Dividing Range. Within the Park are a diverse collection of plants and wildlife, walking tracks including the Grampians Peaks Trail, lookouts offering incredible panoramic views, waterfalls, lakes and forests. It's also a spiritual place rich in creation stories, sacred sites and central to the dreaming of its peoples. As outlined in the Visitor Economy Recovery & Reform Plan (VERRP), two key experience pillars that provide significant

opportunities for growth are nature-based and First Peoples-led experiences. As main drivers of visitation, the Grampians region directly aligns with the State Government's key priorities.

There are many reasons to consider investing in the Grampians including:

- **A growing visitor economy.** Pre-COVID-19, visitation increased by 55% with an additional 600,000 visitors between 2013 and 2019. Between 2022 and 2033, travel to the Grampians is anticipated to grow by over 679,000 visitors.
- **Tourism is an extremely important sector** for the Grampians – it delivers over \$560 of visitor spend every minute of every day and accounts for almost 4% of jobs as well as 2% of total output. The sector is forecast to offer significant growth potential.
- **Solid economic growth** and an increased desire to diversify the economy to pick up on global trends in tourism, tech and innovation. The region has a strong appetite for investment and growth from its visitor economy, widely supported by all key partners.
- **Ideally located as a mid-way point between Melbourne and Adelaide,** the Grampians attracts a large self-drive market between these two cities and via the Great Ocean Road. This supports a greater length of visitor stay and higher spend on accommodation, attractions and retail.
- **Proximity to metro Melbourne,** which is the fastest-growing capital city in Australia. Around 55% of Melburnians have not been on an overnight trip to regional Victoria providing an opportunity for considerable growth.
- **First-rate utility services** including electricity, water, gas, wastewater management solutions and NBN connection to support new developments.
- **A diverse business community** including vibrant and varied businesses to support all sectors of the visitor economy such as business, leisure, special interest, education, visiting friends and relatives, and other forms of visitation.
- **A great lifestyle.** There is something for everyone with excellent recreational, cultural and sporting facilities and events, natural attractions, a range of dining options, shopping facilities, and high-quality education and healthcare services.

INVEST IN
THE GRAMPAINS

KEY SECTORS

The Grampians is the ideal place to do business in tourism. It has a well-established profile, strong domestic visitation, access to skilled employees and highly supportive local and state government partners.

Major industry sectors that contribute to the region's economy include:

- Tourism
- Manufacturing
- Construction
- Agriculture
- Healthcare
- Public Administration and Safety
- Education and Training
- Professional Services

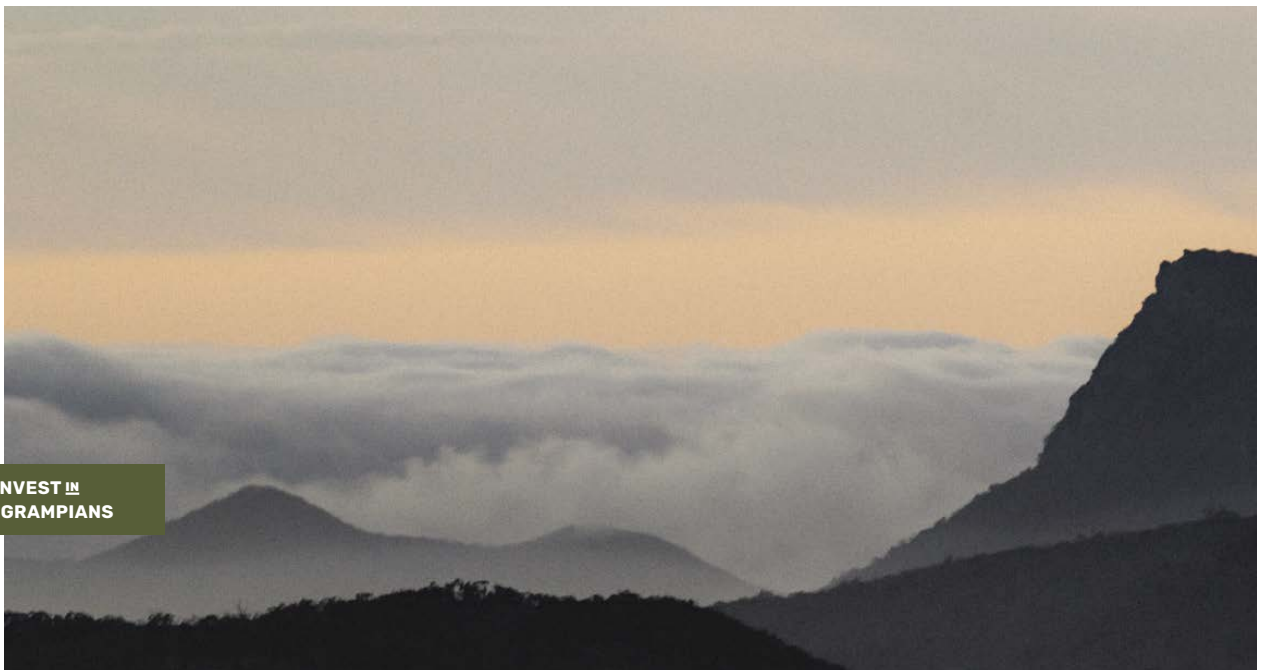
The agricultural sector continues to be a major employment generator and economic driver. The sector is supported by the region's fertile soils and regular, reliable rainfall. The main items produced by the region include wool, broad acre grazing, cereal cropping, viticulture and olive growing. There exist significant opportunities to leverage the region's agricultural profile and develop agritourism experiences which complement the current nature-based recreational focus of the region.

The Grampians' broad spectrum of industries, as indicated above, consolidate as a secure base

for a thriving economy and facilitates powerful networking and collaborative opportunities. It also means that there are significant value-add opportunities for the tourism sector to leverage.

The recent (and ongoing) significant investment by the Victorian State and Federal Government in the Grampians Peaks Trail of over \$33m reflects the desire on the part of Government to continue to strengthen the visitor economy and also reflects its faith in the growth potential of the region. This is expected to help stimulate demand for new guided tourism experiences along with accommodation in surrounding areas to support a longer length of stay.

In addition to the above, the Victorian Government has also provided \$19m in funding for flagship projects in the Grampians, investing further in GPT trailheads in each LGA, upgrading facilities at MacKenzie Falls and with the revitalisation of Brambuk – The National Park and Cultural Centre. As illustrated in this Investment Prospectus, there are a variety of investment opportunities to consider which cut across all sectors of the regional visitor economy, are located throughout the four local government areas, plus offer a variety of investment levels as well.



OUR COMPETITIVE ADVANTAGE

With collaborative Councils and a supportive community, there has never been a better time to invest in the Grampians.

Strong strategic regional connectivity

Via the Western and Glenelg Highways to South Australia and the Great Ocean Road.

Proximity to the fastest growing capital city

Melbourne is just 2.5 hours away and 55% of Melburnians have not been on an overnight trip to regional Victoria.

Enviably lifestyle with a growing number of tree changers

Supported by quality community amenities and infrastructure.

Strong domestic visitor market

This meant that COVID-19 impacts were smaller than for many other destinations nationwide.

Well positioned to leverage the State Government's key experience pillars

Of nature-based and First Peoples' led experiences. The Grampians is a playground for outdoor adventurers and has a fascinating Aboriginal story to tell.

Ongoing public investment

To support tourism growth including the Grampians Peaks Trail, MacKenzie Falls, Brambuk – The National Park & Cultural Centre, Ararat Hills Mountain Bike Trail Project, the Dunkeld Visitor Hub which includes the Penshurst Volcanoes Discovery Centre, and activation of the Wimmera River and Bike Trail from Horsham to Natimuk.

Access to an educated and skilled workforce

62% of residents have a certificate qualification or higher.

National and international reputation of the Grampians Peaks Trail

GPT is quickly becoming one of Australia's signature great walks.

Economic diversity

Building on the strength of the agricultural and tourism sectors and leveraging these across the broader economy.

Strong support from Councils

Who work collaboratively to support and facilitate investment.



**INVEST IN
THE GRAMPIANS**

VISITATION IS GROWING

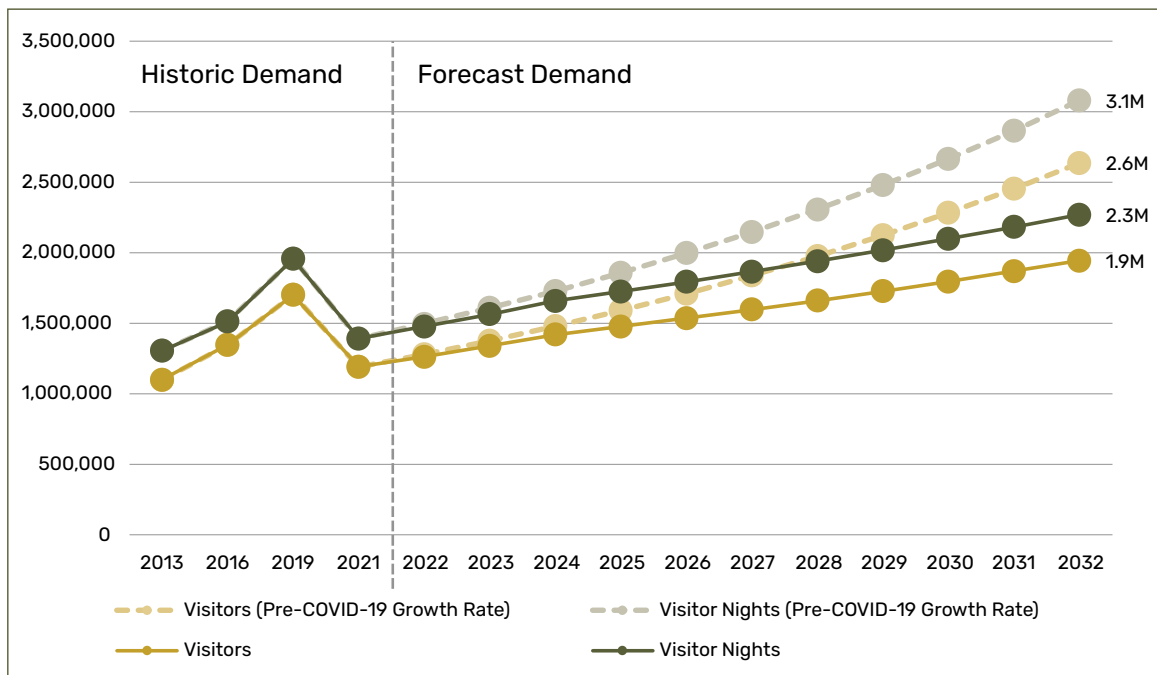
Prior to COVID-19, visitation to the Grampians was growing, with a strong compound annual growth rate (CAGR) of 7.5% between 2013 and 2019. Nights spent in the region also increased, with a CAGR of 7.0%.

Like the vast majority of destinations globally, the Grampians region saw a decline in visitation as a result of border closures and travel lockdowns instated by Government in response to the COVID-19 pandemic. Despite this, visitation to the Grampians was not as dramatically impacted as many other regions because of its regional location and assets and strong profile in the domestic market.

The figure below demonstrates visitation growth projections, along with visitor night forecasts

for the region. A conservative growth approach has been adopted to reflect a desire to move toward a higher yield and value-driven economy, rather than merely focusing on visitor volume.

The growth projections still reflect a strong and sustainable CAGR of 4.5%. This can significantly grow if there is a greater supply of new and enhanced accommodation and tourism products/experiences throughout the region to help meet market demand.



Regional visitors & visitor nights forecasts

* Based on medium growth forecasts for the region.

NEW ACCOMMODATION NEEDED BY 2025

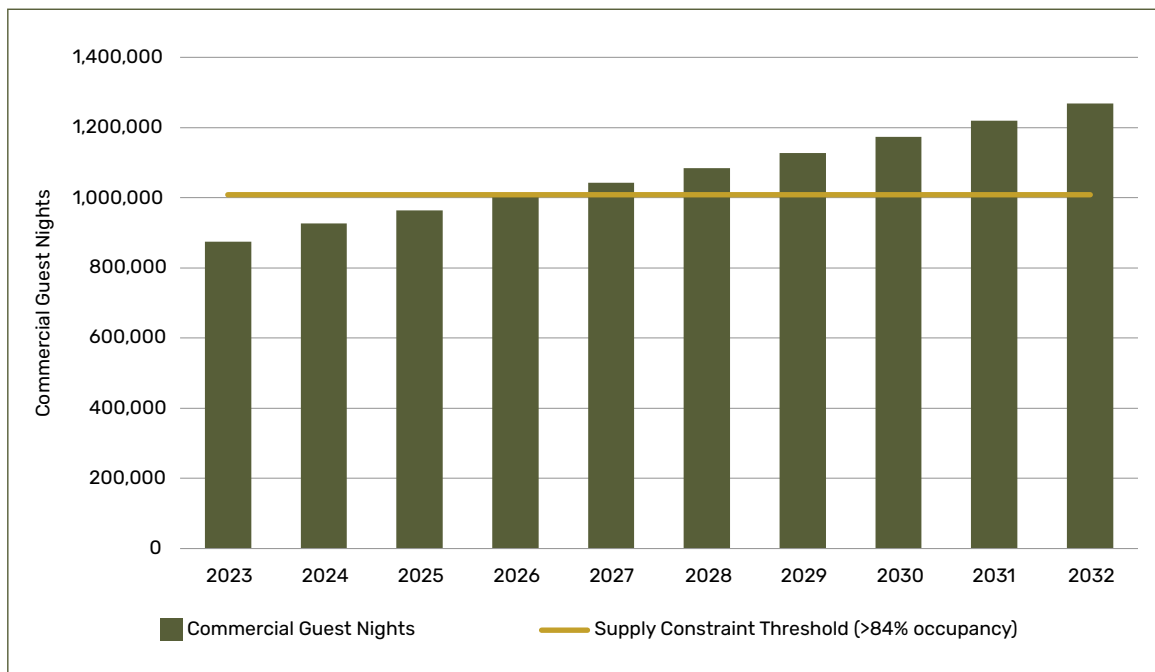
While the Grampians has a five-star natural environment, the quality of accommodation stock is more variable and therefore offers several opportunities for new and enhanced facilities.

To support the ongoing projected visitor growth for the region, there is a need to introduce new accommodation stock. In order to cater to the high-value traveller – who are likely to spend more, stay longer, disperse more regionally and who also have distinct key drivers for destination choice such as nature, wildlife, food and wine – higher-quality and more diverse forms of accommodation are required.

The figure below shows the current commercial accommodation supply in the Grampians, including quality commercial accommodation supply*, measured against demand forecasts for medium scenario growth.

This illustrates that an estimated regional occupancy threshold of 85% is reached by 2026. This level of occupancy reflects when new development and capacity are needed and is a general metric applied across many regions.

Capacity vs demand forecast for the Grampians region's accommodation



*It is estimated that approximately 75% of the commercial accommodation room stock available in the Grampians is of a sufficient quality to be truly marketed as being a 3-star quality standard or higher.

VALUE OF THE VISITOR ECONOMY

AT A GLANCE

With high-quality natural assets, a rich cultural history and a foundation of strong business sectors which continue to evolve, the Grampians is a vibrant and exciting destination in which to invest.

\$297M
spend in the region

5,900 JOBS
supported by tourism

1.7M
visitors to the region

2.5 NIGHTS
average length of stay

2.0M
nights in the region

\$1.09B
in tourism output

* Based on YE Dec 19 pre-COVID visitation data.



INVEST IN
THE GRAMPIANS

VICTORIAN GOVERNMENT – BACKING TOURISM

In 2019, the Victorian Government commissioned the Regional Tourism Review to identify opportunities to grow regional tourism.

The State Government recognised the critical need to support the tourism sector as a significantly impacted industry, following the bushfires and then the global pandemic, and the subsequent Visitor Economy Recovery and Reform Plan (VERRP) confirms that commitment.

Informed by the findings of the Regional Tourism Review, the VERRP aims to strengthen the state's enviable tourism offering by developing new experiences, products and infrastructure and attracting more international, interstate and intrastate visitors by making the most of marketing expenditure.

With investment of over \$633m across four years, the Victorian State Government is dedicated to developing and improving the visitor experience through destination planning and industry development and, as the tourism market grows more competitive, encourage public and private investment to not only provide high-quality tourism products but to grow the visitor base and inspire visitors to stay longer and spend more.

The Visitor Economy Plan highlights the importance of nature-based tourism as a key pillar for tourism development. And the Government's significant investment in the Grampians Peaks Trail highlights this as a hero experience for our state. With their commitment to strengthening the visitor experience, the Grampians region is well positioned to continue leveraging the State's focus on arts and culture, epicurean, natural attractions, and First Nations' led tourism experiences.

With the State Government's backing, Victoria and the Grampians is a great place to invest.



**INVEST IN
THE GRAMPAINS**

STATE & FEDERAL GOVERNMENT SUPPORT

Some of the region's most exciting projects have just recently been delivered or are currently in progress and are rapidly transforming the region.

Ongoing investment in infrastructure is a key commitment of the Victorian State Government and each Local Government partner, providing significant opportunities for private sector leverage and involvement in its delivery.



Grampians Peaks Trail
Over \$33m in State and Federal Funding.



MacKenzie Falls Revitalisation
Over \$7.76m in State Funding.



Grampians Peaks Trail Trailheads
\$5m in State Funding.



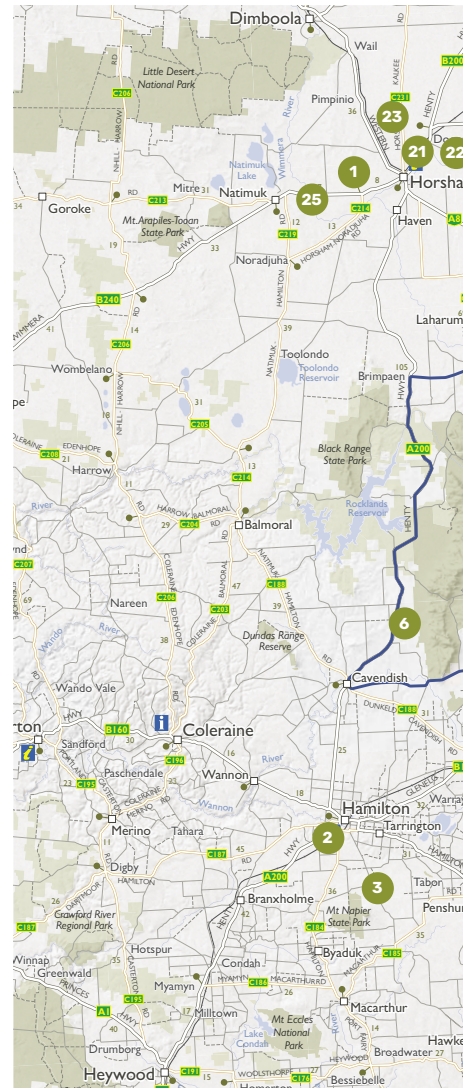
Brambuk Revitalisation
\$6m in State Funding.



Ararat Hills Mountain Bike Trail Project
\$2.7m in State Funding.



Dunkeld Visitor Hub & Peshurst Volcanoes Discovery Centre
\$1.4m with \$500,000 in State Funding.

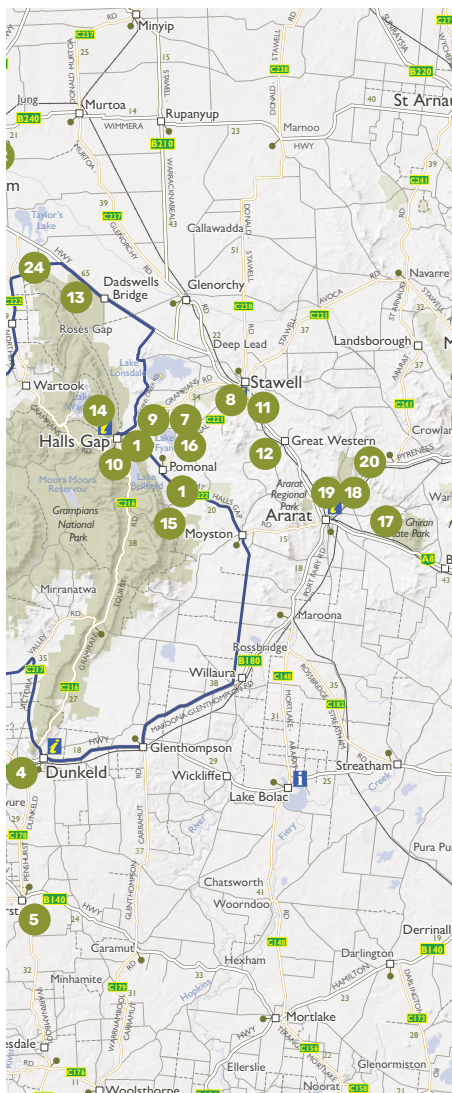


INVEST IN
THE GRAMPIANS

INVESTMENT PROJECTS: \$250M

The current and future tourism investment projects for the Grampians region are valued at over \$250m and will further enhance the visitor experience.

These new and innovative tourism projects will drive visitation, increase yield and length of stay, and will continue to position the Grampians region as a leading nature-based tourism destination.



- 1 Australian Tourism Group & Destination Collective**
Boutique accommodation development – \$50m
- 2 Hamilton CBD Redevelopment**
Redevelopment – \$25m
- 3 Greater Hamilton Volcanic Trail**
Masterplan – \$1m
- 4 Dunkeld Visitor Hub**
Experience Hub development – \$1.4m
- 5 Penshurst Volcanoes Discovery Centre**
Visitor experience redevelopment – \$500,000
- 6 Bull's Roar Brewing Co.**
Food and beverage development – \$1.5m
- 7 WAMA – Where Art Meets Nature**
Eco-tourism destination project – \$9m
- 8 Grampians Stawell Central**
36 luxury suites development – \$9m
- 9 GROW at Grampians Getaway**
Health and wellbeing development – \$3m
- 10 Halls Gap Luxury Accommodation**
Development project underway – \$1.25m
- 11 Dark Matter Discovery Centre**
Visitor experience development – \$10m
- 12 Great Western Accommodation**
Development project – \$15m
- 13 Peaks Eco Retreat**
Eco accommodation development – \$1.5m
- 14 SHAK accommodation**
High end accommodation development – \$1.15m
- 15 Pomonal Bath House**
Health and wellbeing development – \$3.5m
- 16 Pomonal Estate Resort**
Accommodation development – \$3.5m
- 17 Green Hill Lake Estate**
Residential development – \$4.5m
- 18 Chalambar Estate**
Residential development: stage 1 – \$1.5m
- 19 Omeroo Estate**
Residential development – \$3.5m
- 20 Evans Park**
Residential development – \$7m
- 21 Horsham City to River Development**
Major development – \$30.1m
Includes: **Wimmera Riverfront Activation** – \$3.6m
Horsham Nature Water Play Park – \$2.45m
- 22 Quest Apartment Hotel Horsham**
Accommodation development – \$14m
- 23 Aerodrome Master Plan Works**
Master planning – \$2.4m
- 24 Mount Zero Resort**
Luxury nature-based accommodation development – \$26.5m
- 25 Wimmera River Discovery Trail (Horsham to Natimuk)**
Visitor experience development – \$2.95m

INVEST IN
THE GRAMPAINS

KEY HERO VISITATION PILLARS



GRAMPIANS (GARIWERD) NATIONAL PARK



Renowned for rugged mountain ranges, rich cultural heritage and breathtaking views, the Grampians (Gariwerd) National Park is one of Victoria's most popular holiday destinations for outdoor adventures and scenic drives. The National Park is highly regarded for its ecological diversity and for south-eastern Australia's highest concentration of Aboriginal rock art. A network of walking tracks and

lookouts throughout the park take visitors to spectacular waterfalls, rock formations and trailheads, providing hikers with increased flexibility, information and facilities to access the trail. Improvements will likely include new toilets at some locations, improved car parking, larger water tanks, and opportunities to learn more about the Aboriginal cultural and environmental values of Gariwerd.

INVEST IN
THE GRAMPIANS



INDIGENOUS CULTURE AND BRAMBUK — THE NATIONAL PARK AND CULTURAL CENTRE

The Grampians is pivotal to many ancient stories of Aboriginal communities in south-western Victoria. The region has the largest number of rock art sites in southern Australia and is home to over 85% of Victoria's rock art sites, some dating back over 20,000 years. Visitors are invited to experience these cultural sites first-hand and to learn about the region's unique Aboriginal culture and history at Brambuk — The National Park and Cultural Centre in Halls Gap.

Over the last 30 years, Brambuk has supported Gariwerd Traditional Owners as a gathering place for community business, training, cultural heritage services, activities and celebrations. Parks Victoria is currently collaborating with Traditional Owners on a Reimagining and Revitalisation project and \$6m in State Government funding has been invested to revitalise Brambuk so that it can continue to evolve as a flagship cultural experience in Victoria.



