



**RECREATION AND OPEN SPACE
STRATEGY**

**VOLUME 1
EXECUTIVE SUMMARY**

DECEMBER 2006

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VISION FOR RECREATION AND OPEN SPACE

A Shire that offers a range of recreation and open space environments for residents and visitors:

- through which they can achieve their recreation aspirations,
- through which they can engage with the community,
- that encourage participation in healthy lifestyle pursuits, and
- that raises awareness of the Shire's unique natural environment.

The Recreation and Open Space Strategy is presented in 3 volumes:

Volume 1: Executive Summary:

This volume provides the context for the strategy, key issues and analysis and importantly summarises the priorities for implementation over the next 10 years.

Volume 2: Recreation and Open Space Report:

This volume provides the background, information and rationale for the priorities that emerge from this strategy.

Volume 3: Working Papers:

This volume contains detailed results from research, policy frameworks and guidelines for the implementation of the Recreation and Open Space Strategy.

1. INTRODUCTION

The purpose of the Recreation and Open Space Strategy is to provide a framework to guide Council's decision making for the future provision of recreation and open space. In particular this strategy has provided;

- A 'vision' and principles that will provide the rationale for future decision making and provision,
- An understanding of current participation trends in the community and of future community aspirations in relation to recreation and open space,
- An understanding of current gaps in provision and future needs,
- A framework for future planning and development of recreation and open space assets,
- Policies, and an understanding of the additional policies required to ensure informed decision making,
- An understanding of the community's capacity to provide for its recreation needs,
- An understanding of infrastructure priorities, both maintenance and development, and
- An 'Action Plan' that makes recommendations relating to strategic as well as local issues.

Providing for the recreation needs of the Moorabool community will be challenging given the diversity of rural and urban communities; rapid growth in some areas and population decline in others; infrastructure provision (and standard) that is not keeping pace with community demand; rapid growth in a number of sports; increasing demand for access to quality recreation experiences in parks and along trails, and the diverse climatic and geographical conditions.

This situation is exacerbated by resourcing limitations that will impact on both the community and Council's ability to address many of these in the short term.

Council recognises that recreation resources in the past have focused primarily on the more traditional sporting activities and less so on unstructured recreation activities such as walking, bike-riding, and sporting activities that are not undertaken within a club or competition framework.

This strategy seeks to redress that imbalance.

Moorabool has some unique landscapes and opportunities on which to build. Many of these attributes have not been easily accessible to the community and tourists because of a lack of infrastructure to accommodate and encourage visitation e.g. signage, trails, seating and shelter amenities. There are significant management implications that come with making these areas more accessible such as maintenance and partnership agreements. However these must be addressed if the promotional material and philosophy used to attract residents to the Shire is to translate to 'on the ground' infrastructure.

It is acknowledged that there is a significant gap in the provision for traditional sports such as cricket, netball and to a lesser extent football, and the total lack of provision for the less traditional and emerging sports such as soccer and touch rugby.

The strategy also recognises opportunities for improved internal protocols, procedures and policies that will provide clearer guidance for both Council and community groups.

Moorabool demographics and community feedback indicate a priority for opportunities relating to young people, people with disabilities, children, people who may be isolated in the community through financial or social circumstances, older adults and families.

There is a need to work more closely with peak associations, government agencies and clubs to identify and support opportunities to consolidate, expand and promote participation opportunities through effective networks.

This must however be done within a structured framework so that Council is not exposed to unrealistic expectations that cannot reasonably be met, and to ensure that there is a clear understanding of the range (private, state and federal governments) and type (in-kind, financial, technical) of partnerships that are required for the implementation of many of the recommendations in this strategy.

The effective planning, management and development of Council auspiced services and programs requires an integrated and co-operative approach across the organisation. This is particularly relevant to the provision of recreation and open space services because of the diverse range of needs and interest groups. It is therefore essential that key stakeholders within Council and interest groups within the community be effectively engaged.



2. RECREATION AND OPEN SPACE DEMAND

The characteristics of communities in the Shire of Moorabool have implications for the Recreation and Open Space Strategy relating in particular to:

- the need to provide for a large and growing population of children and young people,
- an undersupply of significant recreation and sporting infrastructure for the current population and a forecast significant undersupply into the future for some sports,
- a lower level of amenity and provision for many open space and recreation assets that the newly arriving population has come to expect in more urban areas,
- competing demands for resources particularly in relation to family and children's services, services for the ageing, and basic community infrastructure such as footpaths,
- a need to increase access to unstructured recreation opportunities e.g. trails, to support active participation trends and program priorities.

The research and consultation undertaken during the preparation of this strategy identified the following community needs for recreation and open space infrastructure and services.

Unstructured Recreation

- A high level of demand for non-club/competition based recreation.
- Improved quality of provision for unstructured recreation opportunities e.g. parks, trails.
- Improved amenity of many of the parks and reserves throughout the shire.
- Playgrounds upgraded and maintained to a higher standard.
- Better skate/bmx facilities.
- Forward planning for aquatics, indoor recreation facilities, and public halls.

Playing fields

- Improved equity of provision and funding between Council and non-Council owned land.
- Additional fields that can be brought online immediately through partnerships and provision of playing infrastructure e.g. school grounds, crown land.
- Improved standard of playing fields and development of new playing fields.
- Priority needs in relation to cricket, soccer, football.
- Planning for equestrian facilities and trails.
- Equity of provision between similar type and level of facilities, similar populations and similar sports.
- Partnerships with schools.

