

WIMMERA REGIONAL MULTI-SPORT PRECINCT FEASIBILITY FINAL REPORT



MAY 2023

Otium Planning Group Pty Ltd

Head Office:

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

Local Office:

Contact: Kate Maddock – Managing Director
Phone: 0419 316 540
Email: kate@otiumplanning.com.au

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

Document History				
Document Version	Date	Checked	Distribution	Recipient
1.0 Issues and Opportunities Report	22/12/2021	Malcolm Kuhn Kate Maddock	Horsham Rural City Council	Mandy Kirsopp
2.0 Issues and Opportunities Report (with edits)	02/02/2022	Malcolm Kuhn	Horsham Rural City Council	Mandy Kirsopp
3.0 Issues and Opportunities Report (Final)	10/02/2022	Malcolm Kuhn	Horsham Rural City Council	Mandy Kirsopp
4.0 Feasibility Report	23/06/2022	Malcolm Kuhn Kate Maddock	Horsham Rural City Council	Mandy Kirsopp
5.0 Updated Feasibility Report	20/02/2023	Malcolm Kuhn Kate Maddock	Horsham Rural City Council	Mandy Kirsopp
6.0 Final Feasibility Report	30/03/2023	Malcolm Kuhn	Horsham Rural City Council	Mandy Kirsopp
7.0 Final Feasibility Report	04/05/2023	Malcolm Kuhn	Horsham Rural City Council	Mandy Kirsopp
8.0 Final Feasibility Report	10/05/2023	Malcolm Kuhn	Horsham Rural City Council	Mandy Kirsopp
9.0 Final Feasibility Report	30/05/2023	Malcolm Kuhn	Horsham Rural City Council	Mandy Kirsopp

© 2021 Otium Planning Group Pty. Ltd. This document may only be used for the purposes for which it was commissioned and in accordance with the terms of engagement for the commission.

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.

Horsham Rural City Council acknowledges the support of the Victorian Government



Contents

Executive Summary	1
1. Introduction.....	9
1.1 Wimmera Regional Multi-Sport Precinct Purpose	9
1.2 Key Planning Principles for the Project	9
1.3 Identified Sites for Investigation	9
1.4 Project Timeline	11
2. Strategic Review	11
2.1 Strategic Links	11
2.2 Horsham Rural City Council Strategies.....	12
2.3 Horsham Multi Use Indoor Sports Stadium – Phase 1 Feasibility Report, 2016	17
2.4 Wimmera Sports Stadium Business Case and Concept Design Report, 2017	17
2.5 Horsham Sport Facilities Demand Assessment Version 4, 2019	19
2.6 Horsham City to River Master Plan, 2020	20
2.7 Joint Sports Proposal Horsham Multipurpose Sports Precinct, 2019	21
2.8 Key Findings of Strategic Review.....	22
3. Current Sports Facility Provision	23
4. Demand Assessment	25
4.1 Project Area.....	25
4.2 Demographic Review	26
4.3 Health Characteristics	27
4.4 Local Participation Trends.....	27
4.5 State-Wide Participation Trends	28
4.6 Key Findings of Demand Assessment.....	29
5. Sport and Recreation Infrastructure – Community Benefits and Value.....	31
5.1 The value of our parks and sport and recreation facilities.....	31
5.2 Changes in How We Value Parks, Sport and Recreation Facilities and Trails.....	32
5.3 Key Findings of Sport and Recreation Infrastructure - Community Benefits and Value	34
5.4 How is sporting infrastructure classified?.....	35
6. Phase 1: Stakeholder and User Group Engagement	36
6.1 State Sports Associations	36
6.1.1 Football Victoria	36
6.1.2 Basketball Victoria.....	36
6.1.3 Netball Victoria.....	37
6.1.4 Volleyball Victoria.....	37
6.1.5 Squash Victoria.....	37
6.1.6 Little Athletics Victoria	38
6.1.7 Table Tennis Victoria	38
6.1.8 Croquet Victoria	38
6.1.9 Tennis Victoria.....	38

6.1.10	Hockey Victoria	39
6.1.11	Badminton Victoria	39
6.1.12	Australian Football League	40
6.1.13	Gymnastics Victoria	40
6.2	Local Sports Clubs and Association	41
6.3	Schools	44
6.4	Key Findings of Stakeholder and User Group Engagement.....	44
7.	Phase 2: Stakeholder and User Group Engagement	45
7.1	State Sports Associations Engagement Summary	45
7.1.1	Football Victoria	45
7.1.2	Basketball Victoria.....	45
7.1.3	Netball Victoria.....	45
7.1.4	Volleyball Victoria.....	46
7.1.5	Squash Victoria	46
7.1.6	Little Athletics Victoria	46
7.1.7	Table Tennis Victoria	46
7.1.8	Cricket Victoria	46
7.1.9	Tennis Victoria.....	47
7.1.10	Hockey Victoria	47
7.1.11	Badminton Victoria	47
7.1.12	Australian Football League	47
7.1.13	Gymnastics Victoria.....	47
7.2	Local Associations and Club Engagement Summary	48
7.2.1	Meeting 1 Discussion Summary – Cricket Association and Jung Tigers Cricket Club	48
7.2.2	Meeting 2 Discussion Summary – Wimmera Regional Sports Assembly (WRSA)	49
7.2.3	Meeting 3 Discussion Summary – Wimmera Tennis Association and Clubs	49
7.2.4	Meeting 4 Discussion Summary – Indoor/Outdoor Stadium User Groups	49
7.2.5	Meeting 5 Discussion Summary – Hockey Club.....	50
7.2.6	Meeting 6 Discussion Summary – Squash Club.....	50
7.2.7	Meeting 7 Discussion Summary – Dudley Cornell User Groups.....	50
7.2.8	Haven Recreation Reserve – Non-Sporting Groups	51
7.3	Landowners and Land Managers	51
7.4	Schools and local sporting groups.....	51
8.	Key Issues and Opportunities	52
8.1	Key Issues	52
8.2	Key Opportunities	53
8.3	Regional Sports Facility Delivery Model Options	54
9.	Site Assessments Summary	55
9.1	Site Review Process.....	58
9.1.1	Stage One Primary Selection Criteria	59
9.1.2	Stage Two Secondary Selection Criteria	60

9.1.3	Project Site Assessments.....	61
9.2	Site Assessment Scoring.....	62
9.3	Component Schedule.....	63
9.3.1	Dimboola Road Site - Component Schedule.....	63
9.3.2	Haven Recreation Reserve Site - Component Schedule.....	70
9.3.3	Dudley W Cornell Site - Component Schedule.....	73
10.	Concept Plans.....	75
10.1	Concept Plan 1 (Site Layout): Dimboola Road Site.....	76
10.2	Concept Plan 1 (Stadium and Netball Courts Layout): Dimboola Road Site.....	77
10.3	Concept Plan 2: Haven Recreation Reserve.....	78
10.4	Concept Plan 3: Dudley W Cornell Park Site.....	79
11.	Indicative High Level Cost Estimates.....	80
12.	Financial Model and Economic Impact Assessment.....	81
12.1	Financial Model Assumptions.....	81
12.1.1	Global Impacts.....	81
12.1.2	Business Assumptions.....	82
12.1.3	Court Allocation Schedule.....	84
12.2	Financial Operational Model Summary.....	85
12.3	Economic Impact Assessment.....	85
12.4	Benefits Assessment Model Assumptions.....	86
12.5	Benefits Assessment Model Outputs.....	87
13.	Management Model Options.....	88
13.1	Overview of Management of Leisure Facilities.....	88
13.1.1	Current Facility Management Issues and Trends.....	88
13.1.2	Alternative Leisure Facilities Management Trends.....	88
13.1.3	Legislation to Comply with the Victorian Local Government Act (LGA).....	89
13.1.4	Benchmarking.....	89
13.1.5	Most Popular Management Model in Victoria.....	90
13.1.6	Management Operating Trends Issues Overview.....	90
13.2	Potential Future Management Options.....	91
13.2.1	Implications for management of a regional sports facility.....	99
14.	Funding Strategy.....	100
14.1	Benchmarking and Case Studies.....	103
14.2	Summary Benchmarking.....	104
15.	Warranties and Disclaimers.....	105
	Appendix 1: Site Assessment.....	106

Executive Summary

Purpose

The purpose of the Horsham Rural City Council's Wimmera Regional Multi-Sport Precinct Feasibility Study was to:

- Identify the functional requirements of a regional multi-sport precinct that is consistent with State Sporting Association planning.
- Determine the feasibility of a multi-sports precinct that can meet the needs of the users and provide a facility that can cater for regional sporting activities and events.
- Determine the most suitable location for a multi-sports precinct, referencing previous work undertaken by Horsham Rural City Council and considering all other factors including new information.

Previous Strategies

There has been significant work undertaken by Council over the last five years through other strategies for the future development of multi-purpose sports infrastructure. This includes:

- Open Space Strategy 2019
- Economic Development Strategy 2017-2021
- Horsham South Emerging Option Plan
- The Social Infrastructure Framework 2020
- Horsham Multi Use Indoor Sports Stadium – Phase 1 Feasibility Report, 2016
- Wimmera Sports Stadium Business Case and Concept Design Report, 2017
- Horsham Sport Facilities Demand Assessment Version 4, 2019
- Horsham City to River Master Plan, 2020
- Joint Sports Proposal Horsham Multipurpose Sports Precinct, 2019

Current Demand Analysis

There is a total of forty different clubs, associations or user groups that utilise existing sporting facilities across the Horsham Local Government Area. Eleven responses were received from the club/association survey and membership data request for this project. The data from 2021 indicates that over 1,500 people participated in organised sport through the clubs and associations that responded to the survey. Participation is expected to maintain constant with population forecasted to remain stable over the next 10 - 15 years. It is predicted that population growth will be in the range 0.5 to 1.5%. There has been an increase in population of 800 between the 2016 and 2021 census.

With an aging community there is an increased requirement to provide accessible and social recreation and therapy-based activities. Due to the high level of disadvantage in some areas of Horsham, 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 show that there will be a continued increase in the demand for informal, social and passive recreation opportunities, such as walking, cycling and gym/fitness.

Horsham residents were rated consistently below the Victorian average across most physical activity health indicators. It is important that planning for the provision of organised sport and recreational activities supports the uptake of physical activity to reverse this trend.

Community Benefits and Value

The Wimmera Regional Multi-Sport Precinct Feasibility Study (the Feasibility Study) will provide opportunities for upgrades or the development of new sport and recreation facilities that offer physical and mental health, social, environmental, and economic benefits to the Horsham municipality and the broader region. To continue to provide these benefits and optimise the use by community, the Feasibility Study has been designed to reflect 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:

- It will be critical that the development or improvements of facilities and sporting infrastructure 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 precincts to ensure the maximum value of investment is achieved while also not duplicating facilities in neighbouring Councils.
- Sports precincts 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.
- The location of sport and recreation facilities need to be accessible to the majority of the community in order to encourage maximised use.

Stakeholder Engagement Findings

Most State Sporting Associations expressed significant interest and support for a regional multi-sport precinct or upgrades to current facilities, with all peak bodies viewing Horsham as a key strategic location for a regional facility to service Western Victoria.

The peak bodies that indicated they wish to be included in future regional facility development discussions include:

- Football Victoria
- Netball Victoria
- Basketball Victoria
- Tennis Victoria
- Little Athletics Victoria
- Volleyball Victoria
- Badminton Victoria
- Squash Victoria
- Table Tennis Victoria
- Gymnastics Victoria
- AFL Victoria

There is also strong local interest from the above sports with some clubs and associations eager for investment in new fit for purpose indoor and/or outdoor facilities to enable their sport to grow and be sustainable into the future. There are some other local clubs (Lawn Tennis Club, Horsham Croquet Club, Kalimna Park Croquet Club and Horsham Amateur Basketball Association) that indicated they are happy with their current sites and wish to remain at their current location. They have no interest in being included as part of the multi-sport precinct development, however basketball may use the facility for regional tournaments, for their academy program and training.

In addition, not all sports operate at a 'regional' level with some sports operating at an appropriate local or municipal level based on current and future demand, growth and population.

Key Issues and Opportunities

Key issues and development opportunities identified through market research and extensive consultation for the Feasibility Study include:

Current Sporting Infrastructure is aging and caters for local or municipal level participation

Despite there being significant sporting infrastructure across the Horsham Local Government Area, both playing surfaces and support infrastructure (change facilities) - is aging and reaching its end of life. Non-compliant facilities across different sports constrain the ability of Horsham facilities to be categorised as of regional standard for tournaments and other events that could be key economic drivers for the community. The current provision of facilities is generally catering only for local or municipal level participation according to the various State Sporting Bodies' facility compliance guidelines.

Difficulty in Identifying one site or multiple sites that have the capacity to meet the criteria and needs

The available land, location and size of the site are key determinants in shaping the final components and priorities of how multiple sports might be accommodated. The Feasibility Study has identified opportunities to consider facility development options for co-location of some sports facilities and upgrades to existing facilities.

There has been resistance from some local sports to engage in a Multi-Sport Precinct development

Some local clubs and Council staff reported that previous planning studies have eroded trust and confidence in a future multi-sport precinct. Development of an indoor stadium has been stalled and debated by Councillors and the community on three occasions over the last six years.

However, there is significant interest, support and excitement from multiple sports to improve aging facilities and drive greater participation for their sport.

Accessibility is a key requirement in new facilities to remove barriers to participation

The majority of existing sporting facilities across Horsham are not fully accessible or compliant with universal design standards. It is important that any contemporary facilities are designed for full accessibility for the entire Horsham community so barriers to participation are removed.

Affordable programs and services are critical for whole of community access

Different locations within the Horsham community ranked low on the SEIFA index of disadvantage. It is important that sports clubs and associations can continue to offer affordable programs and services in order to maximise community participation and positive wellbeing outcomes.

There is strategic support for developing multi-sport facilities of a regional standard or upgrading identified sports facilities to meet contemporary design guidelines.

There is significant strategic alignment in Council strategic and previous sport planning studies for the development of regional level or upgraded sporting facilities.

The Feasibility Study responds to the Council Plan strategic initiatives and priorities by:

- Enhancing the inclusivity, accessibility and safety of places and spaces.
- Developing a principle based, and community need driven planning approach for our infrastructure.
- Creating engaging spaces and places for social connection and wellbeing to build community resilience.
- Encouraging participation, diversity and growth in sports, events, arts and culture.

- Planning for places and spaces to provide connectedness and social inclusion.

There has been significant work undertaken by Council over the last five years through other strategies and studies for the future development of multi-purpose sports infrastructure. This includes:

- The Open Space Strategy 2019 which has a number of recommendations around sports facilities across the municipality.
- The Economic Development Strategy 2017-2021 identifies a number of priorities as potential economic development drivers.
- Horsham South Emerging Option Paper identifies Haven Recreation Reserve as a potential location for a community sporting hub.
- Horsham Multi Use Indoor Sports Stadium – Phase 1 Feasibility Report, 2016
- Wimmera Sports Stadium Business Case and Concept Design Report, 2017
- Horsham Sport Facilities Demand Assessment Version 4, 2019
- Horsham City to River Master Plan, 2020
- Joint Sports Proposal Horsham Multipurpose Sports Precinct, 2019

Local Participation demand will be maintained or grow due to modern contemporary facilities

The population of the Horsham municipality is projected to be stable over the next 10 – 15 years, with moderate population increase anticipated in the range of 0.5-1.5%. This estimate could change if mining in the area is approved and becomes operational. Participation in various sports is likely to be stable with some possible decline in numbers as the population ages over the next decade. However, over 50% of the population aged between 5 and 49 years are most likely to be involved with organised sports and clubs. The provision of upgraded and fit for purpose facilities will support participation growth.

Capacity for some existing sports infrastructure to be upgraded to municipal or regional standard facilities

There are a number of existing sporting reserves and facilities that can be upgraded cost effectively to achieve compliance as municipal or regional standard facilities. In particular, there are opportunities to consider Haven Recreation Reserve and Dudley W Cornell Reserve for further upgrades and expansions. These two sites have been considered in the site assessment process.

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

There is clear demand for **additional indoor stadium courts and facilities** for multiple sports including:

- Netball
- Volleyball
- Basketball
- Badminton
- School sporting academy and event use
- Potentially Table tennis
- Potentially Squash
- Potentially Gymnastics

The lack of universal design standards at some existing facilities is a barrier for participation. Affordability of hire cost and use is also a concern for some local sport clubs and associations.

There is also **strong support and identified demand from the following sports:**

- Football Victoria (Soccer)
- Tennis Victoria
- Little Athletics Victoria
- Hockey Victoria
- AFL Victoria (expressed a need for a future third regional standard oval in Horsham, however Council is already committed to the City Oval re-development and facilitating greater activation/use of this site).

Site Assessment

A comprehensive two stage site assessment process was undertaken for ten sites across Horsham, as shown in the map below.

Six sites were initially assessed for suitability for a multi-sport precinct and following initial investigation, a further four sites were assessed as part of a distributed model of facility upgrades.



Figure 1: Sites Investigated and Assessed

The table below provides a summary of the scoring of each site against the 23 different selection criteria. The detailed site assessment is provided in Appendix 1.

Table 1: Site Assessment Scoring Summary

Stage	Potential Sites									
	Site 1 Jenkinson Avenue Site	Site 2 Remlaw & Natimuk Road	Site 3 Racecourse Reserve Site	Site 4 South of Police Paddock	Site 5 South of the River Site	Site 6 Showgrounds	Site 7 Haven Recreation Reserve Distributed Model Only	Site 8 Dudley W Cornell Reserve Distributed Model Only	Site 9 Velodrome Site Distributed Model Only	Site 10 Dimboola Road Oval Distributed Model Only
Stage One	52	37	36	57	45	38	53	43	54	57
Stage Two	64	60	76	78	61	74	104	92	82	96
Total	116	97	112	135	106	112	157	135	136	153

The assessment identified the following key issues:

- The Remlaw and Natimuk Road, South of the River and Jenkinson Avenue sites are not suitable for the development of a regional sports precinct as the landowners are not prepared to sell the land at this time.
- The development of a regional sports precinct on the Racecourse Reserve site would require the relocation of the racing and harness racing track which would include identification of a new site, purchase of the land and development of a new track. This would be in the order of at least \$30M.
- The Show Grounds site would also require relocation of significant infrastructure supporting the Horsham Greyhound Racing Complex. The Committee of Management has recently entered a new 21-year licence for the site.
- The Horsham Agricultural Society (land east of Robinson St) is privately owned, and the Agricultural Society does not wish to be involved in the project.
- The landowner of the South of Police Paddock site on Rasmussen Road has indicated a willingness to offer a parcel of land that equates to approximately 1/3 of the available site, however, has identified alternate uses for the remainder of the land. The offer would be subject to Council investing significant up front capital, for an early works package for the site establishment.
- Extensive discussions were held with various stakeholders on the opportunity to redevelop and re-purpose the Velodrome site (excluding the show grounds). Because the governance arrangements of the Cycling club are not clear (i.e., who is the committee with authority to make decisions) a position regarding use of the site could not be obtained. The site also had constraints for the cost effective development of the land. Constraints included highly reactive soil conditions and significant flood and land subject to inundation overlay requirements.

The site assessment process revealed that none of the original six sites had the capacity to accommodate the prioritised sporting facilities in a consolidated regional sports precinct. However, the review and site assessment process identified opportunities to locate a mix of facilities of a regional, municipal or local level standard, across multiple sites under a distributed model of infrastructure development. This would see the following developments:

- Dimboola Road oval – negotiations with Horsham College have been underway for more than 6 months to consider the development of an indoor/outdoor stadium facility and a hockey pitch at the Dimboola Road oval location. The College has offered to demolish some existing buildings to provide the required land for the development. An in-principle agreement has been reached with the College Principal and School Council, and further discussions are continuing with the Department of Education for the necessary approvals.
- Haven Recreation Reserve – expansion of the recently upgraded tennis courts from 12 to 16 courts along with the development of multi-purpose community hub pavilion would establish the facility as a regional tennis

centre consistent with Tennis Victoria's facility hierarchy. Two soccer pitches to be added to the site south of the tennis courts and adjacent to the school. The Haven Recreation Reserve has capacity for the remaining space to be developed with flexible open space that could be used for a variety of community, school and sports activities.

- Dudley W Cornell Reserve – opportunity to upgrade existing facilities at the site for improved provision of a compliant running track on the main oval. The oval would require some enlargement within the existing site boundaries. A new car park (GWM Water Authority depot site) would be required to ease traffic and bus congestions for sports events. Council are in discussions with GWM Water about the future use of this land.

Capital Cost.

The following table provides the high-level costs estimates prepared by independent quantity surveyors Currie and Brown Pty Ltd for the development of the three sport precincts at Dimboola Road, Haven Recreation Reserve and Dudley W Cornell Reserve.

Table 2: High Level Quantity Surveyor Costs Estimates

Cost Item	Dimboola Road Site	Haven Recreation Reserve Site	Dudley W Cornell Site	Total
	<i>Regional Indoor/Outdoor Stadium and Municipal Hockey</i>	<i>Regional Tennis, Municipal Soccer, Local Cricket, Community Hub and Flexible Open Space</i>	<i>Municipal Athletics Upgrades and Local Cricket</i>	
Total Building Works	\$16,745,000	\$4,928,000	-	\$21,673,000
Net Construction Cost	\$28,886,000	\$10,161,000	\$6,469,000	\$45,516,000
Total Construction Cost	\$32,649,535	\$11,451,190	\$7,320,280	\$51,421,005
Total Project Cost	\$36,600,000	\$12,236,000	\$7,759,000	\$56,595,000

Note: Current day pricing has been used in the calculations. Ability to stage the delivery of each site.

Economic Impact Assessment

The **Otium Analytics Benefits Assessment Model** analyses the economic benefits of a proposed project involving the three sites and converts social and health benefits to an economic value. The assumptions and economic outputs are updated and calibrated for each project to reflect any new work on benefits calculation and the local economic conditions of the project being modelled.

Modelling was undertaken on the indoor/outdoor stadium only and shows an increase in activity and employment generated by the facility that will provide a boost to regional income.

Social Impacts

The new indoor/outdoor stadium facility will provide for the indoor sports participation growth in competition, programming, athlete pathways from grass root to elite teams, regional tournaments and other sports events.

The new indoor/outdoor stadium facility will provide for an annual average visitation of 112,261 visits. A total of 1,122,606 visits over a 10-year period.

There are several additional social and productivity benefits that are difficult to quantify and are not included in this assessment. These are:

- Lower workforce absentee rates from a fitter and more active workforce.
- Career and training opportunities in the sports and recreational services.
- Volunteering benefits and urban consolidation benefits (including transport benefits) associated with the clustering of sports facilities in proximity to community services, schools, and major residential and activity centres.

Construction Phase Impact

Local jobs and an increase in regional income will be generated during the construction phase of the project.

- A total of 76 FTE jobs (61 direct jobs and 15 indirect jobs) would be generated during the construction period.
- During construction a total of \$8.78 million in regional income would be generated.¹

Operational Phase Impact

The ongoing growth in user numbers will support an increasing number of jobs in the region:

- The operation of the facility would generate a total of 3.2 full time equivalent job during operations.
- On a sector basis, the jobs (FTE-direct and indirect) generated by facility users are mainly concentrated in recreational services, event services, food service and other retail.

Benefit Cost Analysis

The project is estimated to deliver a Benefit Cost Ratio of **0.51** (7% discount rate).

- The net present value of total benefits generated by the investment is estimated at \$18.57 million (7% discount) over a 10-year period.
- The total regional economic benefits (construction and operational) generated by the investment is estimated at \$15.89 million over a 10-year period.
- An indirect health benefit of \$16.84 million over the 10-year period for facility users of the facility.
- The consumer surplus value is estimated at \$2.8 million over the 10-year period for facility users.

¹ This assumes the construction workforce would come from the Horsham LGA and adjacent areas

1. Introduction

Horsham Rural City Council undertook a feasibility study to inform the decision making for the development of a regional multi-sport precinct in Horsham. The vision for a multi-sport precinct and sporting facility upgrades is to enhance participation opportunities across a range of sports and deliver social and economic benefits to Horsham and the broader Wimmera-Southern Mallee region. Ten sites across Horsham were assessed as potential locations for the provision of multi-sport options.

There have been previous attempts to review the current sporting facility provision across Horsham and identify future sporting infrastructure needs for the community. This report considers previous studies undertaken to inform the history, issues, challenges and opportunities for developing compliant sporting facilities of a local, municipal or regional level.

This feasibility study is underpinned by an extensive engagement process with State Sports Associations, local sporting user groups and other key stakeholders in determining the current and future demand for new sporting facilities. It identifies the development priorities that Council will need to consider over the next 10-20 years based the current sports participation trends, population demographic shifts and aging infrastructure across the Horsham community.

1.1 Wimmera Regional Multi-Sport Precinct Purpose

The purpose of the Horsham Rural City Council's Wimmera Regional Multi-Sport Precinct Feasibility Study was to:

- Identify the functional requirements of a regional multi-sport precinct that is consistent with State Sporting Association planning.
- Determine the feasibility of a multi-sports precinct that can meet the needs of the users and provide a facility that can cater for regional sporting activities and events.
- Determine the most suitable location for a multi-sports precinct, referencing previous work undertaken by Horsham Rural City Council and considering all other factors including new information.

1.2 Key Planning Principles for the Project

The key principles that underpin the planning of this precinct are:

- Enhanced programming across a range of sports to increase access by under-represented groups.
- Increased participation outcomes driven by access to high quality sports facilities that incorporate principles of universal design and environmental and economic sustainability.
- Increased liveability of Horsham and the wider Wimmera-Southern Mallee region through the provision of high quality sports and recreation facilities.
- Economic benefits for Horsham and the wider Wimmera-Southern Mallee region from activities and events held at the multi-sport precinct.

1.3 Identified Sites for Investigation

The following ten sites were provided by Council for further investigation and assessment to determine their suitability for any future development. The question of whether one large multi-sport precinct or several distributed sporting precincts was explored during the feasibility study to help inform the decision making and future investment commitment of Council. The site assessment and analysis considered opportunities for consolidation, co-location and improvements of existing sporting facility infrastructure.

At the commencement of the project, Council identified an initial six sites for consideration for the development of the Regional Multi Sports Precinct. The six sites were:

- Jenkinson Avenue
- Remlaw & Natimuk Road

- Racecourse Reserve
- South of Police Paddock
- South of the River
- Showgrounds

Throughout the course of the project the following further four sites were identified for consideration.

- Horsham Velodrome site
- Dudley W Cornell Park
- Haven Recreation Reserve
- Dimboola Road Oval (Horsham College)



Figure 2: Sites for investigation

1.4 Project Timeline

The following graphic shows the key project stages and takes undertaken to inform the final Regional Multi-Sport Precinct Feasibility Report.



Figure 3: Project Plan Milestones

2. Strategic Review

This section summarises Council’s strategic documents and previous sports infrastructure planning studies that provided a foundation for the feasibility study.