INVEST IN
THE GRAMPAINS

GRAMPIANS PEAKS TRAIL



The Grampians Peaks Trail connects some of the Grampians' most spectacular peaks, from the massive sandstone outcrops around Mount Stapylton in the north to Mud-Dadjug (Mount Abrupt) in the south. It can be done as the full 160km 13 day/12 night hike, or in shorter sections with more than 20 different trail options on offer.

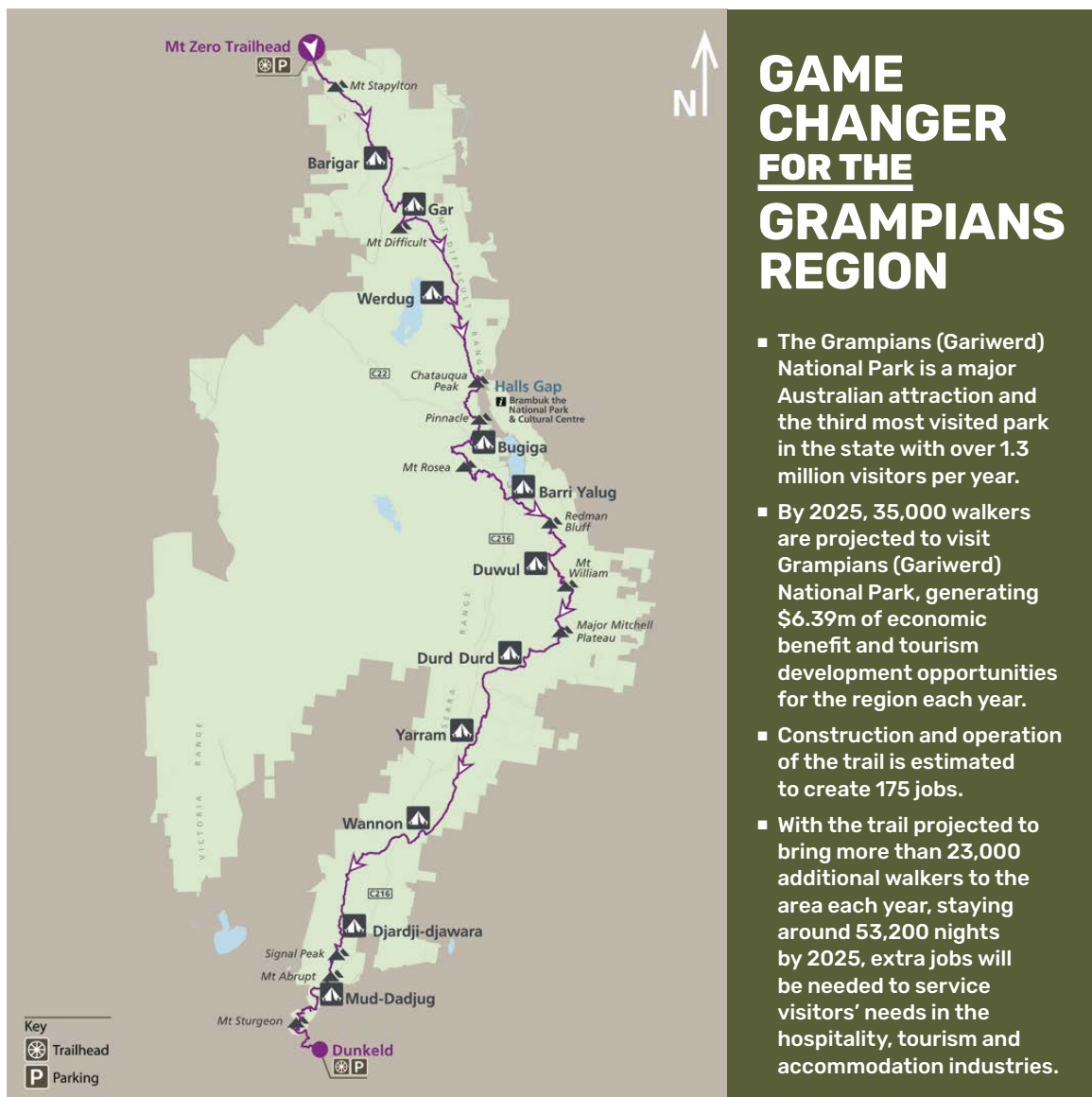


Regardless of the itinerary selected, the trail provides walkers an experience rich in the Aboriginal culture of the Jardwadjali and Djab Wurrung peoples, who have lived in these ranges they call Gariwerd for thousands of years.

Interpretation signage along the trail helps hikers learn more about the area's Aboriginal cultural heritage and provides information about the national park's incredible environmental values.

There are 11 bookable hike-in campgrounds with camper numbers capped at between 20 to 35 depending on the location and to ensure a special experience. Two of the hike-in campgrounds, Gar and Werdug, feature three small Hiker Hut accommodation options, to support walkers looking for more comfort. These huts are only bookable by Licensed Tour Operators.

INVEST IN
THE GRAMPIANS



GRAMPIANS PEAKS TRAIL \$33M INVESTMENT

Hike to new heights

A world-class 160km hiking experience with spectacular views

The Grampians Peaks Trail is a challenging hiking experience along the rooftop of the heritage-listed Grampians (Gariwerd) National Park.

The \$33 million investment attracts opportunities to the region well beyond the walk itself and is an important economic

and tourism development for the local community, the wider region, and for Victoria as a key nature-based tourism destination.

Bookings performance

Since its opening, more than 10,000 nights have been booked in campgrounds along the trail. And by attracting new visitors to the park and increasing the length of their stay, the Grampians Peaks Trail is providing a significant boost to the region's visitor economy.

INVEST IN
THE GRAMPIANS



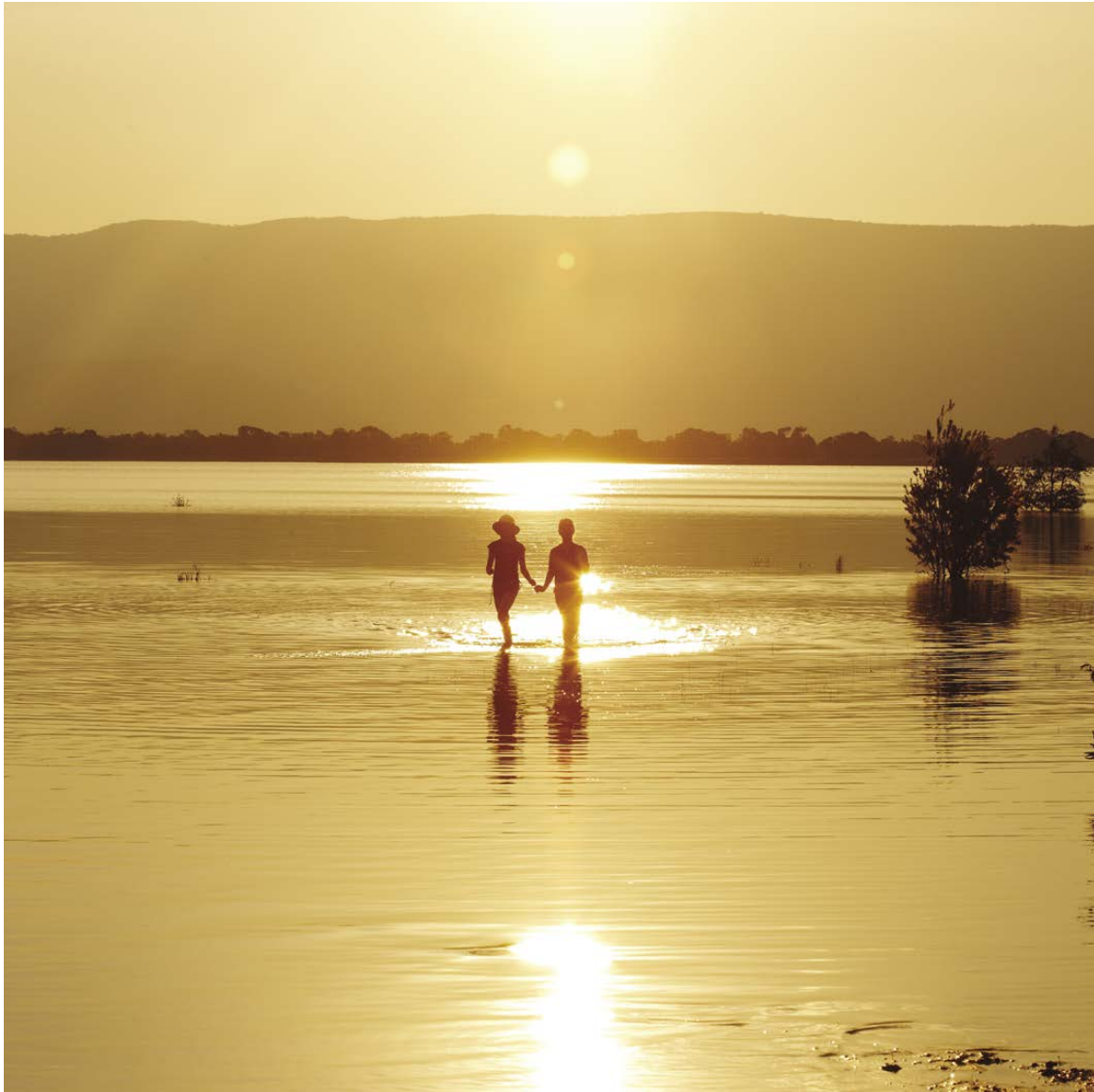
MACKENZIE FALLS

The iconic and spectacular MacKenzie Falls is a must do for all visiting the Grampians (Gariwerd) National Park. As one of the largest waterfalls in Victoria surrounded by beautiful green, lush and unspoiled scenery, it flows year-round and is among the most visited nature-based tourism sites across the State with over 600,000 visitors annually.



The Victorian Government is investing \$7.76m to revitalise the MacKenzie Falls visitor precinct and surrounding area, including the Zumsteins (Bun-nah) walking trail and day visitor area. This work will help cater for visitor numbers, manage visitor safety, and better protect the significant cultural, natural and recreational values of the area.

INVEST IN
THE GRAMPAINS



GREAT LAKES OF THE GRAMPIANS

The Great Lakes and waterways of the Grampians region provides considerable environmental and recreational benefits and helps attract visitors and support increased length of stay.

As the largest gravity fed water distribution system in the world, our lakes and waterways include Lake Bellfield, Lake Fyans, Lake Wartook, Lake Bolac, Moora Moora Reservoir, Rocklands Reservoir, Green Hill Lake, Lake Toolondo and Lake Hamilton.

Whether it's fishing, kayaking, canoeing, paddle boarding, sailing, water skiing or swimming, visitors can enjoy a variety of water activities.

With the growing demand for lakefront views, the Great Lakes of the Grampians provides significant commercial opportunities for private investment in accommodation on crown land adjacent to the lakes, and on water including electric house boats and recreational activities.



INVEST IN
THE GRAMPIANS



GRAMPIANS AND HENTY WINE REGIONS

The Grampians wine region is home to some of the world's oldest vines and is located against the backdrop of the magnificent Grampians and Pyrenees mountain ranges. Known for dense, purple and peppery shiraz and sparkling wines, the Grampians has been producing quality wine for more than a century and a half with a mix of large and boutique wineries surrounding the towns of Great Western, Ararat, Moyston, Halls Gap, Dunkeld, Tarrington and Hamilton.



While the Henty wine region has one of the coolest climates of Australia's mainland wine growing regions and covers Victoria's southwest. The region is known for its aromatic white wines, luscious sweet dessert wines and intense, finely structured reds.

Two recent accolades, from arguably the biggest awards in Australian wine, were awarded to Best's Wines in Great Western for the James Halliday 'Wine of the Year' and to Fallen Giants Vineyard in Halls Gap, taking home the Jimmy Watson Memorial Trophy.

**INVEST IN
THE GRAMPIANS**



MAJOR EVENTS

Events hosted in the Grampians allow visitors to experience our breathtaking natural assets, diverse communities and local hospitality. And our region is home to some iconic events including Grampians Grape Escape, the famous Stawell Gift at Easter and the Dunkeld Races.

As one of Australia's longest-running food and wine festivals, the Grampians Grape Escape is held in Halls Gap the first weekend in May and has been a celebration of Western Victoria's producers and makers for the best part of

30 years. The 2022 event was attended by almost 9,000 people and included exhibitor masterclasses and cooking demonstrations, live music and plenty of fun activities for the kids.

Over 60% of the festival goers came to the region specifically for the event, 92% said they'd likely attend the festival again and overall, 65% said they'd revisit the Grampians before the next festival. Such key events in the Grampians region are critical to increasing visitation, length of stay and showcasing our destination.



**INVEST IN
THE GRAMPAINS**



GREAT SOUTHERN TOURING ROUTE & INTERNATIONAL VISITATION

Grampians Tourism is a member association of the Great Southern Touring Route Inc (GSTR), regarded as one of the world's best road trips encompassing Melbourne, Geelong and the Bellarine, Great Ocean Road and the Grampians, and the Ballarat and Daylesford regions. Supported by Visit Victoria and Austrade, GSTR was established to co-operatively market its member regions and participating products to the international travel trade allowing for greater reach and partnership opportunities.

Based on the YE Dec 19, there were 57,200 international overnight visitors to the Grampians,

up by 11.5% YE Dec 18. Visitors stayed for 275,900 nights in the region and represented over \$20 million in visitor expenditure.

International tourism has longer lead times and helps balance out domestic holiday patterns. It also provides a higher yield and spend with international travellers on average spending three times more than domestic travellers. Growth in international visitation is a key priority for GT. At present the UK, Europe and North America make up over 50% of all visitors. And while Asia is not a large market for the region, it's a long-term development opportunity with growth potential in both leisure and VFR.



**INVEST IN
THE GRAMPAINS**

MARKETING THE GRAMPIANS

Partnerships are essential to the success of our region. Together we are showing travellers why our spectacular Grampians region is a 'must visit' destination.

By highlighting our region's strengths and diversity and working in partnership with Visit Victoria, industry and stakeholders, we are building destination awareness, inspiration, consideration and intent in the minds of our target audiences.

Through targeted communications, campaigns and other marketing initiatives, we drive conversion through to visitation and dispersal by connecting visitors with the places, products and experiences they seek.

Our 'The Grampians Way' destination campaign continues to evolve, with regularly refreshed creative and messaging such as the **Piece together your ultimate road trip**

"jigsaw" puzzle designs which not only encourages dispersal throughout the region but also ensures that we own the Road Trip space in the minds of Victorians and our neighbours interstate.

We utilise PR, digital advertising, social media, media partnerships and collaborate with Visit Victoria, the Great Southern Touring Route and Tourism Australia to ensure that our region is top of mind.

In 2021/22 our audience grew over 10% and our overall digital marketing performance continued its upward momentum, with 18 million impressions, reaching more people, more times over this past financial year than ever before.

Highly engaged audience and
industry-leading consumer reach

Combined audience

89,200

 45,100  44,100

Total impressions

18M

Advertising reach

3.8M

Combined annual reach

10,789,453

 5,475,632  5,313,821

Operator conversions

71,700

INVEST IN
THE GRAMPIANS

HIGH PRIORITY INVESTMENT OPPORTUNITIES

This list of high priority investment opportunities has been assessed against a number of weighted criteria and reflect the priority projects to facilitate the sustainable growth of the Grampians' visitor economy.

This list summarises the priority private investment opportunities that achieved a top 15 score based on the ranking methodology applied. Several other opportunities have also been identified and are contained in the supporting Grampians Strategic Tourism Investment Plan.

The projects are not listed in any priority order.

- **HIGH-END ECO-LODGE** (Ararat Region)
- **RIVER-EDGE RESTAURANT & FUNCTION CENTRE** (Horsham Region)
- **4-STAR HOTEL/RESORT** (Northern Grampians Region)
- **OFF-PARK LODGES LINKED TO THE GPT** (Southern Grampians Region)
- **BOUTIQUE BEVERAGE DISTILLERY** (Ararat and Southern Grampians Regions)
- **DESTINATION HOLIDAY PARK** (Horsham and Southern Grampians Regions)
- **INDOOR ACTIVITY CENTRE** (Northern Grampians Region)
- **GEOTHERMAL SPA EXPERIENCE** (Southern Grampians and Horsham Regions)
- **ECO-PODS** (Ararat Region and Northern Grampians Region)
- **WATERWAY ELECTRIC HOUSEBOATS** (Northern and Southern Grampians Regions)
- **LUXURY ACCOMMODATION** (Southern Grampians Region)
- **MOUNT ZERO RESORT** (Horsham Region)
- **GRAMPIANS WINE & PRODUCE DISCOVERY CENTRE** (Ararat Region)
- **TOURISM AVIATION HUB** (Horsham and Southern Grampians Regions)
- **3.5-STAR BRANDED BUSINESS & LEISURE HOTEL** (Ararat Region)

HIGH-END ECO-LODGE

ARARAT REGION

\$35m (CAPEX estimate)

Ararat has limited diverse and higher quality accommodation options. This results in economic leakage and a shorter visitor dwell time as visitors opt to stay outside of the area. To lift the quality of accommodation on offer in Ararat and to complement the high-quality environment, the opportunity exists to develop a higher-end eco-lodge.

Well-established and successful upmarket lodges often have a strong all year-round clientele with different experiences offered in summer and shoulder months compared to winter periods. Considering the excellent fishing options, hunting, cycling, trekking and bird spotting available throughout the broader area, potential should exist for year-round demand in the region.

Typically, these types of facilities may be characterised by:

- Absolute privacy reflecting the demands of the clientele and the need for exclusivity
- High-quality landscaping and, where appropriate, spas, hot tubs and pools
- Often offering 12 to 25 villas or luxury rooms with onsite staff accommodation due to their relative isolation and the need to engage highly skilled staff who expect to have accommodation on-site
- Offer a wellness centre that includes a high-quality day spa and yoga studio
- Exclusive dining options but with the potential for a smaller percentage of casual pre-booked diners
- Would need to be a greenfield development with stunning architectural features and on sites greater than 8 ha.

It is understood that there are potential sites linked to quality vineyards though no specific site has yet been identified. Finding one near/ amongst the LGA's wineries would be ideal.

High-quality Eco-lodge precedents

Spicers Peak Lodge, Maryvale, QLD; The Cradle Boutique Hotel, South Africa; Skyscape, Twizel, New Zealand



INVEST IN
THE GRAMPIANS

RIVER-EDGE RESTAURANT & FUNCTION CENTRE

HORSHAM REGION

\$3+m (CAPEX estimate)

Horsham Rural City Council has developed an exciting City to River Masterplan which plans for the long-term future growth of the Wimmera River Precinct and the Central Activities District. The Masterplan aims to transform and revitalise the area to make it a more attractive place to live, work, visit, play and invest in.

As part of the Masterplan, the potential for a riverfront restaurant is identified, along with an event/function facility. The facility could offer a valuable asset to support a large regional catchment area noting that some existing

facilities in the region are smaller and older now. The venue could also support a wedding and family function market along with the broader business and meetings market.

The CAPEX for this project is estimated at \$3+m, however, this is likely to vary depending on the size/scale of the facility developed. This project is strongly supported by Council as it is at a key location to help act as a catalyst for a number of other recreational and commercial development to occur as part of the Masterplan.

Horsham River to City Masterplan



**INVEST IN
THE GRAMPians**

4-STAR HOTEL/RESORT

NORTHERN GRAMPIANS REGION

\$45m (CAPEX estimate)

The majority of accommodation categories for the visitor market in the region is currently limited to mostly more traditional-style 3-star motels, pub accommodation and small-scale B&Bs. Northern Grampians is missing a newer, higher-quality property to attract a higher-yielding market and to complement the stunning natural environment and GPT amenities.

A new 4-star facility would fill a product gap in the marketplace and offer an accommodation option to meet the needs of the growing family market along with the higher-end RV and caravan niche market who regularly aim for a few nights out of their vehicles if the option of nice accommodation is available to them. There is also a regular business traveller market travelling

through the region to offer government services and support, health, energy, teaching, and other forms of services and with a budget which allows them to stay at better quality facilities.

Though feasibility analysis is required, based on regional market demand and product gap assessments, a facility offering 40 to 60 units/rooms is potentially needed to meet forecast demand. Therefore, designing a facility that can include a potential stage two development extension when demand is shown for this, could be a prudent option.

There are several possible sites that could be considered, and Council is keen to work with potential developers and investors to ensure an optimum location is found.

Halls Gap



Great Western



INVEST IN
THE GRAMPIANS

OFF-PARK LODGES LINKED TO THE GPT

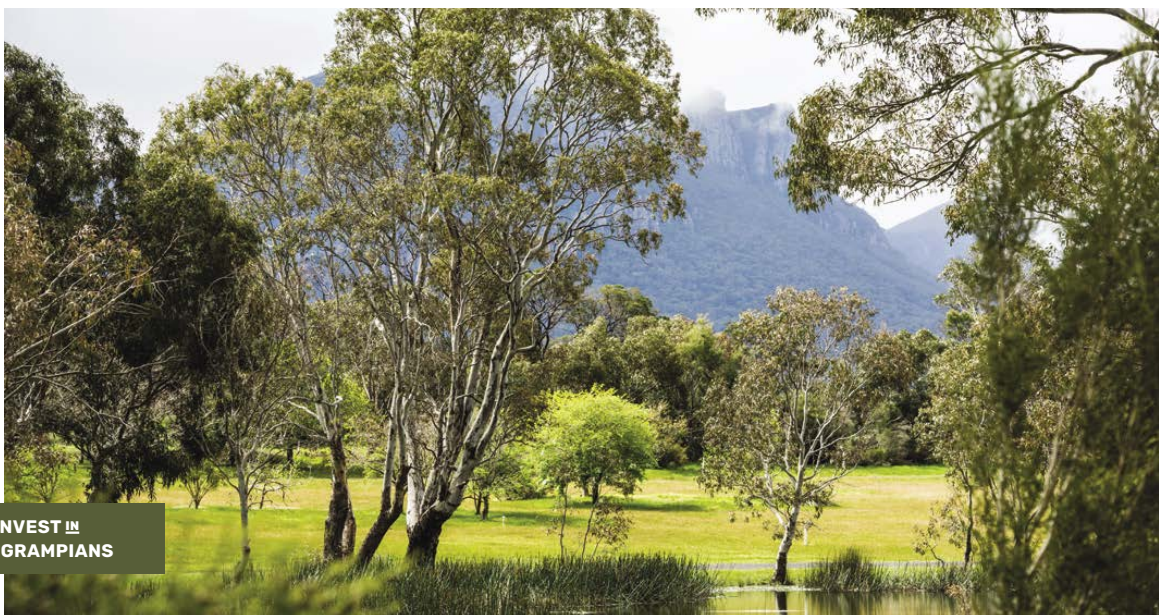
SOUTHERN GRAMPIANS REGION

\$15m (CAPEX estimate)

To bookend the GPT and in conjunction with the proposed Mount Zero Resort at the Northern gateway, the opportunity may exist for an off-park lodge at Dunkeld or surrounds to offer a Southern accommodation anchor for the trail.

The lodge could comprise a 3-star eco-style property with 20 to 30 rooms. It could offer GPT walkers a place to stay post-walk and also allow shorter walks to be undertaken on the trail with walkers staying at the eco-style property, as not everyone will want to walk the entire 13 day trail, but may wish to consider shorter options including half and full day walks in the region.

Dunkeld & surrounds landscapes



INVEST IN
THE GRAMPIANS

BOUTIQUE BEVERAGE FACILITY

ARARAT AND SOUTHERN GRAMPIANS REGIONS

\$6m (CAPEX estimate)

The Grampians has a solid profile as a wine production and agricultural region. The potential exists to build on this profile and introduce, by perhaps using a re-purposed industrial building, a distillery: gin, vodka or tequila, or a cider house or craft beer brewery.

These types of facilities offer an exciting mechanism to encourage more visitors to stop and stay in the area, especially where the facility can also offer tasting sessions, guided tours, meals and a venue for events and functions which support local community needs as well.

Using natural ingredients to create unique tastes, from wildflowers, berries, barks etc, the facility could generate both a very strong local market and a seasonal visitor market.

Ideally, a suitable site could be in and around the main street of Ararat or Hamilton, where visitors can undertake a tasting and/or a meal, then walk back to their accommodation. Space-wise, gin, vodka or tequila distilleries take up little industrial space, unlike whisky distilleries which require a larger footprint.

The capital cost to set up a small distillery can vary markedly depending on the facility being retrofitted and the quality of fit out being applied, but in broad terms, could cost circa \$6m-plus as the cost could be far greater depending on the type of facility and location.

Distillery precedents

Kalki Moon Distilling & Brewing, QLD; Borough Market Gin Distillery, UK; Wildbrumby Schnapps Distillery, NSW; Fossey's Distillery, VIC.