Courts

- Rationalising and bringing remaining tennis courts and amenities up to standard.
- Bringing netball courts and amenities up to standard.

Conservation and Environmental areas (including roadside reserves)

- Improving management regimes and enhancing amenity.
- Preservation and access.

Buildings

- Need to identify the condition status of buildings and assets (recreation and open space), level of use and opportunities for integration/ rationalisation.
- Improved integration of buildings on the same site.
- Development of partnerships with relevant stakeholders for the management of buildings.

Community Development and Strengthening

- Increasing Council's capacity to support/facilitate 'community strengthening' initiatives.
- Volunteer support, development and recognition programs.
- Support to Committees of Management.
- Improved networking between clubs, peak associations and Council.
- Sport development and promotion.
- Strengthening of local clubs and associations.
- Township Development Committees.

Active Participation

- Improving, promoting and developing of active participation opportunities.
- Developing and defining partnerships between Council, associations, clubs and the regional sports assembly
- Increasing partnerships and networking between health and wellbeing providers and community and private recreation providers.
- Ensuring equitable resourcing between sporting and recreation provision.
- Planning and development based on substantiated need.
- Teenagers, families, young women, older adults, and 'isolated' members of the community as priority groups.
- Maximising access for special needs groups.

Organisation Development and Capacity

- Improving internal procedures to improve customer service and develop a more integrated response to key issues.
- Improving management and integration of data systems across Council.
- Developing ways to better engage with the community with regard to recreation and open space.
- Addressing of policy gaps.
- Improving the capacity of Council to address recreation and open space priorities.

Information and Awareness

- Improved directional and interpretive signage.
- Maximising communication and information opportunities.
- Improving accuracy and currency of information relating to community clubs, contacts and recreation opportunities.

3. PRINCIPLES AND PRIORITY ACTIONS

The principles and key actions of the Recreation and Open Space Strategy are summarised below and further details about each action are outlined in Volume 2 – The Recreation and Open Space Report. High priority actions – to be implemented in the first 5 years are shown in the shaded sections of the tables.

The Actions are divided into two sections:

- 3.1: The principles and the strategic/municipal wide actions that emerge from each of these.
- 3.2: The specific actions that are proposed for each of the small areas of the Moorabool Shire.

3.1: Strategic Actions

1. The Scope of Recreation: Principle: A diverse range of recreation and open space opportunities that respond to changing community needs and aspirations.	
1.1	Review Council's Communication and Information Strategy ensuring that: <ul style="list-style-type: none"> - information is provided about recreation and sport opportunities and clubs, and - health and wellbeing benefits for a more active lifestyle are promoted throughout the Shire
1.2	Work with the Bacchus Marsh Leisure Centre Management and other recreation providers to develop opportunities to increase participation in both structured and unstructured sport and recreation.
1.3	In partnership, review the type and extent of community access to the Ballan Recreation Centre and opportunities to expand the level and type of access and services.

Shaded sections highlight HIGH priority actions, for implementation in Years 1-5

2. Active Participation: Principle: A community that has a high level of participation in active and healthy lifestyle pursuits.	
2.1:	Work with the Regional Sports Assembly to identify opportunities to: <ul style="list-style-type: none"> - Develop a centralised database of information relating to training programs that are available to clubs and organisations in Moorabool. - Strengthen the role played by local clubs in junior sport development. - Establish and promote 'unstructured' recreation participation initiatives, - Facilitate greater awareness of club development programs available, - Increase the profile of the Sporting Assembly, - Establish closer relationships with peak sporting associations.
2.2	Establish a database (and process for collecting and collating data) of all sporting and recreation clubs and community groups to determine membership numbers and establish trends over time.
2.3	Work with the local Netball Associations to identify opportunities, including infrastructure, for developing the sport in the Shire.
2.4	Assist clubs and community groups to identify joint initiatives that increase participation in structured and unstructured recreation.
2.5	Promote the establishment of local Walk and Talk groups for specific target groups e.g. older people, working people, young people.
2.6	Work with the Ballan Golf Club, the local Ballan community and DSE to: <ul style="list-style-type: none"> - Assist them to improve their security of tenure and access for the golf club under clear partnership guidelines relating to tenancy of Council managed land, safe linear trail access (perimeter) etc. - Identify joint promotional opportunities e.g. junior participation.

Shaded sections highlight HIGH priority actions, for implementation in Years 1-5

3. Access:	
Principle: A diverse range of services and facilities that consider the access needs of the community.	
3.1:	Seek funding to assist community organisations attract, support and develop volunteers, and to promote volunteer opportunities.
3.2	Develop Asset Management Plans, including Master Plans, for all recreation and open space assets that includes assessment of compliance with relevant risk management, OHS, discrimination, crime prevention, accessibility requirements and industry standards.
3.3	Develop a Signage Policy and Strategy for recreation and open space areas that will: <ul style="list-style-type: none"> - determine priorities for directional signage, identification/'branding' signage and interpretive (environmental, heritage/cultural), signage. - establish policy and guidelines for design and siting of signage on Council reserves.