What strategic commitments will guide Council’s decision making?

The diagram below shows the strategic links and relationships with the development of the Wimmera Regional Multi-Sport Precinct Feasibility Study.

2.1 Strategic Links

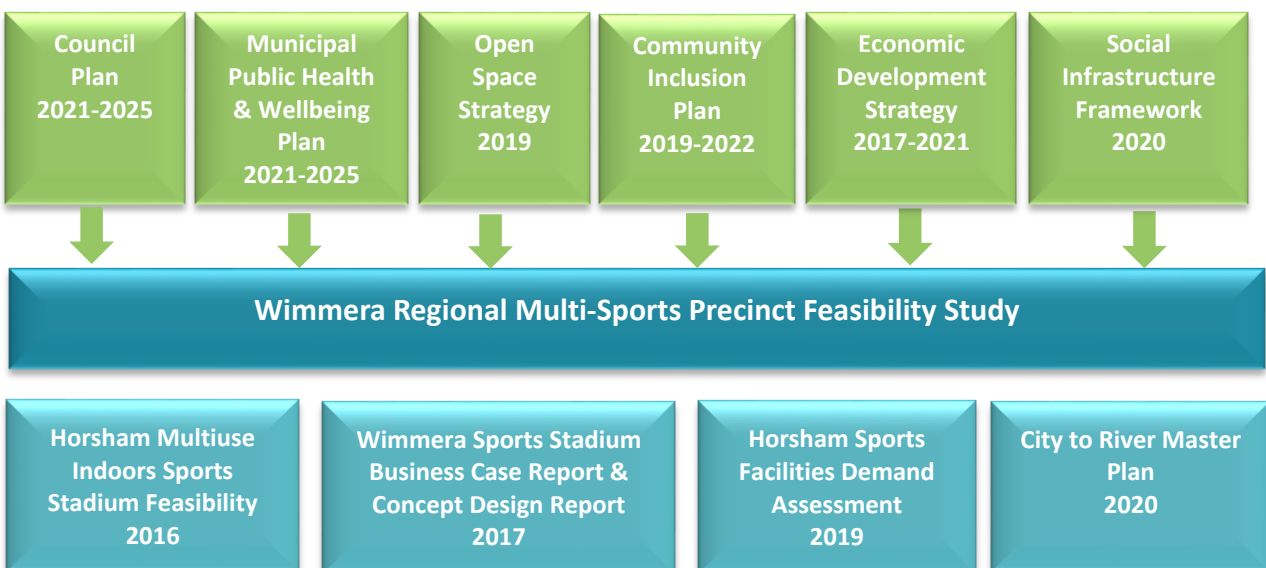


Figure 4: Council Strategies and Reports Linkages

2.2 Horsham Rural City Council Strategies

Table 3: Horsham Rural City Council Strategies Review

Document Title	Details
Council Plan 2021-2025	<p>The Council Plan is a key strategic describing Council's and the community's vision for the future. The Plan is supported by the Organisational Plan, Annual Action Plan, Budget, Capital Works Program and Workforce Plan</p> <p>Community Vision 2041: <i>"In 2041, Horsham region is a vibrant, liveable hub that thrives on strong economic growth and social connectedness. Empowering people to live, work and access opportunities for recreation and culture, now and into the future."</i></p> <p>The five strategic objectives/themes that support the vision are:</p> <ul style="list-style-type: none"> • Community – Develop the municipality as a diverse, inclusive and vibrant community. • Liveability – Actively work to create a healthy and connected community that is a great place to live, work, invest and explore for all ages, abilities and backgrounds. • Sustainability – Actively lead in sustainable growth and development of the community and the economy. • Accessibility – Meet community need through connected transport networks and the provision of accessible and welcoming places and spaces • Leadership – Build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability. <p>The strategic initiatives and priorities that relate to the Regional Multi-Sport Precinct are:</p> <ul style="list-style-type: none"> • Enhance the inclusivity, accessibility and safety of our places and spaces. • Develop a principals based, and community need driven planning approach for our infrastructure. • Create engaging spaces and places for social connection and wellbeing to build community resilience. • Encourage participation, diversity and growth in sports, events, arts and culture. • Planning for places and spaces to provide connectedness and social inclusion. • Engage with community early on in projects and throughout to promote efficiencies and awareness of external funding opportunities.
Municipal Health and Wellbeing Plan 2021-2025	<p>The Health and Wellbeing Plan has been integrated into the Council Plan 2021-2025. The Health and Wellbeing Action has a number of priorities and actions that relate the multi-sport precinct project. They include:</p> <p>Priority Areas: Improving mental health/social connection and Improving health eating and active living.</p> <ul style="list-style-type: none"> • Theme: Accessibility – An integrated, strategic and needs based approach to investing in our places and spaces. • Theme: Community – An inclusive, accessible, connected and safe community. • Theme: Liveability – Plan for and develop a diverse and fairly distributed range of actives recreation spaces and opportunities that cater for different ages, abilities and interests.
Open Space Strategy 2019	<p>The Open Space Strategy 2019 provides Council with strategic directions to determine priorities for the planning, provision and development of open space that owned or managed by Council across the municipality. The vision of the Strategy states "A leading regional community with an open space network that provides positive health and wellbeing outcomes for everybody".</p> <p>An open space hierarchy was developed for the strategy under the following framework descriptions:</p>

Document Title	Details
	<ul style="list-style-type: none"> • Local - Provides at least enough space for two activities or groups to use the open space simultaneously, for example an open grassed area with seating and playground. Primarily used for recreation, frequent, short duration visits within a short walking distance of users. • Neighbourhood - Provides facilities and features that appeal to the neighbourhood population including a range of unstructured recreation and informal facilities. Intended for frequent, short duration visits within a walking or cycling distance of users • Municipal - Provides facilities and features that attract the municipal-wide population and/or protect biodiversity/heritage values. This can include structured sporting facilities, historical gardens or major recreation facilities including fitness equipment and multi-purpose courts. People may need to travel a short distance to reach them. • Regional - Primarily caters to the broader regional population and/or protection and enhancement of biodiversity values in a regional context. These parks attract users from within and beyond the municipality and cater for a broad cross-section of ages. Most people drive to these <p>Key findings and future considerations that are aligned the multi-sport precinct include:</p> <p><u>Central Horsham</u></p> <p>Findings</p> <ul style="list-style-type: none"> • Open space assets within this region include the Botanic Gardens, City Oval, Sawyer Park and the river foreshore. Together these form the iconic centrepiece of the open space network in Horsham, with high usage and visitation. • City Oval is one of Horsham’s key sport and recreational assets. However, it appears closed off to the general public, and it is difficult to find usage times. The River Precinct is somewhat underutilised and has the potential to be a major destination for recreational and social enjoyment. Any future consideration of a regional indoor/outdoor sports facility would require a feasibility study to independently identify the optimal site across Horsham <p>Future Considerations</p> <ul style="list-style-type: none"> • Develop a list of iconic assets and spaces that must be strongly enhanced – or partnered with for long term investment. • Provide opportunities for improved integration of activities in the Horsham Central Activities District with the river corridor. <p><u>Horsham North</u></p> <p>Findings</p> <ul style="list-style-type: none"> • Horsham North has the highest population of all localities; however, provision of open space is one of the lowest, with only 2.53 hectares per 1,000 people. • Dudley Cornell Park is the key open space asset in Horsham North, and is primarily used for athletics, cricket and soccer. <p>Future Considerations</p> <ul style="list-style-type: none"> • Use Dudley Cornell Park for broader lifestyle and recreational use by local residents, with athletics relocated to another site (medium term). <p><u>Horsham East</u></p> <p>Findings</p> <ul style="list-style-type: none"> • This locality is also home to the Horsham Showgrounds which houses the Horsham Greyhound track. Often described as an ‘eyesore’ by both visitors and the local community, this area has great potential to be opened up for better community use. <p>Future Considerations</p> <ul style="list-style-type: none"> • In conjunction with the Showgrounds Committee of Management and GRV, develop a 20-year strategy for the Showgrounds. The objective should be to open up this asset to the community, whilst ensuring the greyhound racing club activities are secured for the safety of the public.

Document Title	Details
	<ul style="list-style-type: none"> • Any future consideration of a regional indoor/outdoor sports facility at the Horsham Showgrounds would be determined as a result of the conducting of a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site). <p><u>Horsham Southwest</u> Findings</p> <ul style="list-style-type: none"> • There are no sports grounds, linkages or civic space in Horsham Southwest. <p>Future Considerations</p> <ul style="list-style-type: none"> • In future planning, ensure that urban open space in Horsham Southwest provides for nature conservation, recreation and play, formal and informal sport, social interaction, opportunities to connect with nature and peace and solitude. <p><u>Horsham West</u> Findings</p> <ul style="list-style-type: none"> • The major open space asset in Horsham West is the Racecourse Reserve, accounting for 84% of all open space in the locality. 82% of the total area of the Racecourse Reserve is encumbered space and unable to be used by the broader community. This significant area of open space is under-utilised, and could provide a key recreational asset and home to a sporting club(s) if developed to standard • With Horsham College, Horsham West Primary School, the Special School and Federation University TAFE, this locality is home to a number of school based assets that are underutilised. <p>Future Considerations</p> <ul style="list-style-type: none"> • Encourage the Recreation and Open Space Planning department at HRCC to identify and engage with two schools about a pilot program for community use of recreational assets i.e., ovals. • Build a closer relationship with the Horsham Racing Club and Horsham Harness Racing Club to plan for the long-term future of the Racecourse Reserve. Consider future improvements to the ‘in-field’ for community sport teams, and enhance the current community footprint, in alignment with the Wimmera River and CAD Revitalisation Project. <p><u>Haven</u> Findings</p> <ul style="list-style-type: none"> • Haven is a tight-knit and growing community, located to the South of Horsham. The region is well-serviced by open space with 22.23 hectares of open space per 1,000 people. The Recreation Reserve and Primary School serve as a central hub and recreation space for local residents. • The Council Plan 2018-2022 states that one of its four year priorities is to ‘facilitate ongoing development of community facilities at Haven Recreational Reserve’. <p>Future Considerations</p> <ul style="list-style-type: none"> • Future planning should consider open space areas for multiple uses, such as sports and recreation, active transport routes, wildlife corridors and flood storage basins.
Community Inclusion Plan 2019 - 2022	<p>The Community Inclusion Plan 2019 redefines Council’s approach and outlines Council’s priorities to embed inclusion in the everyday work of Council. Targeted consultation helped to shape the vision and principles of the Plan, with a key theme emerging to create better access to recreation, sporting and cultural facilities.</p> <p>The Principles include - Participation, Equity, Adaptability, Inclusions, Advocacy and Celebrate.</p> <p>The following Action Plan priorities are aligned with the multi-sport precinct project.</p> <p>Adaptability</p> <ul style="list-style-type: none"> • Develop Universal Design guidelines for master planning and capital works. • Use a hierarchy of facilities and open space definitions (as per the Open Space Strategy) to develop guidelines.

Document Title	Details
	<ul style="list-style-type: none"> Incorporate Universal Design outcomes into all built environment specifications and contracts.
Economic Development Strategy 2017-2021	<p>The aim of the Economic Development Strategy 2017-2021 is to strengthen, enhance and further diversify the existing economic, tourism and industrial base in Horsham through a strategic and collaborative approach, which leads to sustainable growth that improves the wealth and wellbeing of the community.</p> <p>The following strategic action is noted in the recommendations.</p> <ul style="list-style-type: none"> Theme 3: A vibrant Central Activity District. Action 8.3: Deliver a multi-use indoor sport facility at the preferred site at McBryde Street. Action 17.3: Support infrastructure improvements to facilitate sports tourism <ul style="list-style-type: none"> Wimmera Sports Stadium
Horsham South Structure Plan (in progress, emerging options plan)	<p>The Council is in the first stage of a Structure Plan for Horsham South. The Structure Plan will establish a shared vision and framework for future growth, development and character of Horsham South as an emerging growth area.</p> <p>Community consultation was undertaken in 2020 on the Horsham South Emerging Option Paper which is a precursor to the preparation of a form Structure Plan. Five strategic directions have been formed in the Emerging Option Paper as follows:</p> <ol style="list-style-type: none"> Coordinate growth that respects the existing character of the area. Appropriate interfaces between land uses. Interconnected transport network that is continuous, safe and efficient. Accessible social and community facilities. Efficient use of existing and new services (water, sewer and drainage) <p>Strategic Direction 4: Accessible social and community facilities is aligned with the Multi-Sport Precinct feasibility. It notes that Haven Community Activity District, which is the site of the Haven Recreation Reserve, is a potential location for a community gathering place with walkable access to shops and other community uses. No specific detail has been confirmed yet for the type of community facilities, as this will be determined in the Structure Planning Phase.</p> <p>Community feedback was received to redevelop the recreation reserve into a sporting hub. A copy of the Horsham South Emerging Option Plan is shown below in Figure 5.</p>
Social Infrastructure Framework 2020	<p>The Social Infrastructure Framework provides a framework and hierarchy to assist in prioritisation for the planning and development of social infrastructure over the next 20 years. The Framework is guided by a set of principles that will assist decision making and investment in social infrastructure across the municipality. The principles include:</p> <ul style="list-style-type: none"> Flexible and Multipurpose Accessible Contribute to Place-making Co-location / Community Hubs Perform as a network Integrate technology Financial sustainable Delivered through partnerships and formal agreements <p>The Framework uses the same asset hierarchy categories as the Open Space Strategy being:</p> <ul style="list-style-type: none"> Local Neighbourhood

Document Title	Details
	<ul style="list-style-type: none"> – Municipal – Regional <p>The needs assessment findings for Recreation and Open Space assets are aligned with the Multi-Sport Precinct project including:</p> <ol style="list-style-type: none"> 1. The sports ground supply requires a combination of consolidation and upgrading to ensure facilities are fit for purpose. This includes pursuit of regional standard facilities for the sports of AFL, cricket, volleyball, table tennis, hockey, athletics, rugby league, tennis, bowls and netball. New pavilions/club rooms should be developed as a part of major developments at key consolidated sites and upgraded pavilions/ club rooms across the supply. 2. The region requires a single multipurpose indoor sports centre. Planning should continue for the development of the region’s primary multi-use indoor sport and recreation facility with a re-examination of the concept design to determine the appropriate site, demand assessment review to also consider seniors’ participation needs

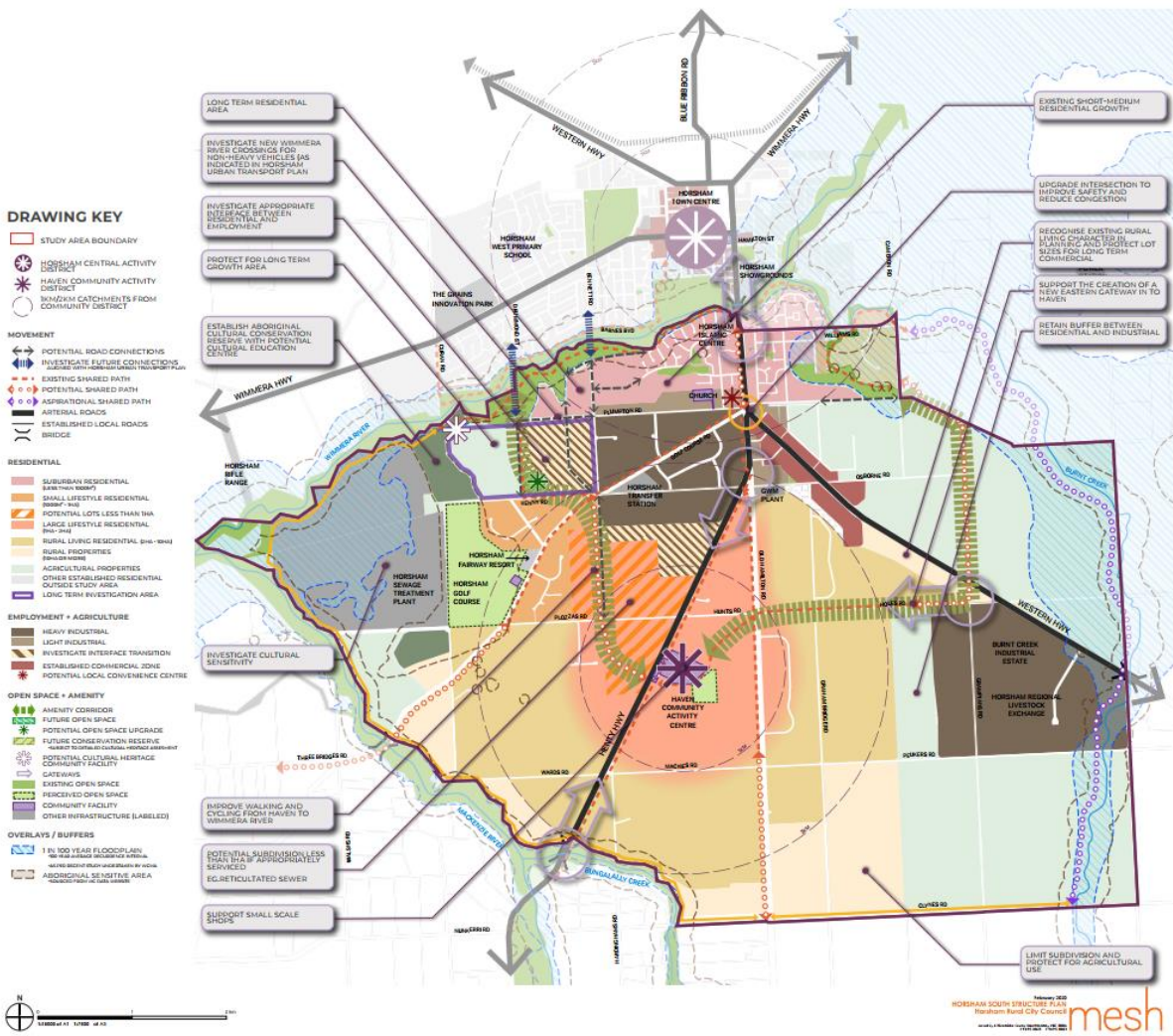


Figure 5: Horsham South Emerging Option Plan (Horsham South Structure Plan)

2.3 Horsham Multi Use Indoor Sports Stadium – Phase 1 Feasibility Report, 2016

The Horsham Multi Use Indoor Sports Stadium Phase One Feasibility Report was completed by Insight Leisure Planning in November 2016 and endorsed at the Council meeting held on 5th December 2016. The report had a number of findings and recommendations that align with the multi-sport precinct feasibility study, as outlined below.

The report findings suggested that:

- Demand for new or additional facilities is not being driven by increased participation demand or population growth, however new indoor stadium facilities are required to meet the contemporary needs and expectations of the community.
- A diverse range of other indoor sports including netball, volleyball, badminton and table tennis require a new multi-purpose facility that meets current standards and compliance guidelines.

A new contemporary facility would incorporate Universal Design and Environmentally Sustainability principles and features.

The report recommendations include:

- Recommendation to continue planning for the development of a new four court multi-use indoor stadium to service the needs of the Horsham community for the next 50 years.
- Recommendation to incorporate a six court shared use squash/racquetball facility with fully moveable walls that can also provide a programmable space for accommodating table tennis, gymnastics and other uses.
- A number of options were proposed for a future location of the new facility including the existing stadium site, co-location in partnership with one of the schools or an alternative location on Council owned or public owned land.
- An indicative capital cost in the order of \$8 - \$10 million was proposed for a four court indoor stadium. Note: this is based on 2016 data which is now over five years old.
- Recommendation to move to stage 2 of the feasibility investigation, specifically aimed at identifying the preferred location, facility concept design and indicative capital cost. Consideration of a funding strategy and facility management plan including operational forecast/financial implications for Council was also suggested.

2.4 Wimmera Sports Stadium Business Case and Concept Design Report, 2017

The Wimmera Sports Stadium Business Case and Concept Design Report was developed by Williams Ross Architects in November 2017. The Report was not formally endorsed by Council given concerns and resistance from the Horsham Basketball Association. However, Council did note the Report and submissions from members of the PCG at the Council meeting held 17th December 2018. The Report highlighted a range of benefits and needs of a new stadium development.

The benefits of a quality, modern, fit-for-purpose multi-use stadium for the Horsham community are significant. Such benefits would include:

- Increased participation in sport and recreation activities by users of all abilities.
- Increased number of people joining clubs or groups operating from the centre.
- Compliant and safer facilities.
- Equitable use of the facility to further support social inclusion.
- Attract additional regional events locally that can be accommodated by the larger facility.
- Opportunities to cross market sports and active recreation activities to attract new participants.
- Establishment of a Sports House to support sports development and enhance relationships between various associations and organisations.

- Further enhancement of the sport and recreation hub at the showgrounds, including the Agricultural Society and the Greyhound facility.
- A potential increase in the diversity of activities and opportunities available at the stadium and adjoining Showground's land.
- Increased health and wellbeing benefits through participation in existing and new activities.
- Opportunities to develop social connections with other members of the community attending the stadium.
- Create a sense of local pride in the development.
- A sense of pride that various organisations including government agencies recognise the value in investing in the long term future of Horsham and the Wimmera.
- Economic benefit and increase in the visitor economy from the attraction of more events / tournaments which would attract people from within and outside the region.
- Contribute to Councils' Municipal Health & Wellbeing Plan.

The Business Case for the Wimmera Sports Stadium demonstrated that the facility is likely to attract a wide variety of different uses including:

Table 4: Proposed Sports and Other Uses (Business Case and Concept Design Report 2017)

Sports	Other Activities and Uses
Basketball	Regional Sports Assembly, sports organisations, clubs and associations office space
Badminton	Event hire
Volleyball	Meeting room hire
Table tennis	Tournaments
Squash	Casual usage / informal programs
Netball	Special events, e.g., expos, markets, concerts, etc.

The following site and facility components were proposed in the 2017 Report.

- The McBryde Street location has the capacity and presents an opportunity to strengthen this precinct as a base for sport in Horsham, particularly given its proximity to a range of other sporting facilities, and its connection to the Wimmera River. This opportunity also includes the potential to highlight the range of activities at the Showgrounds, including the potential utilisation of the Showground arena for complementary activities.
- The recommendation from the Horsham Multi-Use Indoor Sports Stadium Plan - Phase One Feasibility Study for 4 multi-use sports courts, 6 squash courts and support facilities (amenities, office space, meeting room, cafe etc) were reinforced through the community consultation, needs analysis, time-tabling exercises and Business Case undertaken through the process.

Additional facilities found to be required through this process include:

- 5 x outdoor netball courts to bring the total courts compliant with Netball Victoria requirements to 8 which is the minimum number required for Association Championships and other Netball Victoria events.
- Fixed spectator seating for 400, an increase on the approximate 350 existing capacity of the existing Stadium at McBryde Street.
- Space for further temporary tiered spectator seating.
- Large meeting room, to also provide a small function space.
- 2 x Consulting Suites, available to allied sports and other services.
- Additional shared office space for local sporting clubs and associations.
- Additional player amenities to accommodate the multisport nature of the venue.

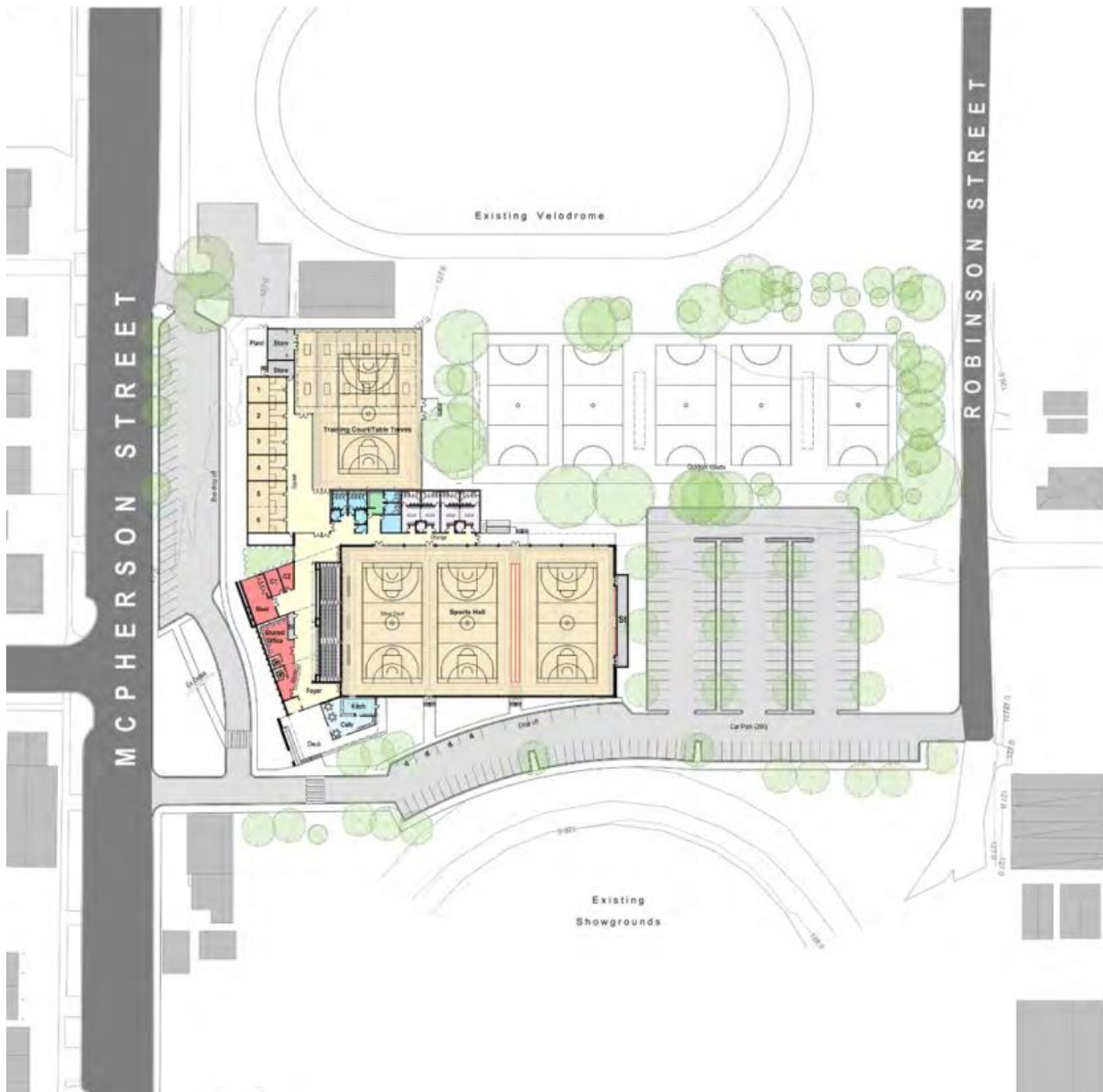


Figure 6: Site Plan Concept (Business Case and Concept Design Report 2017)

2.5 Horsham Sport Facilities Demand Assessment Version 4, 2019

The Horsham Sports Facilities Demand Assessment was completed by Urban Enterprise Consultants adopted by Council in November 2019. A minor change was made to the recommendation to adopt the assessment at the 25th November 2019 Council meeting as follows:

- Endorse the Horsham Sports Facilities Demand Assessment (May 2019) subject to the following amendment:
“Recognition of Horsham Croquet as a Regional Facility and Lawn Tennis as a local facility in the Botanic Gardens sub precinct.”