INVEST IN
THE GRAMPIANS

DESTINATION HOLIDAY PARK

HORSHAM AND SOUTHERN GRAMPIANS REGIONS

\$45m (CAPEX estimate)

Current market demand for powered caravan, RV and camping sites has outstripped supply throughout many locations Australia-wide. While there are some caravan and camping facilities in Horsham and the broader region, these are limited and are often of a fairly basic standard. What is missing is a true destination holiday park that could offer circa:

- 15 to 25 eco cabins of a good standard
- 50 to 70 powered camping and caravan/RV sites
- 60-100 room key hotel

Supporting family-friendly recreation facilities such as a high rope course, mini pump track, a water splash pad/swimming facility, mini-golf, etc.

Noting that people who book branded destination holiday parks will often expect these and other value adds as part of the brand's appeal.

A new true destination holiday park would offer the potential for far more visitors to stay in the Horsham/Southern Grampians regions than currently, and for a longer length of time as they could base themselves and undertake day excursions from the site.

It is especially important to deliver a quality product to appeal more widely to the RV/caravan market as well as the growing family market, which recent trends indicate are coming to explore regional areas of Victoria and which may include a trip into South Australia as well.

For Horsham, a possible potential site has been identified within the grounds of the Horsham Golf Club. The Golf Club is keen to investigate options for leasing and/or selling the site to a quality destination holiday park developer/operator.

Destination holiday park precedents

North Star Holiday Resort, NSW; Port Fairy Holiday Park, VIC; BIG4 Traralgon Park Lane Holiday Park, Latrobe Valley, VIC.



**INVEST IN
THE GRAMPIANS**

INDOOR ACTIVITY CENTRE

NORTHERN GRAMPIANS REGION

\$8m (CAPEX estimate)

Aside from free outdoor activities, the region currently offers limited family-friendly activities, and virtually no indoor all-weather experiences, aside from galleries and museums which are very passive in their offering.

While visitors love Halls Gap and its accessibility to Grampians (Gariwerd) National Park, there are limited things to do when the weather conditions make undertaking activities within the National Park problematic.

To leverage Halls Gap's profile as a nature-based recreational hub, the opportunity exists to investigate the development of an indoor activity centre which would not only provide an all-weather attraction, but also a year-round activity for visitors and locals to participate in during all seasons. This facility could offer rock climbing, bouldering, high ropes and aerial courses, trampolining etc.

It may also be used as an official training base for institutes of sport with the potential to eventually morph into a high-performance sports centre. It could also provide an important training space for various other sportspeople when not in general use so may have several complementary user groups to appeal to.

The ability to offer rock climbing could also potentially address some of the challenges associated with rock climbing in Grampians (Gariwerd) National Park by offering visitors and locals an alternative and safer option.

As this facility could offer a variety of paid attraction uses and government sports centre facilities, it should be developed as a public-private partnership project and with the potential to develop it in stages

Indoor activity centre precedents

Climbfit, Kirrawee, Sydney; Swiss Mega Park, Switzerland; Chu Pea Park, Japan; Supaworld Hobart, Tasmania; Ninja 101, Sydney



INVEST IN
THE GRAMPIANS

GEOHERMAL SPA EXPERIENCE

DUNKELD AND/OR HORSHAM REGIONS

\$7.5m (CAPEX estimate)

Spa tourism is in its relative infancy in Australia, but is a growing market and a higher-yielding sector. This growth is underpinned by the increasing affluence of western society and the desire for self-care. Internationally, there are many examples of successful spa resorts and towns, based on both geothermal and natural mineral water supply, and the market continues to gain momentum.

Victoria offers a climate that makes it ideal to leverage this growth with several higher-quality spa destinations including Daylesford, the Macedon Ranges and the Mornington Peninsula, as well as various experiences in Melbourne, on the Great Ocean Road, in Gippsland and the Murray region. The Grampians not only offers a climate that is suited to geothermal spa experiences but also has a product base and brand positioning that strongly complements this type of product with its strong nature tourism themes and landscapes.

The market attracted to spa tourism is generally a higher-yielding market with a propensity to

spend on higher-quality accommodation options and related quality food and beverage services.

The Southern Grampians or Horsham regions appear to be best suited out of the four LGAs for the development of a geothermal spa experience given its ground temperatures and based on geothermal mapping in the region. Both have a geothermal capacity which could offer hot pools and spa facilities.

Dunkeld would be an ideal location given the Royal Mail Hotel's fine dining experience and the strong synergies this has with a high-quality spa experience but other locations should be tested.

The geothermal spa experience could include a day spa, wellness centre and/or hot pools facility to support the venue being positioned as a holistic health and wellness location. It could also potentially be marketed as a venue for medical tourism to support those recuperating from medical procedures and often staying in nearby accommodation.

Spa/geothermal experience precedents

Hamner Springs, NZ; Tekapo Springs, NZ; Peninsula Hot Springs, VIC; Wickens at the Royal Mail Hotel, VIC.



**INVEST IN
THE GRAMPIANS**



ECO-PODS

ARARAT AND NORTHERN GRAMPIANS REGIONS

\$6.5m (CAPEX estimate)

The potential exists to develop a quality upmarket eco-pod facility with a suggestion of up to 12 eco-pods rather than standard glamping tents. The region has some magnificent landscapes which provide unique environments for positioning a glamping operation, but climatic conditions do require a pod-style of accommodation to offer comfortable and warm accommodation all year round.

Council is keen to work with suitably skilled operators and developers to find locations.

And to ensure highly sustainable environmental infrastructure can be provided to allow eco-pods to be introduced in a suitable quality location.

Because of seasonal weather patterns, it would likely require a robust and all-weather style of eco-pod rather than a more lightweight sub-tropical style of tent amenity.

Based on comparative examples, the likely capital cost is thought to be circa \$6.5m including eco-pods, supporting back of house facilities and camp-style dining etc.

Eco-pod precedents

Ridgeback Lodge, Canada; Treebones Resort, USA; Bubble Tents, Mudgee, NSW; CABN, Adelaide SA.



INVEST IN
THE GRAMPIANS

WATERWAY ELECTRIC HOUSEBOATS

NORTHERN AND SOUTHERN GRAMPIANS REGIONS

\$5m (CAPEX estimate)

The Grampians region offers several highly attractive waterways. Many of these are underutilised as tourism assets and have the potential to play a far greater role in encouraging visitation to the region, providing that access to the water and required licenses from regulatory bodies are possible.

The introduction of electric houseboats onto some of the region's waterways will provide a new joint attraction experience and a unique accommodation category while complementing the high-quality natural environment. Electric

houseboats offer an alternative to fuel-powered boats and are far quieter, more efficient and far more environmentally friendly.

Lake Bellfield, Lake Fyans and Rocklands Reservoir would appear to be suited to this type of boating activity but further research would need to be undertaken with relevant government agencies to scope this out.

The \$5m capital cost that has been estimated for this project may enable the purchase and fit out of 4 to 6 electric houseboats catering for 4 to 6 people each.

Electric & solar houseboat precedents



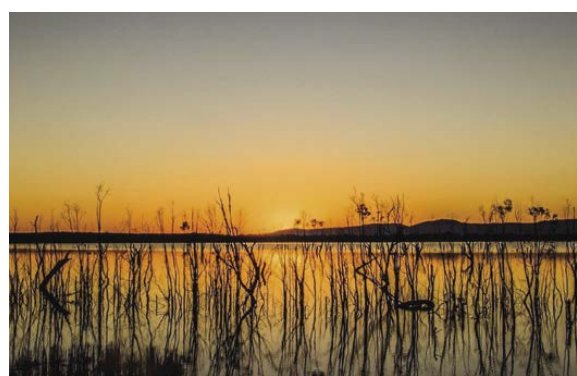
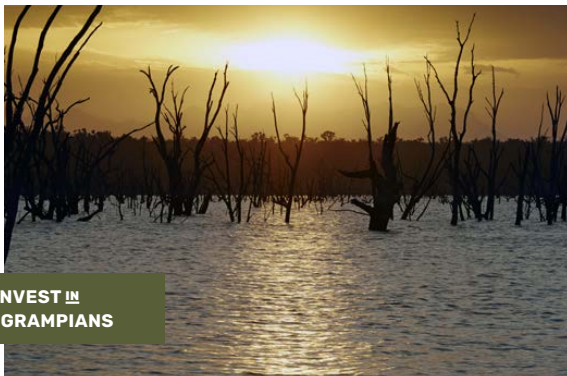
Potential houseboat location: Lake Bellfield



Potential houseboat location: Rocklands Reservoir



Potential houseboat location: Lake Fyans



INVEST IN
THE GRAMPIANS

LUXURY ACCOMMODATION

SOUTHERN GRAMPIANS REGION

\$7m (CAPEX estimate)

The opportunity may exist to develop a smaller-scale luxury accommodation property at Dunkeld or surrounds to support a longer length of visitor stay in the region and to provide more accommodation offerings for visitors to Dunkeld and the wider region.

Visitor length of stay is expected to increase, as those walking the GPT end at the southern trailhead and are being encouraged to stay in the region for longer and take part in other experiences.

A luxury unit/chalet style of development may be appropriate which can also be staged and added to over time if market demand is shown to support this. There is currently very limited quality accommodation in the broader region other than units provided at the Royal Mail Hotel and in associated B&B accommodation.

The CAPEX that is estimated for this project includes the development of 6-8 luxury units/chalets as an initial first stage of development only.

Dunkeld landscape



INVEST IN
THE GRAMPIANS

MOUNT ZERO RESORT

HORSHAM REGION

\$30m (CAPEX estimate)*

A luxury nature-based resort is proposed in Laharum, on the edge of the Grampians (Gariwerd) National Park. Once completed, the resort could be the premier accommodation in the Grampians.

The resort's excellent location offers magnificent views of Mount Zero and the National Park. The resort will provide a hub to explore the park and is close to Mount Zero Picnic Ground and the northern trailhead of the Grampians Peaks Trail. It is the perfect location for visitors to base themselves to explore the Grampians or unwind in one of Victoria's truly unique landscapes.

The proposed development concept, to be delivered in stages, incorporates the development of eventually up to 110 short stay accommodation units and integrates a range of accommodation options including self-contained eco-style lodges, bowers, glamping and camping.

Stage 1 of the development will include the construction of 40 lodge-style villas, a function centre with a restaurant and cote

(the Pavilion), a spa and wellness facility as well as associated car parking and landscaping.

Stage 2 is estimated at \$10m and includes glamping and camping sites and facilities.

Award-winning architects and landscape designers have prepared a design concept for an integrated resort development. From the palette to its architectural form, the resort is inspired by its surroundings and designed to blend into the bushland environment.

Forecast financial outcomes as advised, include the following:

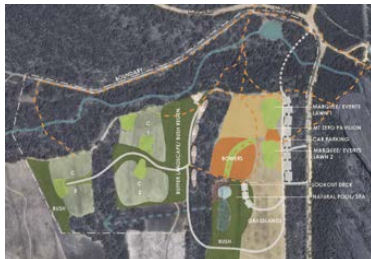
- Estimated average room rate= \$470 incl. GST
- Project internal rate of return (IRR)
 - Unlevered** = 22.5%
 - Levered*** = 29.6%

* Project has development approval including State Government Funding Support. Currently seeking investors.

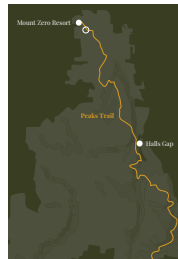
** Unlevered IRR or unleveraged IRR is the internal rate of return of a string of cash flows without financing.

*** Levered IRR or leveraged IRR is the internal rate of return of a string of cash flows with financing included.

Concept Plan



Strategic location on the GPT



Resort Lobby



Lagoon Spa and Wetlands



Lodging



Bowers



Aerial View



GRAMPIANS WINE & PRODUCE DISCOVERY CENTRE

ARARAT REGION

\$18m (CAPEX estimate)

The Grampians wine region has over 150 years of history, with some of the world's oldest vines and is one of the longest continually producing wine regions in Victoria. While our wine and food offering is growing, the Grampians struggles at times to compete with other larger wine regions because of a lack of visible presence.

Many vineyards and winemakers nationwide indicate they are keen to explore tourism uses on-site but are challenged by issues including insurance, finding sufficient staff and biosecurity issues. This is often the case for more boutique producers.

To help overcome this, the potential exists to develop a regional wine and produce showcase centre or emporium. This could feature the region's vineyards, offer a shopfront for

the vineyards and, potentially on a rotating basis, offer tastings. To assist with project commercial viability, a pop-up and seasonal facility is suggested until it can be a permanent facility with secure revenue streams.

Because of the strength of some of the food producers/growers in the region (olives etc), the potential also exists to investigate including them in the centre so the facility becomes a true showcase of the best of the Grampians' produce.

The CAPEX for this project is estimated at \$18 million, although a pop-up version would come at a significantly lower capital cost.

As the facility could offer a strong retail facility and dining option as well as displays, it is suggested as either a private sector initiative or a potential public-private partnership.

Wine and produce emporium precedents

Paesanella Food Emporium, Marrickville, NSW; National Wine Centre, Adelaide, SA; Pialligo Food Emporium, Canberra, ACT



INVEST IN
THE GRAMPIANS

TOURISM AVIATION ACTIVITY HUB

HORSHAM AND SOUTHERN GRAMPIANS REGIONS

\$1.4m (CAPEX estimate)

The Horsham Rural City Council is keen to further activate the Horsham Aerodrome to support several longer-term uses including air access for visitor markets to the region and various aviation-based business enterprises. To achieve this, it would include investigating the introduction of tourism-based recreational aviation experiences. This includes, but is not limited to, the following:

- Eventual scheduled regular passenger services and scenic flights for the wider region
- Gliding and training
- Paragliding
- Parachuting
- Light aircraft training school
- Microlights

- Potentially a hub for visitation by light aircraft visitors (flying in) needing parking for aircraft, refuelling and basic maintenance.

The airfield already supports some of these uses such as the rural fire service, medical flights, and a limited business market. Being slightly further away from more alpine terrain is also likely to assist with encouraging various tourism aviation experiences as noted above.

The aerodrome already has several private businesses operating from it with the potential to consider relocating some existing businesses and establishing more industrial park-style facilities on this site, rather than within the Horsham CBD.

The Southern Grampians Shire Council is also interested in offering an expanded aviation hub in Hamilton to support a range of leisure, business and community aviation linked requirements.

Horsham Aerodrome



INVEST IN
THE GRAMPIANS

3-4-STAR BRANDED BUSINESS & LEISURE HOTEL

ARARAT REGION

\$45m (CAPEX estimate)

While noted as a hub for business, Ararat currently struggles to attract strong overnight visitation because of a lack of accommodation. Council is therefore keen to encourage stronger accommodation options of a higher standard to support greater business travel to the region.

The opportunity exists to investigate the development of a 3-4 star, 60-80 room branded accommodation property to cater to this business market, along with a leisure market looking for higher quality accommodation.

Council has identified a potential vacant site within the CBD (247 Barkly Street) that could offer an ideal location for development. This is close to major city assets and F&B providers.

A branded property is suggested for several reasons, including the following:

- They bring with them existing databases of customers who often only stay in their brand of property so achieve higher occupancy levels
- They have strong marketing budgets that are not only used to market the property but also their respective locations
- They offer a stronger well maintained quality standard and are often required to reinvest regularly to ensure that the standard is maintained
- Ararat does not currently have a branded property and there are very few available throughout the broader region so this could have a far wider regional appeal as well for various markets.

Hotel development precedent – indicative example only Quest Griffith, NSW



INVEST IN
THE GRAMPIANS

CONTACT US NOW TO BE PART OF VICTORIA'S NEXT MAJOR INVESTMENT UPLIFT

Grampians Tourism was established in 2009 and is the peak industry body for tourism in the Grampians region and is directly supported by the Victorian State Government, Ararat Rural City, Horsham Rural City, Northern Grampians Shire and the Southern Grampians Shire, and over 300 industry partners.

Our primary purpose is to deliver a coordinated approach to investment attraction, product and industry development, and destination marketing for the region.

Our key assets include:

Destination Marketing: www.visitgrampians.com.au

Grampians Peaks Trail: www.grampianspeakstrail.com.au

Live The Grampians Way: www.grampianslife.com.au

Invest The Grampians Way: www.investgrampians.com.au

Marc Sleeman

Chief Executive Officer

Grampians Tourism Board Inc.

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ceo@grampiantourism.com.au



If looking to invest in the Grampians, you will find a region that is open for business and takes a very proactive approach to supporting investment and development.

Grampians Tourism works in partnership with local government and can assist with:

- Introductions to project proponents throughout our region
- Finding the right site/location
- Putting you in touch with key Council contacts
- Identifying partners, investors, developers and operators
- Helping to facilitate planning applications for key developments
- A full range of business support programmes, from helping with grant/loan assistance to linking with tertiary education facilities to help access apprentices and workers across the tourism sector.



Ararat Rural City

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Destination images used throughout this document have been sourced from Visit Victoria's Content Hub.

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9.3. Providing Sustainable Infrastructure

9.3.1. North Park Master Plan

Author/Position: Tony Dark, Senior Placemaker

Purpose

To seek Council endorsement of the North Park Master Plan 2022-32.

Summary

The North Park Master Plan has reviewed the current and potential future uses of the reserve over the next 10 years.

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 the community, North Park will need to be managed in a way that can adapt to changing participation trends, leisure patterns and community expectations.

The Master Plan outlines the community's aspirations for the future planning and investment of North Park. The plan makes recommendations aimed at optimising the use of the reserve and creating "a vibrant community hub which provides physical, social, economic and environmental benefits to the Stawell community".

This plan has:

1. identified opportunities to optimise active and passive recreation use, and to link and complement those opportunities offered at Central Park and Cato Park.
2. identified existing and future capability of reserve infrastructure and considered design options that ensure sustainable recreation provision in the future.
3. developed a plan to support investment at North Park so the reserve infrastructure is integrated and well-connected.

Implementation will be subject to Council's budget process and advocacy program.

Recommendation

That Council endorses the North Park Master Plan 2022-32.

RESOLUTION

That Council endorses the North Park Master Plan 2022-32.

Moved: Cr Rob Haswell

Seconded: Cr Murray Emerson

Carried

Background/Rationale

North Park is a Crown Land reserve on Barengi Gadjin Land situated in Lamont Street, Stawell, adjacent the Stawell Sports and Aquatic Centre and within a residential area. The park is zoned Public Park Recreation Zone (PPRZ) and is identified as a key community facility destination and sports precinct within the Stawell Structure Plan. North Park supports a diverse mix of organised sports activities and social sport and recreation activities. The reserve features an open parkland with meandering trail, a community garden and dog park area, sport and recreation facilities including sports oval for football and cricket, three netball courts, a soccer field and six lane athletic track, a 12-court tennis facility and fire brigade training track

The Master Plan reviewed Council's North Park Multi-Purpose Precinct Development Plan 2011 and acknowledges the prior planning, investment, and improvements at North Park over the last ten years. Key achievements include a new multi-purpose pavilion, renewal of the synthetic athletics track, new netball courts, new community garden and dog park, AFL football lighting upgrade and oval resurfacing, cricket net upgrade and new flood mitigation ponds.

The new master plan project has involved the following stages:

- background research and site review
- stakeholder engagement
- management model review
- issues and options report
- detailed design and costs
- draft report
- stage 2 public consultation process
- final report

The project identified the following key challenges and opportunities:

- Lack of connectivity and social and recreation play opportunities.

Council has implemented several major projects at North Park including the new multi-purpose pavilion, renewal of the synthetic athletics track, new netball courts, tennis lighting upgrade, a community garden and dog park. A new skate park and soccer field lighting is programmed for 2022. These improvements respond to the key infrastructure renewal challenges and have diversified the social sport and recreation opportunities at the reserve. The Master Plan is an opportunity to connect the activity areas in a way that welcomes the community and encourages exercising, social gathering, recreation, and play activities. This includes the provision of a play space, an extended pathway network, improved landscaping and way finding signage to entrances, and more shade trees. Other suggested improvements by key user groups include a new scoreboard and an upgrade of tennis courts one and two.

- Organised sport participation demand will be maintained and social recreation participation is growing.

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 by introducing new formats and programs with a particular focus on junior participation. 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. 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 show that there will be a continued increase in the demand for informal, social and passive recreation opportunities, such as walking, cycling and informal gym and fitness.

- Increasing demand for accessible and affordable 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 which means sport and recreation participation opportunities will need to be provided in an affordable and accessible way.

- Park design will need to respond to changing participation trends and leisure patterns.

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 the community, North Park will need to be managed and designed in a way that can adapt to changing participation trends, leisure patterns and community expectations. Northern Grampians Shire is responding to these changing trends in a number of ways.

These include:

- Providing diverse sport and recreation areas 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 programs, and provides access to nature and open spaces.
 - User fees is a concern, and the development of a consistent policy is required across the major sports reserves that form part of this master planning process.
- Users seek reserve improvements and equitable and affordable access to facilities.

Key user groups welcomed the recent improvements to North Park over the last ten years and proposed facility upgrades that would improve the safety and capacity of the sporting groups to increase participation and programming. Key improvements included new lights for the soccer field, the renewal of netball and tennis courts, improved storage for athletics and soccer, a new scoreboard and playground. 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. Access to facilities, agreements and affordable fees and charges is also a concern for tenant clubs, particularly following the disruption and impact of COVID-19 restrictions over the last two years (2020 and 2021). This necessitates the need for the development of a consistent Fees and Charges Policy across major sports reserves as part of the master plan process. Other operational issues identified by user groups include the insufficient treatment of waste and the difficulty in using Council's online booking system. Residents supported the proposed fence at the steep slope to residential properties on Ellen Street to the southern end of the reserve. However, they were concerned that the estimated cost of \$5,000 did not support the scope of fencing required to provide safe pedestrian access and reduce anti-social behavior. Additional community suggestions included, regular drainage maintenance, particularly around the fence area with large peppercorn trees and beautification of areas around the "wetlands" and dam area. Council is responding to drainage maintenance concerns outside the master planning process.

The Stawell Recreation Advisory Group will be responsible for monitoring and to make recommendations to Council as required with projects to align with existing budget parameters.

Implementation will be subject to Council's budget process and advocacy program.

Legislation, Council Plan, Strategy and Policy Implications

Council Plan 2021-25 – Enhance Lifestyles and Community, Boost Economic Growth and Provide Sustainable Infrastructure

Stawell Structure Plan 2020

Northern Grampians Economic Development Strategy 2021-31

Options

Option 1

That Council endorses the North Park Master Plan. **[recommended]**

Option 2

That Council does not endorse the North Park Master Plan. **[not recommended]**

Implications

Any identified sustainability issues (economic, social, environmental or climate change) or heritage/cultural, amenity, human rights/gender equality, privacy, risk management, budgetary and asset management implications have been addressed in this report.

Community Engagement

Stawell Recreation Advisory Group were engaged as part of the preparation of the Plan.

The community engagement process involved two stages:

- The first stage involved surveys, interviews and workshops with user groups, peak sporting bodies, schools, and council's service departments.
- The second stage involved a public exhibition of the draft master plan and engagement with key stakeholders.

Collaboration

Sport and Recreation Victoria and peak sporting bodies including:

- AFL
- Football Victoria
- Netball Victoria
- Cricket Victoria
- Athletics Victoria
- Victorian Athletics League
- Little Athletics Victoria
- Tennis Victoria
- Victorian Education Department

Officer's Declaration of Interest

Tony Dark, Senior Placemaker

In providing this advice as the author, I have no disclosable interests in this report.

Attachments

1. North Park Master Plan Summary Report 2022-32 **[9.3.1.1 - 20 pages]**
2. North Park Final Report FINAL **[9.3.1.2 - 64 pages]**

NORTH PARK MASTER PLAN, 2022-32 SUMMARY REPORT



NOVEMBER 2022

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THE PROJECT

The North Park Master Plan has reviewed the current and potential future uses of the reserve. The Master Plan includes recommendations that will inform Northern Grampians Shire Council's future planning and investment priorities for optimising the use of the reserve and creating "a vibrant community hub which provides physical, social, economic, and environmental benefits to the Stawell community".

This plan has:

- Identified opportunities to optimise active and passive recreation use, and to link and complement those opportunities offered at Central Park and Cato Park.
- Identified existing and future capability of reserve infrastructure and considered design options that ensure sustainable recreation provision in the future.
- Developed a plan to support investment at North Park so the reserve infrastructure is integrated and well-connected.

The project has involved the following stages:



Figure 1: Project Stages



Strategic Relationships

The *North Park Master Plan* responds to the *Northern Grampians Shire Council Plan* objectives:

- Enhancing lifestyles and community, through providing sport and recreation opportunities in Northern Grampians
- Boosting economic growth
- Providing sustainable infrastructure.

North Grampian's Shire's other strategies, including the *Stawell Structure Plan*, the *Open Space Strategy* and *Activate 20-2030 Strategy*, prioritise the planned improvements of the North Park and Stawell Sports and Aquatic Centre community precinct.

Figure 2 shows the strategic relationships with the North Park Master Plan.