Shaded sections highlight HIGH priority actions, for implementation in Years 1-5

4. Partnerships:	
Principle: Strong and innovative partnerships between community, government, and private sectors in the provision of recreation opportunities.	
4.1	Establish a Recreation Advisory Committee that is representative of the range of recreation activities and geographic areas within the shire, to advise Council about a number of strategic issues, priorities and initiatives that will improve recreation provision.
4.2:	Include themes and project priorities from community reference groups to inform recreation and open space actions.
4.3	Liaise with schools to identify opportunities for joint development and use of school grounds by sporting clubs. This includes consideration of sustainable improvements and maintenance regimes in light of the current drought conditions and water shortage.
4.4	Conduct training and information/awareness sessions for the community in relation to: <ul style="list-style-type: none"> - Committees of Management roles, responsibilities and accountabilities - Policies, standards and guidelines for facilities and recreation programs. - Volunteer management and support. - Club administration, eg. risk management, financial management, fund-raising, grants and submission writing, amalgamations/consolidation. - Sport development e.g. increasing membership, participation programs .
4.5	Liaise with the Department of Sustainability and Environment regarding all crown land used by Moorabool community for sport and recreation, to discuss issues of management, roles of key parties, and development opportunities.
4.6	Work with relevant waterways agencies to promote public access to rivers, creeks and reservoirs for recreational activity.

Shaded sections highlight HIGH priority actions, for implementation in Years 1-5



5. Planning and Provision:	
Principle: Effective planning, management and review of services that engages key stakeholders.	
5.1	Establish a cross department internal working group ' <i>Community Assets Discussion Forum</i> ' for referral of all relevant recreation and open space issues.
5.2	Prepare annual capital works implementation plans for recreation reserves that are consistent with the Recreation and Open Space Strategy and Reserve Master Plans.
5.3	Council will make an annual allocation for implementation of the Recreation and Open Space Strategy in the 20 year forward plan and 5 year capital plan.
5.4	Develop Management Plans for Conservation Areas classified 'High', 'Medium', and 'Low'.
5.5	Prepare a Master Plan for a new Regional Sports Complex to be developed at the Bacchus Marsh Racecourse Reserve, in conjunction with the Department of Sustainability and Environment.
5.6	Undertake a feasibility study for an indoor aquatic and health and wellbeing centre for Moorabool.
5.7	Undertake a preliminary review of all pocket parks in line with the criteria and process contained in the <i>Draft Redistribution Of Public Open Space Policy (Volume 3)</i> and refer relevant assets to a full evaluation process in accordance with the Draft policy.
5.8	Prepare a strategy to guide Council's decision making in relation to the provision of tennis facilities.
5.9	Prepare an integrated Footpath and Trail Strategy that forms part of the Asset Management Plans for Pathways and: <ul style="list-style-type: none"> - Identifies priority (primary, secondary) trail and footpath networks. - Identifies opportunities to link key destinations to main residential areas, - Considers the range of uses and users in urban, rural and fringe communities, - Ensure that all new subdivisions require construction of footpaths as part of the planning permit approval process.
5.10	Prioritise capital works using a formal criteria process that includes risk management, compliance, substantiated need, strategic planning priority, funding opportunities etc.
5.11	Liaise with other Councils and the Municipal Association of Victoria to develop strategies that achieve equitable joint-use agreements.

Shaded sections highlight HIGH priority actions, for implementation in Years 1-5



6. Service and Asset Management:	
Principle: Recreation facilities and open space areas that are safe, sustainable and managed in accordance with Best Practice Principles.	
6.1	Develop internal protocols for service delivery, communication and referrals.
6.2	Undertake a review of internal staff training programs relating to maintenance/management regimes for sensitive vegetation areas to ensure compliance with management plans and put in place relevant training regimes.
6.3	Undertake a series of staff workshops in relation to the Recreation and Open Space Strategy to ensure that all staff are aware of their roles and responsibilities in relation to policies, management and development guidelines, and protocols.
6.4	Review the operation of the Customer Request Management System in relation to responses, effectiveness of referral, monitoring and staff training.
6.5	Using the Open Space Categorisation (Local, District, Shire and Regional) criteria classify each open space asset (Type and Hierarchy)
6.6	Develop an integrated asset data base and protocols to ensure that it is kept current.
6.7	Complete an asset audit of all sporting and community infrastructure on Council owned and non-Council owned land.
6.8	Review the way in which the organisation addresses risk management issues with a view to managing risk issues on a corporate level.
6.9	Retain external project management for capital works to ensure involvement of Council and management of risk.
6.10	Develop and implement an effective process for addressing non-compliant playground equipment identified in the regular risk audit that is undertaken for Council.
6.11	Prepare/review and adopt policies relating to: <ul style="list-style-type: none"> - Sports Reserves and Public Halls Funding Policy (review) - Capital Works Funding for Recreation Facilities - Building Maintenance (Recreation Facilities) - Council Contribution to Development On Non-Council Owned Land - Special Events Use Of Open Space - Art in Public Places Policy - Management and Development Guidelines' for each open space type and category - Standards for park and open space infrastructure and settings - Playground Strategy
6.12	Establish a Sporting Reserves Upgrade Fund and a works program to bring all sporting reserves to the level specified for the grade (grounds and buildings).
6.13	Review the capacity of the organisation to deliver recreation services and programs in view of the recommendations in this strategy.
6.14	Incorporate consideration of an Open Space Contributions Policy as part of Council's overall Developer Contribution Plan (DCP).