The following recommendations were provided regarding the provision of sporting facilities in Horsham.

1. Upgrade City Oval as Horsham’s premier regional ALF/Cricket venue – to host regional AFL and cricket events and other non-sporting events.
2. Develop a Regional Indoor Sports Precinct. – at McBryde Street to provide for basketball, netball, volleyball, badminton, table tennis and squash.

3. Develop an Outdoor Multi-Purpose Sports Precinct – to consider key sports including athletics, soccer pitches, rugby field, synthetic hockey pitch and shared used oval for AFL/cricket.
4. Upgrade an existing tennis facility to enable hosting of regional events, if not possible as part of facilities at the Showgrounds site – such as Haven Tennis Courts should be explored.
5. Upgrade an existing Bowls Club - to enable hosting of regional events.
6. Plan for existing sporting reserves within Horsham – to assess the role of each location and consideration of facility upgrades at key reserves for greater functionality.
7. Rural sporting facilities – upgrades on an as needs basis and review opportunities for consolidation of facilities if and when upgrades to these facilities are required.
8. Structure Planning – for sports facilities in greenfield areas subject to additional demand.

2.6 Horsham City to River Master Plan, 2020

The City to River Master Plan was completed by Urban Enterprise Consultants in 2020. It proposed a long-term vision and Master Plan for central Horsham to be used as a guide for revitalisation of the area over the next 20-30 years. The project formed part of the *Transforming Horsham* with a view to create a brighter future for Horsham over the coming decades.

The vision statement highlights several aspirations that work together to enable the **“Horsham Central Activities District and Wimmera riverfront for form an attractive, prosperous and sustainable destination that residents are proud of, business thrive within, investors covet, and visitors enjoy”**.

Four main objectives are proposed which include:

1. Wimmera River Precinct - Activate, connect and add value to the Riverfront Precinct to establish an iconic community, recreation and tourist destination.
2. Horsham Central Activities District - Improve the amenity of the CAD and the diversity of land uses to strengthen the existing business environment, attract more visitors and accommodate greater housing, hospitality, open space and events.
3. Transport and Connectivity - Better integrate and improve the connection between the CAD and the Riverfront and improve access to, and connectivity within the study area.
4. Sport and Recreation - Adopt a long-term strategic approach to developing sporting infrastructure that meets contemporary standards, promotes participation, accommodates regional events, makes efficient use of public land and integrates with urban and river areas.

The Showgrounds precinct is proposed as the location for a regional multi-purpose indoor and outdoor sports precinct featuring a mix of existing and new facilities. These proposed facilities include:

- New outdoor sporting precinct feature two new multi-purpose ovals, new pavilion, associated infrastructure and car parking.
- New outdoor netball courts
- New multi-purpose indoor stadium
- Retain the existing cycling velodrome
- Retain the existing Basketball stadium

There is also proposed development on the adjacent Agricultural Society site which includes:

- New tourism/hospitality venue
- Cultural and arts facilities
- Waterfront activation



Figure 7: Horsham Showgrounds Precinct Master Plan concept

2.7 Joint Sports Proposal Horsham Multipurpose Sports Precinct, 2019

In response to the City to River Master Plan several State Sports Associations and Sport and Recreation Victoria developed an alternative site plan for the Showgrounds location that referenced the Sports Facilities Demand Assessment data and findings. This concept was not formally endorsed by Council and has not been widely circulated with local sports clubs and associations.

The six sports facilities proposed in this alternative plan included:

- Regional Tennis facility (Tennis Victoria advocate)
- Regional Croquet facility (Croquet Victoria advocate)
- Regional athletics track and field event area (Little Athletics Victoria advocate)
- Regional hockey pitch (Hockey Victoria advocate)
- Full size soccer pitch (Football Victoria advocate)
- Local rugby/multipurpose pitch (Rugby Victoria advocate)



Figure 8: Horsham Sports Precinct Concept 2019

2.8 Key Findings of Strategic Review

The Regional Multi-Sport Precinct Feasibility Study responds to the Council Plan strategic initiatives and priorities by:

- Enhancing the inclusivity, accessibility and safety of places and spaces.
- Develop a principles based, and community need driven planning approach for our infrastructure.
- Create engaging spaces and places for social connection and wellbeing to build community resilience.
- Encourage participation, diversity and growth in sports, events, arts and culture.
- Planning for places and spaces to provide connectedness and social inclusion.

3. Current Sports Facility Provision

The table below lists the current sports facilities and infrastructure within the Horsham municipality that caters for school and/or community use. A facility hierarchy classification has been proposed to define the role and scale of the facilities offered at the various sites. The hierarchy reflects the definitions within the 2019 HRCC Open Space Strategy. Some asset condition comments have also been included based on observations and feedback from Council officers. Independent asset condition audits have been completed for each facility.

The map on the following page details the location and distribution of the identified facilities.

Table 5: Existing Sporting Infrastructure Summary

Sports	Recommended Level required	Locations	Comment
AFL	Regional	City Oval Horsham College (Dimboola Road) Coughlin Park	<ul style="list-style-type: none"> Proposed Sawyer Park City Oval works will achieve regional standard Education Department Privately owned – land constrained by size
Athletics	Municipal	Dudley Cornell	<ul style="list-style-type: none"> Oval is grassed and shared with other sports. There is capacity to upgrade to regional level.
Badminton	Local	Horsham College (Baillie St) - Gym	<ul style="list-style-type: none"> Education Department
Basketball	Regional	Horsham Basketball Stadium	<ul style="list-style-type: none"> Crown land, Council is CoM – two courts
Cricket	Regional	City Oval Dudley Cornell Horsham College (Dimboola Road) Sunnyside Park	<ul style="list-style-type: none"> Proposed Sawyer Park City Oval works will achieve regional standard. Land constrained – local level facility Education Department Land constrained – local level facility
Gymnastics	Municipal	Natimuk Gymnastics Centre	<ul style="list-style-type: none"> Land owned by the Club and reaching capacity at the venue
Hockey	Municipal	Horsham College (Dimboola Road)	<ul style="list-style-type: none"> Current playing surface is not fit for purpose for hockey
Netball	Regional	City Oval Park Drive St Brigid's College – Gym	<ul style="list-style-type: none"> Land constrained. Plans to improve facilities to municipal standard. Crown land, poor condition Privately owned (Indoor playing areas)
Soccer	Municipal	Dudley Cornell	<ul style="list-style-type: none"> Oval is grassed and shared with other sports Limited capacity to upgrade to regional level for Soccer
Squash	Local	Horsham Squash Centre	<ul style="list-style-type: none"> Privately owned, aging infrastructure
Table Tennis	Local	Table Tennis Centre	<ul style="list-style-type: none"> Privately owned, growth constrained by size of the venue
Tennis	Regional	Horsham Lawn Tennis Central Park Haven Recreation Reserve Sunnyside Park St Brigid's College	<ul style="list-style-type: none"> Grass surface is not part of Tennis Vic strategy for regional facilities. Limited capacity to upgrade to regional level Capacity to upgrade to regional level Land constrained – local level facility. Privately owned
Volleyball	Regional	Horsham Basketball Stadium St Brigid's College Horsham College (Baillie St) - Gym	<ul style="list-style-type: none"> Crown land – Issues with access Privately owned. Education Department

Legend:

Facility Hierarchy Categories

Regional	
Municipal	
Local	

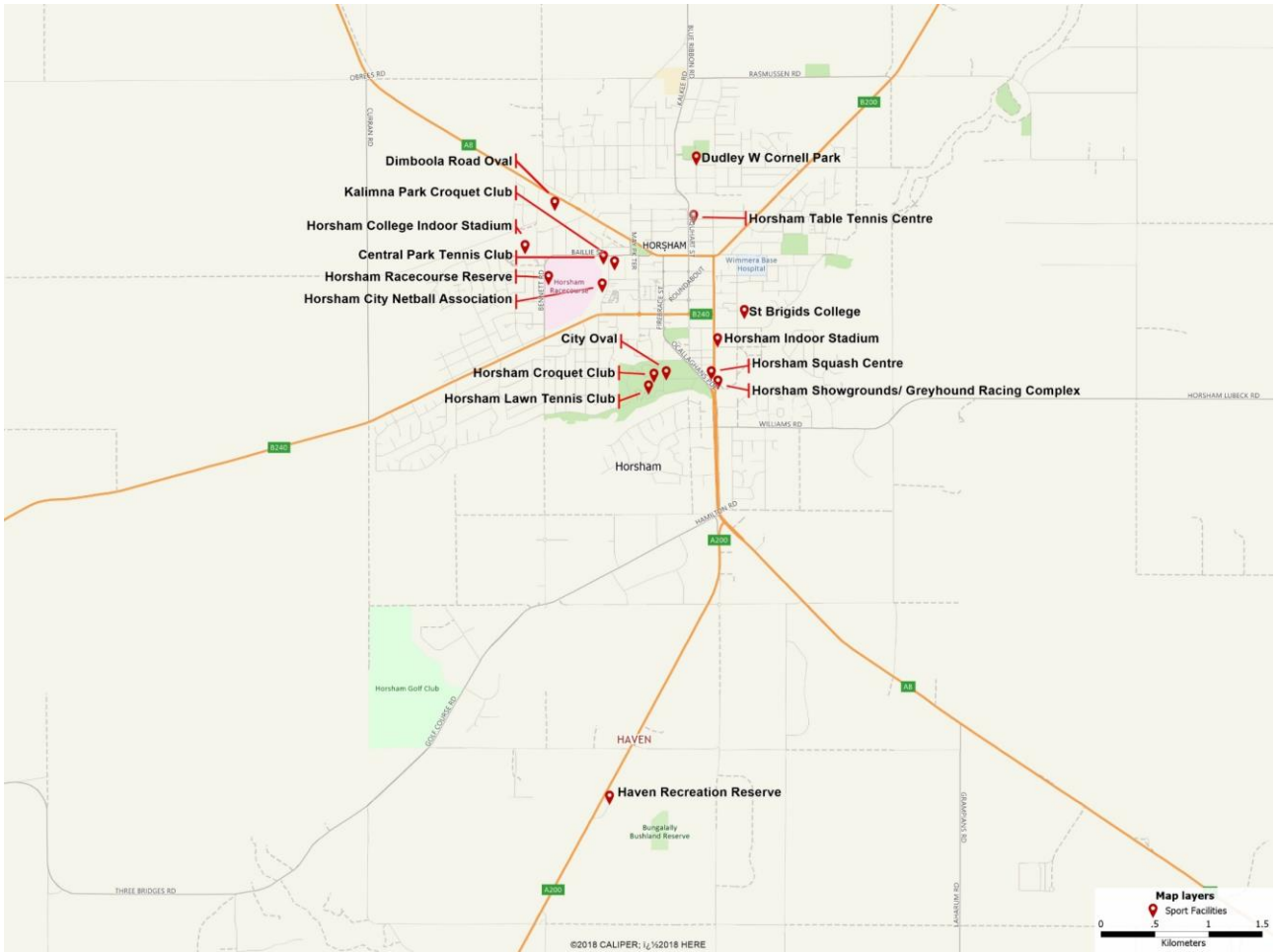


Figure 9: Sports Facilities Locations Map

4. Demand Assessment

This section analyses the community serviced by the current sporting facilities and profiles the local user groups and the local participation estimates.

Who are we planning for?

Horsham Rural City is a vibrant and diverse community situated approximately 300 kilometres north-west of Melbourne and north of the Grampians National Park, in the heart of the Wimmera region of Victoria. The municipality has a population of 19,691 and covers an area of 4,267 square kilometres. Nearly three-quarters of residents live in the urban area of Horsham.

Horsham also plays a regional role, providing a broad range of services to residents of neighbouring municipalities. It also plays a significant role in the provision of regional sports facilities due to its geographic location between Mildura and Warrnambool as the key location for many current zone or regional based competitions and training within western Victoria.

4.1 Project Area



Figure 10: Horsham Rural City Council Area

4.2 Demographic Review

The Horsham Rural City Council area has a population of 20,432² according to 2021 Census data, with a median age of 41 years of age, which is higher than the Victorian median age of 38 and slightly lower than the regional Victorian median age of 43 years of age.

The 0 -15 years age groups represent 18.3% of the population compared with 17.6% for regional Victoria. There is a larger percentage of residents 20 – 29 years (6.2%) compared to Regional Victoria (5.8%). There is a lower percentage of older age residents 65 and over (21.2%) compared to Regional Victoria (22.4%).

Mining and alternative energy companies are emerging industries in the Horsham region and are projected to attract additional population growth over the next ten years. This is likely to increase current population growth forecasts across specific age groups.

Table 6: Population by Age Cohort

Age Cohort	Population 2021	Proportion of Shire	Regional Vic Proportion
0-4	1,166	5.7%	5.4%
5-9	1,260	6.2%	6.0%
10-14	1,314	6.4%	6.2%
15-19	1,196	5.9%	5.6%
20-24	1,149	5.6%	5.1%
25-29	1,276	6.2%	5.8%
30-34	1,280	6.3%	5.9%
35-39	1,192	5.8%	5.9%
40-44	1,072	5.2%	5.6%
45-49	1,195	5.8%	6.1%
50-54	1,230	6.0%	6.4%
55-59	1,356	6.6%	6.7%
60-64	1,399	6.8%	7.0%
65-69	1,191	5.8%	6.7%
70-74	1,077	5.3%	6.0%
75-79	806	3.9%	4.2%
80-84	617	3.0%	2.8%
85 and over	656	3.2%	2.7%
Total	20,432	100.0%	100.0%

There are a number of other key demographic characteristics including:

- 1.8% indigenous population, compared to 1% in Victoria.
- Analysis of median weekly household income levels in Horsham Rural City Council in 2021 compared to Regional Victoria shows a consistent median income of \$1,369 which is lower than the Victoria median income of \$1,802
- Analysis of the labour force participation rate of the population in Horsham Rural City Council in 2021 shows there was a higher proportion in the labour force (61%) compared with Regional Victoria (57.4%).

² <https://profile.id.com.au/horsham>

- The SEIFA Index of Disadvantage for the Horsham Local Government Area in 2021 was 980, which places it within the 34th percentile. This is slightly higher than the Regional Victoria index of 977. The significantly lower SEIFA scores for Horsham North (848) place the area in highest 5% for disadvantage.

4.3 Health Characteristics

As part of the Victorian Government's 'VicHealth Indicators Survey 2015' Horsham Rural City Council sits below the Victorian average in most physical activity indicators. Most concerning is low participation in organised physical activity (24.5%) and organised fitness, leisure or indoor sports centre (5.8%). However, participation through organised activities by a club or association is higher (15.6%) than Victoria (9.8%). The table below details the comparison of the Horsham Local Government Area results to the Victorian State results.

Table 7: Physical Activity Indicators

Physical Activity Indicator	Horsham LGA Result	Victorian Result
Active 0 days per week	22.2%	18.9%
Active 4 or more days per week	41.0%	41.3%
Participation in any organised physical activity	24.5%	28.7%
Organised by a fitness, leisure or indoor sports centre	5.8%	9.2%
Organised by a sports club or association	15.6%	9.8%
Participation in any non-organised physical activity	65.9%	70.5%
Activity type – walking	49.4%	51.2%
Activity type – jogging or running	13.4%	14.0%
Activity type – cycling	15.3%	11.8%
Time spent sitting on usual workday (Base: Those aged 18–64 years who are working 35 or more hours)	4 hours 09 mins	4 hours 29 mins

4.4 Local Participation Trends

The table below shows the memberships of the various local sport clubs and associations for 2021. Eleven clubs provided some participation data through the engagement survey and other data was sourced from State Sports Associations.

Table 8: Current Membership Data

User Group	2021
AFL (Football)	1,210
AFL (Netball)	955
Central Park Tennis Club	84
Colts Cricket Club	48
Haven Tennis Club	90
Horsham Badminton Club	85
Horsham Basketball Association	588
Horsham City Netball Association	98
Horsham Croquet Club	48
Horsham Falcons Football Club (Soccer)	55
Horsham Hockey Club	55
Wimmera Hockey Association (includes clubs from Horsham, Dimboola, Nhill, Kaniva, Warracknabeal and Yanac)	289
Horsham Lawn Tennis Club	195
Horsham Little Athletics Club	140
Horsham Squash Club	100
Horsham Table Tennis Association	80
Horsham Volleyball Club	257
Kalimna Park Croquet Club	11
Natimuk Gymnastics Club	260
Total	4,648

4.5 State-Wide Participation Trends

AusPlay is a survey conducted 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. 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 2017/18 and 2018/19, with some declining in 2019/20 and 2020/2021 due to COVID restrictions. The tables below show the participation rates of a number of activities that are currently undertaken within the Horsham region.

Table 9: National Sport Specific Participation Rates (Adults)

Sport	Participation Rate 2017/18	Participation Rate 2018/19	Participation Rate 2019/20	Participation Rate 2020/21
Australian Football	2.5%	2.9%	2.6%	2.9%
Basketball	3.4%	3.7%	4.0%	4.7%
Cricket	2.5%	2.6%	2.4%	2.4%
Football/Soccer	5.1%	5.3%	5.3%	5.7%
Netball	2.7%	3.0%	3.0%	2.8%
Running/Athletics	15.2%	16%	17.1%	20.7%
Tennis	4.2%	4.5%	4.3%	5.8%

Table 10: National Sport Specific Participation Rates (Children)

Sport	Participation Rate 2017/18	Participation Rate 2018/19	Participation Rate 2019/20	Participation Rate 2020/21
Australian Football	8.8%	9%	7.4%	6.5%
Basketball	6.9%	7.7%	7.8%	7.3%
Cricket	5.0%	5.4%	4.1%	3.9%
Football/Soccer	13.7%	15.9%	14.1%	13.8%
Gymnastics	8.8%	10.9%	11.1%	10.5%
Netball	6.5%	7.1%	6.4%	5.7%
Running/Athletics	5.3%	5.7%	5.4%	3.8%
Tennis	5.7%	7.2%	4.8%	6.1%

The majority of these sports have remained relatively stable over the last five years, indicating it is likely the local penetration rate of these sports will also remain stable. However, there is evidence emerging that participation rates for children in many sports have dropped since pre-Covid.

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 11: Children Participation for 2020 and 2019

Activity	2020 Participation Rate (%)			2019 Participation Rate (%)		
	Total	Male	Female	Total	Male	Female
Athletics, track & field (incl jogging & running)	4.6	3.9	5.3	-	-	-
Australian football	11.5	17.3	5.4	16.8	25.8	6.1
Basketball	12.4	15.2	9.5	13.7	16.2	10.7
Cricket	5.4	8.6	2.1	6.4	11.0	1.1
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
Gymnastics	10.5	5.8	15.4	11.8	6.1	18.5
Karate	-	-	-	5.2	6.2	4.0
Netball	6.4	0.3	12.8	5.8	0.3	12.2
Swimming	32.9	34.4	31.4	35.5	29.2	42.8
Tennis	8.2	9.1	7.4	6.4	8.2	4.2

4.6 Key Findings of Demand Assessment

There is a total of 40 different clubs, association or user groups that utilise existing sporting facilities across the Horsham Local Government Area. Eleven responses were received to the club/association survey and membership data request for this project. Participation data from 2021 received from local clubs and State Sports Associations indicates that over 4,600 people participated in organised sport.

Participation is expected to maintain with population forecasted to remain relatively stable over the next 10 – 15 years. Over 53% of the population are aged within the 'active years' age groups, between 5-49 years. Otium Planning Group research suggest this age group is the most active in organised sport and recreation participation therefore there is a significant market for future participation growth in sports and recreation activities across Horsham. Combined with greater focus on facility improvements, and development of juniors, social and female programs additional participation growth is expected to increase in the future.

With an aging community there is an increased requirement to provide accessible and social recreation and therapy-based activities. The high level of disadvantage indicates 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 conducted in Horsham should remain stable if clubs and associations are well managed, sustainable and have access to fit for purpose sporting facilities and supporting infrastructure.

Horsham residents were rated consistently below the Victorian average across most physical activity health indicators. It is important the proposed improvements at the multi-sport precinct encourage an increased uptake in physical activity to reverse this trend.

5. Sport and Recreation Infrastructure – Community Benefits and Value

This section identifies benefits of sport and recreation facilities and the participation trends that will influence the behaviour and future participation in the Horsham and wider regional area.

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.³

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)

³ 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.

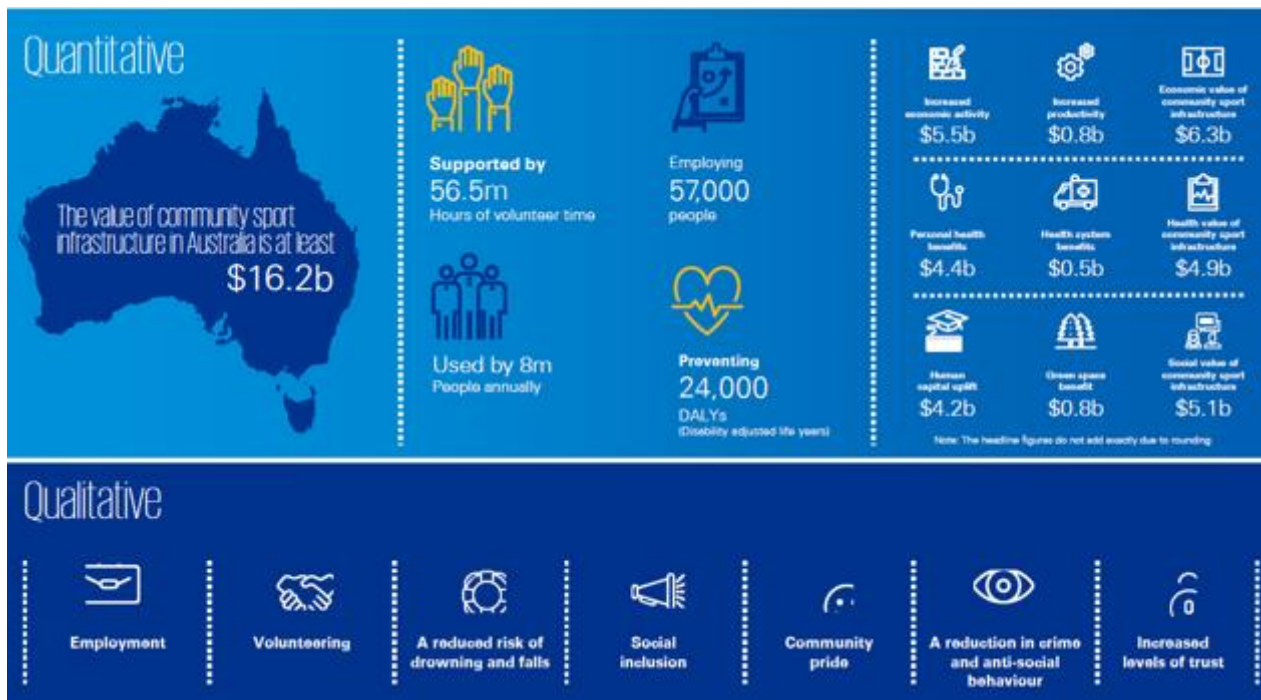


Figure 11: Summary of the Sport Australia report into the value of community sport infrastructure

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 Otium Planning Group research that show the changing attitudes and behaviour towards parks, sport and recreation facilities and trails that need to be considered in the planning and development of new or upgraded sporting facilities.

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.

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.

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 and sports reserves

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 Infrastructure - Community Benefits and Value

Developing new and upgraded sporting and recreation facilities offer physical and mental health, social, environmental, and economic benefits to the Horsham region.

To continue to provide these benefits and optimise the use by community, new and upgraded facilities 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 sporting infrastructure are multi-use 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 or precincts to ensure the maximum value of investment is achieved while also not duplicating facilities in neighbouring Councils.
- Sports precincts 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 the 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

5.4 How is sporting infrastructure classified?

The table below provides an explanation of the facility hierarchy classification, service level provision and population catchment required for each classification. This has assisted in the prioritisation of development needs.

Table 12: Facility Hierarchy Classifications

Classification	Service Level	Population Catchment
Regional	<ul style="list-style-type: none"> • Facilities cater for and have a catchment greater than Horsham municipal boundaries. • Capacity and standard of infrastructure is capable of hosting regional level competition and attracting some major league sports to the region as per SSA's facility requirements. 	20,000 – 100,000
Municipal	<ul style="list-style-type: none"> • Facilities cater for and have a catchment for the residents within the municipality. • Facilities generally accommodate sports and activities with lower participation rates where only one facility is required in the Council area. • Facilities standards cater for training activities, junior and senior level competition. 	10,000 – 20,000
Local	<ul style="list-style-type: none"> • Facilities have a catchment from the surrounding suburbs, or in rural areas from within a township and the surrounding community. • Cater for senior and junior competition and training activities for clubs, sporting associations and schools. 	5,000 – 10,000

6. Phase 1: Stakeholder and User Group Engagement

To assist with guiding the development of the regional multi-sport precinct feasibility and the future priorities a detailed engagement process has been undertaken and includes:

- Discussions with relevant State Sporting Associations
- Discussion with Sport and Recreation Victoria
- Survey and discussion with local sporting clubs and user groups
- Survey of schools
- Internal Council Officer discussions

The following provides a summary of the key issues identified.

6.1 State Sports Associations

Thirteen different peak State Sporting Associations were consulted in the first phase of the project. Below is a summary of their feedback and comments. Cricket Victoria and Rugby Victoria did not respond to the opportunities for discussions in the first phase of the project, however Cricket Victoria was consulted in Phase two, regarding project recommendations.

6.1.1 Football Victoria

Football Victoria have an aspiration to develop 420 new pitches across the State to meet participation demand by 2027. They have a vision for developing six Football Hub Models across Victoria. They are eager to establish a Regional or Sub Regional Hub Facility in Horsham as it is an important strategic location for the peak body.

Female participation is rapidly increasing in the sport, resulting in female friendly amenities and change rooms being important to facilitate this growth trend.

Demand in Horsham is currently low, but FFV believe it is due to poor facility provision and is confident the sport would grow locally with new quality facilities. With current participation rates, there is demand for 1-2 pitches.

Futsal should be considered of part of any planning for a new indoor stadium facility in the multi-sport precinct development.

A mini roos pitch would also be valuable for the growth of junior and small sided soccer programs.

6.1.2 Basketball Victoria

Horsham Basketball Association is one of the most successful country associations in Victoria and Australia. The Association has produced several elite level players over the last 20 years.

The current two court facility is located on DEECA (previously DELWP) land. The Association has a very strong committee and volunteer base.