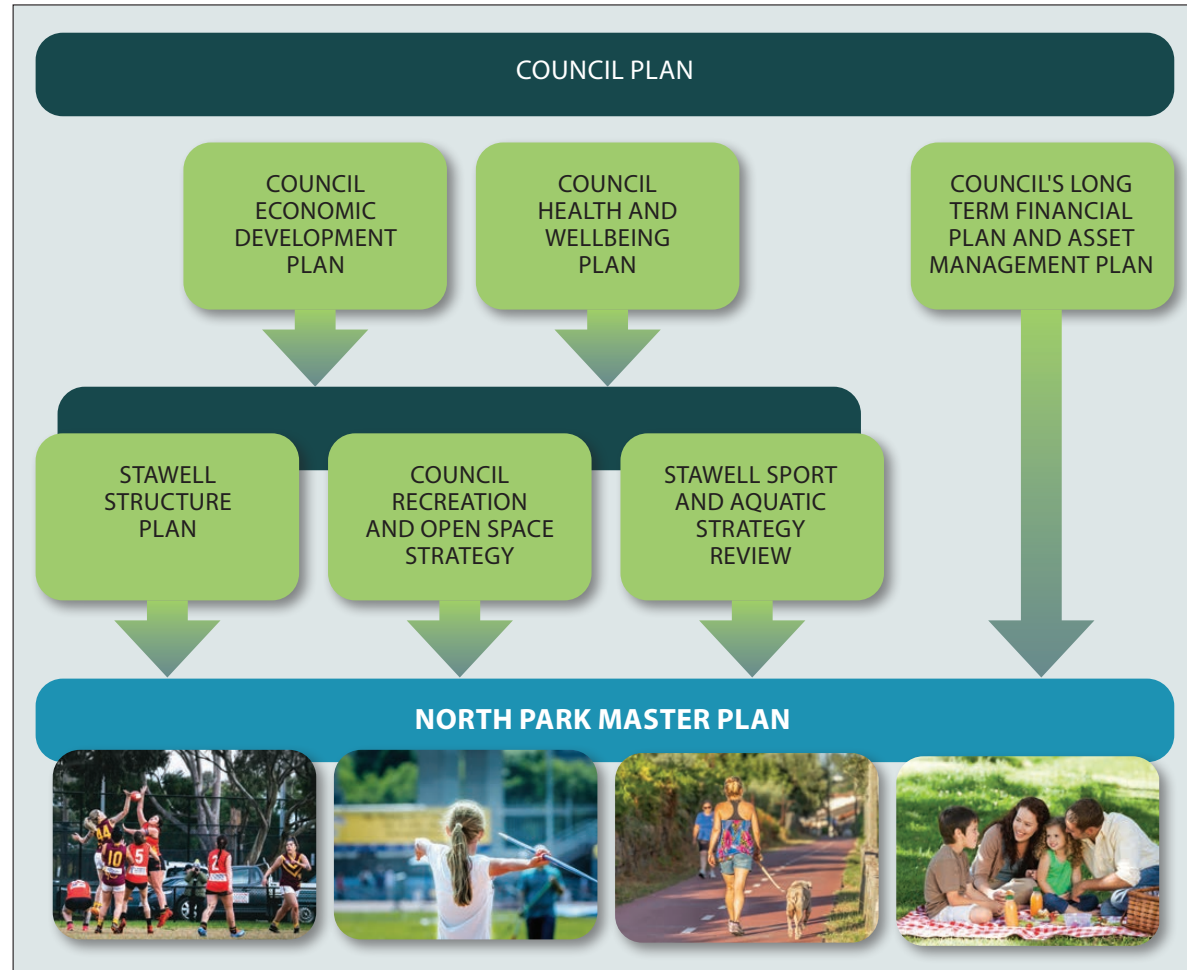


Figure 2: Strategy Relationships with the North Park Master Plan

THE SITE

North Park is a Crown Land reserve on Barengi Gadjin Land situated in Lamont Street, Stawell, adjacent the Stawell Sports and Aquatic Centre and within a residential area.

The park is zoned Public Park Recreation Zone (PPRZ) and is identified as a key community facility destination and sports precinct within the Stawell Structure Plan.

North Park supports a diverse mix of organised sports activities and social sport and recreation activities. The reserve features an open parkland with meandering trail, a community garden and dog park area, sport and recreation facilities including sports oval for football and cricket, three netball courts, a soccer field and six lane athletic track, a 12-court tennis facility and fire brigade training track.



Figure 3: Aerial image of the North Park site

The *Stawell Structure Plan* supports the improvement of North Park and proposes key cycling and walking routes from the reserve to the town centre, Stawell station and other key open space areas.

In 2011, Council prepared the *North Park Multi-Purpose Precinct Development Plan*. The plan recommended the development of North Park as “a vibrant community hub which provides physical, social, economic, and environmental benefits to the Stawell community”. The plan has helped inform the planning, investment, and improvements at North Park over the last ten years.

Key achievements include:

- A new multi-purpose pavilion
- Renewal of the synthetic athletics track
- New netball courts
- New community garden
- New dog park
- AFL football lighting upgrade
- Main sports oval resurfacing
- Cricket net upgrade
- Provide new flood mitigation ponds.

Funding has been approved in 2022 to deliver:

- Soccer field lighting
- New skate park.

Figure 4: Stawell Structure Plan





WHY DO WE NEED A MASTER PLAN?

The project identified the following key challenges and opportunities:

 <p>LACK OF CONNECTIVITY AND SOCIAL AND RECREATION PLAY OPPORTUNITIES</p>	 <p>ORGANISED SPORT PARTICIPATION DEMAND WILL BE MAINTAINED AND SOCIAL RECREATION PARTICIPATION IS GROWING</p>	 <p>INCREASING DEMAND FOR ACCESSIBLE AND AFFORDABLE PARTICIPATION OPPORTUNITIES</p>	 <p>PARK DESIGN WILL NEED TO RESPOND TO CHANGING PARTICIPATION TRENDS AND LEISURE PATTERNS</p>	 <p>USERS SEEK RESERVE IMPROVEMENTS AND EQUITABLE AND AFFORDABLE ACCESS TO FACILITIES</p>
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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, renewal of the synthetic athletics track, new netball courts, tennis lighting upgrade, a community garden and dog park. A new skate park and soccer field lighting is programmed for 2022. These improvements respond to the key infrastructure renewal challenges and have diversified the social sport and recreation opportunities at the reserve.

The reserve has been developed in a siloed way and this Master Plan is an opportunity to connect the activity areas in a way that welcomes the community and encourages exercising, social gathering, recreation, and play activities. This includes the provision of a play space, an extended pathway network, improved landscaping and way finding signage to entrances, and more shade trees.

Other suggested improvements by key user groups include a new scoreboard and upgrade of tennis courts one and two.

Organised sport participation demand will be maintained whilst active recreation participation is growing

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 introducing new format and programs and with a particular focus on junior participation.

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.

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 and 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 which means sport and recreation participation opportunities will need to be provided in an affordable and accessible way.

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

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 the community, North Park will need to be designed in a way that can adapt to changing participation trends, leisure patterns and community expectations.

Northern Grampians Shire is responding to these changing trends in a number of ways. These include:

- 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 is required across the major sports reserves that form part of this master planning process.

Key user groups seek improvements to the reserve and equitable and affordable access to facilities

The community engagement process involved two stages:

- The first stage involved surveys, interviews and workshops with user groups, peak sporting bodies, schools, and Council's service departments.
- The second stage involved a public exhibition of the Draft Master Plan and engagement with key stakeholders.

Key user groups welcomed the recent improvements to North Park over the last ten years and proposed facility upgrades that would improve the safety and capacity of the sporting groups to increase participation and programming. Key improvements included new lights for the soccer field, the renewal of netball and tennis courts, improved storage for athletics and soccer, a new scoreboard and playground.

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.

Access to facilities, agreements and affordable fees and charges is also a concern for tenant clubs, particularly following the disruption and impact of COVID-19 restrictions over the last two years (2020 and 2021). This necessitates the need for the development of a consistent fees and charges policy across major sports reserves as part of the Master Plan process.

Other operational issues identified by user groups include the treatment of waste is insufficient and the difficulty in using Council's online booking system.

Residents supported the proposed fence at the steep slope to residential properties on Ellen Street to the southern end of the reserve. However, they were concerned that the estimated cost of \$5,000 did not support the scope of fencing required to provide safe pedestrian access and reduce anti-social behaviour.

Additional community suggestions included regular drainage maintenance, particularly around the fence area with large pepper corn trees and beautification of areas around the "wetlands" and dam area. Council is responding to the drainage maintenance concerns outside the master planning process.

WHAT ARE THE KEY USER GROUP NEEDS?

The table identifies the key user group needs, opportunities and outlines how the master plan will address these needs with reference to the relevant facility guidelines.

Club	Needs	Opportunities	Masterplan 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 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.

Club	Needs	Opportunities	Masterplan Outcome Addressing Needs	Guidelines Reference
Stawell Amateur Athletics Club	<ul style="list-style-type: none"> Update facility to a modern standard. Memorabilia display. Ongoing maintenance of facility. More storage. Improved access to clubrooms. 	<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. Explore storage needs and options Access to new multipurpose pavilion. 	<ul style="list-style-type: none"> IAAF Athletics Track and Field Facilities Manual.
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 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. Provide safe pedestrian access from athletics infield (soccer/rugby) to new multipurpose pavilion. 	<ul style="list-style-type: none"> NRL Preferred Facility Guidelines.

Club	Needs	Opportunities	Masterplan Outcome Addressing Needs	Guidelines Reference
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 pre-season 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 pre-season training and any practice matches. • Scoreboard requires renewal. • Upgrade lighting. • Access to formal parking with appropriate lighting. • Ongoing maintenance of facility. • Power connection to netball courts. • Scorer's table/bench at netball courts. 	<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. • Provide scorer's table/bench at netball courts. 	<ul style="list-style-type: none"> • AFL Victoria Preferred Facility Guidelines. • Netball Victoria Facilities Manual.

Club	Needs	Opportunities	Masterplan Outcome Addressing Needs	Guidelines Reference
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 publically 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. Good Friday match (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.

WHAT IS PROPOSED?

The following key directions are recommended for North Park. An implementation plan has been prepared to guide the development of the Master Plan.

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).

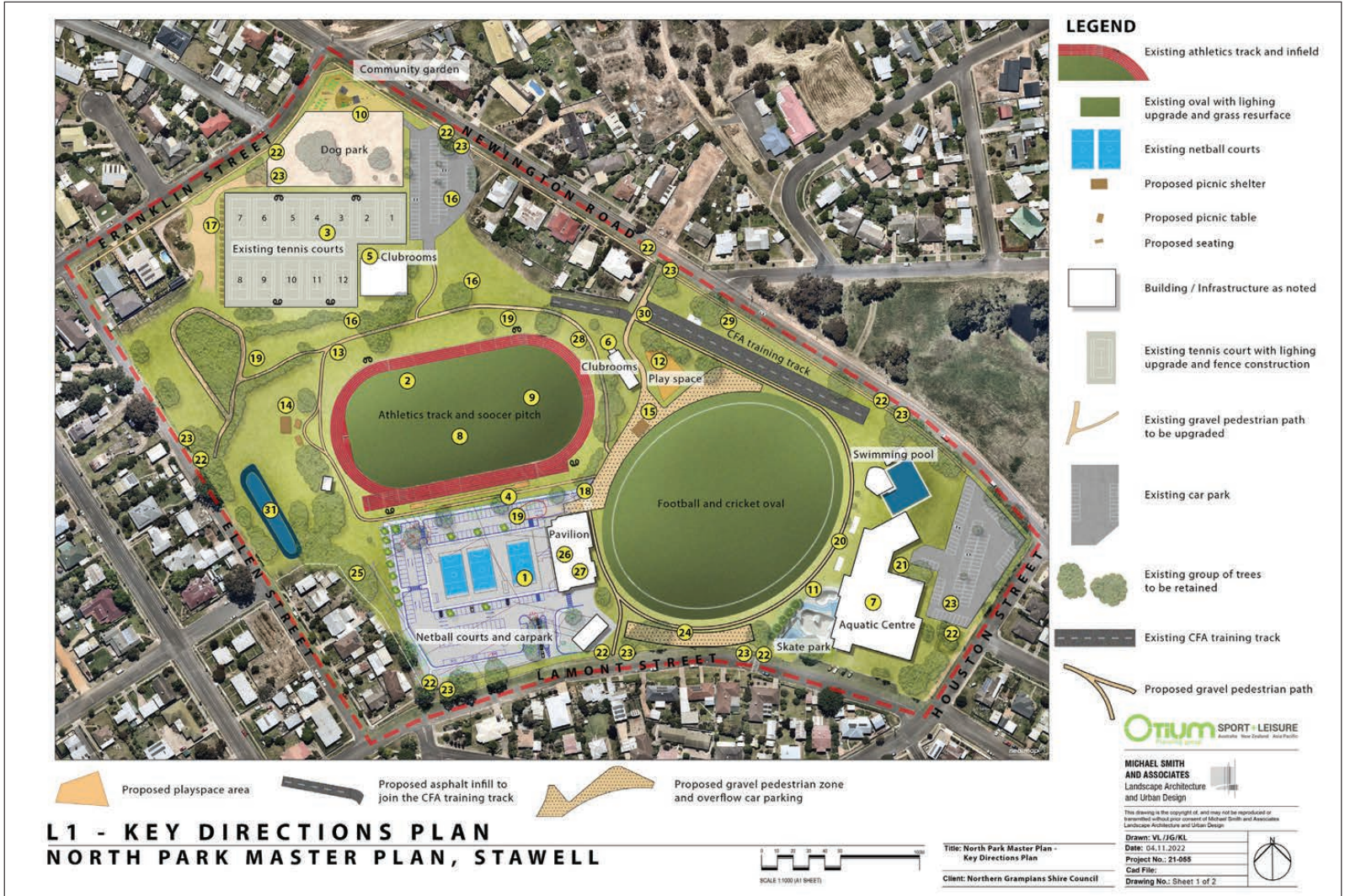
A preliminary cost plan has been prepared by Quantity Surveyors Currie and Brown to help inform Northern Grampian Shire's long term financial planning. The total estimated project is approximately \$2 million (includes demolition costs, preliminaries, contingencies, authority approvals and fees). Detailed design and cost plans are recommended to confirm the project costs of recommendations at the time of delivery.

Implementation Plan

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

Plan Reference	Recommendation	Estimated Cost	Priority
Community Sport Infrastructure Upgrades			
29	In partnership with the CFA, 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 2023).	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	Demolish the former football pavilion . 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

Plan Reference	Recommendation	Estimated Cost	Priority
Traffic management and Landscaping Improvements			
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	Medium
29	Establish a North Park specific sub-committee in the Stawell Recreation Advisory Group	NA	Short





**NORTH PARK MASTER PLAN
PROPOSED PLAYSACE**

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.

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NORTH PARK MASTER PLAN

FINAL REPORT



NOVEMBER 2022



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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 ‘siloe’d’ infrastructure into an integrated and well-connected precinct for active and passive recreation.

1.2 Project Process

The project will involve the following stages:

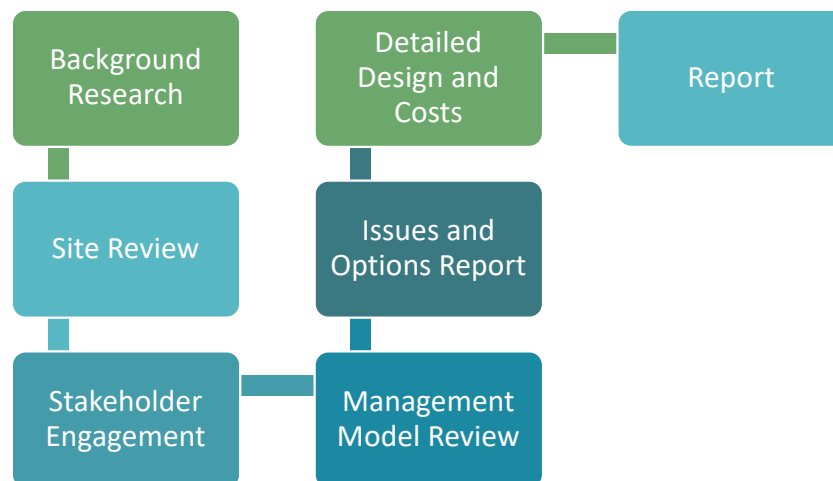


Figure 1: Project Methodology

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.
Northern Grampians Shire Council Economic Development Plan, 2021-2031	<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.
Open Space, Sport and Recreation Strategy, Northern Grampians Shire Council, 2014	<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
Asset Management Policy	<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
	in the long term. Therefore, a strategic approach to the management and renewal of Council's assets is needed.
Stawell Structure Plan, 2021	<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.
Stawell Parks Precinct Plan, 2019	<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>
Stawell Sport and Aquatic Centre Feasibility Study and Master Plan 2021	<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>
North Park Multi-Purpose Precinct Development Plan, 2011	<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.

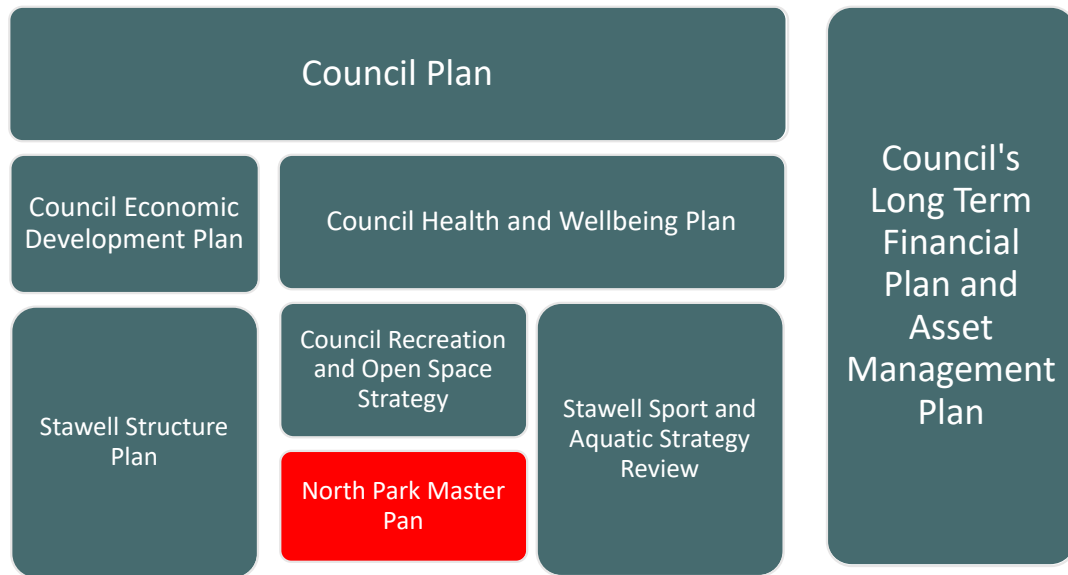


Figure 2: Strategic Relationships

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.

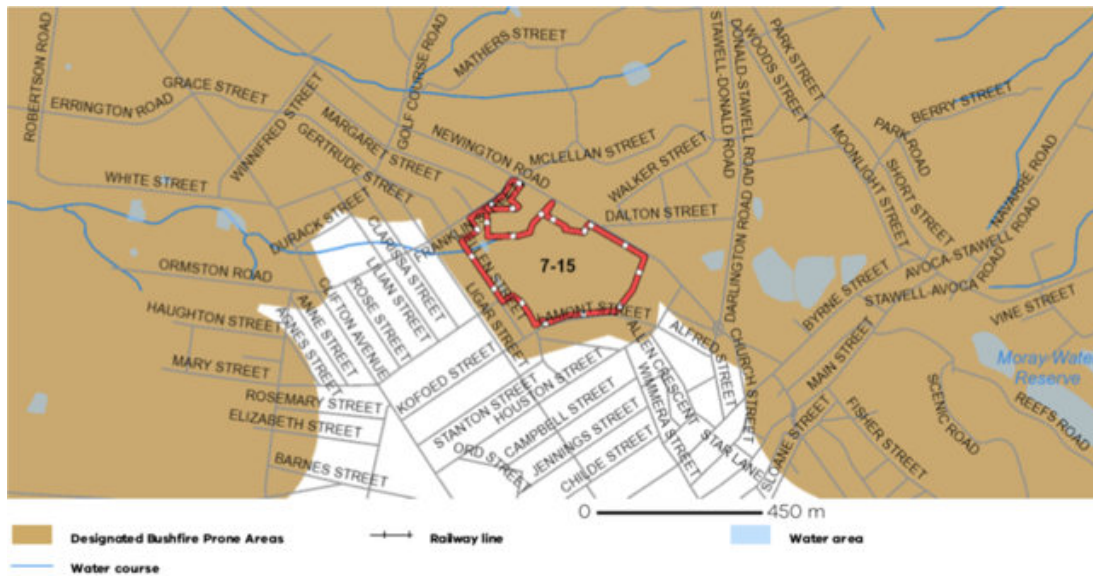


Figure 6: VicPlan Designated Bushfire Protection Area

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:

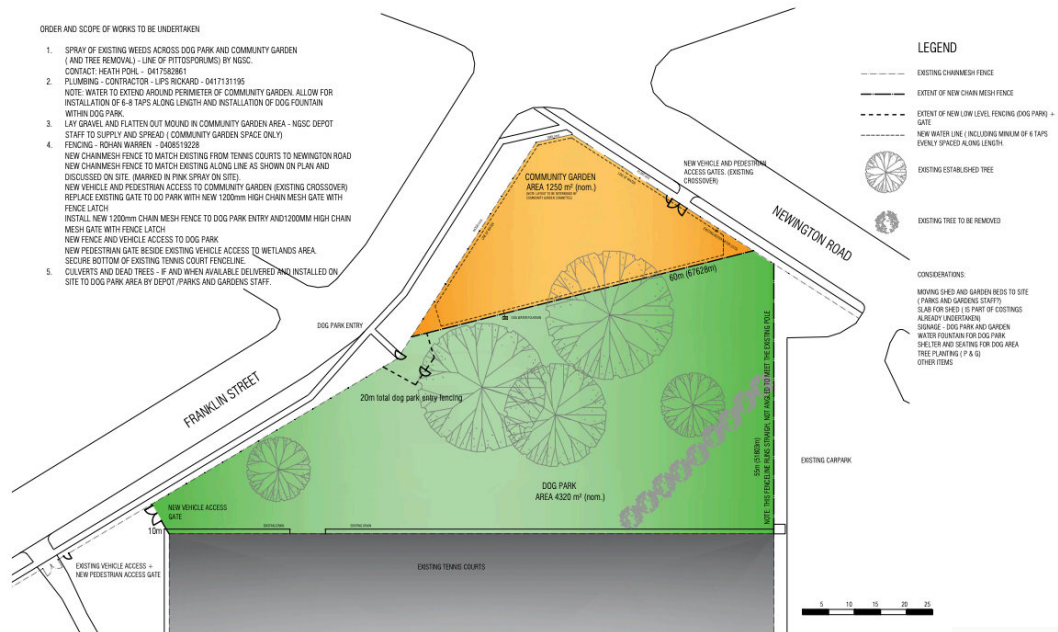
- Construction of the new multi-purpose pavilion.
- Renewing the synthetic athletics track.