Shaded sections highlight HIGH priority actions, for implementation in Years 1-5



3.2 Implementation Plan for Strategic Actions

The following section of this report summarises the Strategic Actions from 3.1 in order of priority and suggests more specific timeline and resourcing implications.

High Priority Actions will be implemented in Years 1-5

Medium Priority Actions will be implemented in Years 6-10

Low Priority Actions will be implemented in Years 11+

Throughout the Strategy, year numbers (ie: 1,2,3) are interchangeable with actual financial years (ie: 06/07). The following provides the definition of year numbers to actual years for easy reference:

Year 1:	2006/07	Year 6:	2011/12
Year 2:	2007/08	Year 7:	2012/13
Year 3:	2008/09	Year 8:	2013/14
Year 4:	2009/10	Year 9:	2014/15
Year 5:	2010/11	Year 10:	2015/16

High Priority Actions:

Action	Timeline	Resourcing	Who is Responsible?
4.1: Establish a Recreation Advisory Committee	Year 1 Ongoing	Within operational budgets	Council ; Community representatives
1.1: Improve recreation and communication about recreation opportunities	Year 1 Ongoing	\$5,000 per year Recurrent	Council ; Recreation Advisory Committee
1.2: Improve recreation opportunities that are organised by the Bacchus Marsh Leisure Centre and other recreation providers.	Year 1 Ongoing	Within operational budgets	Council ; YMCA, DE&T, Tenant Sporting Associations
3.1: Seek support for volunteer development programs	Year 1 Ongoing	External collaborative funding	Council ; Volunteer Resource Centre, Other Regional Councils
4.2: Seek input from community reference groups for prioritising of actions	Year 1 Ongoing	Within operational budgets	Council ; Community Reference Groups; Recreation Advisory Committee
4.3: Develop more joint use of school sports facilities	Year 1 Ongoing	\$63,000 – 06/07 \$40,000 – 07/08 \$40,000 – 08/09 \$20,000 – 09/10 \$20,000 – 10/11	Council ; Schools; Recreation Advisory Committee
5.2: Annual Capital Works Implementation Plans	Year 1 Ongoing	Consistent with Council 20 year forward plan and 5 year capital improvement plan	Council ; Recreation Advisory Committee
5.3: Allocations for recreation and open space projects in 20 year forward plan and 5 year capital improvement plan	Year 1 Ongoing	Refer funding plans, outlined in Volume 2, for details.	Council
6.1: Internal protocols for service delivery of recreation and open space	Year 1 Ongoing	Within operational budgets	Council
6.3: Staff workshops for recreation and open space protocols	Year 1 Ongoing	Within operational budgets	Council

Action	Timeline	Resourcing	Who is Responsible?
6.6: Develop an integrated asset data base	Year 1 Ongoing	Within operational budgets	Council
6.8: Review of management of risk	Year 1 Ongoing	Within operational budgets	Council
6.9: Continue to use external project management for capital works	Year 1 Ongoing	Within operational budgets	Council
5.4: Management Plans for Conservation Areas	Year 1-3	\$2,000 per year for 3 years, then within operational budgets	Council
3.2: Develop Asset Management Plans, including Master Plans.	Year 1-5	\$40,000 per year for 3 years, then within operational budgets	Council
5.5: Master Plan for Regional Sports Complex	Year 2	\$60,000 07/08	Council ; Recreation Advisory Committee, Dept Sustainability and Environment, Committee of Management, Clubs
2.1: Work with the Regional Sports Assembly to improve support services	Year 2 Ongoing	Within operational budgets	Council ; Regional Sports Assembly, Sporting Associations and Clubs; Recreation Advisory Committee
2.2: Establish and maintain a database of all clubs and groups	Year 2 Ongoing	\$5,000 Year 2, then within annual budgets	Council ; Sporting Associations and Clubs
5.1: Establishment of an internal working group for referral of recreation and open space issues	Year 2 Ongoing	Within operational budgets	Council
6.5: Classify each open space asset	Year 2 ongoing	Within operational budgets	Council
2.3: Improve netball provision in the Shire	Year 2-5	Within operational budgets	Council ; Netball Organisations throughout Shire and region
4.4: Community information and awareness sessions	Year 3 Ongoing	\$12,000 recurrent	Council ; Regional Sports Assembly, Recreation Advisory Committee, Volunteer Resource Centre, Neighbourhood Houses
5.6: Feasibility Study for indoor aquatic and leisure centre	Year 3	\$30,000 07/08	Council ; YMCA; Recreation Advisory Committee
6.2: Internal training programs for management of sensitive vegetation areas	Year 3	Within operational budgets	Council
6.4: Review of Customer Request Management System	Year 4	Within operational budgets	Council
6.7: Complete asset audit of all sporting and community infrastructure	Year 2 Ongoing	Within operational budgets	Council
6.10: Develop a process for managing playground risk	Year 1 Ongoing	Within operational budgets	Council

Medium Priority Actions:

Action	Timeline	Resourcing	Who is Responsible?
1.3: Improve community access to Ballan Recreation Centre	Year 6	\$15,000	Council; Ballan Secondary College, DE&T, YMCA, Recreation Advisory Committee
2.6: Work with Ballan Golf Club to improve tenure and promote participation	Year 6	Within operational budgets	Council; Golf Club, DSE
5.7: Review all small 'pocket' parks in line with draft redistribution policy	Year 6	Within operational budgets	Council
4.7: Prepare a Footpath and Trails Strategy as part of the Asset Management Plans	Year 6	\$50,000	Council, Trails Advisory Groups
6.13: Review capacity of Council to implement this Strategy	Year 6	Within operational budgets	Council; Recreation Advisory Committee
6.14: Incorporate consideration of an open space contributions policy in Council's Developer Contribution Plan	Year 6	Within operational budgets	Council
2.4: Joint initiatives that promote participation in structured and unstructured recreation	Year 6 Ongoing	\$5,000 establishment fund over 3 years	Clubs; Council, Recreation Advisory Committee
2.5: Promote establishment of Walking Groups	Year 6 Ongoing	Within operational budgets	Council; VicFit, Local Communities, Recreation Advisory Committee
5.10: Prioritise Capital Works using a formal criteria process	Year 6 Ongoing	Within operational budgets	Council
6.11: Develop and adopt a range of policies	Year 6 Ongoing	\$20,000 per year for 5 years	Council, Recreation Advisory Committee
6.12: Establish a Sporting Reserves Upgrade Fund	Year 6 Ongoing	\$50,000 recurrent	Council; Regional Sports Assembly, Associations and Clubs, Recreation Advisory Committee
3.3: Develop a Signage Policy for recreation and open space areas	Year 7	\$30,000	Council, Recreation Advisory Committee
4.5: Liaise with the Dept of Sustainability and Environment regarding use of crown land by Moorabool communities	Year 7 Year 8	Within operational budgets	Council; DSE
4.6: Work with relevant waterways agencies to negotiate access for recreation activities	Year 8	Within operational budgets	Council; Waterways Agencies

Low Priority Actions:

Action	Timeline	Resourcing	Who is Responsible?
5.8: Prepare a strategy for tennis facilities	Year 11	\$20,000	Council; Tennis organisations
5.11: Work to achieve equitable joint-use agreements	Year 11+	Within operational budgets	Council; Other Councils, DE&T

3.3 Small Area Actions

Many of the actions in 3.1 and 3.2 (above) will provide direct benefit to the small areas as they are implemented. In addition to this, the following actions are more specific to each of Council's small areas. High priority actions – to be implemented in the first 5 years are shown in the shaded sections of the tables.

Small Area 1	
Comprises: Bacchus Marsh	
1 (a)	Implement the Bacchus Marsh & District Trails Master Plan (2004-05) with input from the Bacchus Marsh & District Trails Advisory Committee. (Also listed in Small Area Actions as 2(b) & 3(b))
1 (b)	Develop Bacchus Marsh Racecourse Reserve as a regional sporting facility to accommodate the long term needs of a range of field sports in Moorabool. (Also listed in Strategic Actions as 5.5, and Small Area Actions as 2(c) & 3(d))
1 (c)	Retain Mason's Lane as a category 1 sporting facility, primarily for hard or synthetic surface sports.
1 (d)	Commence lobbying of the State Government for provision of pedestrian access across the Western Highway at Bacchus Marsh.
1 (e)	Undertake minor park improvements in accordance with open space development guidelines at a number of parks including: <ul style="list-style-type: none"> - Connor Street Reserve - Masons Lane - Peppertree Park - Federation Park - Rotary Park

Shaded sections highlight HIGH priority actions, for implementation in Years 1-5

Small Area 2	
Comprises: Darley	
2 (a)	Implement the Master Plan for the Darley Recreation Reserve
2 (b)	Implement the Bacchus Marsh & District Trails Master Plan (2004-05) with input from the Bacchus Marsh & District Trails Advisory Committee. (Also listed in Small Area Actions as 1(a) & 3(b))
2 (c)	Develop Bacchus Marsh Racecourse Reserve as a regional sporting facility to accommodate the long term needs of a range of field sports in Moorabool. (Also listed in Strategic Actions as 5.5, and Small Area Actions as 1(b) & 3(d))
2 (d)	Conduct further site investigations to determine the suitability of Telford Park as a Category 2 sports field for multi-use junior sport and training.

Shaded sections highlight HIGH priority actions, for implementation in Years 1-5

Small Area 3	
Comprises: Maddingley	
3 (a)	Implement the Maddingley Recreation Reserve Master Plan
3 (b)	Implement the Bacchus Marsh & District Trails Master Plan (2004-05) with input from the Bacchus Marsh & District Trails Advisory Committee. (Also listed in Small Area Actions as 1(a) & 2(b))
3 (c)	Develop the parcel of land at the Maddingley Recreation Reserve known as 'Siberia', as a multi-use sports field
3 (d)	Develop Bacchus Marsh Racecourse Reserve as a regional sporting facility to accommodate the long term needs of a range of field sports in Moorabool. (Also listed in Strategic Actions as 5.5, and Small Area Actions as 1(b) & 2(c))