The stadium is aging and nearing end of life. Despite these challenges the Association is happy to remain at the current venue as it controls the facility use and programming. They have provided access for netball, volleyball and table tennis in the past for competition and events.

The current two courts are not fully compliant for basketball, but the club is accepting of these limitations given they have an affordable licence arrangement and autonomy for the management of the facility.

Basketball Victoria have been supportive of previous studies on a new stadium, however, acknowledge and accept the local Association's position of retaining the old stadium as its home venue.

Basketball Victoria believes there is significant potential for a Regional Indoor Stadium in Horsham. Horsham is an important strategic location for the sport servicing Western Victoria for events, tournaments and elite pathway programs.

6.1.3 Netball Victoria

There are two netball leagues in the Horsham region with clubs fielding junior and senior netball and football teams. Teams participate in the Wimmera and Horsham and District Football Netball leagues.

There is also one local netball Association in the region, servicing mainly junior competitions. The netball associations struggle for volunteers, a risk to the longer term sustainability of these Associations.

The Horsham City Netball Association (HCNA) plays on non-compliant courts. They have five courts (dedicated to netball and shared seasonally with the local CFA) and two courts shared seasonally with tennis. The netball facility in Park Drive does not meet Netball Victoria's facility requirements.

The HCNA is willing to consider other sites for development opportunities. The Association is currently developing a strategic plan and the biggest barrier for growth has been identified as the lack of suitable compliant facilities.

Netball Victoria was involved in the previous Stadium Business Case and Concept Design 2017 project. The project featured 4 -5 outdoor netball courts and 2 compliant indoor courts. The local netball association did not support this previous plan.

The local association does not use the existing Indoor Stadium courts as they are not compliant for netball.

There have been numerous State level players from the Horsham netball community. The current Horsham Regional Netball Academy is part of the Northwest Victoria region. The Academy tournaments are normally held annually at the State Netball Hockey Centre in Melbourne.

Netball Victoria supports a regional netball facility which requires eight courts on one site, preferable four indoor and four outdoor courts or alternatively two indoor and six outdoor courts.

6.1.4 Volleyball Victoria

Horsham Volleyball Association is 45 years old and has been a successful organisation, producing a significant number of elite level players who have competed at State, National and International level.

The Association started at the Horsham Stadium when it formed but in 2007, moved to St Brigid's College, Horsham College and the recently constructed Holy Trinity College Stadium. The Association uses the school stadiums 2-3 nights per week for competitions and training. They currently have 250 members and believe there is potential for 300- 350 payers if they had suitable facility access. The Association hosts an annual tournament in November each year attracting players from across Victoria and Adelaide.

The Phantoms Volleyball Club, who play in the State League, has some players from Horsham who compete in this elite level. They generally play at other large venues across the State but have hosted some games in Horsham in the past. They play five games each season at Bendigo Stadium.

Volleyball Victoria is very supportive of Regional Indoor Stadium with a minimum of two compliant indoor netball courts, which can cater for four compliant volleyball courts. A show court would also be valuable for events, tournaments and State League home games.

6.1.5 Squash Victoria

Horsham Squash Club is vibrant and proactive club with 100 members. The Club has been using their existing privately leased facility since the 1950's. The facility is aging and nearing end of life.

The club has a relatively young committee who have been actively working on developing junior programs. The club currently has 34 junior members.

Squash Victoria stated that squash is still popular in rural and regional towns with two thirds of their members living in country areas.

Racquetball is not as popular in Horsham; however junior development programs are becoming an increased focus for the club.

Squash Victoria is supportive of a new Regional Indoor Stadium and would seek 6 – 8 squash courts if included in the developing option. There is new technology on the market for moveable side walls which could be considered in any future multipurpose facility design.

6.1.6 Little Athletics Victoria

Little Athletics Victoria has had some involvement in previous studies but was not aware if projects had progressed since 2019.

The local Little Athletics club is a vibrant and successful organisation. It is well managed by the committee and has strong community support with volunteers and parents. The club currently has 140 registered members.

There is no senior athletics club in Horsham, the closest senior club is located in Ballarat.

Little Athletics Victoria is very supportive of a new regional standard athletics facility in Horsham, with preference for a synthetic track to enable the provision of regional events.

6.1.7 Table Tennis Victoria

Table Tennis Victoria acknowledged that a new indoor stadium had been considered since the 1990's.

The local club currently has 60 members and in recent years has moved to a new venue. Membership has limited capacity to grow at their current facility. The venue only has capacity for eight tables, and they play competition for 12 hours per week. Between 2007 and 2012 their membership reached a peak of 100 members.

The general trend is competition members are declining, however social members are increasing. This is consistent across the State.

Table Tennis Victoria is very support of being considered in a new Indoor Stadium development, which could attract regional tournaments and events if the facility was suitable for the sport's technical requirements.

6.1.8 Croquet Victoria

Croquet Victoria acknowledged they were involved in and supportive of previous studies, however the Horsham Croquet Club has been very clear that the Club does not wish to relocate from the existing facility, which is adjacent to the Lawn Tennis Courts. The Horsham Croquet and the Horsham Lawn Tennis Clubs share the same club rooms and amenities.

The current Horsham Croquet Club facility is classified as a regional venue and the co-location with Lawn Tennis is ideal for larger events and tournaments if extra playing areas are required. A minimum of four croquet courts is required for regional level events, with capacity for an additional four courts. Natural turf is the preferred playing surface rather than synthetic surfaces.

Croquet Victoria strongly supports the Horsham Croquet Club in remaining at the existing facility and doesn't believe croquet should be included in the scope for a regional multi-sport precinct.

The local club is located on Crown land managed by Council and has no licence or security of tenure at their current site.

Kalimna Park Croquet Club is located in Baillie St and also does not want to be included in a regional sporting precinct.

6.1.9 Tennis Victoria

Tennis Victoria have identified Horsham as one of six major regional tennis facilities. They acknowledged that the Lawn Tennis Club was resistant and disappointed with the City to River Master Plan. An initial high level concept plan, prior to consultation with groups, presented a relocation of the facility. This frustrated the club and resulted in a lack of trust in Council's planning process for successive multi-sport precinct planning. The club strongly lobbied HRCC Councillors to exclude the Lawn Tennis facility from the City to River project vision.

The local club has no licence or security of tenure at their current site, which is located on Crown land managed by Council.

There are four major tennis clubs within Horsham. These include the Horsham Lawn Tennis Club, Central Park Tennis Club, Homers Sporting Club and Haven Tennis Club. All clubs are successful and have shown growth over the last 10

years. There is sufficient tennis court provision in Horsham, however the current locations do not meet the standard or facility requirements to be classified as a regional tennis facility. Tennis Victoria acknowledges if a new regional standard facility was developed in the multi-sport precinct, one club would need to move to the facility and close/decommission their existing venue. Tennis Victoria proposed that Haven Tennis Club and Central Park Tennis Club could be potential anchor tenants in the new facility.

The lack of lighting is a problem across all existing facilities, which limits facility use during evenings, year round training and competitions.

Tennis Victoria confirmed their strong support for a Regional Tennis facility to be established at the proposed multi-sport precinct or at an alternate location that could achieve the required technical and compliance standards required.

6.1.10 Hockey Victoria

Hockey Victoria confirmed that Horsham needs a fit for purpose synthetic hockey pitch for training and competitions. There are currently no fully compliant regional hockey facilities within the broader Wimmera region.

Horsham Hockey Club currently has 55 registered players and is part of the Wimmera Hockey Association which has 289 registered players across the region. Players from the Horsham club travel weekly during their competition season. They play their home games at Dimboola (located at Dimboola Secondary College) as there are currently no suitable facilities within Horsham.

The Wimmera Hockey Association has member clubs from the following towns: Horsham, Dimboola, Nhill, Kaniva, Warracknabeal and Yanac. The hockey season is traditionally a winter sport commencing in April with finals in August/September.

The sport has moved away from a turf surface for playing pitches given the high maintenance and consistency required for safety and playability of the game. The strongly preferred surface is synthetic. There is an indoor version of hockey that is emerging – which is generally played on a rubber floor indoor stadium surface but can also be played on wooden floors with modified equipment. A new indoor hockey pitch has been added to the State Netball Hockey Centre which is proving very popular for competitions, training and bookings.

Participation has bounced back quickly post COVID, with the data showing only a 5% drop.

To host regional/state level events the venue would require two fully compliant pitches. Larger regional/state events are normally rotated through metropolitan venues and larger regional towns including Ballarat, Bendigo, Geelong and Shepparton. It's highly unlikely Horsham would attract large scale hockey events, but a fully compliant single pitch would become a destination for the Wimmera Hockey Association competitions and enable the sport to grow in Horsham.

Multi-use surfaces are difficult and can be problematic between other sports, given the different turf or synthetic surface requirements for particular sports.

A hockey pitch generally requires side fences of 1 metre height and goal ends fencing up to 3 metres height. A full size pitch can also be divided into two small size pitches so the surround fencing must be flexible to cater for both modes of play.

6.1.11 Badminton Victoria

Badminton Victoria confirmed the Horsham Badminton Club currently has 85 members and is a stable organisation. The sport is played locally on a school term fixture. The sport is currently played at the Horsham College Stadium and in the past has used the Basketball Stadium.

There is a state-wide trend of social badminton court hire in preference to competition.

If badminton was considered in a new Indoor Stadium, design considerations would include suitable lighting, colour scheme of walls and ceiling and limited natural light.

Regional event destinations are generally Bendigo, Geelong and Traralgon all who have quality fit for purpose event venues with significant court capacity. State events are generally played across Melbourne.

Badminton Victoria strongly supports being involved in a new multi-sport precinct if it includes a new Indoor Stadium facility.

6.1.12 Australian Football League

AFL Victoria outlined the local football competition structure. There are two leagues with the Horsham area: the Wimmera Football Netball League and the Horsham and District Football Netball League. The Horsham and District League comprises 12 teams spread over a very large geographical area. The competition is not sustainable in its current format, with club mergers likely to occur over the next five years.

City Oval is regarded as the regional venue for the sport and has been identified for upgrades as part of the City to River Master Plan outcomes. The oval is in good condition but requires lighting upgrades and the change rooms and social rooms require replacement to be contemporary and fit for purpose. There are plans to make the ground slightly bigger, with plans to construct two compliant netball courts with associated change facilities and club room upgrades. The AFL Wimmera Offices are also included in the scope of the proposed redevelopment.

Horsham Saints play at their own facility (Coughlin Park oval) at the St Brigid's College site. Both the oval and St Brigid's College are owned by the Catholic Diocese.

Horsham College has recently commenced a Football Academy which would have some interest in the multi-sport precinct project.

AFL Victoria strongly supports involvement in the regional multi-sport precinct development as they are seeking a third AFL standard oval and netball facilities enable potential merging of clubs in the Horsham and District League, ideally in the next 5 years.

6.1.13 Gymnastics Victoria

Gymnastics Victoria stated the gymnastics growth in the region would benefit from more accessible and contemporary facilities if they were available in Horsham.

The Natimuk Gymnastics Club is a privately operated club who own their gymnastics facility in the township of Natimuk, 20 minutes from the centre of Horsham. The building was originally constructed in 1970 and the club recently completed a two stage extension of the facility to increase available capacity, roof height and ancillary areas.

The expanded facility has enabled the club to increase from 140 members to 260 members over the past three years.

Gymnastics is supportive of new indoor stadium facilities, owned by Council, being able to cater for gymnastics programs to support continued growth of the sport in the region. The preference is to have permanently set up gymnastics spaces rather than daily set up/pack up arrangements due to the additional labour costs. Gymnastics Victoria has also identified in their strategic plan a goal to develop stronger partnerships with local governments to establish more affordable licence agreements for clubs, compared to leasing commercial buildings. This is a threat to sport more broadly.

6.2 Local Sports Clubs and Association

The table below is a summary of the feedback and comments provided by each club participating in the user group survey. Feedback was collected October 2021.

Table 13: Summary of Sport Club and Association Discussion

User Group	Membership Strategies	Facility Issues	Development Opportunities
Haven Tennis Club	<ul style="list-style-type: none"> The club now has professional tennis coaching to encourage junior and senior player development. This will also attract new players to the club 	<p>A major limitation is the lack of lights over the winter months where the professional coach is unable to coach after 5.30pm at Haven. The courts at Haven are a hard surface and could be used all year around if we had lights. Some of the clubs with lights are able to play mid-week competition night matches over the summer, which we are currently unable to provide. Night matches would create a great social opportunity not just for the players but for the local community to attend.</p> <p>The Rebound Ace courts are awaiting some major upgrades to the surfaces, which will be happening next season 2022/23. The club will also be applying for funding through the council to upgrade and paint the surface of the four existing concrete courts.</p> <p>Another limitation currently for the club is the old public hall. There are no change rooms, no showers, non-compliant disabled access or a parent's room, no canteen facilities, no direct viewing, no bar facilities, limited storage, no internet or Wi-Fi facilities.</p> <p>The courts are directly next to the Haven Primary School, which would provide easy access for coaching after school hours all year round which would also assist us increase our family memberships.</p>	<p>The Haven tennis courts and surrounds are the perfect opportunity to become Horsham's Regional Tennis Centre. If Haven was to become a Regional Tennis Centre, coaching and programs would become available 7 days a week all year round.</p> <p>As a Regional Tennis Centre with appropriate facilities, Haven would be able to attract a variety of regional and state junior and senior tennis tournaments throughout the year that would bring a lot of people to Horsham supporting accommodation and food outlets.</p> <p>Currently with the tennis courts, there is a netball court overlay on two courts with the space for a second netball court as well. Lights on these courts would allow for netball to also be played at the same venue.</p> <p>Haven is a growing community compared to many of the outlying rural communities plus we have a growing primary school and growing playgroup right beside the recreation reserve.</p> <p>There are a number of bicycle / walking tracks that can safely allow participants to come to the reserve.</p> <p>A number of the outlying Football/Netball clubs are struggling and developing the Haven Tennis Courts and the Haven Recreation Reserve for a variety of summer and winter sports such as Football, Netball, Hockey, Soccer, Ultimate Frisbee, Cricket and Tennis as well would provide a hub of sports activities along with all the natural bush areas that are already available.</p>
Central Park Tennis Club	<ul style="list-style-type: none"> Implemented a number of strategies including advertising on social media, collaboration with schools (tennis in curriculum, prep racquet roadshow), providing free 	<p>Court 1 is unplayable due to court cracking and the entire front bay of four courts needs re-sheeting. Two courts with lights are not sufficient for competitions.</p>	<p>Plans to re-sheet courts 1 – 4 and light two extra courts have been ongoing for the past few years which will require funding through a major grant application.</p>

User Group	Membership Strategies	Facility Issues	Development Opportunities
	<p>access to courts for public use, club-based coach referrals, encourage greater use of courts after hours (court lights)</p> <ul style="list-style-type: none"> ▪ Currently run Tennis Victoria development programs for beginners (Hot Shots and Community Play) which are starting to see increased participation. Also introduced Saturday training for members leading into the Saturday summer competition season. There are also social competitions available (Monday social ladies' competition during the day, and men's social competitions on Monday and Wednesday evenings) 		
Horsham Croquet Club	<ul style="list-style-type: none"> ▪ Advertise "Come and Try Days" Word of Mouth either personally or by phone. Encourage school students to play as a sport. Invite our local papers to take photos and a report. Send photos and reports to Victoria Croquet Association to be published on their Webpage. Use Social Media ▪ Wimmera's regional croquet centre, holding pennant and special days. Annual Tournament using 8 courts with entries from 3 states. Corporate Functions for the Community. Annual Regional Challenge match with Ballarat. Social days. 	None, the club share and maintain our clubrooms with Horsham Lawn Tennis	The club is in the process of installing a new fence to enhance the surrounds
Horsham Lawn Tennis Club	<ul style="list-style-type: none"> ▪ Offering a wide variety of programs. Strong focus on encouraging young people to take up tennis through the hot shots program as well as 	The club highly values the current location and facilities. Would like to continue to work with the Horsham Rural City Council to improve facilities. The current clubrooms could be improved to provide better accessibility.	Would like to get lights to better utilise the facility during evenings.

User Group	Membership Strategies	Facility Issues	Development Opportunities
	<p>junior development through coaching and competition.</p> <ul style="list-style-type: none"> Offer hot shots for children aged 5-9 years old to learn the basics of tennis and have fun. Also offer further junior development through coaching and competition. 		
Horsham Hockey Club	<ul style="list-style-type: none"> Positive, Inclusive and Fun Environment along with actively recruiting A hockey roadshow is held in the Horsham schools yearly, where the club runs an hour long class for the younger year levels in most Horsham schools. This introduces the sport to the younger students, reaching approximately 700+ students in Horsham every year. 	<p>We need a synthetic hockey field, or a proper designed and drained hockey field.</p> <p>The current field cannot be used for competition as it is well below standard in every way (quality and lighting). therefore, the clubs home field is in Dimboola until they get a better field in Horsham. The field is unsafe and unusable in winter. The grass is always too long to train on.</p>	<p>Very hard to grow a sport when the grounds are terrible, and players have to travel every week for competition as the home ground is Dimboola (as Horsham pitch is not suitable)</p> <p>Club would like to see a Multi-use synthetic hockey field in Horsham (can be used for many sports including summer tennis)</p>
Horsham Table Tennis Club	<ul style="list-style-type: none"> Programs for all abilities. Purchase of own venue Programs for older adults and also for persons with a disability 	In 2018 the club were able to purchase their own facility and are happy.	Yes, but long term
Natimuk Gymnastics Club	<ul style="list-style-type: none"> Offering a wider variety of classes All classes are inclusive classes. 	Venue is too small	An extension of a 'lean to' out the front of the current venue
Kalimna Park Croquet Club	<ul style="list-style-type: none"> Advertising, Come and Try days and Contacting schools Run Aussie croquet 	The facilities are more than adequate, maybe paying for water and mowing could be an issue in the future with only 6 members.	No
Volleyball Horsham	<ul style="list-style-type: none"> Work with schools to offer students an alternative sporting option. Liaise with teachers to offer PD on volleyball coaching Academy program, State team pathway program and State League program 	No room for expansion. Facility is Catholic Education site and school controlled facility	Club doesn't own facility so can't develop competitions any further. Currently in discussions with Lutheran to implement a two court set up in their new stadium

6.3 Schools

Only one school participated in the online school survey. Federation University – Horsham Campus responded and had limited interest in the multi-sport precinct project.

6.4 Key Findings of Stakeholder and User Group Engagement

Most State Sporting Associations expressed significant interest and support for the development of a regional multi-sport precinct or facility upgrades. All peak bodies regarded Horsham as a key strategic location for a regional facility to service Western Victoria.

The peak bodies that indicated they wish to be included in future regional facility development discussions include:

- Football Victoria (Soccer)
- Netball Victoria
- Basketball Victoria
- Tennis Victoria
- Little Athletics Victoria
- Volleyball Victoria
- Hockey Victoria
- Badminton Victoria
- Squash Victoria
- Table Tennis Victoria
- Gymnastics Victoria
- AFL Victoria

There is also strong local interest from the above sports with some clubs and associations eager for investment in new fit for purpose indoor and/or outdoor facilities to enable their sport to grow and be sustainable into the future. There are some other local clubs (Horsham Lawn Tennis Club, Horsham Croquet Club, Kalimna Park Croquet Club and Horsham Amateur Basketball Association) that indicated they are happy with their current sites and wish to remain at their current location. They have no interest in being included as part of a multi-sport precinct development.

It should be noted that there is some resistance from some local clubs to be involved in the project due to issues with previous planning studies. Further time will be required to rebuild trust and confidence for some clubs to be involved in future discussions.

7. Phase 2: Stakeholder and User Group Engagement

A phase two engagement process was undertaken with key stakeholders and user groups to provide a project update, present the concept designs for the three sites and seek feedback on the feasibility report recommendations. This included:

- Briefings and discussions with relevant State Sporting Associations (SSA's)
- Presentations and discussions with local sporting associations and clubs
- Discussions with non-sporting users of Haven Recreation Reserve
- Landowner and land managers discussions
- Schools and local sporting groups

7.1 State Sports Associations Engagement Summary

Nine State Sporting Associations were consulted on the projects' final concept designs and the distributed model recommendations. Below is a summary of their feedback and comments. Four other State Sporting Associations were informed that due to cost constraints their sport was not included in the final design recommendations for the three sporting precincts. A total of 13 State Sporting Associations were consulted throughout the development of this project. Letters of support from nine SSA's are included in the Phase Two engagement report.

The following provides a summary of the key issues identified.

7.1.1 Football Victoria

Football Victoria is pleased to see some soccer provision included in the sports precincts. However, they believe having multiple pitches at one location would be a better design outcome for soccer.

Football Vic has suggested enhancements for the soccer facility provision, listed below.

- Option 1 (Preferred) – Haven Recreation Reserve: Add a second full size pitch next to the one already shown. Two pitches side by side, with a cricket pitch in the middle would enable use of facility year round. i.e., Soccer over winter and cricket over summer.

Council Response: The proposed concept plan for Haven now reflects Option 1.

7.1.2 Basketball Victoria

Basketball Victoria is supportive of the new indoor stadium design and site location. Having a new compliant venue will support further growth of basketball in the region. A compliant stadium would provide greater capacity to host regional events and tournaments that are currently spread across multiple venues.

7.1.3 Netball Victoria

Netball Victoria is supportive of the Indoor Stadium and Outdoor Netball Court concept design and proposed location at the Dimboola Road site. They confirmed the mix of four indoor courts and four outdoor courts is a good design outcome for netball use. They particularly like the ability for the outdoor netball courts to operate for competition and training independent of the indoor courts. Having separate amenities, storage and competition facilities is an important design feature.

- Horsham City Netball needs a new home. The Park Drive courts are not fit for purpose for the sport to grow at that location. The new outdoor netball courts would be an ideal new home base.
- The venue would be suitable for hosting regional events and association championships.

- There would be significant interest for hiring courts for training from the Football/Netball clubs, potentially every night of the week.
- The Wimmera region netball academy could be based at the new facility.

7.1.4 Volleyball Victoria

Volleyball Victoria is supportive of the Indoor Stadium design and site location. Having four indoor courts would enable the venue to host regional level events and tournaments, however specific design requirements must be considered to be fully compliant. These requirements include:

- The courts must have compliant line marking and post footings.
- Court run-off distance must be compliant and not obstructed by barriers, walls or beams.
- Sufficient storage must be provided for event equipment and referees' stands.

7.1.5 Squash Victoria

Squash Victoria was provided with an email update on the final design outcomes and confirmation that new squash courts were excluded due to cost constraints for the project.

7.1.6 Little Athletics Victoria

Little Athletics Victoria is supportive of the Dudley W Cornell site layout and acknowledge the proposed design is the most sustainable and affordable option for Council. A summary of the feedback is listed below.

- Recognise the benefits of a multi-use sport precinct with cricket, soccer and athletics to activate the facility more broadly. See opportunities with cross promotion of Athletics with these other sport users.
- Strongly supports the distributed model to strategically locate the provision of sports facilities in the north, south and west of Horsham. Developing the three sites will provide uplift to the surrounding communities and drive greater access for community use.
- Support the grass track surface compared to synthetic. Given the facility is used by community-based athletics clubs and schools the grass track is a preferred design. Evidence suggests running/training on grass is much better for athlete development and injury protection, particularly among children.

7.1.7 Table Tennis Victoria

Table Tennis Victoria was provided with an email update on the final design outcomes and confirmation that table tennis could be accommodated at the Indoor Stadium facility in the future if the local association would like to move from its existing venue.

7.1.8 Cricket Victoria

Cricket Victoria is supportive of the Wimmera Sports Precincts project and proposed site layouts. They appreciated the early consultation on proposed redevelopment of the Dimboola Road oval and that Council is committed to an alternative oval for cricket use. A summary of the discussion is listed below.

- Discussion about alternate site options such as the Bailee Street oval (Horsham College), Haven Recreation Reserve, Horsham Racecourse in-field and Taylors Lake (Dock Lake Recreation Reserve) oval.
- Cricket Victoria is focused on growing and supporting the growth of juniors playing cricket, as they are the future of the sport. Alignment with school sites is a consideration for future oval locations in Horsham.

Council Response:

- An initial meeting has been held with the President of the Horsham Cricket Association and the President of Jung Tigers cricket club.
- Subsequent meetings will occur with both the Cricket Association and Jung Tigers Cricket Club to identify arrangements for the re-location of the cricket club.

7.1.9 Tennis Victoria

Tennis Victoria is supportive of Haven Recreation Reserve being up scaled to become the regional tennis site for Horsham. A summary of the design improvement suggestions and other feedback is listed below.

- Add lighting for the Tennis Courts to the concept plan so it is clearly shown.
- Suggestion to move the Community Hub Pavilion closer to the Tennis and Soccer playing areas for better access for players and viewing for spectators.

Council Response:

- Indicative lighting is now shown on the concept plan.
- Community hub has been relocated on the concept plan.

7.1.10 Hockey Victoria

Hockey Victoria is supportive of the Dimboola Road location and is pleased a hockey pitch has been included in the mix of new facilities. A summary of the feedback is listed below.

- Supportive of the design of the hockey pitch and that lighting is included.
- They have a strong preference for a synthetic playing surface if funding was available. However, they understand the cost constraint challenges for Council and would support a grass pitch if that was the only viable option.

7.1.11 Badminton Victoria

Badminton Victoria is supportive of the Indoor Stadium concept design and proposed Dimboola Road location. The four indoor courts (designed to netball standards) will comfortably fit 16 badminton courts, which elevates the facility to a regional standard for Badminton Victoria's requirements. Badminton Victoria expressed a genuine willingness to bring regional/state level tournaments and events to Horsham if the facility can meet their design guidelines for high-level competitions. These design requirements must include the following:

- Minimum requirement for 16 courts with compliant line marking. Badminton court lines must not be broken by other sport line markings and should be prominent for officials and players to clearly see.
- Natural lighting can be a major issue for competitions. Any skylights in the ceiling or glazed walls of the stadium must have the technology to be fully covered with blinds so any natural light is "blacked out."
- The roof must be 9 metres in height over the courts to attract higher level competitions. A minimum roof height of 7 metres is required for normal competition standards.

7.1.12 Australian Football League

AFL Victoria was provided with an email update on the final design outcomes and confirmation that a new AFL oval was excluded due to cost constraints for the project. Council is focused on delivering upgrades to the Horsham Recreation Reserve (City Oval) as the priority project for AFL in Horsham.

7.1.13 Gymnastics Victoria

Gymnastics Victoria was provided with an email update on the final design outcomes and confirmation that a new gymnastics facility was excluded due to cost constraints for the project.