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

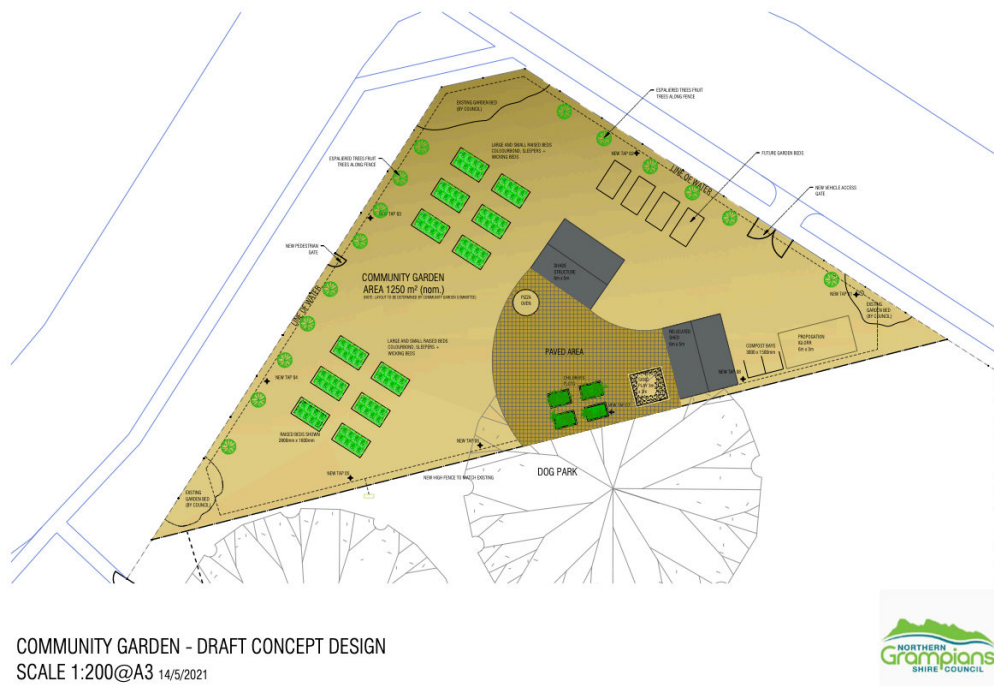


Figure 8: Proposed Community Garden and Dog Park Design Concepts

Skate Park



Figure 9: Proposed Skate Park Design

Netball Court Development

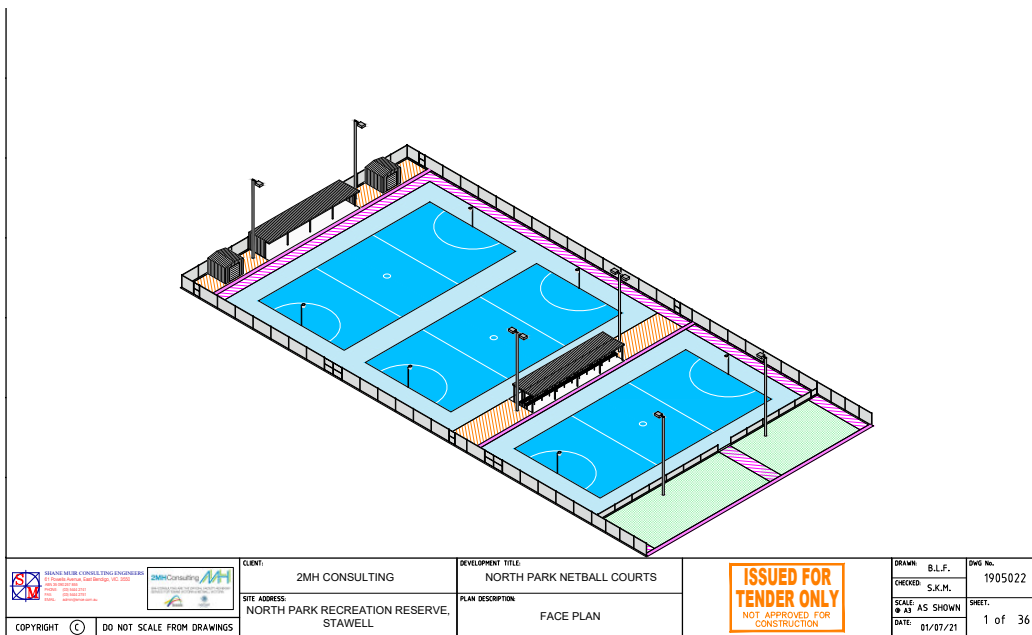


Figure 10: Proposed Netball Court Development

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

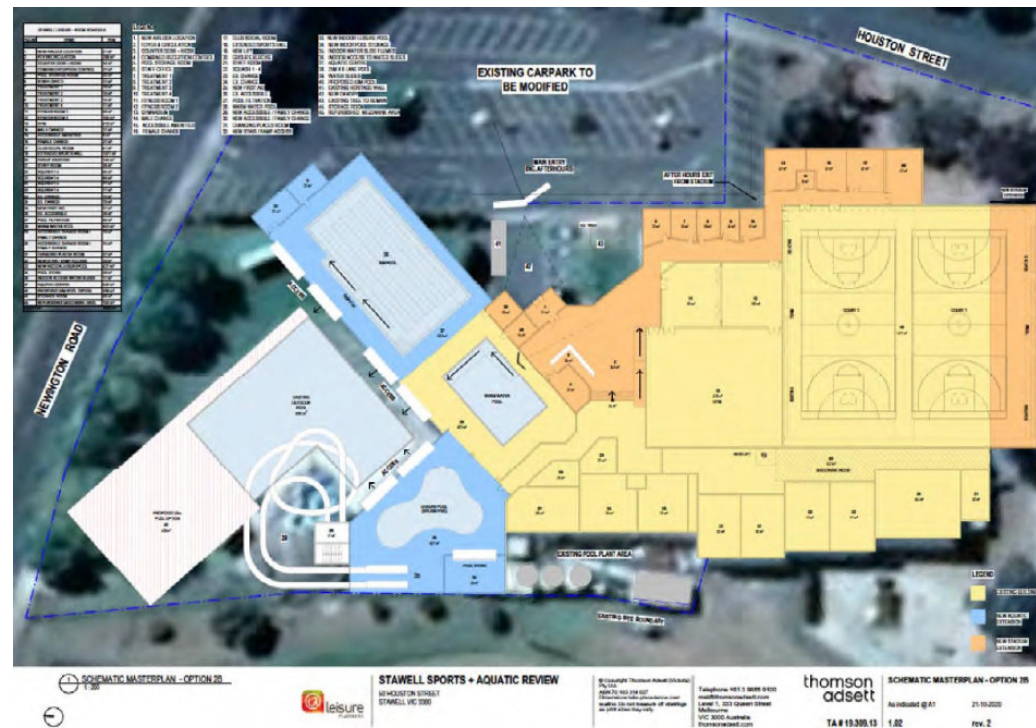


Figure 11: Stawell Sports and Aquatic Centre Redevelopment (Option 2)

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 Stawell 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.

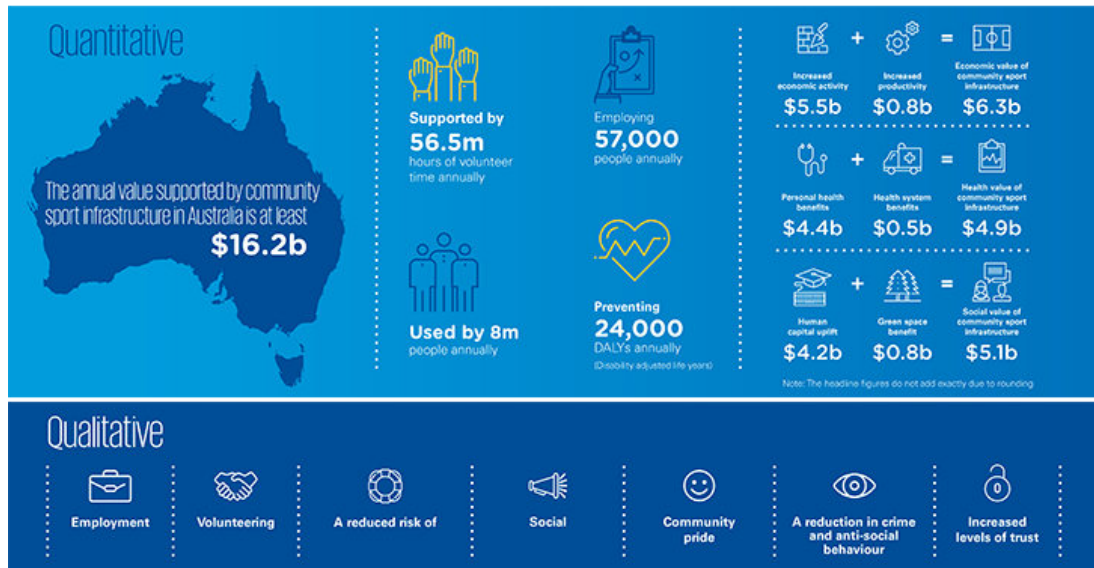


Figure 17: Summary of the Sport Australia report into the value of community sport infrastructure

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 docks 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) lanes 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




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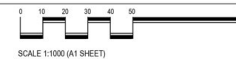
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Drawn: VL/JG
Date: 26.07.2022
Project No.: 21-055
Cad File:
Drawing No.: Sheet 1 of 2



-  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.	Financial Implications <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 show 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 have 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.

9.4. Improve Organisational Effectiveness

9.4.1. Quarterly Finance Report

Author/Position: **Graham Haylock, Manger Financial Services**

Purpose

To advise Council of the Financial Report for the first quarter ended 30 September 2022 that includes projects carried forward from the prior 2021-22 financial year.

Summary

This report discloses:

1. The Financial Report for the first quarter ended 30 September 2022.
2. The value of projects, operating and capital, to be carried forward from the 2021-22 financial year for completion during the 2022-23 financial year.

Recommendation

That Council notes the Financial Report for the first quarter ended 30 September 2022.

RESOLUTION

That Council notes the Financial Report for the first quarter ended 30 September 2022.

Moved: **Cr Eddy Ostarcevic**

Seconded: **Cr Karen Hyslop**

Carried

Background/Rationale

As soon as practicable after the end of each quarter of the financial year, the Chief Executive Officer is required to provide Council with a financial report, comparing the actual and budgeted results to date and an explanation of any material variations.

This report is the first financial report for the 2022-23 financial year that will assess council's performance against the adopted budget. It also includes the value of projects, operating and capital, to be carried forward from the 2021-22 financial year for completion during the 2022-23 financial year.

The report shows the forecast end of year result for the current financial year based on actual results to 30 September 2022 together with percentage variations to the adopted budget.

Legislation, Council Plan, Strategy and Policy Implications

Local Government Act 2020

Council Plan 2021-25 – Improve Organisational Effectiveness

Options

Option 1

That Council notes the Financial Report for the first quarter ended 30 September 2022 without amendments.

[recommended]

Option 2

That Council notes the Financial Report for the first quarter ended 30 September 2022 with amendments. **[not recommended]**

Implications

The subject matter has not raised any sustainability issues (economic, social, environmental or climate change) or heritage/cultural, amenity, human rights/gender equality, privacy, risk management, budgetary and asset management implications.

Procurement

The report does not raise any procurement matters.

Community Engagement

No community engagement was required.

Innovation and Continuous Improvement

This report incorporates the impact of new accounting standards and better practice reporting.

Collaboration

No collaboration was required in completing this report.

Officer's Declaration of Interest

All officers providing advice to Council must disclose any interests, including the type of interest.

Graham Haylock, Manager Financial Services

In providing this advice as the author, I have no disclosable interests in this report.

Attachments

1. Quarterly Finance Report - September 2022 **[9.4.1.1 - 13 pages]**

Financial Report

30 September, 2022



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FINANCE REPORT - SEPTEMBER 2022: CARRY FORWARDS

Summary of Variations

The variation between the 2022/23 Adopted Budget and the 2021/22 Actuals made up of the following components: -

	\$000's
Opening Cash	
Additional Cash @ 30 June 2022 vs 2023 Opening Budgeted Cash Position	4,069
Explanation of Additional Cash	
Carry Forward to 2022/23:	
Capital Works & Projects	6,876
Operating Projects	667
	7,543
Explanations of Further Variances Against Additional Cash	
Capital grants received in prior years	(6,014)
Savings in operating programs	2,540
	(3,474)

Summary of Carry Forwards	\$
Capital Works & Projects	
Expenditure budgeted for in 2021/22 - to be expended in 2022/23	
Infrastructure Program - Bridge & Culverts Program	710,713
Open Spaces - Central Park/North Park Upgrades	593,832
Land Improvement - Sloane St Development	578,845
Lord Nelson Park Multipurpose Sporting Facility Redevelopment	457,986
Lord Nelson Park - Sports Ground Lighting	347,992
Infrastructure Program - Transport dev Program	320,810
Heavy Plant Replacement Program	309,638
Grampians RDV Regional Cycling	300,000
Great Western Trail	273,830
St Arnaud Tennis Club Renewal	238,505
SMART Waste Technology	237,365
Infrastructure Program - Streetscape Program	228,304
Infrastructure Program - Kerb & Channel Program	225,000
Stawell Library Redevelopment	204,765
North Park Precinct Projects	190,304
Market Square Master Plan	185,230
Stawell Pound Upgrade	181,505
Infrastructure Program - Rehabilitation Program	150,000
Stawell, St Arnaud & Marnoo Flood works	134,798
Walkers Lake Reserve Projects	120,278
Remembering Stella Young	117,862
Infrastructure Program - Resheeting Program Program	100,000
Caravan Park Upgrades	86,017
Stawell Aerodrome Open Spaces	75,734
Navarre Recreation Reserve Projects	60,000
Infrastructure Program - Resealing Program Program	59,751
Infrastructure Program - Major Rural Roads Program	55,000
St Arnaud Town Hall Audio Visual	50,000
Energy Efficiency In Buildings	50,000
Stawell Cemetery	50,000
St Arnaud Pool	33,000
Stawell Tourism Action Plan	29,105
Infrastructure Program - Drainage Program	28,980
Bulgana Wind Farm	26,403
Stawell Skate Park	24,170
Great Western Oval Lighting works	23,484
Infrastructure Program - Town Street Sealing Program	21,646
Cultural Heritage Trail	19,270
Infrastructure Program - Final Seal Program	14,289
Great Western Future Plan	14,173
Infrastructure Program - Urban Rd Improvement Program	7,000
Infrastructure Program - Footpaths Program	4,200
Bellfield Bikepath Development (*grant to be received)	(63,514)
	6,876,270

Operating Projects

Information Systems	184,310
Aged Friendly Communities	79,644
CCCF Sustainability Support	66,874
St Arnaud ELC - programs	57,990
HACC - PYP	46,282
KISP Planning Grant	35,000
Marnoo & Navarre Community Plans	34,390
Covid Engagement	24,500
Outdoor Dining Project	23,840
Gatherings 2023	23,000
Ready for Life Early Years	20,400
Early Schools Readiness Funding	21,423
Kinder Central Enrolment	20,634
Live The Grampians Way	10,000
Libraries	10,000
Community Development	8,500
	666,787

Total Carry Forwards	7,543,057
-----------------------------	------------------

Executive Summary as at 30 September, 2022

It should be noted that this report only reflects spending to 30 September, 2022.

The forecast shows an unfavourable movement of \$4M in expected closing cash held at the end of the financial year compared to budget.

It is projected that the Council will end the year with \$14.8M cash.

Cash Flow Statement as at 30 September, 2022

	Actuals to September, 2022 \$ '000	Total Forecast \$ '000	Budget 2022-23 \$ '000	Variations to Budget Fav (Unfav) \$ '000
Operating Activities				
Revenue				
Rates & Charges	(4,482)	(19,474)	(19,367)	107
Operating Grants	(1,230)	(10,752)	(10,753)	(1)
Statutory Fees & Fines	(107)	(356)	(356)	-
User Fees	(493)	(2,023)	(2,023)	-
Contributions	(29)	(49)	(49)	-
Other Revenue	(214)	(749)	(749)	-
Total Revenue	(6,555)	(33,403)	(33,297)	106
Expenses				
Employee Costs	4,104	18,454	18,427	(27)
Materials & Services	252	12,589	10,843	(1,746)
Borrowing Costs	-	70	73	3
Other Expenses	48	940	941	1
Total Expenses	4,404	32,053	30,284	(1,769)
Net Operating	(2,151)	(1,350)	(3,013)	(1,663)
Investing Activities				
Capital Expenditure	3,279	19,383	11,644	(7,739)
Capital Grants	(735)	(7,621)	(6,210)	1,411
Capital Income	-	-	(90)	(90)
Capital Contributions	-	(10)	(10)	-
Repayment of Loans & Advances	-	-	(5)	(5)
Net Investing Activities	2,544	11,752	5,329	(6,423)
Financing Activities				
Principal Repayments	24	97	97	-
Net Financing Activities	24	97	97	0
Net Movements for Year	767	10,499	2,413	(8,086)
Opening Cash	25,347	25,347	21,277	(4,070)
Closing Cash	24,580	14,848	18,864	4,016

Operating Statement as at 30 September, 2022

25% through the year

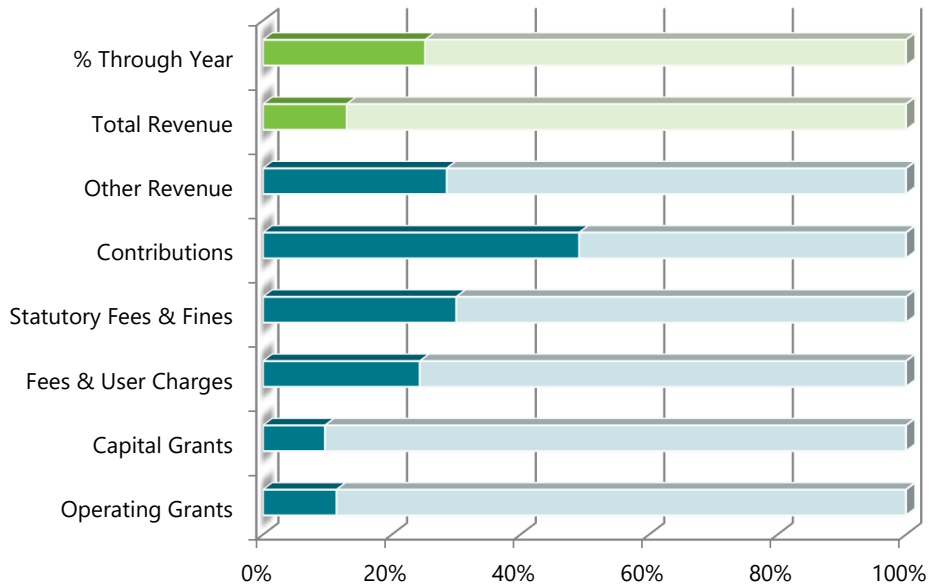
	YTD Committed Actuals \$000's	Forecast \$000's	Adopted Budget \$000's	% Actuals to Forecast %
Revenue				
Rates & Charges				
Residential	(8,557)	(8,557)	(8,494)	100%
Farm/Rural	(5,491)	(5,491)	(5,488)	100%
Commercial	(785)	(785)	(766)	100%
Industrial	(428)	(428)	(402)	100%
Cultural & Recreational	(12)	(12)	(12)	100%
Municipal Charge	(1,008)	(1,008)	(1,003)	100%
Garbage Charge	(2,870)	(2,870)	(2,848)	100%
Rates in Lieu	(357)	(357)	(355)	100%
Rates & Charges	(19,508)	(19,508)	(19,367)	100%
Grants Capital				
Capital Grants	(735)	(7,621)	(6,210)	10%
Grants Capital	(735)	(7,621)	(6,210)	10%
Grants Operating				
Aged & Disability Services Grants	(154)	(809)	(809)	19%
Child Care Grants	(203)	(791)	(791)	26%
Environmental Grants	-	(75)	(75)	0%
Untied Grants	(583)	(8,718)	(8,718)	7%
Operating Grants	(170)	(237)	(237)	72%
Public Safety Grants	(120)	(123)	(123)	98%
Grants Operating	(1,230)	(10,752)	(10,752)	11%
User Fees				
Aged and Disability Service Fees	(150)	(399)	(399)	38%
Child Care Fees	(67)	(336)	(336)	20%
Leisure Fees	(122)	(716)	(716)	17%
Local Law Fees	(28)	(120)	(120)	23%
Other Fees	(29)	(160)	(160)	18%
Public Health Fees	(18)	(87)	(87)	20%
Rental Income	(55)	(153)	(153)	36%
Private Works Infrastructure	(6)	(21)	(21)	27%
Waste Management Fees	(19)	(22)	(22)	89%
User Fees	(493)	(2,023)	(2,023)	24%
Statutory Fees and Fines				
Building Fees	(59)	(182)	(182)	32%
Local Law Fees	(3)	(4)	(4)	66%
Other Fees	(3)	(30)	(30)	10%
Planning Fees	(42)	(140)	(140)	30%
Statutory Fees and Fines	(107)	(356)	(356)	30%
Contributions				
Contributions to Capital	-	(10)	(10)	0%
Contributions Other	(29)	(49)	(49)	59%
Contributions	(29)	(59)	(59)	49%
Other Revenue				
Interest Income	(23)	(151)	(151)	15%
Other Revenue	(192)	(599)	(599)	32%
Other Revenue	(214)	(749)	(749)	29%
Revenue	(22,316)	(41,069)	(39,518)	54%
Revenue (excl Rates & Charges)	(2,808)	(21,562)	(20,150)	13%

Operating Statement as at 30 September, 2022

25% through the year

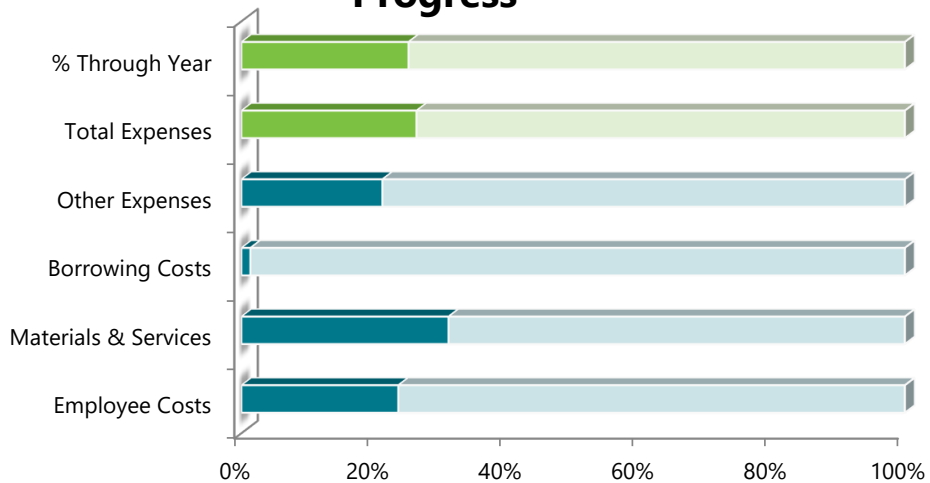
	YTD Committed Actuals \$000's	Forecast \$000's	Adopted Budget \$000's	% Actuals to Forecast %
Expenses				
Employee Benefits				
Salary & Wages	3,686	15,810	15,810	23%
Superannuation	394	1,763	1,763	22%
LSL Provision Movement	-	463	463	0%
Fringe Benefit Tax	2	33	33	5%
Workcover	282	359	359	78%
Employee Benefits	4,363	18,428	18,428	24%
Materials & Services				
Advertising	43	119	119	36%
Apprentice Reimbursements	-	720	-	0%
Audit Fees	-	55	55	0%
Bank Fees	11	58	58	20%
Catering	1	28	28	5%
Communications	25	133	133	19%
Contract Employees	125	376	376	33%
Contractors	694	3,159	3,159	22%
Contributions - Reciprocal	319	319	39	100%
Cost of Goods Sold	52	175	175	30%
Equipment Mtc & Repair	272	680	680	40%
Fuel	176	509	509	34%
Insurance	594	715	715	83%
Leases	87	387	387	23%
Legal Expenses	9	102	102	9%
Memberships & Subscriptions	118	266	266	44%
Minor Equipment	82	105	105	78%
Office Supplies	2	9	9	17%
Other Materials and Services	433	1,106	1,106	39%
Postage & Freight	8	36	36	22%
Printing	15	58	58	25%
Professional Advice	128	473	473	27%
Recruitment & Retention Expenses	2	21	21	8%
Security Expenses	10	66	66	15%
Software Costs	372	1,644	1,644	23%
Uniforms & Protective Clothing	48	88	88	54%
Utilities	74	438	438	17%
Materials & Services	3,700	11,843	10,843	31%
Depreciation				
Depreciation	-	14,139	14,139	0%
Depreciation	0	14,139	14,139	0%
Amortisation				
Amortisation	-	86	86	0%
Amortisation	-	86	86	0%
Finance Costs				
Finance Costs	1	70	70	2%
Lease Costs	-	3	3	0%
Finance Costs	1	73	73	2%
Other Expenses				
Contributions - Non Reciprocal	87	370	370	24%
Councillor Allowances	54	233	233	23%
Other Expenses	58	337	337	17%
Other Expenses	200	940	940	21%
Expenses	8,263	45,509	44,509	18%
Expenses (excl Depreciation)	8,263	31,283	30,284	26%
Other Income Statement Items				
Proceeds of Asset Sales	(152)	-	-	
Other Income Statement Items	(152)	0	0	
Operating Statement	(14,205)	4,439	4,991	-320%

Ordinary Operating Revenue Progress



This graph excludes rates & charges, with the details for this area shown in the Debtors Report.