Shaded sections highlight HIGH priority actions, for implementation in Years 1-5

Small Area 4	
Comprises: Ballan	
4 (a)	Assist the Committee of Management of Ballan Racecourse Reserve to resolve management issues and develop a concept for the forward planning of the reserve.
4 (b)	Review the Master Plan for the Ballan Recreation Reserve
4 (c)	Work with the Ballan Golf Club and the local Ballan community to: <ul style="list-style-type: none"> - Assist them to improve their security of tenure and access for the golf club under clear partnership guidelines relating to tenancy of Council managed land, safe linear trail access (perimeter) etc. - Identify joint promotional opportunities e.g. junior participation. (Also noted in Strategic Actions 2.6)
4 (d)	Undertake minor park improvements in accordance with open space development guidelines at a number of parks including: <ul style="list-style-type: none"> - Caledonian Park - Ballan Mineral Springs

Shaded sections highlight HIGH priority actions, for implementation in Years 1-5

Small Area 5	
Comprises: Blackwood, Greendale, Myrniong and Localities of Barrys Reef, Blakeville, Bullarto Sth (part), Colbrook, Dales Creek, Korobeit, Lerderberg, Pentland Hills and Trentham (part)	
5 (a)	Undertake minor park improvements in accordance with open space development guidelines at a number of reserves including: <ul style="list-style-type: none"> - Myrniong Recreation Reserve - Beremboke Recreation Reserve - Greendale Recreation Reserve - Blackwood Recreation Reserve
5 (b)	Undertake improvements to the Myrniong Recreation Reserve sports ground surface.

Shaded sections highlight HIGH priority actions, for implementation in Years 1-5

Small Area 6	
Comprises: Coimadai, Long Forest, Hopetoun Park, Merrimu	
6 (a)	Undertake minor park improvements in accordance with open space development guidelines and community priorities at Hopetoun Park.

Shaded sections highlight HIGH priority actions, for implementation in Years 1-5

Small Area 7	
Comprises: Gordon, Wallace and Localities of Barkstead, Bolwarrah, Bullarook (part), Bunding, Bungaree, Claretown, Clarkes Hill, Glen Park (part), Korweinguboorra (part), Leigh Creek, Mollogghip (part), Pootilla, Spargo Creek, Springbank, Wattle Flat (part)	
7 (a)	Undertake minor park improvements in accordance with open space development guidelines at a number of parks including: <ul style="list-style-type: none"> - Wallace Recreation Reserve - Gordon Public Park - Gordon Recreation Reserve
7 (b)	Undertake minor park improvements in accordance with open space development guidelines at a number of parks including: <ul style="list-style-type: none"> - Bullarook Recreation Reserve - Bungaree Recreation Reserve - Korweinguboorra Recreation Reserve - Spargo Creek Mineral Springs Reserve

Shaded sections highlight HIGH priority actions, for implementation in Years 1-5

Small Area 8 Comprises: Lal Lal, Clarendon, Grenville and Localities of Buninyong (part), Cargarie, Dunnstown, Durham Lead (part), Elaine, Meredith (part), Millbrook, Mount Doran, Navigators, Scotsburn (part), Warrenheip (part), Yendon	
8 (a)	Undertake minor park improvements in accordance with open space development guidelines at a number of parks including: <ul style="list-style-type: none"> - Lal Lal Falls Reserve - Dunnstown Recreation Reserve
8 (b)	Upgrade the playing surface of the Elaine Recreation Reserve sports oval in response to identified need
8 (c)	Undertake minor park improvements in accordance with open space development guidelines at a number of parks including: <ul style="list-style-type: none"> - Clarendon Recreation Reserve - Elaine Sports Ground
8 (d)	Undertake minor park improvements in accordance with open space development guidelines at a number of parks including: <ul style="list-style-type: none"> - Navigators Recreation Reserve - Yendon Recreation Reserve

Shaded sections highlight HIGH priority actions, for implementation in Years 1-5

Small Area 9 Comprises: Rowsley, Balliang, Fiskville, Mount Egerton and Localities of Balliang (part), Balliang East (part), Beremboke, Bungal, Glenmore, Ingliston, Morrisons (part), Mount Wallace, Parwan (part)	
9 (a)	Upgrade the Mt Egerton Recreation Reserve sports oval to improve the quality of the playing surface
9 (b)	Undertake minor park improvements in accordance with open space development guidelines at a number of parks including: <ul style="list-style-type: none"> - Mt Egerton Recreation Reserve - Balliang Recreation Reserve and Community Centre - Morrisons Recreation Reserve
9 (c)	In partnership with Water Authorities, undertake minor park improvements in accordance with open space development guidelines at a number of parks including: <ul style="list-style-type: none"> - Dean Reservoir - Merrimu Reserve - Pykes Creek Reserve

Shaded sections highlight HIGH priority actions, for implementation in Years 1-5

3.4 Implementation Plan for Small Area Actions

The following section of this report summarises the Small Area Actions from 3.3 in order of priority and suggests more specific timeline and resourcing implications.