7.2 Local Associations and Club Engagement Summary

A total of seven project briefing meetings were conducted with local associations and clubs. The participating groups included:

Table 14: Local Associations and Clubs Engagement Participants

Meeting 1	Meeting 2	Meeting 3	Meeting 4	Meeting 5	Meeting 6	Meeting 7
Cricket	All Sports	Tennis	Indoor/ Outdoor Stadium Users	Hockey	Squash	Dudley Cornell Users
Horsham Cricket Association	Wimmera Regional Sporting Assembly	Wimmera Central Tennis Association	Horsham City Netball Association	Horsham Hockey Club	Horsham Squash Club	Horsham Little Athletics
Jung Tigers Cricket Club		Central Park Tennis Club	State Titles Officer (netball) – Wimmera region			Horsham Soccer Club
		Haven Tennis Club	Horsham Amateur Basketball Association			Colts Cricket Club
			Horsham Badminton Club			
			Horsham Volleyball Club			

7.2.1 Meeting 1 Discussion Summary – Cricket Association and Jung Tigers Cricket Club

Council Officers presented the concept plans for Dimboola Road oval which will result in Jung Tigers Cricket Club being re-located. There was general agreement and interest in exploring options for the relocation of the Club. It was agreed that this would be the first conversation of many, as options are further explored. A summary of the discussions is listed below.

Exploration of re-location options

- City Oval – needs cricket nets for the site to be suitable for training.
- Baillie St – oval needs to be larger and have clubrooms available.
- Racecourse – issues with access, viewing options and shade for spectators and officials.
- Taylor’s Lake (Dock Lake Reserve, opposite Green Lake) – has all facilities but would limit access for people without transport. Some members of Jung Tigers have come from Taylor’s Lake.
- Dudley Cornell - The small oval is hard and suitable only for junior age groups. The larger oval is narrow. Would not be able to schedule four Grades at the same facility.
- Haven Recreation Reserve – would prefer this site and would be open to amalgamate with other clubs to form a Haven Sporting Club. Recommend a concrete wicket.

Follow Up Meetings

- Two meetings have been held with the Cricket Association and Jung Tigers and further discussions will occur to explore re-location options.
- A two-stage process is required for the re-location of the cricket club. Because of staging requirements, Jung Tigers will need to relocate from the Dimboola Rd site when the stadium is being constructed and before a new oval is available at Haven Recreation Reserve.

- Jung Tigers' Cricket Club has indicated they will provide a letter endorsing the project's recommendations on the basis that the Club is provided support to be based at a suitable alternate location until a new oval is available at Haven, the site of a permanent home for Jung Tigers.

7.2.2 Meeting 2 Discussion Summary – Wimmera Regional Sports Assembly (WRSA)

Council Officers presented the concept plans for the sports precincts. A summary of the discussion is listed below.

- WRSA is supportive of the outcomes of the study for identified sports.
- An indoor stadium on Department of Education land would need to be easily accessible during daytime hours – not limited only to after school hours.
- Consider careful orientation of indoor courts to maximise usage and increase economic outcomes.

7.2.3 Meeting 3 Discussion Summary – Wimmera Tennis Association and Clubs

Council Officers presented the concept plans for the sports precincts. A summary of the discussion is listed below.

Management of regional facility - Who and how is the facility to be managed?

- Will be worked through as part of the project development. Local clubs will not be responsible for managing the facility.

Hire fees and usage - Who can use the facility?

- The facility will be available to all local clubs, not only those located at the facility.

Number of Courts - Are 16 courts enough?

- The number of courts meets the needs of a regional level tennis facility as per Tennis Victoria facility standards. Sixteen courts allow hosting of regional level junior and senior tennis tournaments and events.

Central Park Tennis Club - What does this mean for the Club?

- No change regarding use of Central Park courts and facilities.
- There is no plan to shut down or remove courts. It is expected that scheduling of games and additional (all-year) use because of lighting, will result in a programming shift to the regional facility.

7.2.4 Meeting 4 Discussion Summary – Indoor/Outdoor Stadium User Groups

Council Officers presented the concept plans for the sports precincts. A summary of the discussion is listed below.

Basketball

- Partnership with Horsham Amateur Basketball Association and the Horsham College facilitates easier access for juniors after school.
- Opportunity to grow further as a sport.
- Having a regional facility makes Horsham a more attractive place to live.
- Valuable for growth of basketball if players have proper training facilities at no/low cost.

Netball

- Huge interest in netball in the Horsham area. We have state teams which are sent to Melbourne for competitions.
- Quality of competition will improve with a regional standard facility.
- There is a demand for netball in the area from junior players. Teams would travel from outside to Horsham to play at a regional facility.

- If participants could play all year round it is expected this will further increase the sports' growth.
- Potential for all-abilities in netball to be integrated into the new facility.

Volleyball

- Currently don't have the capacity to expand their sport due to lack of facilities.
- Ability to play the sport is restricted by the schools' schedule of indoor stadium usage.
- Don't have enough time slots due to the high demand for new players to join the sport.

Badminton

- The club were impressed with the site, and location.

7.2.5 Meeting 5 Discussion Summary – Hockey Club

Council Officers presented the concept plans for the sports precincts. A summary of the discussion is listed below.

Facility Design Observations – Playing surface and Buildings.

- The Hockey club prefers a synthetic turf surface rather than grass. Synthetic turf provides better opportunities for skill development.
- Equity of access to the indoor stadium facilities is important i.e., not letting one group dominate access to the facilities.
- Provision of outside amenities is important including access to drinking water, shelter for players and spectators, seating.

7.2.6 Meeting 6 Discussion Summary – Squash Club

Council Officers presented the concept plans for the sports precincts. A summary of the discussion is listed below.

Tenure at Current Facility

- No lease or licence in place – but there is understanding with the owners that the club can remain on existing site for as long as the club is viable.
- Discussed option to establish a lease. Club suggested that a 30-year lease would be required to satisfy funding requirements.
- After the release of the feasibility study recommendations, the club may request that council work with them to consider options to support the club.

7.2.7 Meeting 7 Discussion Summary – Dudley Cornell User Groups

Council Officers presented the concept plans for the sports precincts. A summary of the discussion is listed below.

Little Athletics Club Feedback

- Supports the idea of distributed model of facilities as this will prevent scheduling conflicts.
- Prefers synthetic turf track to grass track.
- Questioned decision to use grass rather than synthetic. Believes competitors are disadvantaged running on grass tracks; the club does not see the merit of grass versus synthetic.
- Council response: current participation numbers, replacement cost and limitations associated with a single use space were factors in the design decision.

Colts Cricket Club

- Supports the benefits of dedicated car parking at Dudley Cornell and other sites.
- Seating for spectators is an important consideration at the next stage of planning.

Soccer Club

- Recognise the strategic importance of Haven as a site for soccer.
- The Women's World Cup can have a direct impact on the growth of soccer in Horsham.
- Suggested that AFL be restricted to certain sites – and not be permitted to use soccer facilities.
- Ensure appropriate seating and viewing options for spectators are included in future designs.

7.2.8 Haven Recreation Reserve – Non-Sporting Groups

Council officers will undertake further engagement with non-sporting users of Haven Recreation Reserve to inform them of the proposed development options for this site. These groups will include:

- Haven Community Enterprise Inc (Re: Haven Market)
- Dog Obedience Club
- Horsham Primary School (Haven Campus)

7.3 Landowners and Land Managers

A total of 10 sites (involving 14 land owners /managers) were investigated during the feasibility study.

The sites were:

1. Dudley W Cornell Park – Horsham Rural City Council
2. Haven Recreation Reserve – Horsham Rural City Council
3. Horsham Showgrounds - Crown land with a community Committee of Management
4. Horsham Showgrounds – Greyhound Club – Lease with the State of Victoria
5. Horsham Showgrounds – Agricultural Society – Private land
6. Horsham Velodrome - Crown land with a community Committee of Management
7. Horsham Racecourse – Horsham Racing Club and Horsham and District Harness Club – Crown land with HRCC being the Committee of Management. Both Clubs have licences with the State of Victoria
8. Remlaw Rd – Grains Innovation Park - Lease with the State of Victoria
9. Remlaw Rd (south of Baillie St) – Private land
10. Remlaw Rd (north of Baillie St) – Private land
11. Rasmussen Rd – Private land
12. South of the Wimmera river (western parcel) – Private land
13. South of the Wimmera river (eastern parcel) - Private land
14. Dimboola Rd (Horsham College) – Department of Education

All owners and organisations responsible for managing the different land parcels have been contacted and advised that the feasibility study has been completed and have been thanked for their participation in the project.

7.4 Schools and local sporting groups

All schools and sporting clubs will be contacted again when the report has been presented to Council. Schools and clubs will be thanked for their interest in the project and will be encouraged to visit the HRCC website to obtain detailed information regarding the outcomes of the project.

8. Key Issues and Opportunities

This section identifies the key issues and development opportunities identified through the market research and extensive consultation for the Feasibility Study.

8.1 Key Issues

Current Sporting Infrastructure is aging and caters for local or municipal level participation

Despite there being significant sporting infrastructure across the Horsham Local Government Area, both playing surfaces and support infrastructure (change facilities) - is aging and reaching its end of life. Non-compliant facilities across different sports constrain the ability of Horsham facilities to be categorised as of regional standard for tournaments and other events that could be key economic drivers for the community. The current provision of facilities is generally catering only for local or municipal level participation according to the various State Sporting Bodies' facility compliance guidelines.

Difficulty in Identifying one site or multiple sites that have the capacity to meet the criteria and needs

It would be expensive to accommodate all potential sports partners in one multi-sport precinct. The available land, location and size of the site are key determinants in shaping the final components and priorities at a multi-sport precinct. Cost considerations include not just the purchase of land but essential civil works, development of facilities, maintenance and operating costs and importantly the ability of clubs and groups to afford to access to the facility.

The Feasibility Study identified opportunities to consider development options for the co-location of some facilities and sports and upgrading or extending existing facilities.

There has been resistance from some local sports to engage in a Multi-Sport Precinct development

It has been clearly stated from some local clubs and Council staff that previous planning studies have eroded trust and confidence in a future multi-sport precinct. In particular, an indoor stadium development has been stalled and debated by Councillors and community on three occasions over the last six years.

There is however significant interest, support and excitement from multiple sports to improve ageing facilities and develop compliant facilities of a local, municipal or regional standard.

Accessibility is a key requirement in new facilities to remove barriers to participation

The majority of existing sporting facilities across Horsham are not fully accessible or compliant with universal design standards. It is important that any contemporary facilities are designed for full accessibility for the entire Horsham community so barriers to participation are removed. Barriers include physical access to and within the facility and opportunities to play or participate.

Affordable programs and services are critical for whole of community access

Sections of the Horsham community rank low on the SEIFA index of disadvantage. It is important that sports clubs and associations can continue to offer affordable programs and services to maximise community participation and positive wellbeing outcomes.

8.2 Key Opportunities

There is strategic support for developing multi-sport facilities of a regional or upgraded standard in Horsham

There is significant strategic alignment in Council strategic and previous sport planning studies for the development of regional level or upgraded sporting facilities.

The Feasibility Study responds to the Council's strategic initiatives and priorities by:

- Enhancing the inclusivity, accessibility and safety of places and spaces.
- Developing a principles based, and community need driven planning approach for our infrastructure.
- Creating engaging spaces and places for social connection and wellbeing to build community resilience.
- Encouraging participation, diversity and growth in sports, events, arts and culture.
- Planning for places and spaces to provide connectedness and social inclusion.

There has been significant work undertaken by Council over the last five years through other strategies and studies for the future development of multi-purpose sports infrastructure. This includes:

- The Open Space Strategy 2019 which has a number of recommendations around sports facilities across the municipality.
- The Economic Development Strategy 2017-2021 identifies a number of priorities as potential economic development drivers.
- South Emerging Option Paper identifies Haven Recreation Reserve as a potential location for a community sporting hub.
- Horsham Multi Use Indoor Sports Stadium – Phase 1 Feasibility Report, 2016
- Wimmera Sports Stadium Business Case and Concept Design Report, 2017
- Horsham Sport Facilities Demand Assessment Version 4, 2019
- Horsham City to River Master Plan, 2020
- Joint Sports Proposal Horsham Multipurpose Sports Precinct, 2019

Local Participation demand will be maintained or grow due to modern contemporary facilities

The population of the Horsham municipality is projected to be stable over the next 10 – 15 years, with moderate population increase anticipated in the range of 0.5-1.5%. This estimate could change if mining in the area is approved and becomes operational. Participation in various sports is likely to be stable with some possible decline in numbers as the population ages over the next decade. However, over 50% of the population aged between 5 and 49 years are most likely to be involved with organised sports and clubs. The provision of upgraded and fit for purpose facilities will support participation growth.

Capacity for some existing sports infrastructure to be upgraded to municipal or regional standard facilities

There are a number of existing sporting reserves and facilities that can be upgraded cost effectively to achieve compliance as either municipal or regional standard facilities. In particular, there are opportunities to consider Haven Recreation Reserve and Dudley W Cornell Reserve for upgrades and expansions. These two sites have been considered in the site assessment process.

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

There is clear demand for **additional indoor stadium courts and facilities** for multiple sports including

- Netball

- Volleyball
- Basketball
- Badminton
- School sporting academy and event use
- Potentially Table tennis
- Potentially Squash
- Potentially Gymnastics

The lack of universal design standards at some existing facilities is a barrier for participation. Affordability of hire cost and use is also a concern for some local sport clubs and associations.

There is also **strong support and identified demand from the following sports:**

- Football Victoria (Soccer)
- Tennis Victoria
- Little Athletics Victoria
- Hockey Victoria
- AFL Victoria (expressed a need for a future third regional standard oval in Horsham, however Council is already committed to the City Oval re-development and facilitating greater activation/use of this site).

Integration of passive recreation infrastructure must be included in the development of sporting precincts for broader community activation and usage.

8.3 Regional Sports Facility Delivery Model Options

The following two options for the delivery of regional and upgraded / compliant sport facilities have been investigated:

Option One - Consolidated Model: This model consolidates all the identified priority sporting facilities at one site. This model requires access to a site of approximately 15ha to accommodate the identified facilities and support infrastructure i.e., car parking, pavilions etc.

Option Two - Distributed Model: This model identifies multiple strategic locations where either existing facilities can be upgraded or extended to identified levels: local, municipal or regional or where new facilities can be developed.

9. Site Assessments Summary

At the commencement of the Feasibility Study Council identified the following six sites (involving ten landowners-managers) for consideration for the development of the Regional Multi Sports Precinct. (Option One – Consolidated Model).

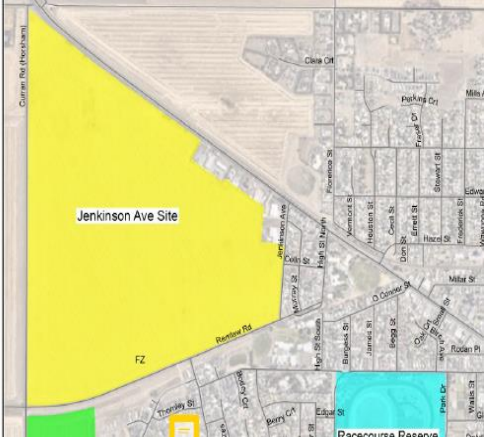
- Jenkinson Avenue
- Remlaw & Natimuk Road
- Racecourse Reserve
- South of Police Paddock
- South of the River
- Showgrounds

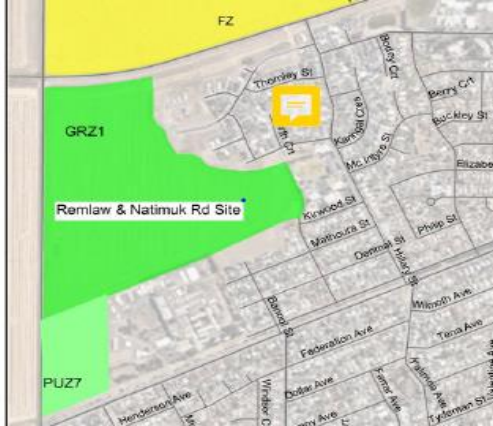


Throughout the course of the project the following further four sites were identified for consideration. These investigations continued to explore Option One but Option Two (distributed model) emerged as a strategically significant and financially viable option for our municipality.

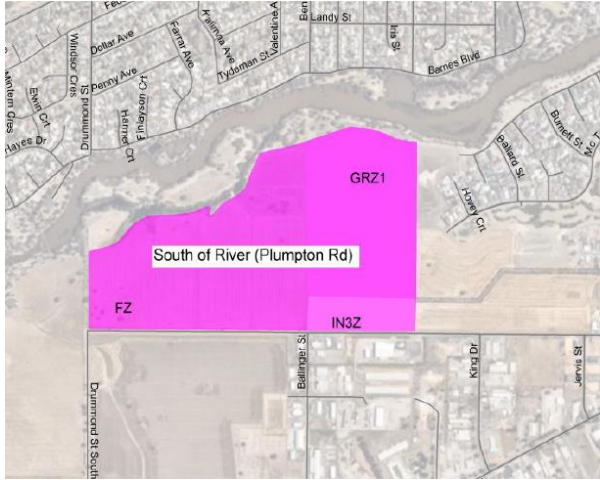


- Horsham Velodrome
- Dudley W Cornell Park
- Haven Recreation Reserve
- Dimboola Road Oval (Horsham College)



The following table provides a summary of the sites identified.

Table 15: Potential Regional Sports Precinct Sites

Site Name	Zoning Classification:	Site location
<p>Jenkinson Ave</p>	<p>Farming Zone</p> <p>Located to the northwest of Horsham, the site is identified in the Horsham Framework Plan as a long term area for growth. Potentially required in 20 - 30 years based on current population growth and land supply.</p> <p>Framework Plan & Housing Strategy will be reviewed next year and will be assessed if required or not.</p> <p>Land is privately owned, and the owner does not wish to sell at this time.</p>	

Site Name	Zoning Classification:	Site location
<p>Remlaw & Natimuk Rd Site</p>	<p>Located in current residential development areas with approved subdivision for 200+ lots. The area includes a corridor of open space connecting Dumsney St to Remlaw Rd. Land privately owned and the owner does not wish to sell.</p> <p>PU7 located on Natimuk Road forms part of the Grains Innovation Park on western edge of the township which is currently undergoing redevelopment and has an approved master plan.</p>	
<p>Racecourse Reserve</p>	<p>Forms part of established Horsham Racecourse in the center of city with a mix of recreational and community facilities on the fringes of the reserve.</p> <p>Crown land with two racing clubs established on site.</p> <p>Significant costs associated with the relocation of the clubs and track infrastructure.</p>	
<p>South of Police Paddock</p>	<p>Located on the northern edge of the city and forms part of Horsham North.</p> <p>The landowner of the South of Police Paddock site (Rasmussen Rd.) has indicated a willingness to offer a parcel of land. The landowner has identified alternate uses for the remainder of the land. The offer of land would be subject to Council investing significant up front capital, in roads and civil infrastructure as an early works package for the site establishment.</p>	

Site Name	Zoning Classification:	Site location
<p>South of the River</p>	<p>Located southwest in developing residential area along Wimmera River. Privately owned land, neither of the landowners wish to sell.</p> <p>Approved development plan for 200+ lot subdivision and identified in framework plan.</p> <p>Open Space strategy has identified a lack of active open space facilities.</p> <p>The Horsham South Structure plan is currently under development and has identified 4000 residents living south of the river and potential for an additional 970 lot/ 2000 + residents over the next 10-15 years. Horsham South Structure Plan will identify new GRZ areas and community facilities / open space locations.</p>	
<p>Showgrounds</p>	<p>Current site for existing indoor recreation facility, greyhound facility and showgrounds.</p> <p>Area west of Robinson St is Crown land. Area east of Robinson St is privately owned. The landowner does not wish to be involved in the project.</p> <p>Located centrally close to the Central Activity Centre and Wimmera River, the site has a number of well-established facilities and community activity.</p> <p>Identified in City to River Masterplan as site for sporting facilities and open space. Land subject to significant flooding associated with the Wimmera River under 1-100 flood event.</p>	
<p>Dudley W Cornell Park</p>	<p>Current site for cricket, soccer and little athletics. Located in Horsham North. Zoned PPRZ. Land owned by HRCC.</p> <p>The site is located within a residential area and fringed by industrial areas to the north.</p> <p>The site is land locked and is undersized for the athletics track and for AFL use.</p>	

Site Name	<i>Zoning Classification:</i>	Site location
Haven Recreation Reserve	<p>Current site for Haven Tennis Courts, Horsham Primary School (Haven Campus) and the local community hall. Located in the southern corridor of Horsham. Zoned PPRZ.</p> <p>The site is in a rural setting but has been identified as a key destination on the Horsham South Structure Plan that is currently being developed.</p> <p>Land owned by HRCC. An area of the site is on Crown Land</p>	
Dimboola Road Oval (Horsham College)	<p>Current site of the Dimboola Road oval. Land owned by the Department of Education. It has mixed school and community use. Located on the northwestern edge of Horsham. Zoned PUZ2.</p> <p>The site has some constraints, but Horsham College has significant interest in a partnership with Council and is willing to demolish some existing building assets to enable the development of a new sports precinct including indoor stadium, outdoor netball courts and sports pitch for soccer or hockey.</p>	

The above sites were all assessed for their capacity to deliver the consolidated and/or distributed facility development model.

9.1 Site Review Process

To help in reviewing and assessing the identified sites the following assessment criteria has been used. Sites are assessed through a two-stage site selection process involving:

- **Primary selection criteria** - this helps to shortlist all sites into potential and non-potential sites.
- **Secondary selection criteria** – shortlisted sites undergo a more detailed assessment to determine final priority site(s) for more detailed investigation.

It should be noted that this site assessment tool has been successfully used by both State Government and other local government authorities to determine preferred sites for a range of sport and leisure facility developments.

9.1.1 Stage One Primary Selection Criteria

Of all main success factors for high use community and leisure facilities (based on industry trends) the following eight are regarded as primary site selection criteria. The last two, people and place, relate to transformative place making.

1. Location to Catchment Population

Central location to maximise use and how close it caters for the current and projected project area population (Primary and Secondary catchment zones).

The site is located within an existing residential catchment and is in close proximity to the greatest existing or planned density and diversity of housing types.

The site does not overlap catchments with other existing facilities in neighbouring suburbs.

2. Size of Site Meets Development Requirements

The site is of sufficient size to accommodate facility requirements to enable efficient development and meets the minimum site size and configuration requirements.

3. Public and Active Transport Access

The site is accessible by public transport and has active transport (shared use trails/footpath).

The site is within an existing street-based walking distance or is co-located with the primary open space and other community and recreational facilities in the local area.

4. High Visibility of Site

The site is on major traffic zones, high profile corner site or road, with prominent street frontage and/or high volume of pedestrian traffic. The ability of the site to present high visibility to facilities.

5. Land Suitability

The site is a good fit for the type of facility purpose and range of activities.

The site should be relatively flat, have suitable stable soil conditions and be able to be protected from floods, high water table and not have a previous landfill or fill site history.

6. Place (Transformative Place Making Criteria 1)

Contributes to the productivity and sustainability of the local area through improved economy, community, diversity, connection and sustainability.

The site is abutting or in close proximity to other existing and clustered social infrastructure.

The site has the potential to act as a catalyst for revitalisation of an existing Town Centre or place.

7. People (Transformative Place Making Criteria 2)

Contributes to the wide engagement of people together in one place through being walkable, safe, vibrant and welcoming.

The site aligns with community preferences for location and is neutral space for the representative community demographic.

The site is abutting an existing community or civic public space.

8. Access to Land and Timing of Development

The site is available to develop in the short term and has no known land tenure or occupancy agreement constraints.

9.1.2 Stage Two Secondary Selection Criteria

Sites that meet all of Stage One primary selection criteria are then categorised as priority sites, and these are assessed across a range of secondary site selection criteria, including:

9. Planning/Zoning

Capability of site to meet all current and proposed planning requirements.

The site and its intended use complement adjacent land use patterns, links with plans or developments, is supported by the location of transport infrastructure and fills an identified gap in the area.

10. Site Services

Major services are available on site or closely located to minimise cost and to ensure facility can be serviced?

- Electrical
- Water
- Gas
- Sewer
- Storm water.

11. Site Geology

Site geology affects overall design and construction costs. A flat site with good soil conditions and no history of rubbish deposits or poor drainage is essential.

12. Site Access and Traffic Impacts

Site Access and Traffic Impacts: Most site visitors (80% to 90%) will come by car so there needs to be adequate site access and provision of appropriate car parking, bus parking and group drop off and pick up.

The site is safe, comfortable and enjoyable to walk or cycle and has no physical or perceived barriers.

13. Impact on Current Users

If the site is within an open space, it does not reduce, replace or compromise open space that is valued for sport or play or impact negatively on the environment, amenity and value of the open space network.

14. Neighbourhood Effects

The intended use of the site is compatible with neighbouring activities and there is a low likelihood of reverse sensitivity issues. Identify any negative neighbourhood impacts likely to occur from the development in relation to surrounding neighbourhood i.e., noise, traffic, lighting and amenity.

15. Compatibility of Site

The site is located within or abutting a Town Centre or place. Close development links to existing or other site users/uses or adjoining or close by facilities including the clustering of community facilities.

16. Site Image

Does site image complement the proposed development? (i.e., visual aesthetics/environmental issues).

17. Shared Development Opportunities

Are there any shared or compatible development/uses or management opportunities i.e., commercial/community partnerships?

18. Commercial Potential of Site

Is the site commercially attractive to other funding parties or commercial investors?

19. Future Facility Expansion Capability

The site is sufficiently flexible to accommodate an integrated or connected facility and meets the minimum site size and configuration requirements. Does the site have surrounding available land for future facility expansion?

20. Environmental Impact

The site has the potential to complement or enhance its local environment and cultural heritage. Assess the impact the development has on the local environment and cultural heritage.

21. Value of Site

The site is either set aside or is affordable to purchase for development. The cost to either purchase or create the development on the site can be compared to determine the likely development impost at each site.

22. Potential of Part Land Sale or Lease

The site offers an opportunity for part land sale or leasing. Does the site have extra area suitable for sale/lease to assist with development/funding opportunities?

23. Capital Cost of Development

The site allows for the development of a facility that is affordable. Which site provides the project with the lowest development capital cost?

9.1.3 Project Site Assessments

The site selection scoring system Otium Planning Group have used is based on:

- 10 points = Meets every criterion and it is the best site.
- 8 to 9 points = Meets most criteria 80% to 90%.
- 6 to 7 points = Meets 60% to 70% of criteria.
- 4 to 5 points = Meets only 40% to 50% of criteria.
- 2 to 3 points = Meets only 20% to 30% of criteria.
- 1 point = Meets 10% of less criteria.
- 0 points = does not meet any criteria.

The table on the following pages provides a summary of the scoring of each site against the above criteria. The detailed site assessment is provided in **Appendix 1**.