Ordinary Operating Expenditure Progress



Capital & Project Expenditure Summary

Programs	Actuals \$000's	Forecast \$000's	% Complete	Remaning
Major Emergency Restoration	412	-	0%	100%
Roads	1,646	6,369	26%	74%
Bridges	241	2,123	11%	89%
Building	932	2,585	36%	64%
Drainage	15	107	14%	86%
Open Spaces	499	6,209	8%	92%
Land & Land Improvements	-	579	0%	100%
IT	2	69	3%	97%
Plant, Vehicles & Equipment	195	1,100	18%	82%
Projects	667	794	84%	16%
Total Capital & Projects	4,610	19,934	23%	77%

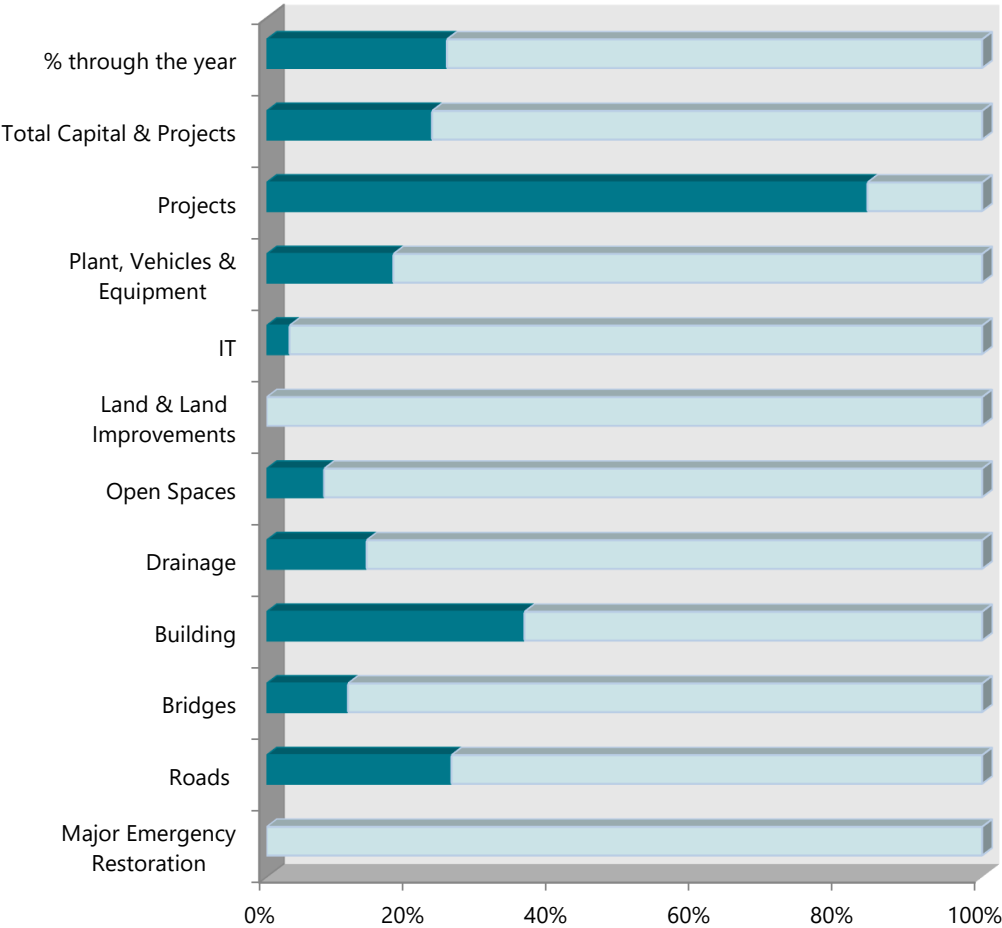
2022/23 Capital Program

Capital Projects	3,233	18,984
Expensed Projects	726	950

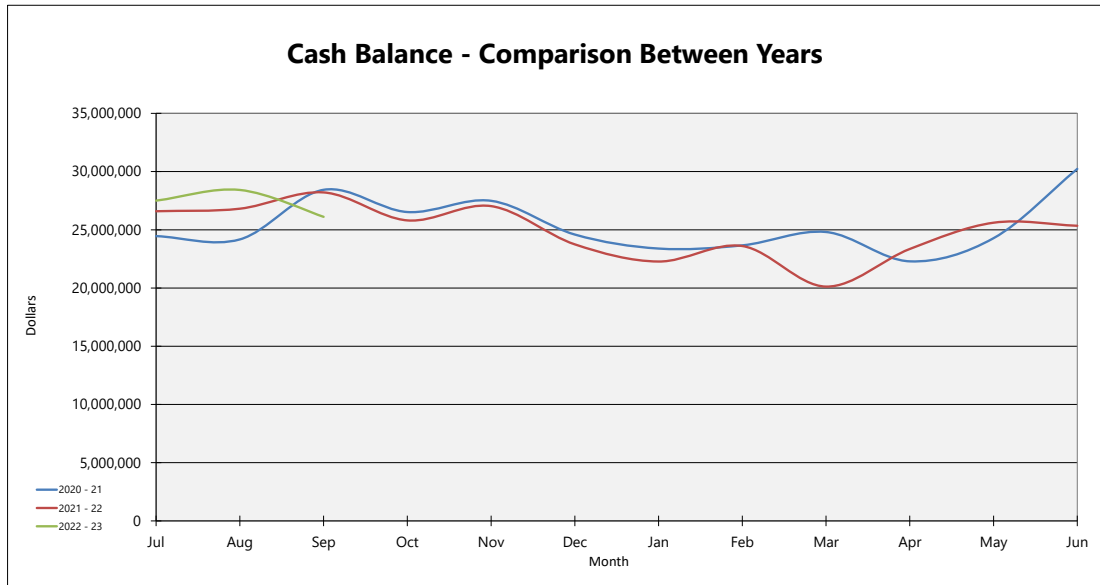
2022/23 Major Emergency Restoration

Capital Projects	350	-
Expensed Projects	62	-
Total Capital & Projects	4,372	19,934

Capital & Project Expenditure Progress



Cash and Investments as at 30 September, 2022



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2017 - 18	12,943,095	11,722,616	12,402,540	10,045,586	11,871,466	10,298,760	8,070,124	10,076,254	10,520,858	9,157,008	11,843,662	16,202,519
2018 - 19	14,662,878	13,696,212	14,814,349	19,043,239	19,466,664	18,213,979	17,049,983	19,275,427	18,514,123	16,357,309	18,298,119	20,785,979
2019 - 20	18,642,143	18,424,373	20,885,437	20,496,673	22,711,437	22,520,759	21,226,659	23,831,676	21,993,073	19,771,946	25,394,596	27,206,212
2020 - 21	24,458,405	24,173,971	28,436,358	26,525,969	27,490,366	24,592,324	23,388,847	23,663,702	24,811,535	22,290,630	24,280,838	30,230,677
2021 - 22	26,594,594	26,813,020	28,211,375	25,807,441	27,033,930	23,750,045	22,274,406	23,607,188	20,121,050	23,354,913	25,609,380	25,346,744
2022 - 23	27,503,395	28,422,074	26,113,673									

Restricted Cash required as at 30 September, 2022

\$ 5,200,000

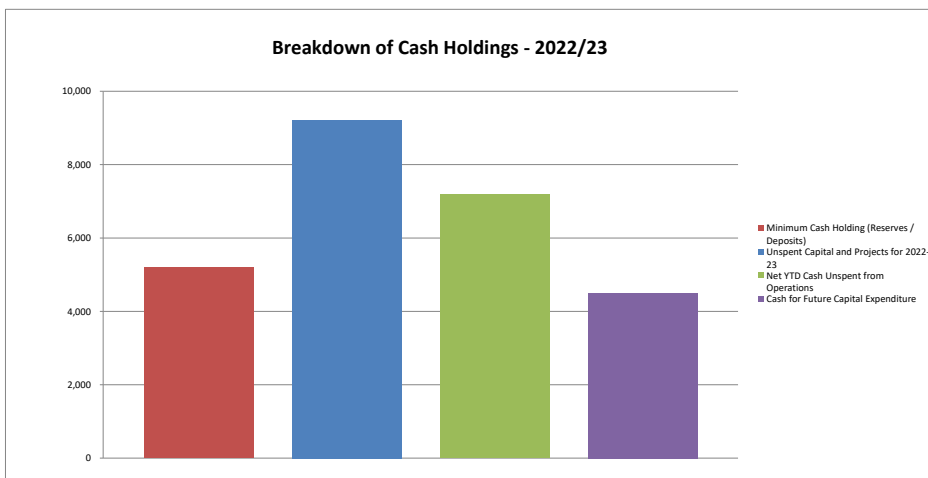
Available Cash as at 30 September, 2022

\$ 20,913,673

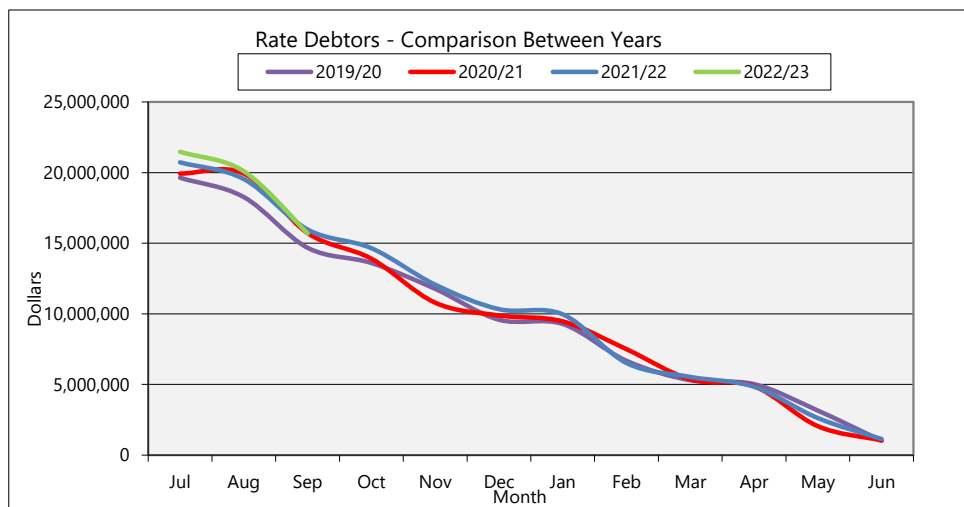
\$ 26,113,673

Breakdown of Cash Holdings

	\$000's
Minimum Cash Holding (Reserves / Deposits)	5,200
Cash for Future Capital Expenditure	4,504
Unspent Capital and Projects for 2022-23	9,218
Net YTD Cash Unspent from Operations	7,192
Total Cash held as at 30 September, 2022	26,114



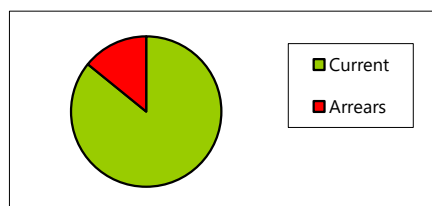
Debtors Reports as at 30 September, 2022



Rates Debtors YTD

Current
Arrears
Total

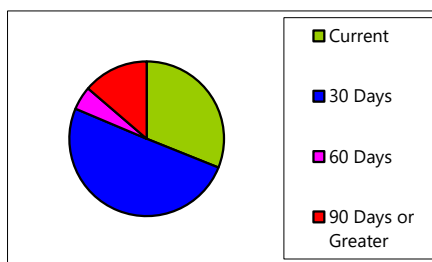
\$	%
13,464,762	86%
2,220,509	14%
15,685,271	100%



Sundry Debtors YTD

Current
30 Days
60 Days
90 Days or Greater
Total

\$	%
225,582	31.1%
365,150	50.3%
35,775	4.9%
99,564	13.7%
726,072	100%



Details:

Current	Not due yet.
30 days	\$ 332 k is for rates in lieu of which only a quarter was due by 30th September. Invoice has now been paid in full.
60 days	\$ 27.5 k is CFA contribution to a road upgrade
90 Days or Greater	\$ 27.5 k DoT delayed payment as they requested further information prior to payment. Long standing cemetery debt of \$61K and Fire Hazard property debts of \$8k across eight properties are unpaid.

Loan Report - Budget 2022/23

Borrowing principles:

Indebtedness

Our level of debt will not exceed 60% or \$11.6 million of rates and charges revenue.

Indebtness Calculation Check 5.5% ✓

Debt servicing costs

Our level of annual debt servicing costs (principal plus Interest) will not exceed 5% or \$1.7 million of our total operating revenue.

Debt Servicing Calculation Check 0.4% ✓

Loans budgeted 2022/23:

Principal

	\$000's
Loans outstanding as at 30 June, 2022	1,097
Add proposed new loans 2022/23	-
Less scheduled repayments 2022/23	(97)
Loans Outstanding as at 30 June, 2023	1,000

Expiry of existing loans

	Expiry	Balance \$000's
Loan 16	Jun-23	97
Loan 20	Jun-26	1,000
		1,097

9.4.2. Complaints Policy

Author/Position: Mary Scully, Manager Governance

Purpose

To adopt the Council's *Complaints Policy*.

Summary

The *Local Government Act 2020* requires council to develop and maintain a complaints policy and sets out the matters to be included.

As a result of the Victorian Government's Child Safe Standards that commenced on 1 July 2022, the policy was updated to ensure Council is prepared to respond to allegations of abuse and misconduct.

Recommendation

That Council adopts the Northern Grampians Shire Council's *Complaints Policy*.

RESOLUTION

That Council adopts the Northern Grampians Shire Council's *Complaints Policy*.

Moved: Cr Murray Emerson

Seconded: Cr Rob Haswell

Carried

Background/Rationale

Council must under section 107 of the *Local Government Act 2020* develop and maintain a complaints policy that includes:

- a process for dealing with complaints made to the council.
- a process for reviewing any action, decision or service in respect of which the complaint is made.
- discretion for the council to refuse to deal with a complaint which is otherwise subject to statutory review and the prescribed processes for exercising the discretion.
- the prescribed processes for dealing with complaints about the council.
- the prescribed processes for internal review of complaints made to the council.

The updated policy includes the legislative matters required and is in line with the Child Safety Standards.

Changes in the policy are marked in red and consist of the following:

- Clear understanding that any member of the public no matter their age, race, gender, sexual orientation, disability, religion, marital status, political conviction or other attributes can make complaints to and about the Council.
- Process for how a child can make a complaint, where to find the list of Council's Child Safety Officers and contact details of child abuse authorities.
- That Council will consider human rights as part of managing every complaint.
- That children have the same rights as adults with added protection according to their best interests.

Legislation, Council Plan, Strategy and Policy Implications

Local Government Act 2020

Council Plan 2021-25 – Improve Organisational Effectiveness

Options

Option 1

That Council adopts the Northern Grampians Shire Council Complaints Policy. **[recommended]**

No alternative option as it is a legislative requirement.

Implications

Any identified sustainability issues (economic, social, environmental or climate change) or heritage/cultural, amenity, human rights/gender equality, privacy, risk management, budgetary and asset management implications have been addressed in this report.

Procurement

Not applicable

Community Engagement

Not applicable

Innovation and Continuous Improvement

Not applicable

Collaboration

Council used best practice guidance provided by the Victorian Ombudsman for councils and complaints handling in developing this policy.

Officer's Declaration of Interest

All officers providing advice to Council must disclose any interests, including the type of interest.

Mary Scully, Manager Governance

In providing this advice as the author, I have no disclosable interests in this report.

Attachments

1. Complaints Policy 2022 [9.4.2.1 - 15 pages]

Complaints Policy

December 2022



Northern Grampians Shire Council
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CONTACT US

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- 🌐 www.ngshire.vic.gov.au
- ☎ (03) 5358 8700
- ✉ PO Box 580 Stawell VIC 3380

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Complaints Policy



Council Policy

Responsible director	Director Corporate and Community Services
Responsible officer	Manager Governance
Functional area	Governance
Date adopted	5 December 2022
Review date	November 2026

Purpose

The policy provides the framework for a consistent council-wide approach to dealing with complaints and documents the complaint handling processes to enable an accessible, responsive, and transparent service to customers.

Scope

Dealing with complaints is a core part of council business and we welcome feedback if our customers are not entirely happy with the service they have received from council. We value complaints and encourage people to contact us when they have a problem with our services, actions, decisions, and policies and see this as an opportunity to improve our service to the community.

We are committed to:

- **enabling** members of the public no matter their age, race, gender, sexual orientation, disability, religion, marital status, political conviction or other attributes to make complaints to and about the council
- properly considering and responding to concerns through a combination of established **customer request systems** and a **positive organisational culture** that recognises an individual's right to complain
- responding to complaints by **acknowledging the complaint** and **taking action** to resolve complaints as quickly as possible
- treating complaints **fairly** and making **objective** and **evidence-based** decisions
- communicating outcomes effectively
- learning from complaints data and analysis to foster **continuous improvement** and ensure **accountability** in our complaint handling performance
- ensuring all staff who deal with complaints are **skilled in customer service** through adequate training and support.

We treat every complaint we receive on its merits, through clear and consistent processes.

Our complaints policy applies to all complaints from members of the public about council staff, council contractors and decisions made at council meetings. This policy does not apply to complaints about individual councillors and the processes to manage complaints against councillors are documented in the council's *Councillor Code of Conduct*.

Background

Councils are the tier of government that often have the most direct contact with the public and, unsurprisingly, councils deal with high numbers of complaints about services and the need for improvement.

Council must under section 107 of the *Local Government Act 2020* develop and maintain a complaints policy that includes:

- a process for dealing with complaints made to the council
- a process for reviewing any action, decision or service in respect of which the complaint is made

- discretion for the council to refuse to deal with a complaint which is otherwise subject to statutory review and the prescribed processes for exercising the discretion
- the prescribed processes for dealing with complaints about the council
- the prescribed processes for internal review of complaints made to the council.

Policy Objective

How to make a complaint

Anyone who has been affected by a decision or action (including a failure to make a decision or take action) can make a complaint. A staff member is available to help people with additional needs to make a complaint.

- In the first instance a complainant is encouraged to:
 - resolve their problem and to get more information about the relevant activity or service by checking out the council's website or speaking to council staff
 - try and raise their concerns directly with the council staff member or council contractor involved
- If the initial communication with the council is not successful in resolving the problem, the complainant will be advised that they may consider making a more formal approach to council.
- If the formal complaint is not resolved, the complaint can be escalated to a more senior officer and the complainant will be advised of the next steps officers will take.

Complaints should include as much information as possible to assist council in understanding the complaint details and can be made as follows:

Telephone: 03 5358 8700

Online: From www.ngshire@ngshire.vic.gov.au click on 'Contact Us', then go to the online form 'Contact us'.

Email: ngshire@ngshire.vic.gov.au

Post: In writing to the Chief Executive Officer, Northern Grampians Shire Council, PO Box 580, Stawell VIC 3380

In person: Town Hall, 59-69 Main Street **Stawell**
Town Hall, 40 Napier Street **St Arnaud**

A staff member is available to help members of the public to make complaints if needed.
NRS: People who are deaf or have a hearing or speech impairment can call through the National Relay Service that provides communication boards and other aids to communicate.

Children have the right to make a complaint if they feel unsafe. If a child has a safety concern about someone who works or volunteers within the council we will take their concerns seriously and do something about it.

Council has trained Child Safety Officers to listen to a child's safety concerns and will support them in making a complaint.

Northern Grampians Shire Council Child Safety Officers are listed on council's website at www.ngshire.vic.gov.au/council/contact-us/complaint-resolution and *Child Safety and Wellbeing Policy*.

A parent or guardian has the right to make a complaint on behalf of their child.

Contact details of child abuse authorities and child support services are listed below.

Reporting Authorities	Phone number
Victoria Police	000
Department of Health and Human Services Child Protection	1300 360 391 131 278 (after hours)
Stawell Police Station	03 5358 8222
St Arnaud Police Station	03 5495 1000
Information and Support Services	Phone number
Child FIRST	1800 195 114
Department of Health and Human Services Child Protection	1300 360 391
Counselling Support Services	Phone number
Ballarat Centre Against Sexual Assault	03 5320 3933
Centre Against Sexual Assault Centre – Central Victoria	03 5441 0430
Grampians Community Health	03 5358 7400

Information that might be helpful for a complainant to provide to the council includes:

- Name and contact details. A complainant can choose to remain anonymous, but this may limit how council can respond.
- Identify the action, decision, service, or policy that is the subject of the complaint and why the complainant is dissatisfied.
- Relevant details such as dates, times, location or reference numbers and documents that support the complaint.
- The expected outcome from the complaint.

We are committed to ensuring our complaints process is accessible to everyone and complainants will be asked to tell us if they have specific communication needs or barriers. We can assist by:

- using an assistance service such as an interpreter or TTY (for free)
- talking with the complainant if they have trouble reading or writing
- providing information in accessible formats
- communicating through another person acting on a complainant's behalf if they cannot make the complaint themselves.

We will not investigate any complaint if the complainant abuses, harasses or threatens the safety or welfare of council staff or councillors.

Discretion to refuse to deal with complaints

We reserve the right to refuse to deal with complaints that can otherwise go through a statutory review process, which means complaints where there is a review or appeal to a tribunal, eg the Victorian Civil and Administrative Tribunal (VCAT) or a court, under an Act or regulation. Complaints of this type usually concern a particular subject matter, such as infringements, planning, or public health.

Council's reasons for refusing to deal with a complaint that is otherwise subject to statutory review might include:

- the statutory review process is already underway
- it is reasonable in the circumstances to expect the complainant to go through that review process
- a tribunal or court will settle or determine the matter faster
- the complaint relates to a specialised area, and it is proper that a tribunal or court make a binding determination on the matter (noting the determination's possible precedential effect)

We can still deal with these complaints through our complaints process; however, the discretion ensures the supremacy of statutory review processes.

If council exercises the discretion to refuse these types of complaints, it will provide its reasons.

Council can decide not to exercise this discretion when we believe it is better for council and the complainant to deal with a complaint outside the statutory review process, eg a satisfactory resolution can be achieved faster and at less cost. If we decide to not exercise the discretion it does not waive the complainant's right to access the statutory review process.

Our complaints process

When a complaint is made to us, we will record and acknowledge it within five business days. We will initially assess the complaint to decide how we will handle it. This may happen while we are talking with the complainant.

After our initial assessment, we may:

- take direct action to resolve the complaint
- refer the complaint to the relevant team or manager for investigation
- decline to deal with the complaint if the complainant has a right to a statutory review of their complaint (such as a right of appeal to VCAT).

Where possible, we will attempt to resolve the complaint at the time the complainant first contacts us. If we decide not to take action on the complaint, we will explain why, and, where possible, inform the complainant about other options.

- Early resolution of a complaint may involve arranging for the council to give advice or explaining why we are not going to act on the complaint.
- It may not be possible to resolve a complaint when a complainant first contacts us if the complaint requires deeper consideration or investigation by a particular team or officer, needs to follow a statutory process or cannot be resolved satisfactorily.

While most problems can be resolved by initial communication with council officers there may be times when it is necessary to make a more formal complaint. If it is necessary to make a formal complaint it should be lodged first with council for investigation and resolution before making a formal complaint to another organisation.

Administrative complaints

The Chief Executive Officer (CEO) is appointed by council to employ and manage all staff and to ensure council decisions are implemented.

Complainants can reasonably expect the CEO to give their complaint proper consideration or direct it to an appropriate person to consider and to provide a helpful response. Council will endeavour to resolve all complaints within one month; however, where the matter is more complex this time may be significantly extended.

We take a **four-tiered** approach to the handling of complaints, as follows:

1. **First-contact complaint resolution:** frontline staff receive the complaint, assess it, and resolve it immediately, if possible.
 - We will acknowledge all complaints within five days of receipt.
 - Frontline staff will receive the complaint.
 - Frontline staff will clarify the complaint and the outcome the complainant is seeking.
 - Frontline staff will assess the complaint to determine how it should be dealt with:
 - to keep and resolve the complaint themselves; or
 - to transfer the complaint if it requires specialist expertise, advice or investigation; or
 - to decline the complaint if there is a more appropriate pathway the complainant should use.
 - If a solution cannot be immediately found, we will explain what will happen next and why.
 - We will not investigate any complaints that fall outside of council's authority.

- If council is not the right organisation to respond to the complaint, frontline staff will advise the complainant of an organisation that may be able to help.
2. **Investigation (if required):** if frontline staff cannot resolve the complaint, they will refer it to an officer with specialist expertise for investigation.
- The officer handling the complaint will advise the complainant that they are now the contact person and provide their details.
 - The contact person will inform the complainant how long it will take to respond to their complaint.
 - Complaint handling staff will aim to resolve all complaints within 30 days.
 - If it takes longer than 30 days to resolve a complaint, the contact person will contact the complainant before or at this time and explain why.
 - Complaints that are not resolved within 30 days may be escalated if necessary to ensure that a resolution is expedited.
 - If required, we will update the complainant every 30 calendar days about progress until the investigation is completed.

As part of the investigation, the officer will gather additional information to make an evidence-based decision and remedy (if any):

- Assess the information against relevant legislation, policies, and procedures
- Refer to council documents and records
- Meet affected parties to consider workable solutions

The officer will provide a written outcome that explains the council's decision.

3. **Internal review:** An internal review looks at whether a complaint was managed appropriately and whether the decisions were sound. If the complainant is dissatisfied with our decision and how we responded to their complaint, they can request an internal review. A senior council officer conducts an independent internal review and looks at whether the complaint should have been dealt with differently. This can lead to the original decision being upheld or overturned.

The officer will not have had any prior involvement with the complaint and will be independent of the person who took the action, the person who made the decision and the person who provided the service.

We will:

- acknowledge the review request
 - explain the process, including the timelines for conducting the review, what we will and will not look at, and the possible outcomes
 - provide the complainant and any other parties with an opportunity to present their case
 - provide a written outcome, clearly explain our reasons, and detail any remedies, within 30 calendar days of the date of the request for an internal review
 - update the complainant every 30 calendar days about progress until the investigation is completed, if required
 - offer external review options if parties are dissatisfied with the outcome
4. **External review:** The outcome letter will advise the complainant of any avenues of external appeal or review available for the matter. Where a complainant still believes we have made a wrong decision, they can seek an external review. This generally involves a complaint being escalated to an external body that can deal with different types of complaints about us. Council will contribute to tier 4 by participating in and cooperating with the external review process and implementing any recommended improvements.