High Priority Actions will be implemented in Years 1-5

Medium Priority Actions will be implemented in Years 6-10

Low Priority Actions will be implemented in Years 11+

High Priority Actions:

Action	Timeline	Resourcing	Who is Responsible?
2d: Investigate the suitability of Telford Park as a multi-use sports field	Year 2	\$15,000	Council ; Recreation Advisory Committee
4a: Assist Ballan Racecourse Reserve Committee of Management to resolve issues	Year 1-2	Within operational budgets	Council ; Dept Sustainability and Environment, Recreation Advisory Committee, Committee of Management, Clubs
2a: Implement the Master Plan for Darley Recreation Reserve	Year 1-10	06/07 - \$10,000 07/08 - \$40,000 Further allocation of \$1.3 million to be determined	Council ; Recreation Advisory Committee, Committee of Management, Clubs
3a: Implement Maddingley Recreation Reserve Master Plan	Year 1-10	06/07 - \$300,000 07/08 - \$120,000 Further allocation of \$500,000 to be determined	Council ; Recreation Advisory Committee, Committee of Management, Clubs
1b, 2b, 3d: Master Plan for regional sports complex at Bacchus Marsh Racecourse Reserve	Year 2	See 5.5, page 12	Council ; Recreation Advisory Committee, Dept Sustainability and Environment, Committee of Management, Clubs
6a: Minor park improvements for Hopetoun Park	Year 2	\$50,000	Council ; Community Reference Groups
7a: Minor park improvements for 3 parks in Wallace and Gordon	Year 2-5	\$50,000 per year for 3 years	Council ; Community Reference Groups
5a: Minor park improvements for 4 parks in Myrning, Beremboke, Greendale and Blackwood	Year 2-4	\$50,000 per year for 4 years	Council ; Community Reference Groups
1a, 2b, 3b: Implement Bacchus Marsh & District Trails Master Plan	Years 2-10	\$100,000 per year from 07/08	Council ; Trails Advisory Committee
3c: Develop parcel of land at Maddingley Recreation reserve known as Siberia, for sport	Year 3	\$200,000	Council ; Recreation Advisory Committee, Committee of Management, Clubs
4b: Review Master Plan for Ballan Recreation Reserve	Year 3	\$20,000	Council ; Recreation Advisory Committee, Committee of Management, Clubs
8a: Minor park improvements for Lal Lal Falls reserve and Dunnstown Recreation Reserve	Year 3-4	\$50,000 per year for 2 years	Council ; Community Reference Groups
1c: Retain Masons Lane primarily for hard or synthetic surface sports	Years 3-5	\$200,000 per year for 3 years	Council ; Committee of Management, Clubs, Recreation Advisory

Action	Timeline	Resourcing	Who is Responsible?
			Committee
9a: Upgrade playing surface at Mt Egerton Recreation Reserve	Year 4	\$100,000	Council ; Clubs, Recreation Advisory Committee
9b: Minor park improvements for 3 parks in Mt Egerton, Balliang and Morrisons	Year 4-6	\$50,000 per year for 3 years	Council ; Community Reference Groups

Medium Priority Actions:

Action	Timeline	Resourcing	Who is Responsible?
1d: Lobby government for access across Western Highway	Year 6	Within operational budgets	Council ; Community interest groups
4c: Work with Ballan Golf Club to improve tenure and promote participation	Year 6	Within operational budgets	Council ; Golf Club
1e: Minor park improvements for 5 Bacchus Marsh parks	Year 6-10	\$50,000 per year for 5 years	Council ; Community Reference Groups
4d: Minor park improvements for 2 Ballan parks	Year 6-7	\$50,000 per year for 2 years	Council ; Community Reference Groups
7b: Minor park improvements for 4 parks in Bullarook, Bungaree, Korweingboora and Spargo Creek	Year 6-9	\$50,000 per year for 4 years	Council ; Community Reference Groups
8c: Minor park improvements for Clarendon Recreation Reserve and Elaine Sports Ground	Year 7-8	\$50,000 per year for 2 years	Council ; Community Reference Groups
5b: Improvements to Myrning Sports Ground Surface	Year 7	\$100,000	Council ; Recreation Advisory Committee, Clubs
8b: Upgrade playing surface at Elaine Recreation Reserve	Year 8	\$100,000	Council ; Recreation Advisory Committee, Clubs
9c: Minor park improvements in partnership with waterways agencies for Dean Reservoir, Merrimu Reserve and Pykes Creek Reserve	Year 8-10	\$50,000 per year for 3 years	Council ; Community Reference Groups

Low Priority Actions:

Action	Timeline	Resourcing	Who is Responsible?
8d: Minor park improvements at Navigators and Yendon Recreation Reserves	Year 11-12	\$50,000 per year for 2 years	Council ; Community Reference Groups

4. INFRASTRUCTURE PLAN SUMMARY

There is a need for a more co-ordinated and integrated approach to the management of recreation and open space assets and future development proposals including:

- the setting of maintenance priorities,
- response to internal and external requests for action relating to facility maintenance,
- communication between Departments that have a role in relation to asset management and liaison with the various stakeholders e.g. Assets Unit that has a maintenance role and the Community Development Unit that has a club/community liaison role.
- setting of capital works priorities,
- identifying of asset rationalisation opportunities,
- project management of capital works projects.

The framework recommended to Council for the development of an infrastructure management plan includes the following:

- A. The formation of an internal '*Community Assets Discussion Forum*'
- B. Internal communications relating to day-to-day asset management and response protocols
- C. The setting of capital works priorities
- D. Preparation of an audit of assets
- E. Referral of assets to the asset register
- F. Development and management of an integrated assets database
- G. Infrastructure design principles

The Infrastructure Plan includes facilities that are owned by Council, the Department of Sustainability and Environment (Crown Land), the Department of Education and Training (Schools), Water Authorities and any other public authority who are able to enter into partnerships with Council for the provision of facilities that will be of benefit to the communities of Moorabool.