9.2 Site Assessment Scoring

Table 16: Site Assessment Scoring Summary

Stage	Potential Sites									
	Site 1 Jenkinson Avenue Site	Site 2 Remlaw & Natimuk Road	Site 3 Racecourse Reserve Site	Site 4 South of Police Paddock	Site 5 South of the River Site	Site 6 Showgrounds	Site 7 Haven Recreation Reserve Distributed Model Only	Site 8 Dudley W Cornell Reserve Distributed Model Only	Site 9 Velodrome Site Distributed Model Only	Site 10 Dimboola Road Oval Distributed Model Only
Stage One	52	37	36	57	45	38	53	43	54	57
Stage Two	64	60	76	78	61	74	104	92	82	96
Total	116	97	112	135	106	112	157	135	136	153

The assessment has identified the following key issues:

- The Remlaw and Natimuk Road, South of the River and Jenkinson Avenue sites are not suitable for the development of a regional sports precinct as the landowners are not prepared to sell the land at this time.
- The development of a regional sports precinct on the Racecourse Reserve site would require the relocation of the track which would include identification of a new site, purchase of the land and development of a new track. This would be in the order of \$30M plus.
- The Show Grounds site (east of Robinson St) is privately owned by the Agricultural Society. The Agricultural Society does not want to have their land used for sporting facilities. The land on the western side of Robinson St is Crown land and is managed by a Committee of Management. The Horsham Greyhounds Racing Centre (also located on the western side of Robinson St) has recently entered a new 21-year lease with the Crown for access to the site. Land north of the greyhound track and the infield are not suitable to accommodate sporting facilities, due to potential conflicts with televised racing.
- Extensive discussions were held with various stakeholders regarding the opportunity to redevelop and re-purpose the Velodrome site (excluding the show grounds). Agreement could not be reached with the Cycling Club who wish to remain at this location (Velodrome site). The site also had constraints for cost effective development of the land including highly reactive soil conditions and significant flood and land subject to inundation overlay requirements.
- The landowner of the South of Police Paddock site (Rasmussen Rd.) has indicated a willingness to offer a parcel of land. The landowner has identified alternate uses for the remainder of the land. The offer of land would be subject to Council investing significant up front capital, in roads and civil infrastructure as an early works package for the site establishment.

As a result of consultations with landowners and licensees and detailed site assessments, none of the sites original six sites have the capacity to accommodate all the identified priority sporting facilities to create a consolidate regional sports precinct. Importantly, the review identified opportunities to locate a mix of facilities to a regional, municipal or local level standard across multiple sites under a distributed model of infrastructure development. This would see the following developments:

- Dimboola Road oval – negotiations with Horsham College have been underway for over 6 months to consider the development of an indoor/outdoor stadium facility and hockey/soccer pitch on school land at the Dimboola Road oval location. The school has offered to demolish some existing school buildings to enable the required land for the development. In-principle agreement has been reached with the College Principal and School Council, and further discussions are continuing with various Department of Education for the necessary approvals.
- Haven Recreation Reserve – expansion of the recently upgraded tennis courts from 12 to 16 courts along with the development of multipurpose community hub pavilion would establish the facility as a regional tennis centre in line with Tennis Victoria’s facility hierarchy. Two soccer pitches which are also multiuse for cricket to be added to the site south of the tennis courts and adjacent to the school. Given the size of the Haven Recreation Reserve there is capacity to develop the remainder of the site with flexible open space that could be used for a variety of community, school and sports activities.
- Dudley W Cornell Reserve – opportunity to upgrade existing facilities at the site for improved provision of a compliant running track on the main oval. The oval would require some enlargement within the existing site boundaries. A new car park (GWM Water Authority depot site) would be required to ease traffic and bus congestions for sports events. Council are in discussions with GWM Water regarding future use of this land.

Based on the following strategic directions facility component schedules for each of the sites have been developed and presented on the following pages.

9.3 Component Schedule

The facility components and area schedules for each of the identified sites is summarised in the following tables.

9.3.1 Dimboola Road Site - Component Schedule

Table 17: Dimboola Road Site Component Schedule

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m ²)
DIMBOOLA ROAD SITE						
Indoor/Outdoor Stadium Facility						
New Indoor Stadium (Regional Level Facility)	4 full size indoor sports courts compliant for netball, basketball and volleyball	<ul style="list-style-type: none"> ▪ Meet universal design principles as a minimum 	<ul style="list-style-type: none"> ▪ Adjacent to spectator areas. 	<ul style="list-style-type: none"> ▪ Provision of lighting, sound and acoustic treatment to support 	<ul style="list-style-type: none"> ▪ 4 x Indoor High Ball courts - 30.5 x 15.25m. ▪ Runoff to netball dimensions 3.05 m unencumbered (4 m clearance between courts) 	4 courts = 2,965m ² approx.

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m ²)
		<ul style="list-style-type: none"> ▪ Provide indoor sports courts for: <ul style="list-style-type: none"> – Netball – Volleyball – Badminton – Basketball – Futsal – Indoor Hockey 	<ul style="list-style-type: none"> ▪ Adjacent to amenities block ▪ Linkage to kiosk/lounge 	<ul style="list-style-type: none"> competitions and events. ▪ Lighting to 500 Lux 	<ul style="list-style-type: none"> ▪ Roof height - 8.3m at highest point unencumbered. ▪ Provide adequate clearance for scorer's bench and seating between each court (approx. 1.5m) ▪ Provide adequate clearance for circulation space between courts (1.5m-1.8m). ▪ Provide adequate clearance for wheelchair access. 	
	Spectator seating	<ul style="list-style-type: none"> ▪ Option - show court provide retractable seating provision (500 seat capacity) ▪ Other courts – single row of seating along each court 	Along one side of court one	<ul style="list-style-type: none"> ▪ Allow floor loading only for temporary seating for show court 	<ul style="list-style-type: none"> ▪ Row of seating between courts for spectator viewing additional area requirement. 	200m ²
	Control/Operations Room		Direct access and viewing over courts - preferred	<ul style="list-style-type: none"> ▪ Access via courts to submit scoresheets ▪ Capacity for 3/4 people ▪ Sliding window ▪ Potential link to reception 	Room 10m ²	10m ²
	Other support facilities <ul style="list-style-type: none"> ▪ Storage ▪ Plant rooms 	Service areas	Storage off main sports hall	<ul style="list-style-type: none"> ▪ Storage of sports equipment for multi lined sports courts ▪ Consider storage systems to maximise storage 	<ul style="list-style-type: none"> ▪ Storage – 150m² ▪ Plant - 300m² 	450m ²

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m ²)
				capacity at end of courts		
Subtotal Indoor Sports Hall						3,625m²
Front of House Areas	Foyer/Reception	<ul style="list-style-type: none"> Provide welcoming entry area that allows users to relax and socialise before entering main activity areas. 	<ul style="list-style-type: none"> Links to lounge and kiosk Links to main activity areas 	<ul style="list-style-type: none"> Universal Design Way finding Principles Allowance for vending machine locations 	<ul style="list-style-type: none"> Foyer 100m² Reception 20m² 	120m ²
	Kiosk/Lounge	<ul style="list-style-type: none"> Provide a grab and go food and drinks kiosk Key socialisation area 	<ul style="list-style-type: none"> Links to foyer 	Informal break out area	<ul style="list-style-type: none"> Lounge – 50m² Kiosk– 30m² 	80m ²
	First Aid	Provide access to first aid room linked to sports hall	All Centre users	<ul style="list-style-type: none"> Emergency service vehicle access 	Room 10m ²	10m ²
	Function / Multipurpose Room	Capacity for up to 200 people	<ul style="list-style-type: none"> Links to lounge and kiosk Links to main activity areas Viewing of stadium or outdoor courts 	<ul style="list-style-type: none"> Kitchenette facilities Storage for tables and chairs AV capability 	Flexible 200m ² space that can be divided into 2 x 100m ² rooms	200m ²
	Administration Office	Staff office and admin area	<ul style="list-style-type: none"> Cater for up to 4 staff 	<ul style="list-style-type: none"> Open plan space 		70m ²
Subtotal Front of House Areas						480m²
Change Rooms	Change Rooms	<ul style="list-style-type: none"> Provide change room facilities Capacity for 10 players per room 	<ul style="list-style-type: none"> Easy access to the show court Easy access from main entrance 	<ul style="list-style-type: none"> Provide to Netball Victoria, Volleyball Victoria and Basketball Victoria Facilities Guidelines 	<ul style="list-style-type: none"> 2 dedicated change rooms Uni sex design Each 100m² 3 toilets and showers per change area 	200m ²

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m ²)
				<ul style="list-style-type: none"> Change rooms could be designed so they can be opened up to make a larger space or partitioned off to divide into smaller change rooms. 	<ul style="list-style-type: none"> 1 accessible toilet and shower per change area 	
	Amenities	Provide modern amenities that are easily maintained	Adjoining all main activity areas	<ul style="list-style-type: none"> Fully accessible amenities Baby change provision 	<ul style="list-style-type: none"> Separate public toilets male/female/ accessible each 60 m² (in line with BCA requirements) Service areas – 20m² 	140m ²
	Referees control / briefing room and change room	Provide modern amenities easily maintained	Adjoining all main activity areas	Fully accessible amenities	<ul style="list-style-type: none"> Control/staff room Change room Toilet and shower (could be shared) Uni sex amenities/ accessible 	30m ²
Subtotal Indoor Stadium Change Rooms						370m²
Other Indoor Stadium Areas	Cleaners Room / Store				Allowance	10m ²
	General Circulation Allowance (20%)	Provide additional space to enable ease of circulation			Allowance	975m ²
Subtotal other Areas						985m²
Total Indoor Stadium Areas						5,460m²

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m ²)
Outdoor Netball Courts (Regional Level Facility)	4 full size outdoor netball courts (Co-located with indoor stadium facilities)	Meets the standard for a regional netball facility with a total of 8 courts on one site (4 indoors and 4 outdoor)	<ul style="list-style-type: none"> ▪ Adjacent to spectator areas. ▪ Adjacent to amenities block ▪ Linkage to kiosk 	<ul style="list-style-type: none"> ▪ Lighting to 200 Lux for competition standard. ▪ Acrylic playing surface. ▪ Fencing around courts. 	<ul style="list-style-type: none"> ▪ 4 x Netball courts - 30.5 x 15.25m playing area. 3.05m clear from sidelines, minimum 3.65m between courts. ▪ Team benches and shelters for each court. ▪ Officials bench and shelter for each court. 	3,200m ²
Pavilion (Outdoor Netball Courts linked into the Stadium building)	Player amenities	Meets the standard for a regional netball facility	<ul style="list-style-type: none"> ▪ Links to indoor stadium 	<ul style="list-style-type: none"> ▪ Universal design ▪ Close proximity to outdoor courts 	Minimum two unisex rooms - 20m ² each area. (minimum 2 showers, 3 toilets and 3 hand basins in each area)	40m ²
	Player change rooms	Meets the standard for a regional netball facility	<ul style="list-style-type: none"> ▪ Links to indoor stadium 	<ul style="list-style-type: none"> ▪ Universal design ▪ Close proximity to outdoor courts 	Minimum two changerooms – 25m ² each room	50m ²
	Umpires change rooms and amenities	Meets the standard for a regional netball facility	<ul style="list-style-type: none"> ▪ Links to indoor stadium 	<ul style="list-style-type: none"> ▪ Universal design ▪ Close proximity to outdoor courts 	Minimum 2 unisex rooms – 12m ² each room (minimum 1 shower, 2 toilets and 1 hand basin in each room)	24m ²
	Control/Umpire Duty Room	Meets the standard for a regional netball facility	<ul style="list-style-type: none"> ▪ Links to indoor stadium 	<ul style="list-style-type: none"> ▪ Close proximity to outdoor courts 	Room 25m ²	25m ²
	First Aid room	Meets the standard for a regional netball facility	<ul style="list-style-type: none"> ▪ Links to indoor stadium 	<ul style="list-style-type: none"> ▪ Close proximity to outdoor courts 	Room 20m ²	20m ²
	Public amenities	Meets the standard for a regional netball facility	<ul style="list-style-type: none"> ▪ Adjacent to spectator areas 	<ul style="list-style-type: none"> ▪ Universal design ▪ Close proximity to outdoor courts 	Minimum 2 rooms - 12m ² each room (minimum 2 toilets and 2 hand basins in each room) Minimum 1 unisex room – 8m ² (1 toilet, 1 shower, 1 hand basin and 1 baby change table)	32m ²

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m ²)
	Administration office	Meets the standard for a regional netball facility	<ul style="list-style-type: none"> Links to indoor stadium 	<ul style="list-style-type: none"> Close proximity to outdoor courts 	Room 25m ²	25m ²
	Tournament office	Meets the standard for a regional netball facility	<ul style="list-style-type: none"> Links to indoor stadium 	<ul style="list-style-type: none"> Close proximity to outdoor courts 	Room 20m ²	20m ²
	Canteen/Kiosk/Kitchen	Meets the standard for a regional netball facility	<ul style="list-style-type: none"> Links to indoor stadium 	<ul style="list-style-type: none"> Design to consider capacity to have a single kiosk/canteen to service indoor and outdoor courts 	Room 30m ²	30m ²
	Multipurpose social room	Meets the standard for a regional netball facility	<ul style="list-style-type: none"> Located in Indoor Stadium 	<ul style="list-style-type: none"> Indoor/outdoor entry and access 	Shared use facility located in the indoor stadium	0m ²
	Storage	Meets the standard for a regional netball facility	<ul style="list-style-type: none"> Access to courts 	<ul style="list-style-type: none"> Close proximity to outdoor courts 	Room – 40m ²	40m ²
Spectator Shelter and seating	Undercover shelter and seating to accommodate approx. 30 – 50 people per court	Meets the standard for a regional netball facility	<ul style="list-style-type: none"> Located on court sidelines 		Minimum 20m ² per court	80m ²
Total Outdoor Netball Area and Support Facilities						3,586m²
Hockey Pitch (Municipal Level Facility)	Full size turf hockey pitch – with lighting, fencing, seating and shelter.	Meets Hockey Victoria senior pitch standards	<ul style="list-style-type: none"> Link to amenities and change rooms 	<ul style="list-style-type: none"> Shelter and seating for players and spectators 	<ul style="list-style-type: none"> Turf hockey pitch surface Length: 91.4m Width: 55m Run off: Sideline 3m, Baseline 2m 	5,500m ² approx.

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m ²)
				<ul style="list-style-type: none"> ▪ Fencing – end of field 4.5m high, side of field 3m high ▪ Access to club rooms amenities and shelter. ▪ Suitable for training and local competition level – 300 Lux 		
Total Outdoor Sport Field and Pavilion						5,500m²
Total Dimboola Rd Precinct Area						14,546m² + future childcare facility allowance.
Precinct Parking	Car Parking					Allowance for 280 car parks

9.3.2 Haven Recreation Reserve Site - Component Schedule

Table 18: Haven Recreation Reserve Component Schedule

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m ²)
HAVEN RECREATION RESERVE SITE						
Tennis and Soccer Facilities						
Tennis Facilities upgrades and extension. (Regional Level Facility)	4 court future extension to existing 12 courts	<ul style="list-style-type: none"> To meet regional tennis requirements of 10-16 grand slam surface competition courts – (preferably acrylic hard courts or synthetic grass) Classified as “Premier Community Venue” under the Tennis Victoria ratings that is capable of hosting regional competitions. 	<ul style="list-style-type: none"> Access to amenities Access to storage 	<ul style="list-style-type: none"> Run off back of court 5.50m side of court run off 3.05m distance between courts 3.66m Fencing height around new courts 3.6m high 	<ul style="list-style-type: none"> Total playing area 34.75m x 17.07m per court Court area 23.77m x 10.97m per court 	2,380m ² (four court extension only)
	Lighting - minimum 350 LUX rating	<ul style="list-style-type: none"> Good visibility for players, officials and spectators Uniform illumination of the courts 	<ul style="list-style-type: none"> Light towers should be placed appropriately to maximise vision for play 		<ul style="list-style-type: none"> NA 	NA
Community Hub	Shared Pavilion for tennis and soccer users	<ul style="list-style-type: none"> Meet universal design principles as a minimum 	<ul style="list-style-type: none"> Centralised and good access from courts and soccer pitches 	<ul style="list-style-type: none"> Multipurpose and functional for tennis and soccer 	<ul style="list-style-type: none"> Change rooms and amenities 1 - 100m² Change rooms and amenities 2 - 100m² Umpires/Referees Room 2 x 20m² 	1,090m ²

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m ²)
					<ul style="list-style-type: none"> ▪ First Aid Room 15m² ▪ Social/Function space 300m² ▪ Public Amenities – Male 100m², Female 100m², Unisex accessible 15m² ▪ Kitchen, Kiosk, Administration areas and tournament office 60m² ▪ Multipurpose room 200m² with dividing wall for 2 x 100m² rooms ▪ Community Meeting rooms – 2 x 20m² ▪ Veranda/spectator area 200m² ▪ Clubhouse storage 25m² ▪ Equipment storeroom 15m² 	
Soccer Pitches (Municipal Level Facility)	Two Full size turf soccer pitches	Meets Football Victoria Competition Standards	Link to Pavilion and Amenities	<ul style="list-style-type: none"> ▪ Shelters and seating for players and spectators ▪ Fencing – end and side of field ▪ Access to club rooms amenities and shelter. ▪ Suitable lighting for training and local competition level – 300 Lux 	<ul style="list-style-type: none"> ▪ Two Soccer Pitches 105m x 68m (3m safety run offs at sides and ends) 	15,000m ² approx.

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m ²)
Cricket oval (Local Level Facility)	Full size cricket oval with synthetic wicket. Located within the two soccer pitches	Meets Cricket Victoria standards for senior competition	Link to Pavilion and Amenities	<ul style="list-style-type: none"> ▪ Shelters and seating for players and spectators ▪ Fencing – end and side of field ▪ Access to club rooms amenities and shelter. ▪ Suitable lighting for training and local competition level – 300 Lux 	<ul style="list-style-type: none"> ▪ Oval with 60 metre radius. ▪ Synthetic wicket in between two soccer pitches 	Within the two soccer pitches footprint
Car Parking			Extension to existing car park to service tennis and other community use of the site.			Allowance for 150 car parks
Flexible Open Space	Green open space area	Flexible for school, sport, community activities and events	Access to public amenities in Community Hub			
Total Precinct Area						10,970m²

9.3.3 Dudley W Cornell Site - Component Schedule

Table 19: Dudley W Cornell Component Schedule

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m ²)
DUDLEY W CORNELL SITE						
Athletics and Cricket Facilities						
Athletics (Municipal Level Facility)	Athletics track and field sports facilities		<ul style="list-style-type: none"> ▪ Link to amenities and change rooms ▪ Good access to storage ▪ Potential soccer pitch infield 	<ul style="list-style-type: none"> ▪ 8 lane x 400m running track ▪ Long jump pits ▪ Throwing areas ▪ Storage ▪ Access to club rooms 600m². May be part of consolidated clubrooms depending on site location. ▪ Car Parking – 100-120 spaces (allows for event days) 	Turf running track 400m x 8 lanes Multipurpose infield	Realigning main oval to accommodate 8 lane x 400m track
Shared Pavilion	Shared Pavilion for athletic and cricket users	<ul style="list-style-type: none"> ▪ Meet universal design principles as a minimum 	<ul style="list-style-type: none"> ▪ Centralised and good access from athletics facilities and ovals 	Multipurpose and functional for athletics and cricket	<ul style="list-style-type: none"> ▪ Existing building 	Existing Building

Sports ovals (Local Level Facility)	Main oval with turf wicket Smaller oval with hard wicket	<ul style="list-style-type: none"> ▪ Meets Cricket Victoria Standards ▪ Ability to cater for training and competition for other sports 	<ul style="list-style-type: none"> ▪ Link to Pavilion and Amenities 	<ul style="list-style-type: none"> ▪ Shelters and seating for players and spectators ▪ Access to club rooms amenities and shelter. ▪ Suitable for training 	<ul style="list-style-type: none"> ▪ Existing Main oval with modifications to enlarge the playing area ▪ Existing Small oval 	Existing ovals
Car Parking				<ul style="list-style-type: none"> ▪ Bus drop off area for schools 	Land acquisition northwest corner – current Water Authority site.	Allowance 150 car parks
Total Precinct Area						Realigning existing site

10. Concept Plans

Based on the components schedules HB Architects have developed high level concept designs for the three preferred sites. This distributed delivery model proposes the strategic geographical positioning of smaller sports precincts across central, south and north Horsham.

1. Dimboola Rd site – Regional Indoor Stadium (including four high ball courts) and Outdoor Netball Courts. Plus, Municipal Hockey pitch
2. Haven Recreation Reserve site – Regional Tennis, Two Municipal Soccer Pitches, Local Cricket Oval, Community Hub and Open Space
3. Dudley W Cornell site – Municipal Athletics Facility and Two Local Cricket Ovals with additional car parking and expanded main oval

10.1 Concept Plan 1 (Site Layout): Dimboola Road Site

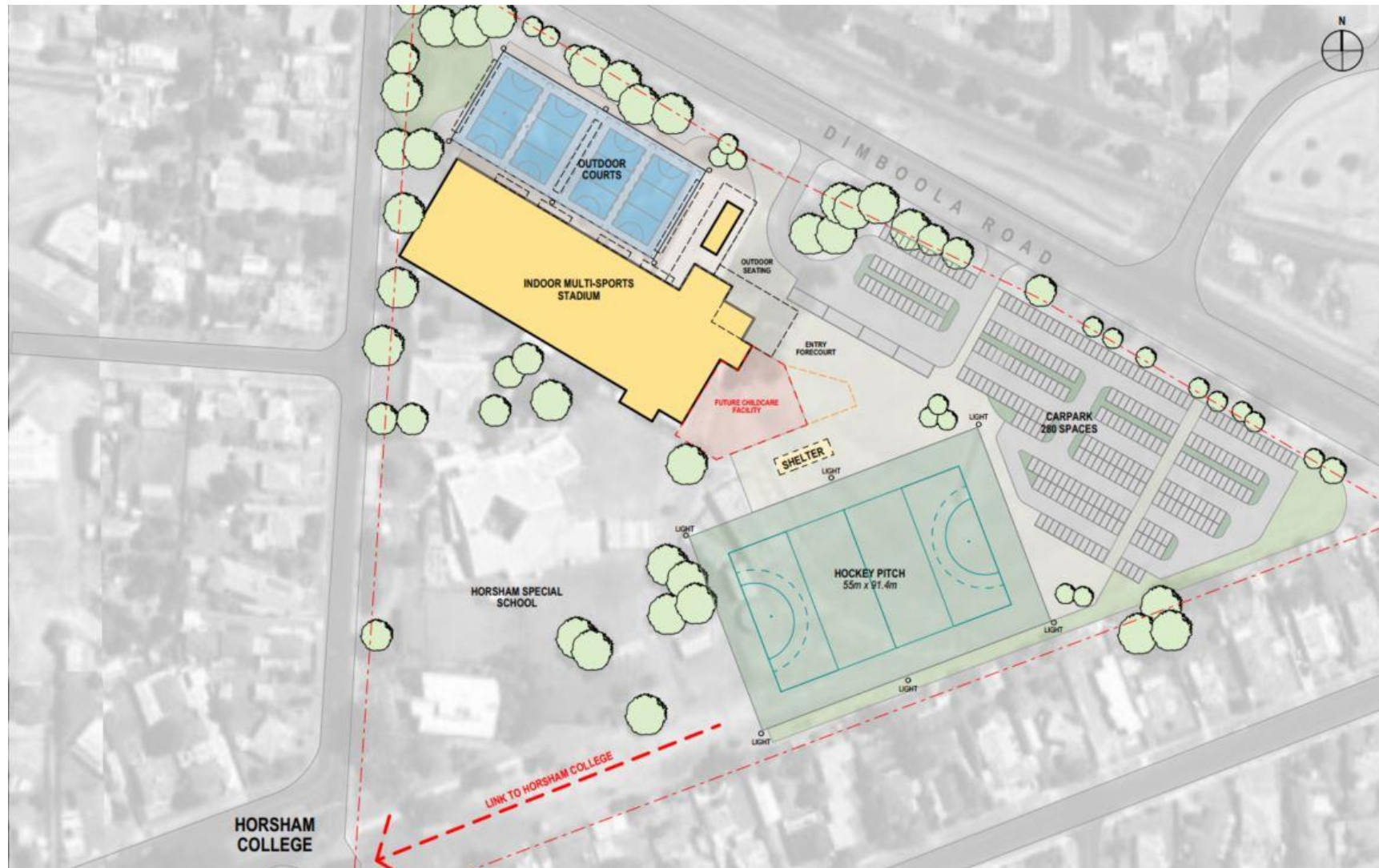


Figure 12: Dimboola Road – Site Layout Concept Plan

10.2 Concept Plan 1 (Stadium and Netball Courts Layout): Dimboola Road Site

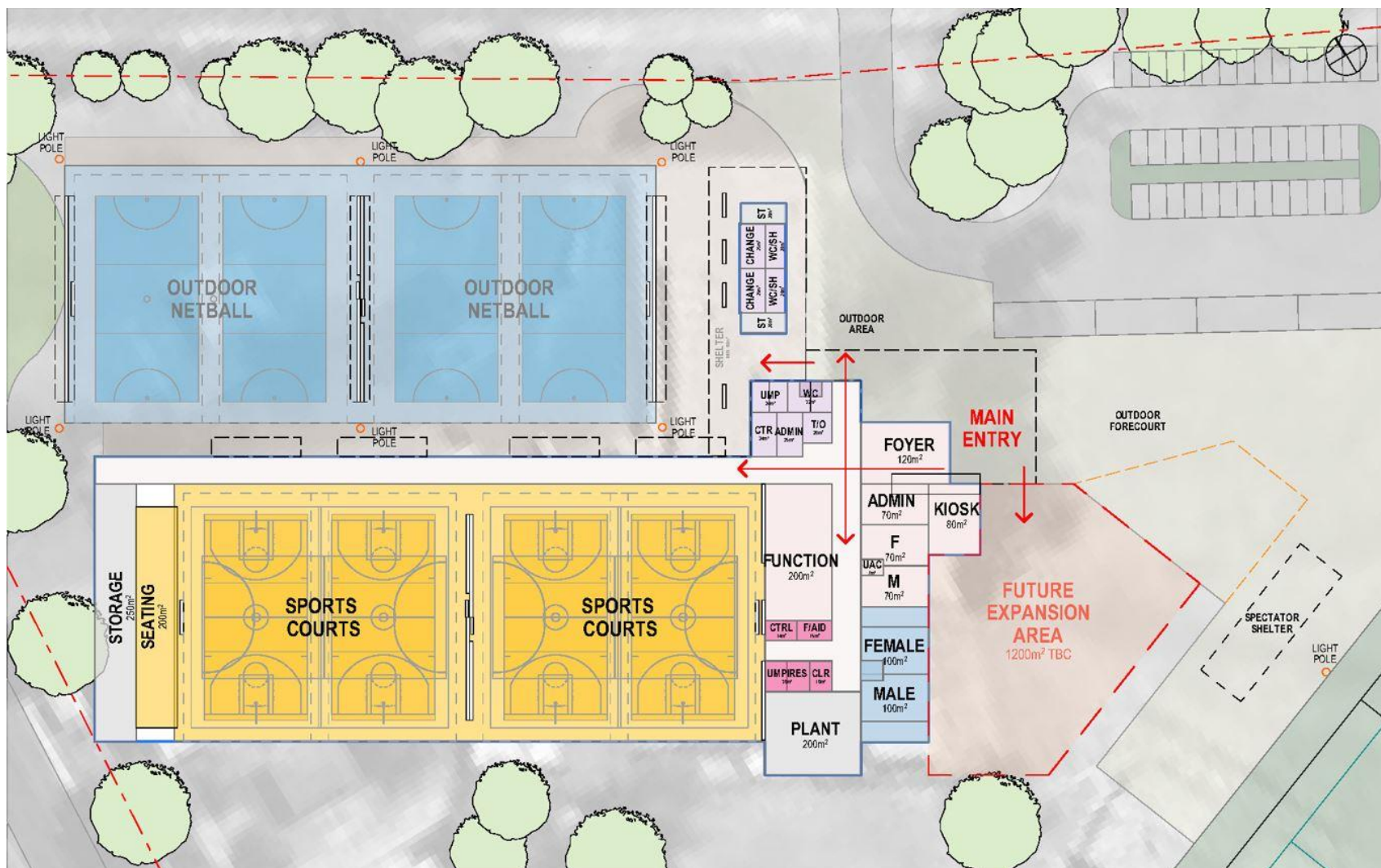


Figure 13: Dimboola Road – Indoor/Outdoor Stadium Layout Concept Plan

10.3 Concept Plan 2: Haven Recreation Reserve



Figure 14: Haven Recreation Reserve – Site Layout Concept Plan

10.4 Concept Plan 3: Dudley W Cornell Park Site



Figure 15: Dudley W Cornell – Site Layout Concept Plan

11. Indicative High Level Cost Estimates

The following table provides the high-level costs estimates prepared by independent quantity surveyors Currie and Brown Pty Ltd for the development of the three sport precincts at Dimboola Road, Haven Recreation Reserve and Dudley W Cornell Park.