Complaint	Organisation to contact for external review
Actions or decisions of a council, council staff and contractors. This includes failure to consider human rights or failure to act compatibly with a human right under the <i>Charter of Human Rights and Responsibilities Act 2006</i>	Victorian Ombudsman www.ombudsman.vic.gov.au
Breaches of the Local Government Act	Local Government Inspectorate www.lgi.vic.gov.au
Breach of privacy. Complaint about a freedom of information application.	Office of the Victorian Information Commission www.ovic.vic.gov.au
Corruption or public interest disclosure ('whistleblower') complaint	Independent Broad-based Anti-Corruption Commission www.ibac.vic.gov.au
Discrimination	Victorian Human Rights and Equal Opportunity Commission www.humanrights.vic.gov.au
Council elections	Victorian Electoral Commission www.vec.vic.gov.au

Complaints about the Chief Executive Officer (CEO)

Complaints about the CEO will be directed to the Mayor who will deal with the complaint and investigation in a confidential manner and determine whether the complaint might be referred to the Local Government Inspectorate, the Victorian Ombudsman or IBAC. The Mayor will liaise with the Director Corporate and Community Services to ensure the complaint process and outcome are documented.

Formal Council decisions

Possible ways to raise a concern with council include:

- speaking with, or writing to, councillors
- requesting to speak on a matter at a meeting of the council
- raising the matter during public question time at a council meeting

In some cases, the process of making formal council decisions involves public consultation and council staff will be able to advise the complainant of council's public participation process.

Complaints about formal council decisions will be investigated by the CEO.

If customers want to find out about a council decision, the council minutes include both the report considered by the council and the precise wording of the council decision. Some reports such as contracts are confidential and only the decision will be published. Minutes are also published on the council's website and copies are available from council's offices upon request.

Complaints about contractors

We recognise that we retain a level of responsibility for services carried out by contractors on our behalf. Where council receives complaints about contractors, council will monitor the way contractors deal with complaints and have clear oversight of their complaint handling process.

Contractors will liaise with the relevant staff member about the response to be provided to complaints. If a complainant is not satisfied with the outcome of the complaint, they can ask council to review the decision.

All outcome letters written by contractors about complaints will include the name and contact details of the member of council staff to whom the complainant may escalate their complaint if they are not satisfied with the outcome the contractor has provided. The member of council staff for escalation of the complaint will be the responsible Director.

Anonymous complaints

Whilst anonymous complaints will not be rejected, they may limit the ability of officers to fully investigate the problem depending on the amount of information supplied.

If the complaint appears to relate to public safety, then an investigation and rectification will be undertaken if found necessary.

If the complainant remains anonymous and the complainant is abusive or derogatory of council staff or councillors no further action will be taken.

Due to the anonymity, council will be unable to provide reasons for any decisions or actions taken. If insufficient information is deemed to have been supplied, no further action will be taken.

Public Interest Disclosure complaints

These are complaints of improper conduct of public bodies or public officers, or detrimental action taken by a public officer or body against a person in reprisal for having made a public interest disclosure. Council's *Public Interest Disclosures Procedures* is available on the council's website.

We will allocate appropriate security to public interest disclosures to reduce the risk of unauthorised access to complaint information.

Confidentiality and Privacy

Council must responsibly collect, handle and protect personal information under privacy and information laws. Personal information gathered from a complainant during complaint handling will only be:

- used to respond to the complaint or for a reasonable secondary purpose, such as monitoring complaint trends to improve services that relate to complaints
- disclosed in a de-identified format where data is reported on more widely or publicly released (data may only be released publicly if it cannot be re-attributed to a person)
- accessed by council staff where necessary to deal with the complaint, or for a related secondary purpose (eg to identify systemic trends).

Complaint information will be stored securely in council's customer request management and electronic records management systems to help prevent unauthorised access, modification or disclosure of the information. Personal information will not be disclosed without the complainant's consent except where authorised by law.

We will be transparent and provide the information requested by the complainant which is relevant to their complaint where permitted by law.

How we learn from complaints

We will **distinguish between a complaint and service request** and properly record them so that we can accurately measure council's performance and use that information to improve services.

Complaints from people who use or who are affected by our services provide us with valuable feedback about how we are performing. We regularly analyse our complaint data to identify trends and potential issues that deserve further attention. We use this information to come up with solutions about how we can improve our services. We are open and transparent about the complaints we have received, and what we have done to resolve them.

What is not considered a complaint?

- A request for something additional or new (**a service request**)
- Reports of a hazard (eg fallen tree)
- Reports concerning neighbours that trigger the legislation, local law or other regulations administered or enforced by the council to be enacted (eg dog barking, noise issues)
- A request for information or an explanation of a policy or procedure
- Decisions made under legislation which provides for separate avenues of appeal (eg Building Act decisions and General Local Law prosecutions)
- An alleged breach under the Councillor Code of Conduct

Remedial action

Where we have found that we have made an error, we will take steps to redress the situation. Possible remedies include, but are not limited to:

- an explanation of why the error occurred and the steps taken to prevent it from happening again
- a reversal of a decision
- an ex-gratia payment or compensation
- disciplinary action taken against a staff member
- providing the means of redress requested by the complainant

Where we identify an error, we will consider offering a genuine apology to the complainant, in addition to any other remedies offered, irrespective of whether the complainant specifically requests this.

Unreasonable conduct and challenging behaviour

We require our staff to be respectful and responsive in all their communications with members of the public. We expect the same of members of the public when they communicate with our staff and may change the way we communicate with a complainant if their conduct/behaviour is unreasonable or challenging.

Council officers will not tolerate behaviour that is offensive, abusive, threatening or consumes disproportionate resources. Where required, officers will use the framework (Prevent-Respond-Manage-Limit: a last resort), tools and tips for complaint handlers in the Ombudsman's *Good Practice Guide to Dealing with Challenging Behaviour* to manage these situations and the impact of the conduct/behaviour while recognising that the complainant may still have a valid grievance that needs to be addressed.

We will provide training opportunities for officers to assist them to deal with unreasonable complainant conduct and challenging behaviour and support officers where the conduct is affecting their wellbeing.

Neighbourhood disputes

Occasionally council receives a complaint involving neighbours which in many instances cannot be resolved by council. On these occasions, council may direct complainants to external resources including the Dispute Settlement Centre of Victoria (Grampians region) on 03 4301 7000 (Ballarat) or 03 4344 1444 (Horsham).

Understanding broader constraints

Council must act in the best interests of the entire community and will have to take account of other people's needs as well as financial and legal restrictions.

If the problem affects other people, their needs or views may be quite different from the complainant's needs or views. Alternatively, the council may not be able to afford the cost of works or services that could resolve the problem or it may be unable to do something because of laws that prevent or require actions.

In the end, there may need to be a compromise or even acceptance that the council cannot do what the complainant wants. If this happens the council will give the complainant an explanation as to why it cannot do what was asked.

Legislation and Standards

Australian/New Zealand Standard, Guidelines for complaint management in organisations (AS/NZS 10002:2014

International Organization for Standardization, Quality management – Customer satisfaction – Guidelines for complaints handling in organizations (ISO 10002:2018) (2018)

Local Government Act 2020

Responsibilities

Role	Responsibilities
Councillors	<ul style="list-style-type: none">• Familiarise themselves with this policy and the complaint process• Refer complaints about council operations from constituents to the CEO• Inform complainant their complaint has been referred to council's administration for a response• Follow protocols for interacting with council staff and not seek to influence or direct staff on how to deal with a complaint
Chief Executive Officer	<ul style="list-style-type: none">• Promote positive behaviours and practices relating to enabling, responding to, and learning from complaints• Support service improvements that arise from complaints• Review and publish complaint data.
Directors and managers	<ul style="list-style-type: none">• Fostering a collective commitment to complaint handling and welcoming complaints• Recruit, train and empower staff to resolve complaints promptly and in line with council's policies and procedures• Manage conflicts of interest in the complaint process• Report on and identify improvements from complaint data• Support Customer Support and frontline staff who deal with complaints
Customer Support/Frontline staff	<ul style="list-style-type: none">• Develop technical expertise and interpersonal skills to resolve complaints• Understand council's services and complaint process
All council staff	<ul style="list-style-type: none">• Familiarise themselves with this policy and the council's complaint process• Help people to complain and to understand the complaints process• Treat members of the public respectfully and professionally
Contractors	<ul style="list-style-type: none">• Familiarise themselves with this policy and the council's complaint process• Cooperate with the council's complaint handling processes

Review

Assessment of the policy will be undertaken every four years to align with the council term to ensure it remains current with the council's goals, processes, aims and requirements and as a means by which to reduce council's exposure to risk. Triggers for an earlier assessment include legislative changes and the introduction of new systems or procedures.

Communication and implementation

The policy will be available in the EDRMS and communicated to all staff through EmployeeMatters and staff and councillor inductions, the NGSC Learning and Development Hub and regular refresher training. The policy will also be made available to the community via the council's website or in accessible formats upon request.

References

[*Victorian Ombudsman, Councils and complaints - a Good Practice Guide \(Version 2\), 2021*](#)
[*Victorian Ombudsman, Good Practice Guide to Dealing with Challenging Behaviour, May 2018*](#)
[*Victorian Ombudsman, Complaints: Good Practice Guide for Public Sector Agencies, 2016*](#)
[*Victorian Ombudsman, Managing Complaints involving Human Rights Good Practice Guide 2017*](#)

Compliance

- ✓ *Local Government Act 2020*
- ✓ [*Gender Equality Act 2020*](#)
- ✓ [*Privacy and Data Protection Act 2014*](#)
- ✓ [*Charter of Human Rights and Responsibilities Act 2006*](#)
- ✓ *Health Records Act 2001*
- ✓ *Freedom of Information Act 1982*
- ✓ *Public Interest Disclosures Act 2012*
- ✓ *Records Management Act*

Privacy and Data Protection compliance

This policy considers the *Privacy and Data Protection Act 2014* and the *Victorian Protective Data Security (VPDSS) Framework* and the risk of unauthorised disclosure of personal information. Council's procedures and IT systems will be used to protect the security of complaints information.

Gender Equality compliance

Council has considered relevant gender equality principles in this policy. Officers will actively assist people with a range of needs to complain and navigate the complaints process. We will treat everyone fairly and respectfully.

Charter of Human Rights compliance

Council will consider human rights as part of managing every complaint.
This policy has a positive impact on the following Human Rights:

Privacy and reputation

A person has the right not to have his or her privacy, family, home or correspondence unlawfully or arbitrarily interfered with and the right not to have his or her reputation unlawfully attacked.

Freedom of expression

People are free to have an opinion and say what they think. They have the right to find, receive and share information and ideas. This right might be limited to respect the rights and reputation of other people, or for the protection of public safety and order, public health or public morality.

Protection of children

Children have the same rights as adults with added protection according to their best interests.

Council will process complaints involving human rights in line with the *Ombudsman Good Practice Guide Managing Complaints involving Human Rights, 2017*.

Definitions

challenging behaviour is any complainant behaviour that staff find difficult.

child/children means young people aged and under the age of 18 years.

A **complaint** to a council is any communication that involves the following:

- an expression of dissatisfaction
- about an action, decision, policy, or service
- that relates to council staff, including the CEO, a council contractor, or the council as a decision-making body (not individual Councillors, who are subject to different processes)

A complaint includes the communication, whether orally or in writing, to the council by a person of their dissatisfaction with—

- the quality of an action taken, decision made, or service provided by a member of council staff or a contractor engaged by the council; or
- the delay by a member of council staff or a contractor engaged by the council in taking an action, making a decision or providing a service; or
- a policy or decision made by a council or a member of council staff or a contractor.

The definition of complaint does not consider:

- the merit of the complaint or issue complained about
- how the matter will be resolved or responded to
- the complainant's motivations.

It should not be trivial, frivolous, or vexatious and should contain sufficient information/detail to ensure the complaint can be investigated in full and in a timely fashion. The complaint **must** relate to matters that the council has the jurisdiction to resolve.

complaint handling system refers to all policies, procedures, practices, officers and resources an agency deploys to manage complaints

council means the body of elected councillors

council contractor is any third party engaged by the council to carry out functions on the council's behalf

council staff is any person employed by the council to carry out the functions of the council, and the council's Chief Executive Officer

formal council decision is a decision made by council at a council meeting. As council staff are required to implement the council's decisions, it may require a formal council decision to resolve the particular problem

guardian is a person who is legally responsible for the care of someone.

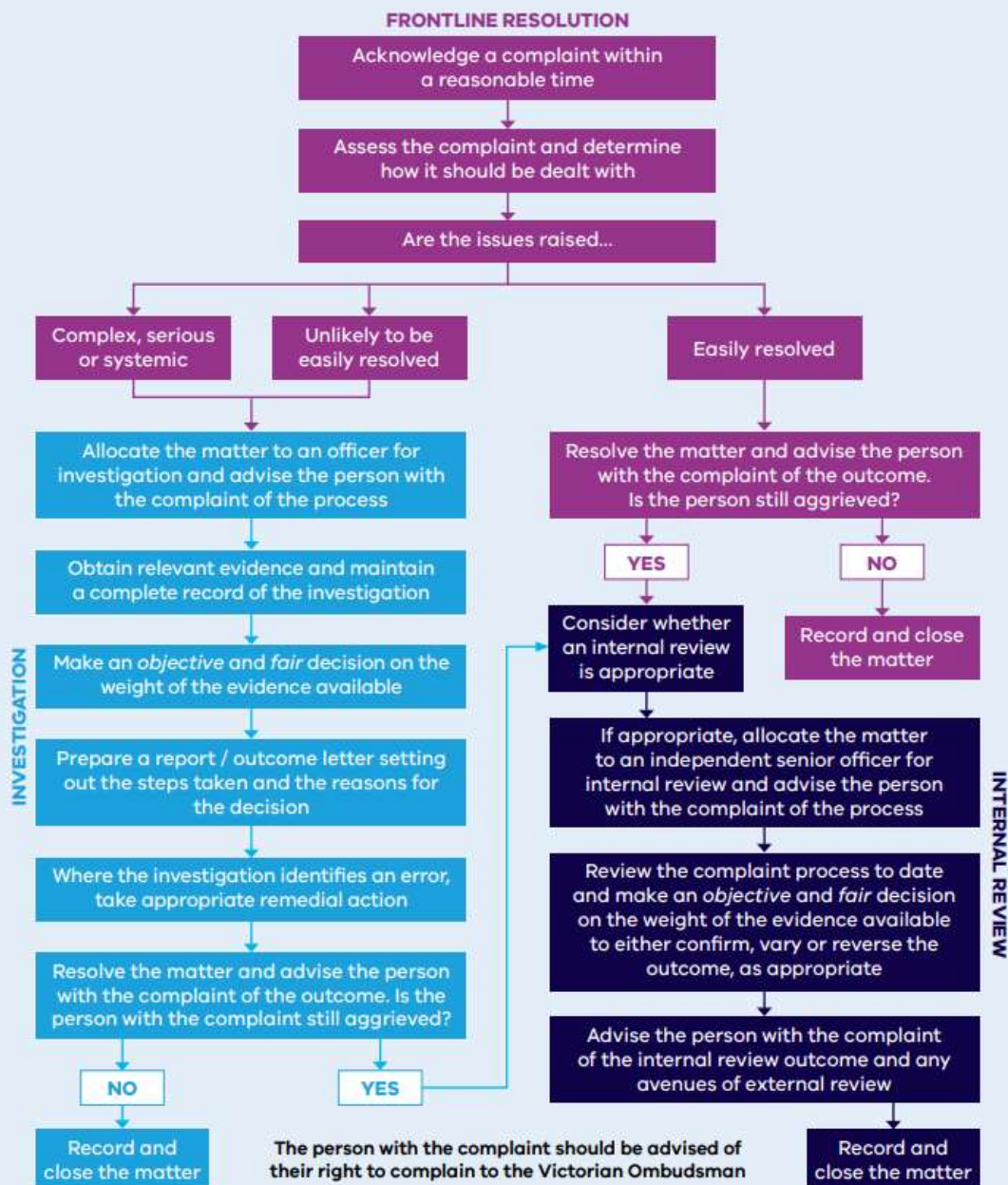
parent means a person's father or mother.

service request means a request for something additional or new

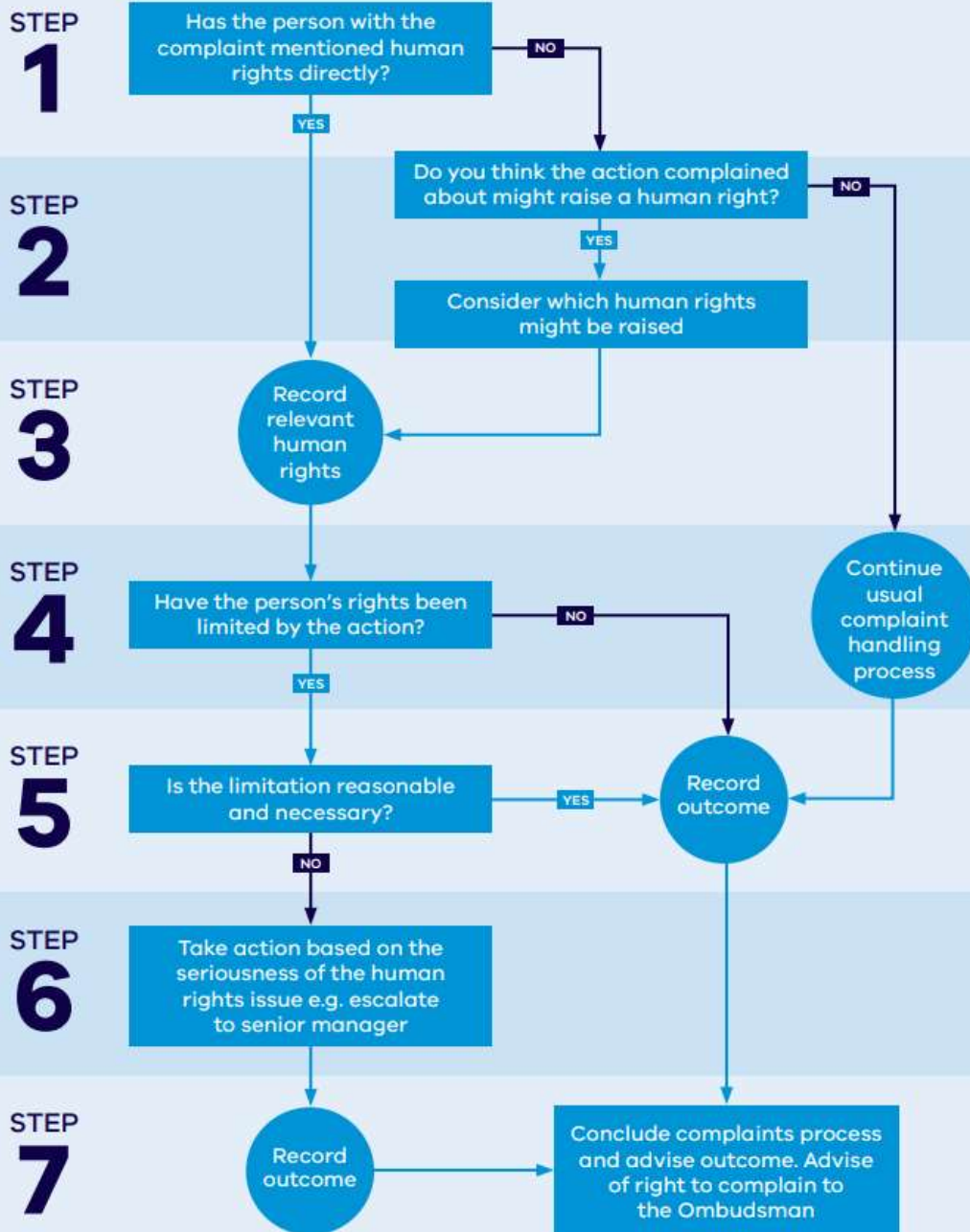
unreasonable conduct is behaviour that, because of its nature or frequency, raises substantial health, safety, resource or equity issues for complaint handlers.

A: Complaints handling flowchart

This flowchart shows how a tiered approach to complaint handling can work in practice.



B: Flowchart – considering human rights issues in complaints



Review history

Date	Review details	Action
November 2018	Procedure reviewed and new policy written to align with Ombudsman's Councils and complaints Good Practice Guide policy template	
September 2021	Policy reviewed and updated to align with updated version of Ombudsman's Councils and Complaints – A Good Practice Guide (Version 2) and LGA 2020	Reported to ELT Reported to Councillor Briefing Reported to Council
8 November 2021	8 November Council Meeting	Adopted by Council
November 2022	Policy reviewed and updated to align with updated Child Safety Standards	Reported to ELT Reported to Councillor Briefing

9.4.3. Council Meeting Schedule 2023

Author/Position: Mary Scully, Manager Governance

Purpose

The purpose of this report is to set the schedule of Council Meeting dates for 2023.

Summary

Council must set the date, time and place of Council Meetings, this can be done as a schedule of meetings or at various times during the year.

Council Meetings are currently held on the first Monday of the month and commence at 12.30pm. It is usually council's practice to hold Council Meetings alternating between Stawell and St Arnaud.

Recommendation

That Council adopts the proposed meeting schedule for 2023, as listed in the report.

RESOLUTION

That Council adopts the proposed meeting schedule for 2023, as listed in the report.

Moved: Cr Karen Hyslop

Seconded: Cr Trevor Gready

Carried

Background/Rationale

This report allows Council the opportunity to consider the location and starting time of its meetings. If Council agrees to continue its practice of meeting on the first Monday of the month at 12.30pm, alternating between Stawell and St Arnaud, a proposed meeting timetable is provided for consideration.

Date	Meeting	Location	Time
Monday 6 February	Council	Stawell	12.30pm
Monday 6 March	Council	St Arnaud	12.30pm
Monday 3 April	Council	Stawell	12.30pm
Monday 1 May	Council	St Arnaud	12.30pm
Monday 5 June	Council	Stawell	12.30pm
Monday 26 June (Budget and Council Plan adoption)	Council	St Arnaud	12.30pm
Monday 3 July	Council	Stawell	12.30pm
Monday 7 August	Council	St Arnaud	12.30pm
Monday 4 September	Council	Stawell	12.30pm
Monday 2 October	Council	St Arnaud	12.30pm
Monday 6 November	Council	Stawell	12.30pm
Monday 6 November (Statutory Council Meeting)	Council	Stawell	6pm
Monday 4 December	Council	St Arnaud	12.30pm

Legislation, Council Plan, Strategy and Policy Implications

Council Plan 2021-25 – Improve Organisational Effectiveness

Options**Option 1**

That Council adopts the proposed meeting schedule as listed. **[recommended]**

Option 2

That Council amends the proposed meeting schedule. **[not recommended]**

Implications

The subject matter has not raised any sustainability issues (economic, social, environmental or climate change) or heritage/cultural, amenity, human rights/gender equality, privacy, risk management, budgetary and asset management implications.

Procurement

Not applicable

Community Engagement

Public notices will be provided to the community via local newspapers, social media and on council's website to inform the community of the Council Meeting schedule for 2023 once approved and adopted by Council.

Innovation and Continuous Improvement

Not applicable

Collaboration

Not applicable

Officer's Declaration of Interest

All officers providing advice to Council must disclose any interests, including the type of interest.

Mary Scully, Manager Governance

In providing this advice as the author, I have no disclosable interests in this report.

Attachments

Nil

9.4.4. Appointment of Council Committee Delegates/Representatives 2023

Author/Position: Mary Scully, Manager Governance

Purpose

The purpose of this report is to appoint the councillor and officer delegates for 2023.

Summary

Councillors and officers commit to representing Council through involvement with a number of advisory committees, organisations and support groups. This involvement includes, but is not limited to, attending meetings, providing advocacy, and acting as the conduit through which the group's ideas and plans are communicated to Council.

Recommendation

That Council:

1. appoints the councillor and officer delegates for 2023 as detailed in the attached report
2. determines the councillor delegates for the North West Municipalities Association and Municipal Association of Victoria.

RESOLUTION

That Council:

1. approves the councillor and officer delegations for 2023 as detailed in the attached report
2. appoints Cr Murray Emerson as the Municipal Association of Victoria delegate to the North West Municipalities Association and Cr Trevor Gready as the substitute delegate.

Moved: Cr Murray Emerson

Seconded: Cr Rob Haswell

During Cr Hyslop's speaking for or against the motion, Cr Emerson raised a POINT OF ORDER. He said Council was not discussing any conversation that might have been had outside of this motion and asked that the Chair bring the speaker to order and discuss the motion. The Chair asked Cr Hyslop if she would like to discuss the motion and Cr Hyslop proceeded to speak.

Cr Emerson raised a POINT OF ORDER. The Chair informed Cr Hyslop that there was a motion on the table and she had to speak for or against the motion. Cr Hyslop said she wished to speak as to why she was against the motion. Cr Hyslop spoke against the motion.