Assessment criteria for this plan covers all the principles of sustainability, ensuring that infrastructure management addresses community needs and demands, is financially responsible and also sensitive to environmental considerations.

Asset Management Plans:

A number of recommendations make reference to the development of Asset Management Plans and the need to incorporate some specific priorities from this Strategy. This outcome will create greater efficiencies because Council is committed to preparing an integrated Asset Management System. By ensuring that:

- Master Plans are provided for key reserves, and
- A Trail Strategy is incorporated in the Pathways Plan,

Council will ensure that all outcomes from these are included in the planning process for asset management and renewal.

5. COMMUNITY CAPACITY PLAN SUMMARY

A significant contribution is made by the community, particularly clubs, organisations and volunteers who are the mainstay of sport and recreation in Moorabool. These organisations and individuals provide a major cornerstone of Moorabool community life providing in some cases the only opportunity through which individuals have to engage with their community and create social networks. It needs to be acknowledged that, in many cases, these community volunteers are already working at capacity in their community-based activities, and it is important not to overload such people.

Similarly, the capacity of Council and in particular Recreation Services, to deal with the issues that are confronting it in relation to recreation and sport has to be questioned. There is a need for strong service planning and process management skills, and project implementation/management skills, community development skills, advocacy and liaison skills. In addition to the skills (capability) requirement there is a need to ensure that the relevant capacity (time, funding support) to address the priorities is available.

There is a need to provide additional resources in the Recreation Services area, particularly in relation to:

- club, volunteer and committee training, information and development,
- advocacy for external funding, including special funding advocacy delegations.
- recreation policy and planning; writing and implementation of outcomes,
- open space policy and planning; writing and implementation of outcomes,
- management of capital works projects.

Council's capacity can also be enhanced by more effective and integrated protocols and processes for dealing with recreation and open space issues and opportunities, and by decision making that is consistent (policy). Council could consider the 'buying in' of support to assist with overcoming shortfalls in some areas in the short term.

Capacity is further enhanced in the establishment of strong partnerships with external organisations and agencies who can contribute to the implementation of key actions. For example: Regional Sports Assembly, Volunteer Resource Centre, State Sporting Associations and State Government may all be able to contribute to an increased capacity.

More importantly, Council needs to clearly define the role that it will play in relation to supporting community groups but this must be done on a consistent and equitable basis. This strategy recommends a number of initiatives that will support partners' and the community's capacity to assist to maintain community infrastructure and participation opportunities.

The benefits of an increase in resources to support communities and priorities that have emerged from this strategy include:

- Increased knowledge and skills for club management, club development, understanding of policies, funding availability etc.
- Improved support and guidance to all community providers of recreation and sport opportunities not just those on Council owned/managed land.
- Creation of partnerships, increased equity, maximising of community/Council advocacy.

- Direct support to clubs and committees regarding the management of sport and recreation in the community.
- Opportunity to increase access to potential volunteers and highlight volunteer opportunities.
- Support and guidance to Committees of Management regarding the implementation of Master Plans.
- Works towards increasing the community's capacity to provide for unmet sporting and recreation needs.

6. POLICY FRAMEWORK SUMMARY

The Recreation and Open Space Strategy has proposed that Council develop a number of policies to guide management and decision making for the provision of facilities and services.

These policies and frameworks include the following:

Name of Policy / Framework	Brief Details
Public Halls Funding Policy	A review of Council's current policy to ensure equity of funding and that sufficient resources are allocated to ensure responsible asset management.
Capital Works Funding for Recreation Facilities	A policy to assess the merit of applications to Council for improvements to existing facilities and development of new recreation facilities.
Building Maintenance (Recreation Facilities)	A policy to clearly define roles and responsibilities regarding the maintenance and asset management of recreation facilities including pavilions and all built structures.
Council Contribution to Development On Non-Council Owned Land	A policy to define those projects that Council will consider entering into partnership funding and support and the nature of that support.
Special Events Use Of Open Space	Events in public open space need to be managed carefully to ensure that they have minimum impact on open space and facilities that are intended for recreation and sport uses.
Art in Public Places Policy	The installation of public art is an important expression of local culture and adds significantly to the overall visual amenity of public space. This policy will define the guidelines for the installation of art in a range of public areas.
Playground Provision / Strategy	Development of criteria to assess and prioritise Council's playgrounds in the short-term prior to the development of a Playground Strategy. This framework includes provision guidelines to ensure that no further playgrounds are developed ad hoc.
Council Plan Recommendations	Identification of issues that have implications for the proposed actions contained in Council Plan 2005-2008.
Management Plan template for Conservation Areas	A template has been developed to guide the preparation of management plans for open space conservation areas that are classified as local and district.

Name of Policy / Framework	Brief Details
Comparative cost-benefit analysis framework	This framework provides a process for evaluating the costs and benefits of specific infrastructure projects.
Categorisation criteria for open space areas and facilities	This framework provides a matrix of definition for the identification of categories of open space and appropriate development that should be developed.
Signage Policy	This policy will define protocols for signage and design templates that should be used for all recreation and open space facilities.
Management and Development Guidelines	Standards for the development of open space will ensure that there is consistency of provision throughout the Shire.