Table 20: High Level Quantity Surveyor Costs Estimates

Cost Item	Dimboola Road Site	Haven Recreation Reserve Site	Dudley W Cornell Site	Total
	<i>Regional Indoor/Outdoor Stadium and Municipal Hockey</i>	<i>Regional Tennis, Municipal Soccer, Local Cricket, Community Hub and Flexible Open Space</i>	<i>Municipal Athletics Upgrades and Local Cricket</i>	
Total Building Works	\$16,745,000	\$4,928,000	-	\$21,673,000
Net Construction Cost	\$28,886,000	\$10,161,000	\$6,469,000	\$45,516,000
Total Construction Cost	\$32,649,535	\$11,451,190	\$7,320,280	\$51,421,005
Total Project Cost	\$36,600,000	\$12,236,000	\$7,759,000	\$56,595,000

Note: Current day pricing has been used in the calculations. Ability to stage the delivery of each site.

12. Financial Model and Economic Impact Assessment

This section presents the financial operational performance for a proposed Regional Indoor/Outdoor Stadium facility proposed for the Dimboola Road site.

The **Otium Analytics Financial Operational Model** provides an assessment of a facility's anticipated operations and utilisation. The model considers the facility's catchment, anticipated revenue streams, programming, membership, staffing structure, overhead expenses, additional costs (such as pre-opening expenses and add on costs), accounts for CPI and business growth over a 25-year period.

The 25-year financial model software was established in collaboration with KPMG via the Business Case for Melbourne Sports and Aquatic Centre (MSAC) in 1996/97. Over the last 25 years, the model has been used and refined for over 250 aquatic, sport, health and leisure facility projects and is recognised by local, state and federal governments as a reputable and reliable business financial forecasting and operational tool.

The key model inputs include:

- Anticipated revenue sources, which could include class income, membership, leases, admission fees etc
- Programming of spaces
- Overhead expenses and distribution
- Staffing levels and wages
- Business growth.

The model outputs include:

- Overall operating position, income per activity space, expenses per activity space
- Total anticipated visitors per activity space
- Revenue and expense per visitor
- Total FTE and wages.

12.1 Financial Model Assumptions

This section summarises the global impacts and financial operational model assumptions for the proposed Regional Indoor/Outdoor Stadium facility at the Dimboola Road site.

12.1.1 Global Impacts

The 10-year projections are developed using the following global impact assumptions.

The financial models assume existing business and usage in year one. Industry trends indicate leisure facilities increase usage annually, however this is restricted to a modest increase due to the capacity of the facility. The financial models therefore see the following business growth impacts.

Table 21: Business Growth Assumptions

Year									
1	2	3	4	5	6	7	8	9	10
98%	99%	100%	101%	102%	103%	104%	105%	105%	105%

Other global impact assumptions include:

- The financial model is annually impacted by a CPI increase. This has been set at 2.5% from year two to year 10.
- Hire and other fees price growth are set at 1% annually from year two onwards.
- An additional 2.5% is provided from year two to year 10 to account for increase to a range of different expenses.
- An additional 1.2% is provided every year to account for salary increases that may occur because of local enterprise bargain agreements and or salary increases.

12.1.2 Business Assumptions

Participation levels, operating hours, fees and charges, recurrent operating expenditure, maintenance, staffing, food and beverage and functions (hospitality) assumptions are informed by OPG benchmarking and available information on the current operations of the existing facilities.

The following list of business assumptions apply to all potential management models.

Hours of Operation

- The facility will be open for 50 weeks of the year
- The total weeks of court operation available for community sport competition, training and school use including basketball, netball, volleyball, futsal, social sport, and schools is 42 weeks. The total hours of use per week assumes 68 hours.
- It is assumed that participation and visitation level will increase through incremental sporting club membership growth across all user groups. There is a supporting summer and winter stadium schedule of use

Fees and Charges

- Entry charges are based on similar charges to indoor sporting facilities and include GST. They have also been benchmarked against other Victorian Regional Indoor Sporting Centres. The fees are based on tenants of the indoor sports courts paying an hourly rate for the use of the courts under an agreed usage or service agreement.
- It should be noted that these recommended rates are commensurate with a new contemporary indoor stadium.

The following table details proposed rates against the current court rates:

Table 22: Propose Fees and Charges

Activity	Proposed fee per court per hour
Netball competition rate	\$40.00
Netball training rate	\$30.00
Volleyball competition rate	\$40.00
Volleyball training rate	\$30.00
Futsal competition rate	\$40.00
Badminton competition rate	\$20.00
Basketball competition rate	\$40.00
Basketball training rate	\$20.00
Sport Development Programs rate	\$20.00
Schools rate	\$20.00
Regional Sport Tournament – whole venue hire	\$1,000 per day
School Tournament – whole venue hire	\$1,500 per day

- No entertainment events have been assumed for the venue due to the primary role of the venue being for community sport and school use. Provision for 16 sport tournament days has been included in the model. These include 4 basketball event days (2 weekends), 8 netball event days (4 weekends), 4 volleyball event days (2 weekends).
- Five school sport tournament days have been included in the model such as regional sport championships.

Café and merchandise

- The model assumes secondary spend income based on a percentage per spend per visitor. The model assumes the stadium operator will be responsible for the café / kiosk. An average spend of \$1.50 at a customer penetration rate of 60% of total visitations is assumed for food and beverage income. An average spend of \$5 at a penetration rate of 10% is assumed for merchandise revenue.

Operating costs

- Most recurrent operating expenditure including utilities, marketing and maintenance, floor resurfacing and cleaning are based on the industry benchmarks for similar facilities
- The model includes an allowance for public liability and building insurance.
- No allowance for sponsorship has been included in this model. There may be the opportunity to attract sponsorship as the project develops further.

Staffing

- The following organisational structure is adopted for the Centre Management. A roster summary supports the model and has been informed by benchmark examples.

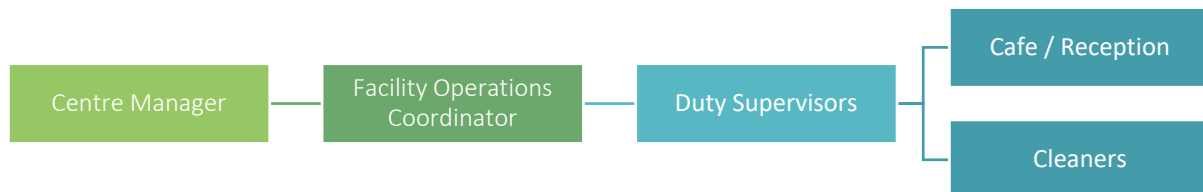


Figure 16: Proposed Indoor Stadium Organisational Structure

Asset Management and Maintenance

- Industry trends indicate that indoor sports facilities usually require an annual programmed maintenance allowance to ensure they are presented at a high standard. The high use facilities and floor resurfacing requirements will require ongoing capital funding.
- An annualised asset management allowance has been included in the financial model of \$136,000 per annum. This is informed by the Asset Management Schedule prepared by JWC Engineers on behalf of OPG and industry benchmarks of similar facilities.

Depreciation and Cost of Capital

- No allowance has been made for depreciation. This can be confirmed at a later design stage.
- No allowance has been made for cost of capital. This can be confirmed once Council has confirmed its funding strategy.

12.1.3 Court Allocation Schedule

A summer and winter court allocation schedule has been developed for the four indoor courts and four outdoor courts. Below is copy of the Winter programming schedule.

Table 23: Indoor and Outdoor Courts Winter Programming Schedule

	Monday								Tuesday								Wednesday								Thursday								Friday								Saturday							
	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8
9am-10am																																																
10am-11am																																																
11am-12noon																																																
12noon-1pm																																																
1pm-2pm																																																
2pm-3pm																																																
3pm-4pm																																																
4pm-5pm																																																
5pm-6pm																																																
6pm-7pm																																																
7pm-8pm																																																
8pm-9pm																																																
9pm-10pm																																																

Legend

Netball Competition		Futsal Competition	
Netball Training		Basketball Competition	
Volleyball Competition		Basketball Training	
Volleyball Training		Schools	
Badminton Competition		Sport Development Programs	

12.2 Financial Operational Model Summary

The table below summarises details the Base Case 10-year business projections.

The 10-year Base Case business projections indicate:

- The facility attendances are expected to gradually increase from 107,647 in year 1 to 115,336 by year 10. An annual average of 112,261 visits over a 10 year period
- Revenue is expected to increase annually ranging from \$463,777 in year one to \$659,810 by year 10. An annual average revenue of \$560,734 over a 10 year period
- Expenditure is expected to increase annually ranging from \$659,882 in year one to \$831,640 in year 10. An annual average expenditure of \$743,514 over a 10 year period
- The facility is expected to operate an annual operational deficit from year 1. The operational deficit margin will decrease from \$196,105 loss in year 1 to \$171,830 loss in year 10. An annual average deficit of \$182,780 over a 10 year period

Table 24: Base Case 10 Year Operational Business Projections

Category	Years									
	1	2	3	4	5	6	7	8	9	10
Visitations	107,647	108,746	109,844	110,942	112,041	113,139	114,238	115,336	115,336	115,336
Revenue	\$463,777	\$483,464	\$503,946	\$525,254	\$547,422	\$570,482	\$594,471	\$619,424	\$639,292	\$659,810
Expenditure	\$659,882	\$677,263	\$695,100	\$713,406	\$732,193	\$751,474	\$771,261	\$791,567	\$811,356	\$831,640
Operational Perf.	\$196,105	\$193,799	\$191,155	\$188,152	\$184,772	\$180,991	\$176,790	\$172,143	\$172,065	\$171,830

Note: Does not include development costs such as capital cost repayments, land tax, council rates, annual asset management cost and depreciation allowance.

12.3 Economic Impact Assessment

This section summarises the social and economic benefits of the proposed Regional indoor/outdoor stadium facility.

The **Otium Analytics Benefits Assessment Model** analyses the economic benefits of a proposed project and converts social and health benefits to an economic value. The assumptions and economic outputs are updated and calibrated for each project to reflect any new work on benefits calculation and the local economic conditions of the project being modelled.

Otium's Social and Economic Benefits Model provides an assessment of projects to identify:

- Direct economic benefits in terms of:
 - Capital spends
 - Revenue generated
 - Recurrent spend (operating expenditure)
 - Jobs created in construction and operation.
- Indirect economic (flow-on) benefits in terms of:
 - Additional economic activity
 - Additional jobs.
- Social and Health benefits in terms of:
 - Criminal and social justice benefit
 - Human capital benefit
 - Personal health benefit

- Productivity benefit.
- Net Present Value and BCR (benefit to cost ratios) using a range of discount rates.

The model considers a range of inputs and estimated economic outputs to derive the above, including:

- Regional economic and industry data.
- Proposed capital cost.
- Estimated recurrent/operating expenses and revenues.
- FTE jobs associated with construction and operation (usually based on industry figures for the region).
- Industry/activity specific economic multipliers.
- Likely per visit expenditure.
- Economic benefit of deferring or avoiding health costs.
- Assumptions on 10 (or more) year operating periods.
- Assumptions on management and operational models.

12.4 Benefits Assessment Model Assumptions

The following assumptions have informed the social and economic benefit model. These are:

- The total capital cost of \$36,635,000 is informed by the capital cost estimate obtained from Currie and Brown Quantity Surveyors.
- Visitation in year 1 of 107,647 growing to 115,336 in year 10. The indoor/outdoor stadium is a regional facility that will service a growing population in the regional catchment area; and host some regional sports events.
- Revenue is expected to increase annually ranging from \$463,777 in year one to \$659,810 by year 10.
- Expenditure is expected to increase annually ranging from \$659,882 in year one to \$831,640 in year 10
- The operational deficit margin will decrease from \$196,105 loss in year 1 to \$171,830 loss in year 10. An annual average deficit of \$182,780 over a 10 year period
- The average asset management allowance is \$136,000.
- Wimmera Southern Mallee Economy.id Profile has been used to inform the model assumptions. Specifically:
- The construction industry provides for 1,589 construction jobs and an estimated annual output of \$761,789 million.
- The manufacturing industry provides for 1,277 manufacturing jobs and an estimated annual output of \$906,432 million.

ABS Labour Force Survey 2022 has been used to inform the model assumptions. Specifically:

- Average weekly construction job wage is \$1,734.10.
- Average weekly manufacturing job wage is \$1,557.10.
- Average weekly retail job wage is \$1,314.40.
- A multiplier effect of 1.025 has been assumed that recognises the higher flow on effect from initial construction, regular users and from people attending regional events, noting visitors spending within the Horsham region.
- Secondary “intangible” benefits including health benefits, productivity benefits, human capital uplift and criminal and social benefits have also been measured. These benefits, measure the reduction in negative effects of poor health, productivity, and effects of crime and have been informed by the 2018 KPMG *The Value of Community Sport Infrastructure Report*. Secondary benefits are estimated at \$19,672 million in year 1 of operations to \$21,077 million in year 10.

12.5 Benefits Assessment Model Outputs

The modelling shows an increase in activity and employment generated by the facility that will provide a boost to regional income.

Social Impacts

The new facility will provide for the indoor sports participation growth in competition, programming, athlete pathways from grass root to elite teams, regional tournaments and other sports events.

The new facility will provide for an annual average visitation of 112,261 visits. A total of 1,122,606 visits over a 10-year period.

There are several additional social and productivity benefits that are difficult to quantify and are not included in this assessment and these are:

- Lower workforce absentee rates from a fitter and more active workforce.
- Career and training opportunities in the sports and recreational services.
- Volunteering benefits and urban consolidation benefits (including transport benefits) associated with the clustering of sports facilities in proximity to community services, schools, and major residential and activity centres.

Construction Phase Impact

Local jobs and an increase in regional income will be generated during the construction phase of the project.

- A total of 76 FTE jobs (61 direct jobs and 15 indirect jobs) would be generated during the construction period.
- During construction a total of \$8.78 million in regional income would be generated.⁴

Operational Phase Impact

The ongoing growth in user numbers will support an increasing number of jobs in the region:

- The operation of the facility would generate a total of 3.2 full time equivalent jobs during operations.
- On a sector basis, the jobs (FTE-direct and indirect) generated by facility users are mainly concentrated in recreational services, event services, food service and other retail.

Benefit Cost Analysis

The project is estimated to deliver a Benefit Cost Ratio of **0.51** (7% discount rate).

- The net present value of total benefits generated by the investment is estimated at \$18.57 million (7% discount) over a 10-year period.
- The total regional economic benefits (construction and operational) generated by the investment is estimated at \$15.89 million over a 10-year period.
- An indirect health benefit of \$16.84 million over the 10-year period for facility users of the facility.
- The consumer surplus value is estimated at \$2.8 million over the 10-year period for facility users.

⁴ This assumes the construction workforce would come from the Horsham LGA and adjacent areas

13. Management Model Options

This section presents an overview of Australia and Victoria's current key management trends and analyses the risks and benefits to the Horsham Rural City Council for the future management of a Wimmera Regional Multi Sports Precinct, specifically, a regional indoor high-ball facility. (Or other wording)

13.1 Overview of Management of Leisure Facilities

In the late 1980s and early 1990s, most Leisure Facilities were managed in-house by local government employees, under traditional employment awards and penalty rates. In some smaller communities (and where facilities may have had accommodation or manager's flats), some people were engaged to manage through a lease or contract. These were usually families operating a facility under a seasonal or yearly contract.

As these facilities were open 80 to 100 hours per week and salary levels through the 1990s increased significantly, annual operating deficits continued to increase. Salaries could be as much as 70% to 80% of the centre's operating expenditure.

Increasing annual operating costs led to the move from individual leases of facilities into first management contractors and a range of facility contracts. It is at this point that the formation of early commercial management companies occurred.

Over the last 25 years, the industry has seen more than five major management companies come and go into receivership. This occurred due to many companies expanding too fast and operated in a climate where the Council became more commercially aware of the contract conditions and increased their financial and visitation outcome expectations on some management contractors.

13.1.1 Current Facility Management Issues and Trends

Following a settling down period after the failure of several companies, there has been a significant change in the contract management sector.

In recent years, Belgravia Leisure has bid aggressively for contracts and has expanded its facility sector base to Golf, Wellness, Day Spa, Snow Resort and Indoor Sport facilities.

Though there has been aggressive bidding for contracts, there have been few good business deals for LGAs unless centres were very profitable.

Over the last few years, three new companies have entered the Victorian market including:

1. Aligned Leisure - which is a business arm of the Richmond Football Club
2. BlueFit - a management company based in New South Wales and Queensland and has managed several facilities in these states for several years.
3. Clublinks – formed from a background of managing Golf Courses, Clublinks now operates leisure facilities and has expanded into the local government and university sector.

13.1.2 Alternative Leisure Facilities Management Trends

The lack of contract management competition and the need to address specific community outcomes has led to a new management model where some Councils (Frankston City Council, Wyndham City Council and the City of Greater Dandenong) decided to form wholly owned subsidiary companies to operate their major leisure and sports facilities. These councils establish companies limited by guarantee and operate hands-off management services within a more corporate structure of their leisure centres.

These management models are primarily based on the long-standing (24 years) Penrith City Council (NSW) management model. The Council is the company's sole shareholder and appoints a skills-based Board of Directors to

operate the company under agreed financial terms and performance criteria. Such models need to comply with the relevant State Local Government Act.

13.1.3 Legislation to Comply with the Victorian Local Government Act (LGA)

Local Government beneficial enterprises

Recent changes to the LGA are less onerous on local government to establish a beneficial enterprise. The main changes are outlined below:

- Section 110 of the LGA 2020 permits a local government to participate in the formation and to acquire shares in a corporation.
- While the LGA 2020 has been passed and some of its provisions currently operate, section 110 of the LGA 2020 does not commence operating until 1 July 2021.
- Section 111 of the LGA 2020 sets out the local government's process before participating in a beneficial enterprise. The process is associated with evaluating the risk to the local government arising from that participation.
- The provisions in sections 110 and 111 of the LGA 2020 are less onerous on a local government than the provision that currently operates under section 193 of the LGA 1989. Section 193 of the LGA 1989 requires a local government to seek the approval of the Minister for Local Government if the total investment in the local government beneficial enterprise exceeds \$500,000.
- Ministerial approval is not required under the LGA 2020 or a local government to establish a beneficial enterprise.

The purpose of sections 110 and 111 of the LGA 2020 is to provide for a more straightforward process for local governments to follow in establishing local government beneficial enterprises. It empowers a local government to establish a beneficial enterprise and sets the process that it must follow before doing so, which is a more straightforward process to the process under section 193 of the LGA 1989.

It should be noted that since 2013 both Frankston and Wyndham Councils have set up management models (under the LGA 1989) as a Municipal Enterprise. Dandenong Council established their wholly owned subsidiary using the provisions in the LGA 2020.

13.1.4 Benchmarking

There is no one superior operating model that will suit all the Council's requirements. This is due to the varying capacity and resources of the council, the number and variety of facilities and the desired community and health outcomes a council wishes to address.

OPG recently conducted a nationwide survey of Local Government Authorities across Australia to understand the contract management arrangements for indoor sporting facilities.

Of the 169 records received as to what management arrangements were in place for facilities, most are managed under an in-house Council arrangement (76 facilities) followed by a contract management arrangement (59 facilities) and Lease Management arrangements (20 facilities). The following chart shows the breakdown of management arrangements.

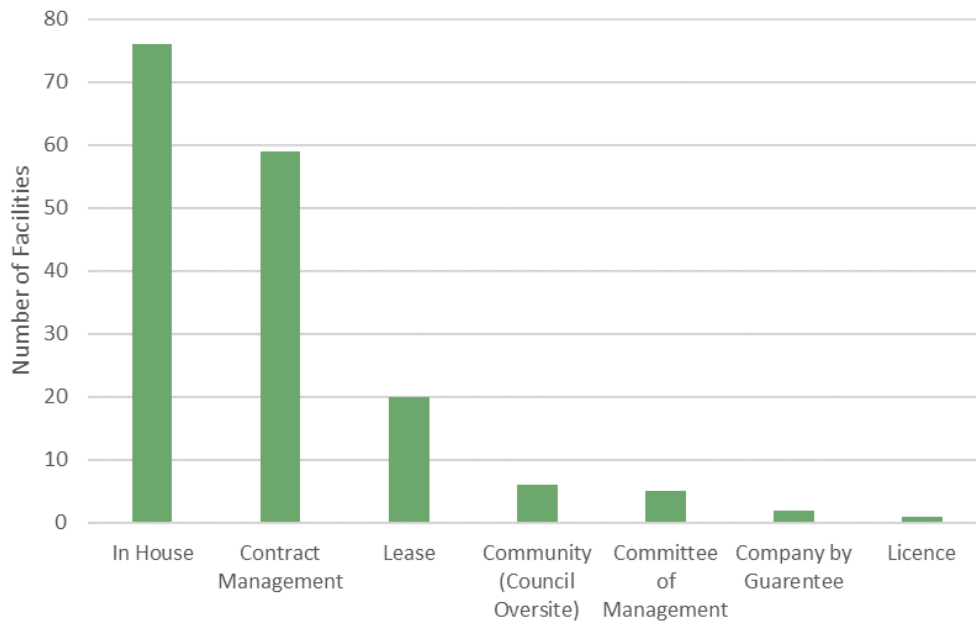


Figure 17: Breakdown of Facility Management Arrangements

13.1.5 Most Popular Management Model in Victoria

In Victoria, 21 surveys were received. Of these survey responses:

- 9 responses were from metropolitan Local Government Authorities
- 12 responses were from regional and rural Local Government Authorities.

The following key findings were identified:

- Most aquatic and leisure facilities are managed via contract management arrangement (32 facilities) followed by an in-house Council arrangement (30 facilities), committee of management arrangements (5 facilities) and lease management arrangement (3 facilities). There was also one council that had 2 facilities under a company by guarantee arrangement.
- Most indoor sports facilities are managed under an in-house Council arrangement (20 facilities) followed by a contract management arrangement (10 facilities), lease management arrangements (4 facilities) and committee of management (3 facilities).
- There are a variety of term arrangements in place across contracts and leases for aquatic and leisure facilities. These include short term contract or lease arrangements (23 facilities), contract management arrangements with options e.g., 5 + 5 + 5 years (7 facilities) and ongoing management arrangements (2 facilities). There was a greater range with regard to indoor sports facilities with short term contract or lease arrangements (5 facilities) followed by contract management arrangements with options e.g., 5 + 5 + 5 years (4 facilities), long term leases of more than 10 years (3 facilities) and ongoing management arrangements (1 facility).

13.1.6 Management Operating Trends Issues Overview

The highest costs associated with operating and managing leisure centres usually come down to three key areas. These are:

- **Staff and labour costs:** 50% to 75% of operating expenditure.
- **Energy Costs:** 15% to 20% of operating expenditure.
- **Facility Maintenance and Asset Management:** 10% to 15% of operating costs.

Depending upon the age of facilities and the technology used for plant and services, good environmental design plus fit for purpose fittings can keep energy and maintenance costs low. Gas and electricity costs have risen substantially in recent years, increasing the need to design utility saving measures. Due to the high spread of operating hours and public safety requirements, staff and labour costs are usually management's major concern.

The majority of LGA managed leisure centres have very high labour costs as most of these are paying staff under Australian Services Union Awards (ASU) using a mix of State Branch conditions. These awards can see significant penalty rates applied for out of hours and weekend work as well as significant leave and leave loading penalties.

Added to these costs are LGA sector high on-cost allowances where some centres pay 40% to 50% of salaries as on-costs.

By comparison, many contract management groups have developed their own agreements and awards through Fair Work Australia and have developed agreements that minimise out-of-hours and weekend penalty rates.

Within the last decade, some Victorian councils have had success in breaking down the standard ASU award and conditions and have achieved their own or modified LGA EB Greenfields agreement through Fair Work Australia. In return for no weekend or out-of-hours penalty rates they have negotiated some new incentives including higher hourly rates and more annual leave.

There are examples of councils such as Frankston City Council, Wyndham City Council and Moree Plains Shire Council that have chosen to implement the new management model of operating under a company limited by guarantee (also known as beneficial enterprise), whilst others have remained with an in-house management model. The City of Greater Dandenong has also recently elected to implement a company model for their suite of major leisure facilities. Each of these councils gave the company between 8-24 months' planning and preparation time from the moment the CEO was appointed to the commencement of trade.

From 1 July 2021, Sections 110 and 111 of the Victorian Local Government Act 2020 (LGA 2020) came into effect. These sections set out the process that must be followed before establishing a beneficial enterprise and replace those provisions set out in Section 193 of the LGA 1989. In general, the LGA 2020 process is simpler and less onerous than the process set out in the LGA 1989, with the requirement to obtain Ministerial approval no longer necessary in the LGA 2020. The key steps are as follows:

1. Council conducts the risk assessment as required under Section 111 of the LGA 2020.
2. Council determines the type of company structure and the form of the company's constitution and the document governing the relationship between the Council and the company.
3. Council assesses the risks and determines if the risks are acceptable resolves to form the company (or not).
4. Council registers the company.