During Cr Emerson's summing up of his motion, Cr Dempsey raised a POINT OF ORDER and stated that Cr Emerson's comments about the appointment of Cr Gready to the Committee were incorrect. Cr Emerson responded.

THE MOTION WAS PUT AND CARRIED

CR HYSLOP CALLED FOR A DIVISION

FOR THE MOTION – Crs Murray Emerson, Rob Haswell, Trevor Gready and Kevin Erwin

AGAINST THE MOTION – Crs Lauren Dempsey, Karen Hyslop and Eddy Ostarcevic PhD

Background/Rationale

The committees, organisations and groups are established for a variety of purposes including providing advice to Council, making particular types of Council decisions such as planning decisions, those established that have been delegated a power or duty by the Council, those required by legislation, and others established in order to provide a regional focus on a particular issue.

Councillors also have an opportunity to be involved with numerous local groups and those detailed in the attachment are those that Council may be directly involved with or have been asked to be part of.

Councillors have had an opportunity to consider the various delegations to the committees, organisations and groups and have agreed to the majority of appointments as detailed in the attachment.

As there were a number of Councillors interested in representing Council on the North West Municipalities Association and the Municipal Association of Victoria, a Council decision is required.

Legislation, Council Plan, Strategy and Policy Implications

Council Plan 2021-25 – Improve Organisational Effectiveness

Options

Council has the option to appoint the various councillor and officer delegates or take no further action.

Implications

The subject matter has not raised any sustainability issues (economic, social, environmental or climate change) or heritage/cultural, amenity, human rights/gender equality, privacy, risk management, budgetary and asset management implications.

Procurement

Council provides for the cost of memberships and meeting attendance in its annual budget. There is no opportunity for collaboration as each council must pay for its own memberships.

Community Engagement

There has been no community engagement at this time however, committees, organisations and groups will be notified once a Council representative has been appointed.

Innovation and Continuous Improvement

Not applicable

Collaboration

Not applicable

Officer's Declaration of Interest

All officers providing advice to Council must disclose any interests, including the type of interest.

Mary Scully, Manager Governance

In providing this advice as the author, I have no disclosable interests in this report.

Attachments

1. Council Committees Representatives Delegates List [9.4.4.1 - 3 pages]

Council Committees Representatives/Delegates List – 5 December 2022

Committee	Purpose	Delegates	Term of appointment
Audit and Risk Committee Audit and Risk Committee Charter	The Audit and Risk Committee has the responsibility to: <ul style="list-style-type: none"> • Monitor the compliance of Council policies and procedures with the overarching governance principles, the <i>Local Government Act 2020</i> and any Ministerial directions. • Monitor Council's financial and performance reporting. • Monitor and provide advice on risk management and fraud prevention systems and controls. • Oversee internal and external audit functions. 	Cr Erwin Cr Emerson	The Councillor Representatives will be appointed annually at Council's December meeting.
CEO Employment and Remuneration Committee Policy and TOR	Advisory committee to council to establish and oversee the process to enable council to appoint the CEO.	All Councillors	Appoint at least three Councillors, one of whom will be the Mayor, to the Committee. All councillors form the Committee
COVID-19 Economic Recovery Strategy Project Steering Committee	Established to respond to any new outbreak of COVID-19 that impacts greatly on the provision of council services and community	Cr Hyslop (Chair)	N/A
Queen Mary Gardens Advisory Group	Established to provide advice on the care and manage QMG and Pioneer Park	Cr Ostarcevic Manager Operations Parks and Gardens Officer	1 Councillor 4-year term
St Arnaud Recreation Advisory Group Terms of Reference	To provide advice regarding Lord Nelson Park, King George Park and Goldfields Reservoir	Cr Ostarcevic PhD (Chair) Cr Hyslop	Up to two Councillors (one who will be appointed as Chairperson who will have voting rights, noting that any vote will be taken in consultation with the second Councillor representative) 24-month term for members
Stawell Aerodrome Advisory Committee	To research and act as a consulting and advising body to the Council to support and guide the strategic management and development of the Stawell Aerodrome and its surrounds.	Cr Erwin Cr Emerson	
Stawell Gift Event Management Pty Ltd (SGEM)	Management committee to focus on the Stawell Gift's long-term sustainability.	Cr Emerson (Chair) Manager Economic and Community Futures	Term of Chair = 2 years 2 members from Council, 1 should be an officer
Stawell Harness Racing Club Community Grants Panel	Panel for community grants program	Cr Haswell	
Committee	Purpose	Delegates	Term of appointment

Stawell Recreation Advisory Group Terms of Reference	To provide advice regarding North Park and Central Park	Cr Emerson (Chair) Cr Dempsey	Up to two Councillors (one who will be appointed as Chairperson who will have voting rights, noting that any vote will be taken in consultation with the second Councillor representative) 24-month term for members
Sunraysia Highway Improvement Committee Constitution	Six member councils – to pursue improvement and upgrading of Sunraysia Highway	Cr Ostarcevic PhD Director Infrastructure and Amenity	
Walkers Lake Advisory Group Terms of Reference	Formed to investigate and advise Council on the establishment of Walkers Lake as a recreational lake	Cr Erwin (Chair) Cr Hyslop	One Councillor (who will chair meetings) 4-year term for members
Central Highlands Mayors & CEOs Forum	8 member councils – primary responsibility is to maintain a strategic oversight of the priorities and issues of the region incl review, ongoing development & implementation of the Regional Strategic Plan (RSP)	Mayor of the Day CEO	
Memberships	Purpose	Delegates	
Grampians Tourism Board	Peak industry body which delivers a coordinated approach to marketing, product development, infrastructure investment and industry development for the Grampians Region.	CEO	
Municipal Association of Victoria (MAV) Delegate/s Representative/s NWMA Constitution MAV Board Rules	Incorporated by Act of Parliament; Council delegates represent NGSC that is a member council. MAV Representatives: Council must appoint one councillor as a delegate and one councillor as a substitute delegate to the Association. Appointments must be made by a resolution of the participating member council. The MAV Delegate represents council on the North West Municipalities Association which is one of the 5 regional groups of non-metropolitan councils and comprises the member councils of Buloke, Gannawarra, Hindmarsh, Horsham, Mildura, Northern Grampians, Swan Hill, West Wimmera and Yarriambiack. Note: The MAV Board member to represent this regional group is elected by delegates of this group. Elections for the 12 regional Board members are held in March.	TBD TBD CEO	<ul style="list-style-type: none"> Cr Emerson is elected as the NWMA regional Board Member until March 2023. 1 year term Chair of NWMA appointed at AGM for 1-year term
Memberships	Purpose	Delegates	
Rail Freight Alliance	24 rural and regional Councils advocating for rail standardisation and upgrading of all key rail lines in Victoria to world class transport standards, a competitive, independent and non-discriminatory Open Access rail freight system and seamless freight logistics that will facilitate the movement of bulk freight by rail rather than by road	Cr Erwin Cr Gready	
Memberships	Purpose	Delegates	
Western Highway Action	Group working to gain improvements for the Western Highway	Cr Erwin	

Committee Constitution		Director Infrastructure and Amenity	
Wimmera Southern Mallee Regional Transport Group	Group of six councils (and VicRoads) focusing of regional road transport projects	Cr Erwin Director Infrastructure and Amenity	
Wimmera Development Association (WDA) Advisory Board	The peak economic development organisation for the Wimmera Southern-Mallee region which supports existing local businesses and promotes economic development opportunities to investors within and outside the region	Cr Erwin (Council) CEO (ex officio)	Note: transitioning to new model over next 12 months.
East Grampians Rural Pipeline Project Customer Consultative Committee	Committee provides input into the development of detailed designs for the EGRP project and advise on potential customer views and issues that could arise from the development of a water-supply scheme	Cr Gready	
Supported Groups	Purpose	Delegates	
Central Grampians LLEN Board of Management	LLENs are led by a volunteer Board of Management and support children and young people to actively participate in education, training, employment and the community. The Board has sought a nomination for the board under the local government category.	Cr Dempsey	
North Central LLEN St Arnaud Community Education Partnership Project	LLENs are led by a volunteer Board of Management and support children and young people to actively participate in education, training, employment and the community.	Cr Hyslop	
Great Western Futures Committee	Local Progress Association	Cr Gready	
Halls Gap Residents & Ratepayers Association	Local Residents' Association	Cr Gready	
Lake Fyans Recreation Area Committee of Management		Cr Gready	
St Arnaud Community Access Network (SCAN)		Cr Ostarcevic PhD	
Stawell Neighbourhood House	The Stawell Neighbourhood House offers a variety of activities including recreational and craft, accredited and non-accredited vocational courses for the community.	Cr Dempsey	

10. Notices of Motion or Rescission

Nil

11. Reports from Councillors/Committees

Stawell Recreation Advisory Group Meeting Minutes, 30 August 2022

Queen Mary Botanic Gardens Advisory Group Meeting Minutes, 15 June 2022

Queen Mary Botanic Gardens Advisory Group Meeting Minutes, 19 October 2022

Councillors provided brief reports on their activities on behalf of Council since the last Council meeting.

Cr Gready reported on his attendance at the Great Western Futures Committee Annual General Meeting, a Victorian Local Governance Association meeting, the Citizenship Ceremony in Stawell, Municipal Association Victoria Public Speaking Presentation, Cr Gready also reported on the success of the Halls Gap seating between Halls Gap and Bellfield which will hopefully be installed in January. Cr Gready attended the Underground Physics Lab information evening, the Kara Kara Ward By-Election Declaration and the Remembrance Day in Stawell.

Cr Dempsey reported on her attendance at the Stawell Neighbourhood House Annual General Meeting, Remembrance Day in St Arnaud, Coffee With A Councillor session in St Arnaud, Declaration of the Kara Kara Ward Election, Women Leading Locally held in the Moyne Shire, Australian Local Government Women's Association and Women For Election seminars, the Stawell Little Athletics Community Day, Central Grampians LLEN meeting and the Citizenship Ceremony in Stawell.

Cr Hyslop thanked the St Arnaud and Kara Kara Ward community for making her feel welcome and inviting her to attend a lot of events. She reported on attending the St Arnaud Rallery Hub Annual General Meeting, the Citizenship Ceremony in Stawell, International Day Disability at the Stawell Neighbourhood House and the St Arnaud Free Branding Workshop.

Cr Ostarcevic reported on his attendance at the Citizenship Ceremony in Stawell, the St Arnaud Community Renewable Energy Development, the St Arnaud Community Action Network meeting, the St Arnaud Free Branding Workshop.

Cr Emerson reported on attending Stawell Gift Event Management meetings, Municipal Association of Victoria meetings, meeting with members of the community and meetings to elect a new CEO.

Cr Erwin reported on his attendance at the Year of the Disability and the Citizenship Ceremony in Stawell.

Cr Emerson also reported that it was a real privilege for the Stawell Recreation Advisory Group to recommend to Council the recognition of Kay Dalton for her 40-plus years of being associated with the Interchurch Netball at North Park and the recognition recommended by the Advisory Group was that a plaque be placed on the side of the netball court. Cr Emerson said that it is a recognition truly deserved.

Cr Erwin said that at the Disability Day they were informed that the Stella Young Project will hopefully be completed in March 2023.

RESOLUTION

That the reports be received.

Moved: Cr Karen Hyslop

Seconded: Cr Murray Emerson

Carried

Northern Grampians Shire Council

Stawell Recreation Advisory Group Meeting - Minutes

The meeting held at **6.00pm** on 30 August 2022 at **North Park Multipurpose Clubrooms**

Chair: Cr Emerson

To be Present: Cr Murray Emerson, Mayor, Cr Lauren Dempsey, John Griffiths, Scotney Hayter, Rob Lembo, Amber Mitchell, Ian O'Donnell, Reg Smith, Steve Walker, Travis Nicholson

Nic Baird (NGSC), Tony Dark (NGSC),

Apologies: Nathan Baker, David Hwang (NGSC), Zander McDougall (NGSC), Blair Hart,

Moved Scotney Hayter and Seconded Travis Nicholson

1. Minutes of the previous meeting: 9 August 2022

Motion moved that they were true and correct Reg Smith and seconded John Griffiths

2. Business arising from the previous meeting:

- a. User fees – The question was asked where the user fees are going. They were distributed in 2020 the fund was discontinued as agreed. The future contributions are now going to Council and used on maintenance of the reserves.
- b. North Park Newington Road access – Soccer club is ok to have access as long as they lock the gate. Gate to be now locked as per motion from August 9th meeting.
- c. Central Park gate locking/person staying within Central Park grounds was discussed and everyone is well aware of the person on premises and signage needs to be implemented. Nic spoke to NGSC Community Safety. Vic Police cannot move the person on as the signage does not reflect trespassing, at this time it is a locked reserve and Northern Grampians are unsure if Central Park is classified as a public place or not post 10pm. He has also been located at other places in town. By law needs to be assessed about it being a public place after 10pm.
- d. Kaye Dalton recognition to be brought to Council for a decision. The location of a small plaque on the grassed area in the center of the court 1.

3. General Business

Item	TOPIC	Discussion	Action/ Outcome
1.1	Project Update	<p><u>North Park Netball Courts</u></p> <p>Zander will be in contact with clubs about the participation plan in the next week. Courts have been well received. The wind brake/blinds have been installed. A scorer's bench is to be designed and installed. Amber will let Tony know about the requirements.</p> <p><u>Stawell Skate Park</u></p> <p>Tenders have just gone out and close on 27 September. The tender is open for any companies to submit their proposals. Contractors interested in tendering visited the site today as a normal site inspection.</p> <p><u>North Park Football Pitch Lighting Project</u></p> <p>All going ahead as planned and just finalising the plans with construction to start shortly.</p> <p><u>Central Park Female Friendly Changerooms (Main Clubroom Pavillion)</u></p> <p>No update from last meeting. Still waiting for grant approval and announcement prior to Government going into caretaker mode prior to election due in October/November. Tony to follow up the joint letter from the clubs supporting the project and seeking that the lift is included in the construction.</p> <p><u>Sport and Active Recreation Strategy</u></p> <p>Project update. Nothing new on the sport and rec front - although its tender period is until Thursday so should know more soon. Once the consultant is appointed the group will be provided with full details at a meeting to ensure all members are aware of the process.</p>	<p>Action:</p> <ol style="list-style-type: none"> 1. Tony to send a copy of the club letter sent to Council. 2. David to schedule a discussion with the group when the consultant is appointed for the Rec Strategy work.
1.2	2022 State Election	<p>Navarre and Great Western commitments for sporting facilities will be delivered over the next three years. The council is talking to state politicians to seek commitments to fund some of the projects that we see in the masterplans. This item can be withdrawn from future agendas.</p>	Action: Nil
1.3	North Park Master plan	<p>Review of the draft North Park Master plan.</p> <p>Copies were circulated to the group prior to the meeting. The previous plan was created in 2011 and a new masterplan was required to ensure council and community aspirations for the reserve are considered.</p> <p>Nic explained the main details for the plan and why it is required.</p> <p>Reg advised that the CFA wish to include:</p>	<p>Action:</p> <ol style="list-style-type: none"> 1. Nic to organise adding clubs suggestions. 2. Zander to update the group on the

		<ul style="list-style-type: none"> • 220 m track to be maintained as well as the 60m track already mentioned • Include Victorian Fire Brigade Association and remove the Australian reference • Access to existing facilities <p>Rob suggested including:</p> <ul style="list-style-type: none"> • storage needs • permanent coaches' boxes in action items <p>Discussed recommendations-, short-, medium- and long-term delivery, Projects underway and completed and listed projects.</p> <p>Cr Emerson mentioned that priorities may change due to many reasons, but the group need to be aware of that factor.</p> <p>Discussed the playground requirements. Whilst the previous playground was small it had a lot of use and we expect a lot of feedback from the community about type and location. The challenge is where it is located for the best access and use. The plan shows it located near the fire track in the center of the reserve and considerations will need to be on where is the most appropriate place, fencing and type. No specific suggestion were made at the meeting.</p> <p>Previous engagement allowed all user clubs to provide input. The next period of engagement is for the wider community including neighbors etc. Sessions will be held at North Park and the engagement timeline is from 12 September survey until 10 October and all clubs still have time to add more input as well as the wider community through the survey. Information will be available on the website and social media.</p> <p>The result is expected to be Council endorsement at their 7 November meeting.</p> <p>Agreements and User Fees Discussed that this is a part of the master plan work and will be managed by Zander for consideration.</p>	details of agreements and user fees
1.4	Participation Plans	Zander is working on the creation of the plans and will be in contact with appropriate clubs.	Action: <ol style="list-style-type: none"> 1. Zander to follow up netball court participation plan.

Other business:

Rob suggested the booking system needs to be refined and become more user-friendly to assist clubs that are regularly using the system. This was agreed and whilst it is effective it is cumbersome for users, especially regular booking.

John asked about the Waites Robson plans and Murray said it has been pushed out by Council for a longer-term delivery.

We discussed last year's user fees and when the new ones are finalised the Council will decide on what users will be charged, if any. The previous two years have been waived due to hardship during Covid and this will also be considered.

4. Close time: 7.05 pm

5. Next meeting: TBC -

Queen Mary Botanic Garden Advisory Committee minutes, 15th June 2022

Present Joanne Hamilton, Janelle Patching (Sec), Dorothy Patton (Pres), Lyn Box, Dot Baldwin, Ros Small

Apologies Deirdre Freeman, Bev and Len Reid, Lindee Parry, Marg McCahon-moved Lyn Box seconded Jo Hamilton

Minutes from previous meeting true and correct, moved Dorothy Patton, seconded Jo Hamilton.

Matters arising previous meeting

Brick sign-Dorothy communicated with Trenton Fithall, decided the best thing was for the NG shire to take over the brick sign plan and permit, then get a quote through Jarryd Ezard to forward to the committee for a final decision on cost. **Action committee to decide once quote received on works to proceed, pending cost.**

Wisteria Planting- Health Pole met with committee on walk around, plants to be planted. No pavers to be cut. No further actions.

Developmental new area-Health Pole agreed on space for children's explore area, mound, balance beam, and children's seating etc, photos shown of Port fairy natural balance beam-**Action Janelle contacted Port Fairy Shire and the Pyrenees Shire, waiting on responses, for supplier information.**

Access from Millett Street-Dorothy communicated with Trenton Fithall from NG shire re parking, the shire have decided not to do anything in regards to parking signs etc as people need to be responsible for their parking. No further actions.

Health Pole is going to explore the chain being reinstalled to prevent cars parking in the gardens.

Hedges-The new hedges have been pruned and look great.

No other items from previous minutes moved Dot Baldwin, seconded Lyn Box

Business arising

Meeting purpose -meeting purpose was decided after Ros bringing in some history that reflected this.

'To promote awareness and continue the restoration of the Queen Mary Botanic Gardens as one of Victoria's fine 19th Century Botanic Gardens'

Official name of our committee- Queen Mary Botanic Garden Advisory Committee.

Collections of plants- Discussion held by Committee members, cabbage palm, china windmill palm, canary island date palm, all came out of the plant collection from the Kevin Walsh plan. -Action Jo Hamilton to research palms and see what else could be recommended for variety, then a discussion on varieties and irrigation will be had.

Discussion on the Long bed needing some replanting and irrigation works, with the plan to plant early spring. \$1000 on plants and a friends working bee will be arranged to assist with the planting. Action- Committee to advise Health Pole when the working be will be held, Next friends meeting to discuss the working bee and promote the idea.

Meeting venue booked online for the year.

Other business

Raised that bench seats under the old bowling green buildings veranda may be a suitable idea for seating that is undercover for shade or wet weather. There may be enough room for three benches.

Friends of the gardens reported and minutes supplied. Gala day was successful, and the film fundraiser is booked for July 29th.

Bereavement card for D freeman to be sent out from committee.

Next meeting 17th August 2022

Meeting closed 6.23pm.

Queen Mary Botanic Garden Advisory Committee minutes, 19th October 2022

Present Joanne Hamilton, Dorothy Patton (Pres), Lyn Box, Dot Baldwin, Ros Small, Deirdre Freeman, Dot Baldwin, Marg McCahon and Jason Abbott

Apologies, Brenda Proctor and Janelle Patching (Sec)

Lyn Box-moved, seconded Jo Hamilton

Minutes from previous meeting true and correct, moved Ros Small, seconded Jo Hamilton.

Matters arising previous meeting

Brick sign-Health Pohl has received a quote for the labour component of the new sign \$10,500. He advised that the bricks will be sourced by the Shire.

The committee will get to see the option for the lettering.

No other items from previous minutes moved seconded

Business arising

Bench seats will now be ordered and not to be bolted down.-**Action Ros through the Friends committee will order.**

Order plants for the long bed and another working bee will be held on Nov 12th. **Action- Jo to order the plants and volunteers for the working bee.**

Couch grass in the church bed to be dealt with before the planting. **Action –Garden team to follow up.**

Watering system has been installed in the Long bed.

Gardeners report

Jason advised the wisteria are available for planting now and will enquire about wire supports. Mowing and spraying is ongoing.

Pioneer Park will have further permanent watering system installed and will then be green throughout summer.

Jason suggested Bismark Palms and Fox tail palms for the area between the long bed and the drain.

Other business

General discussion on a visit to the Castlemaine gardens on Sunday Nov 6th.

Lyn reported a profit for the film night \$888.00 plus \$290 for the raffle.

Grape vines to be planted on the small arbour the vines are currently hard to source.

Next meeting 07th Dec 2022

Meeting closed 6.30pm.

12. Urgent Business

Nil

13. Public Question Time

The Mayor received a Public Question Time Question Without Notice submission at the meeting and said that a response would be provided.

Mr Barry Robertson, 69 Box Track St Arnaud East

1. Are there any shire councillors present here today who are prepared to make any sort of response relating to the issues I pointed out in my letter to the North Central News on 30 November relating to the proposed housing development in Bowen Street St Arnaud?

2. To the Mayor and Councillors of the Northern Grampians Shire before you voted on the Bowen Street Development, did you check the plans and costing on these units and have you been and inspected the units in Wills Street and checked the conditions of the units there as they are today?

Mr Barry Robertson asked a further question at the meeting:

3. Are Councillors aware that the people on Wills Street nearby to the units have had to install security cameras and put locks on their gates due to the commotion that is happening next door and the people coming over?

14. Closure of Meeting Pursuant to Section 66(2)(a) of the Local Government Act 2020

A Council or delegated committee may resolve that the meeting be closed to members of the public if it considers it necessary because a circumstance specified below apply:

The circumstances are-

- (a) the meeting is to consider confidential information; or
- (b) security reasons; or
- (c) it is necessary to do so to enable the meeting to proceed in an orderly manner.

If the circumstances specified in subsection (b) or (c) apply, the meeting can only be closed to the public if the Council has made arrangements to enable the proceedings of the meeting to be viewed by members of the public as the meeting is being held.

14.1. C7 2018/19 - Provision of Transfer Station Services - St Arnaud

14.2. C9 2022/23 - Provision of Public Convenience and Facilities Cleaning

14.3. C6 2022/23 - Implement and Support Enterprise Resource Planning

14.4. C8 2022/23 - Lord Nelson Park Sports Oval Lighting Upgrade

14.5. C4 2022/23 - Stawell Skate Park

14.6. C7 2017/18 - Banking and Bill Payment Services

RESOLUTION

That items 14.1, 14.2, 14.3, 14.4, 14.5, and 14.6 be considered in Closed Council as it deals with confidential information as detailed in section 3(1) of the *Local Government Act 2020*.

Moved: Cr Murray Emerson

Seconded: Cr Rob Haswell

Carried

RESOLUTION

That the meeting be closed to consider the item listed pursuant to section 66 of the *Local Government Act 2020*.

Moved: Cr Murray Emerson

Seconded: Cr Rob Haswell

Carried

OPEN COUNCIL

The Acting Chief Executive Officer reported on the items discussed in Closed Council.

14.1 Council resolved to take up the second and final one year option to extend contract C7 2018/19 - Provision of Transfer Station Services - St Arnaud for 2023.

14.2 Council awards contract C9 2022/23 - Provision of Public Convenience and Facilities Cleaning to Wayne Cleaning Systems Pty Ltd.

14.3 Council resolves to release the tendering result for C6 2022/23 Implement and Support Enterprise Resource Planning after all three participating councils have made their decision.

14.4 Council awards contract C8 2022/23 – Lord Nelson Park Sports Oval Lighting Upgrade to DeAraugo & Lea Electrical Contractors (VIC) Pty Ltd for the 6 pole configuration and any funding that is made available will be reallocated to another project under the LRCI funded program.

14.5 Council awards tender C4 2022/23 – Stawell Skate Park to Precision Parks Pty Ltd.

14.6 Council approves the extension of contract C9 2017/18 – Provision of Banking and Bill Payment Services with the Commonwealth Bank of Australia for the second and final extension for 2023.

15. Close

There being no further business the Mayor declared the meeting closed at 1.35pm.

Confirmed



CR KEVIN ERWIN
MAYOR

Date: 6 February 2022