The City of Maroondah successfully negotiated a new agreement for the redeveloped Ringwood Aquatic Centre (Aquanation). Brimbank City Council operates its centres in-house but has recently entirely restructured its Aquatic and Leisure Centre services and negotiated a separate Enterprise Agreement for this service. This process required all previous staff positions to be made redundant, and new positions to be established.

13.2 Potential Future Management Options

This section looks at the potential management models that are currently operating in the leisure industry, and then summarises options that may be feasible and suitable for the Horsham.

The main management models currently operating in the Australian Leisure Industry include:

- **Internal Management:** This is the most traditional model where councils directly employ management and staff to operate the aquatic facilities. This management model allows council full control of operations, pricing, programming, asset management and staffing. Council would then licence the use of the facilities to the sporting club or association i.e., seasonal sports ground allocation.
- **External Management:** This is where councils contract out management rights of the leisure facilities to either a professional contract management company, an individual or a sports club/association to operate

the facilities. This is usually done through a contract for an agreed term and set of conditions that binds each party.

- **Company Limited by Guarantee:** This model is an emerging one and involves council setting up a separate wholly owned company to manage and operate the facilities on its behalf. This model allows the company to be in control of all facilities based on the Management Services Agreement and key operating directions set up by council. This option is used where councils wish management to be more commercial and are prepared to hand off responsibility to the company but retain some strategic direction and control of the company. The model generally has higher start-up costs and is better suited to a network of facilities due to the economies of scale it can deliver.
- **Lease:** This is where councils lease out management rights of the leisure facilities to either a professional contract management company, an individual or a sports club/association to operate the facilities. This is usually done through a contract for an agreed term and set of conditions that binds each party.

These all have a range of differences, but they can be defined by some common linkages into two groups linked by:

- Level of control council wants or is prepared to give away.
- Level of risk council is prepared to take or want to give away.

It should be noted that the current Covid-19 pandemic has shown that a council cannot contract out risk.

This is summarised in the management linkages graphic as follows:

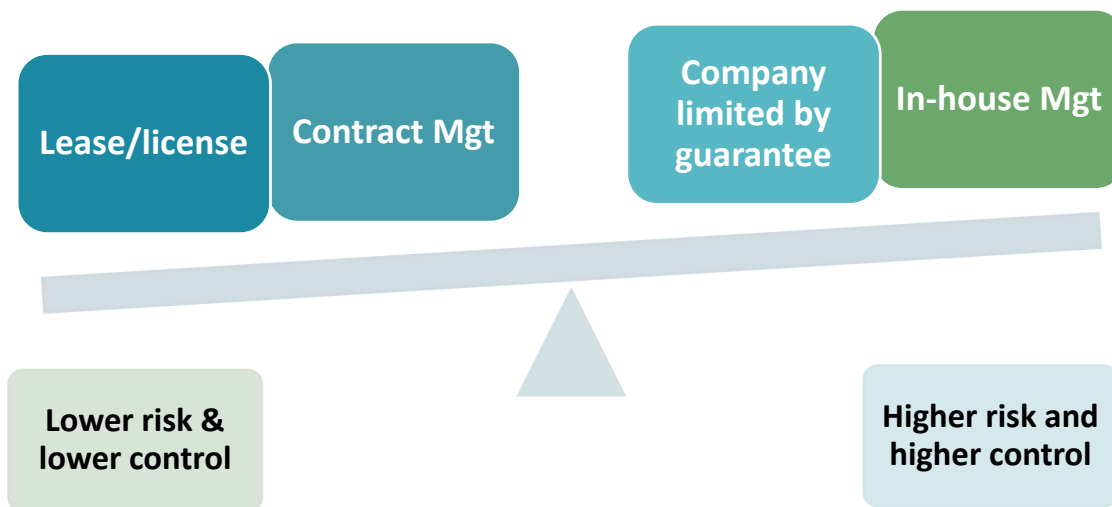


Figure 18: Management Linkages

The industry trend review indicates the most popular management models for leisure facilities in Australia currently are:

- Internal Management
- External Contract Management
- Company Limited by Guarantee
- Lease i.e., sport association operated.

Otium Planning Group has completed a review of these models against a range of facility and business operating issues as a starting point for which option may best suit the management of the Regional indoor/outdoor stadium facility. The summary is presented in the table on the following pages.

Table 25: Management Model Key Business Issues Comparisons – Dimboola Rd Regional Stadium

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
Responsible To	<ul style="list-style-type: none"> 100% responsible to Council. 	<ul style="list-style-type: none"> Contract Company is 100% responsible to shareholders and company and 0% responsible to Council for company viability. 	<ul style="list-style-type: none"> 100% responsible to company (company is wholly owned by Council). Budgets and key business indicators are set in consultation with Council via a Management Services Agreement. 	<ul style="list-style-type: none"> Lessee is 100% responsible to shareholders and company and 0% responsible to Council for viability.
Fees and Charges	<ul style="list-style-type: none"> All fees would be set by Council and are usually lower than market rates due to political process and wish to provide a community service. Essential that as many fees and charges are based on market rates and increase annually as costs increase. 	<ul style="list-style-type: none"> Some basic usage fees could be set by Council, which may be usually lower than market rates due to political process and wish to provide a community service. Contractor usually can set most of other charges at market rates or greater i.e., health/fitness/wellness etc. Essential that fees and charges are based on market rates and increase annually as costs increase. 	<ul style="list-style-type: none"> The company would recommend fees and charges to Council after reviewing business model and agreed business result and set fees and charges based on market rate and cost of service. This model can provide concessional use to community users and sets some user fees higher to compensate. 	<ul style="list-style-type: none"> Lessee usually can set all charges.
Alignment to Council objectives and achievement of agreed outcomes	<ul style="list-style-type: none"> Strong alignment to Council objectives through internal inter-departmental planning. Corporate Reporting systems will capture performance against KPI's. 	<ul style="list-style-type: none"> Alignment to Council objectives reached via Contractor aligning business plan with Council Strategies. Requires the Contractual KPI's to be aligned with objectives and sound ongoing contract management practices. Strong Contract Management practises required to monitor contractor achievement against KPI's. 	<ul style="list-style-type: none"> The company aligns its Strategic and Business Plan to Council objectives that are set out in the Management Services Agreement. Sound management practises required to monitor company performance against Strategic and Annual Plans. 	<ul style="list-style-type: none"> Alignment to Council objectives reached via Lessee aligning business plan with Council Strategies. Requires the Contractual KPI's to be aligned with objectives and sound ongoing contract management practices. Strong Contract Management practises required to monitor contractor achievement against KPI's.
Operating Hours	<ul style="list-style-type: none"> Operating hours set to ensure community access as a priority. May not be set around economic staffing model. 	<ul style="list-style-type: none"> Will want to negotiate on reduced operating hours to reduce staff salaries. Priority will be to minimise salaries and not community access unless contract specifies operating hours. 	<ul style="list-style-type: none"> Would set operating hours around when reasonable numbers of users will attend. This model will monitor usage and change operating hours to reflect when customers use the facility. 	<ul style="list-style-type: none"> Will want to negotiate on reduced operating hours to reduce staff salaries. Priority will be to minimise salaries and not community access unless contract specifies operating hours.
Participation outcomes	<ul style="list-style-type: none"> Usage sometimes may not be a primary business indicator measurement. Need to set annual targets by each activity and monitor performance. Customer focused management monitors usage and revenue. 	<ul style="list-style-type: none"> Usage targets are a key to raising predicted revenue and usually linked to marketing plan and regular budget reviews. 	<ul style="list-style-type: none"> Usage forms a key business indicator to meet budget. Very customer focused to continually grow usage and beat targets. Provides incentives to management to achieve above budget usage results. 	<ul style="list-style-type: none"> Usage targets are a key to raising predicted revenue and usually linked to marketing plan and regular budget reviews. Sporting Associations/Clubs may have an unconscious bias to promoting growth in their sport ahead of other sports.
Social and community use (e.g., gender equity, diversity, inclusion)	<ul style="list-style-type: none"> Linked to Council strategies and may benefit from Council officers' expertise in these spaces. 	<ul style="list-style-type: none"> Some contract management companies have Diversity/Inclusion Managers in their senior leadership teams. Contract can stipulate targets in these result areas. 	<ul style="list-style-type: none"> Company may not have dedicated resources. Any management service agreement can articulate a requirement that requires gender equity and inclusion as a key priority. 	<ul style="list-style-type: none"> Associations/Clubs may not have dedicated expertise or resources in this space. Contracts can stipulate targets in these result areas if required.

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
		<ul style="list-style-type: none"> Any management specification can articulate a KPI that requires gender equity and inclusion as a key priority. 		
Revenue Guarantee	<ul style="list-style-type: none"> Will have annual revenue target set as part of budget. Usually, no penalties if revenue target not met. 	<ul style="list-style-type: none"> During Covid-19, an increased number of contracts have shifted towards a non-guaranteed result Usually will not guarantee revenue (or net result) unless contract is performance based with penalties. Will usually offer best endeavours to meet revenue targets. Usually seek profit share if financial targets are bettered. 	<ul style="list-style-type: none"> Must reach or exceed revenue targets to improve financial solvency. Must trade profitably or receive an agreed annual operating subsidy and deliver the revenue budget to this target. 	<ul style="list-style-type: none"> Usually, will not guarantee revenue will be met unless contract is performance based with penalties. Will usually offer best endeavours to meet revenue targets. Usually seek profit share if beat financial targets.
Staffing Allowances	<ul style="list-style-type: none"> Staffing numbers will rely a lot on awards and rosters and associated conditions. Usually using LGA awards then staffing likely to be higher as rostering out of normal business hours has impacts and costs. Higher staff numbers tend to increase over the years. 	<ul style="list-style-type: none"> Usually in this model this is an area where contractors will be very tight and try and minimise staffing numbers to reduce operating costs. Usually, contractors have their own award and pay same staff rates across weekdays and weekends and can roster staff on at any time without penalties. When budgets are tight contractors will reduce staff as a first initiative. 	<ul style="list-style-type: none"> Will generally match staffing needs to usage and industry safety requirements. Will monitor staffing and make regular changes. Will likely have local agreement or apply Fitness Industry and other Awards and have flexible rostering conditions. 	<ul style="list-style-type: none"> Will likely have local agreement or apply Fitness Industry/other Awards and have flexible rostering conditions. Usually in this model this is an area where contractors will be very tight and try and minimise staffing numbers to reduce operating costs.
Staff Awards and Wages	<ul style="list-style-type: none"> LGA awards tend to result in highest salaries and conditions offered to staff under this management arrangement. Usually have high retention of staff. Usually retain older and more experienced staff due to better salaries and conditions. A Greenfields Agreement may offer one avenue to decrease labour costs, compared to general Council EA's. Revisions/amendments may be required to current EBA to accommodate for all roles required to operate i.e., Lifeguards, group fitness instructors, gym staff etc. Council may elect to enter negotiations to create a local area work agreement for leisure and aquatic employees. Council Employment Awards normally include higher penalty rates, which could have a negative financial impact. 	<ul style="list-style-type: none"> Some companies will have own award and associated conditions. May see higher turnover due to lower salaries and conditions. May see much younger staff as are prepared to work for lower hourly rates as not have a lot of industry experience. Will pay less per hour for most salaries so significant savings in operating budgets can be achieved. Council has less administrative responsibility - 3rd party takes all the Human Resources responsibility and administration costs associated with them. Staff likely to be engaged under Contractors EBA. A national award covers employment. Pay rates are generally lower than those of a Council's Employment Agreement. 	<ul style="list-style-type: none"> Will base salaries on key job descriptions and use an industry standard to match duties to pay. Provides fair and reasonable salaries that reward and provide incentives to beat budget targets and staffing rosters. Reward performance with part at risk salaries linked to KPIs. Most staff likely to be engaged under Greenfield EBA or Fitness Industry Award. An EBA would need to be negotiated by the Company and approved by the Board. 	<ul style="list-style-type: none"> Will base salaries on key job descriptions and use an industry standard to match duties to pay. A national award covers employment. Pay rates are generally lower than those of a Council's Employment Agreement.

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
		<ul style="list-style-type: none"> Ability to secure suitably qualified and experienced contractors may be difficult, especially in rural areas. 		
Services Cost Allowances (Note tends to be a similar cost for each option)	<ul style="list-style-type: none"> Usually based on Council contract rates and unless some key services are treated as a cost of business. 	<ul style="list-style-type: none"> Usually based on contracted rates and unless a key requirement service treated as a cost. 	<ul style="list-style-type: none"> Ongoing monitoring to reduce cost of services and to ensure most efficient models are in place. 	<ul style="list-style-type: none"> Usually based on contracted rates and unless a key requirement service treated as a cost.
Maintenance and asset management	<ul style="list-style-type: none"> Will be dependent upon Council policy and practices for asset maintenance. Sometimes when budgets are done annually maintenance can be cut. Quality and management control over maintenance and asset management. 	<ul style="list-style-type: none"> Unless prescriptive contract maintenance will be minimised as not their facility and can make savings in this area. When budgets are tight this is the area, they will not invest funds to. Hardest area to monitor in the business and many contracts fail as management does not invest in maintaining the asset. 	<ul style="list-style-type: none"> Would operate under an approved asset management plan. Contributions to maintenance and asset renewal from current operating budgets and possibly future operating surpluses. Budget requirements should be set out in an Asset Management Plan. 	<ul style="list-style-type: none"> Unless prescriptive contract maintenance will be minimised as not their facility and can make savings in this area. When budgets are tight this is the area, they will not invest funds to. Hardest area to monitor in the business and many contracts fail as management does not invest in maintaining the asset.
Management/ Administration	<ul style="list-style-type: none"> Usually obliged to take internal council administration and financial services which may be at a high cost. 	<ul style="list-style-type: none"> Will usually use a head office low-cost sharing model for management/administration. Usually, will charge an external office overhead cost for these services and this is hard to monitor against actual costs. Corporate overheads usually charged as a % of turnover. 	<ul style="list-style-type: none"> Would set up cost effective services to meet business needs which could include contracting Council Services. 	<ul style="list-style-type: none"> Would set up cost effective services to meet business needs. The Association/Club will be responsible for meeting all business and legal responsibilities.
Business Results Guarantees	<ul style="list-style-type: none"> Usually, no guarantee provided on annual business results or performance apart from normal Council checks and balances and audit requirements. 	<ul style="list-style-type: none"> Most contracts are not guaranteed against performance and the company will not enter at risk levels of financial performance. Councils need to specify guarantees to hold company to performance. 	<ul style="list-style-type: none"> Would guarantee performance as part of its statement of intent. 	<ul style="list-style-type: none"> Most contracts are not guaranteed against performance and the Association/Club will not enter at risk levels of financial performance. Councils need to specify guarantees to hold Association/Club to performance.
Risk if Business Fails	<ul style="list-style-type: none"> Treated like any part of business as part of annual operational budget. 	<ul style="list-style-type: none"> Come back to Council for bail out/renegeotiate. History of three major companies going into receivership in last 15 years so need ongoing monitoring of company financial health. 	<ul style="list-style-type: none"> Usually falls back on Council unless specified in agreement. 	<ul style="list-style-type: none"> Come back to Council for bail out/renegeotiate.
Human Resources	<ul style="list-style-type: none"> Council's HR would run recruitment and employ staff under Council EBA. Increase in FTE employees which increases Council's management of servicing those employees. Implications for associated Council departments to assist in ongoing administration or management of Payroll, 	<ul style="list-style-type: none"> External Management company would recruit staff who would be employed by their company. Industry knowledge gained through managing other sites enables the contractor to draw on staff knowledge and benchmark data. 	<ul style="list-style-type: none"> Enables a purpose-designed industry employment agreement for staff or employment under the Modern Fitness Award. Flexible staffing across the facilities and a reward and recognition system linked to the achievement of key performance indicators (KPIs) for the role. 	<ul style="list-style-type: none"> Sport Association/Club will recruit staff who would be employed by their organisation. May not have ready access to all aspects of business management expertise including but not limited to Finance, OHS/Risk, HR, IT, Marketing, AP/AR.

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
	<p>IT, Finance, AP, AR, Comms and Marketing, OHS and Risk, HR etc.</p> <ul style="list-style-type: none"> Future potential to share staff across multiple facilities and Council services. 	<ul style="list-style-type: none"> A career path potentially available for all staff through a broad organisation means the best staff in the industry are attracted and retained. Ability to draw on staff as required ensuring the facility operates with the best systems and staffing. 	<ul style="list-style-type: none"> Pay rates are market driven and/or generally lower than those of Council's Employment Agreement. The Board is recruited by Council (as per Constitution), and Company employees are all recruited by the Company. 	
Relationship with Council	<ul style="list-style-type: none"> Direct access to Council's internal services (e.g., HR, finance, asset and building services, insurances, etc). This may increase costs if the capacity of resources is currently limited, additional FTE may be required in some current team structures. Council aligns the Leisure Strategic and Annual Business Plans to Council objectives. 	<ul style="list-style-type: none"> Relationship defined by management specification of the contract. Relationship mostly occurs between Facility Manager and Contract Manager. Council requires the External Contract Manager to deliver services and programs consistent with Council objectives. Overseen by Contract Manager. 	<ul style="list-style-type: none"> The relationship is defined by the Constitution and Management Services Agreement. The relationship mostly occurs between the Company CEO and Council CEO/Director with additional meetings with Board Chair, Company CEO and Councillors and Council's Executive Team. Council appoints and removes Director's as per Constitution. Contact between Council and Company officers to solve joint operational issues and matters. The Company works for Council, not for the benefit of a private, profit-driven company. It is wholly owned by Council. Strategic Plan must be approved by Council. Annual plans and budgets agreed by Council. Retains strong control and alignment with community needs. Management Services Agreement contains register of relevant Council Policy to guide operations. 	<ul style="list-style-type: none"> Relationship defined by the lease. Relationship mostly occurs between Facility Manager and Contract Manager.
Governance and Compliance	<ul style="list-style-type: none"> Required to develop all operational procedures and documentation (possibly from scratch), which could be costly and time and labour intensive. Council will be responsible for administrative support services such as finance, marketing, human resources. Red tape and Council policies may limit service delivery and innovation and capacity to operate in the highly competitive leisure services industry (e.g., usage and access to social media, 	<ul style="list-style-type: none"> Council may have minimal control over day-to-day operations depending on contract structure. Compliance obligations set out in Contract. 	<ul style="list-style-type: none"> May create an extra level of reporting between the Company Limited by Guarantee and Council. Required to develop all operational procedures and documentation (possibly from scratch), which Council will need to fund. Required to comply with all statutory obligations including the Corporations Act. Company will usually have its own internal and external auditors to oversee audit program and EOY financials. 	<ul style="list-style-type: none"> Council may have minimal control over day-to-day operations depending on lease structure. Compliance obligations set out in lease.

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
	<ul style="list-style-type: none"> responding to market trends and issues in a timely manner, etc). Council must comply with all statutory obligations. 			
OHS & Risk	<ul style="list-style-type: none"> Operational risks rest with Council. OHS also managed by Council. 	<ul style="list-style-type: none"> External Management company would manage, and risks are shared with Council. 	<ul style="list-style-type: none"> The Company manages Strategic and Operational risks and is responsible for OHS management systems. Ultimately, Council may be joined to any serious risk claims. 	<ul style="list-style-type: none"> Lessee would manage, and risks are shared with Council.
Facility Performance Management (Key Performance Indicators)	<ul style="list-style-type: none"> Usually form part of Council's Corporate Information database and organisational performance reporting systems. KPI's set by Facility Manager and agreed by supervisor(s). KPI's reported by Facility Manager. 	<ul style="list-style-type: none"> Can be outlined in Management specification. Agreed between Council and Facility Manager and reported to Council by Facility Manager. 	<ul style="list-style-type: none"> Requirement to set annual KPI's described in Management Services Agreement. KPI's set annually in consultation with Council. KPI's reported quarterly to Council officers and presented twice yearly to Councillors by CEO and Board Chair. 	<ul style="list-style-type: none"> Can be outlined in lease. Agreed between Council and Facility Manager and reported to Council by Facility Manager.
Financial performance	<ul style="list-style-type: none"> Retention of total net return from facility operations. Financial stability of operations under Council management. Responsible for operating costs and unforeseen deficits. 	<ul style="list-style-type: none"> Contract can be structured so that if financial performance falls short of budget projections the contractor is liable for the loss. Where an operational surplus is realised, a profit share arrangement can be included. Financial stability of contract management company (e.g., RANS) and the financial/public relations costs because of collapse of company. Council is usually required to pay a management fee as well as other administration fees. 	<ul style="list-style-type: none"> Allows for a commercial approach to management and operating structure, including the ability to have a pricing strategy with commercial and concession rates. Funding from Council is fixed each financial year according to the operational budget developed by the Company. Any fluctuations in trade need to be met by the Company Limited by Guarantee. Council may need to provide a letter of comfort for the Company for its creditors in the first few years. Any surplus can be returned to Council as a dividend. 	<ul style="list-style-type: none"> Lease can be structured so that if financial performance falls short of budget projections the contractor is liable for the loss. Where an operational surplus is realised, a profit share arrangement can be included. Sports Associations may want to discuss financial arrangement including peppercorn rentals and/or leases with inclusions and exclusions (maintenance, cleaning etc).
Appointment of Centre manager/CEO	<ul style="list-style-type: none"> Council controlled and managed through current resources. 	<ul style="list-style-type: none"> External Management organisation would manage the recruitment process. Council could influence appointment by writing into the specification a requirement to be part of the recruitment panel/process. 	<ul style="list-style-type: none"> Company would manage the recruitment process. Council could influence appointment by writing into the Management Services Agreement a requirement to be part of the recruitment panel/process or that the proposed CEO present to Council. 	<ul style="list-style-type: none"> Sports Association/Club would manage the recruitment process. Council could influence appointment by writing into the specification a requirement to be part of the recruitment panel/process.

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
Branding	<ul style="list-style-type: none"> Ability to cross promote with other Council activities and services and to use services and programs as marketing tools for other Council departments. Sole community recognition as a Council facility and service. 	<ul style="list-style-type: none"> Set out in contract and agreed on with the Contract Manager to adhere to brand guidelines. Compliance is managed by contract manager. Community recognition of Council's delivery of services and facilities may get diluted in the contractor's branding. 	<ul style="list-style-type: none"> Set out in Management Services Agreement that the Company must adhere to visual style guide. Compliance usually overseen by Council representative. 	<ul style="list-style-type: none"> Set out in lease and agreed on with the Contract Manager to adhere to brand guidelines. Compliance is managed by contract manager. Community recognition of Council's delivery of services and facilities may get diluted in the contractor's branding.
Delivering program and services at the facility	<ul style="list-style-type: none"> Total and sole management control of the facility, services, programs and maintenance. Sole community recognition as a Council facility and service. Quality control over programming and delivery. 	<ul style="list-style-type: none"> Depending on contract structure the contractor may have greater freedom to deliver improvements in operational efficiencies and to adopt a more commercial approach. Reciprocal usage agreements for members are easier to deliver if all facilities are managed by same organisation. May be reduced social / community benefit - contractor may only offer profitable programs and services and may disregard the social needs of the broader community. 	<ul style="list-style-type: none"> Can offer broad range of programs and services to users. Can operate with complete flexibility to meet Council's service and programming objectives and maintain commercial competitiveness in an open market. 	<ul style="list-style-type: none"> Depending on contract structure the Sports Association/Club may have greater freedom to deliver improvements in operational efficiencies and to adopt a more commercial approach. Reciprocal usage agreements for members are easier to deliver if all facilities are managed by same organisation. May be reduced social / community benefit – Lessee may only offer profitable programs and services and may disregard the social needs of the broader community.
Stakeholder management (Clubs and associations)	<ul style="list-style-type: none"> Management by Council consistent with existing Council policy. 	<ul style="list-style-type: none"> Reciprocal usage agreements for members and clubs are easier to deliver if all facilities are managed by same organisation. Some contract management company's value adds to the community above their contracted responsibilities. 	<ul style="list-style-type: none"> Managed by the Company in a consistent manner with Council objectives. 	<ul style="list-style-type: none"> Sporting Association/Club will manage all stakeholders in a consistent manner with Council objectives. Perception of bias by other sports possible.
Customer Experience and Service Quality	<ul style="list-style-type: none"> Managed by Facility management and reported to Council. Council is responsible for resolution. 	<ul style="list-style-type: none"> Managed by External Management Company. Reported to council but resolved by External Management Company. 	<ul style="list-style-type: none"> Managed by the Company. Reported to council but resolved by Company. 	<ul style="list-style-type: none"> Managed by Sporting Association/Club. Reported to council but resolved by Sporting Association/Club.

13.2.1 Implications for management of a regional sports facility

The information in the table above provides a general comparison overview of the leading management approaches. Many of these factors will be determined by the management contract specification, how prescriptive it is regarding business performance and guaranteed results as well as the market conditions and competitiveness of the bid.

For some facilities the traditional direct employment of staff under LGA awards and conditions does not suit this industry because of the need for longer operating hours per day and the need to work on weekends and public holidays. LGA awards, in general, do not suit these facilities because they set conditions such as operating hours normally as weekdays 8.00am to 6.00pm and outside of these hours and days penalty rates may apply. In most leisure centres, more than 50% of normal operating hours occur when penalty rates apply.

Contract management companies have not had to apply the LGA awards to their staffing as they can apply and set up a local award that recognises out of hours and weekend work as a normal part of the industry. Many management contractors have therefore been able to pay lower salary rates to employees and initially, this was a major reason to move to contract management for some LGAs.

As salaries and award conditions have continued to increase over the years, the gap in the cost of staff has also increased. Some LGA's have been able to modify their local area agreements to reflect these industry-specific issues, whilst others that wanted to maintain ownership and control have developed the internal company model. The appointed company owned by the LGA sets up the facilities and can develop their own award and conditions or employ under the Fitness Industry Award, which has similar conditions to contract management companies.

It should be noted that the number of companies in the marketplace with the capability to manage and operate specialist facilities is now increasing. This positively impacts the number of bids received for management tenders and assists with the competitiveness of the tender offers.

Recognising the high cost of labour for the traditional internal management model and lack of flexibility operating under LGA awards, the industry is broadly moving towards managing these constraints by either:

- Establishing restructured internal management teams that operate under a newly negotiated 'industry appropriate' enterprise agreements. This allows Council to negotiate a new EA with market competitive salaries and conditions (i.e., lower salaries and wages) enabling the internal model to become more financially competitive with both the external contract and company limited by guarantee models.
- Operating under the contract management model.
- Setting up the new internal management company model (company limited by guarantee).

Moving to a Company model requires ongoing effort by both parties to maintain and develop relationships between the Board and Council. With a change in Councillors every four years and Board turnover it is imperative that both parties continue to invest in the relationship and communicate openly to maximise outcomes.

The in-house model retains high levels of control for Council and, as an in-house business unit, aligns strongly with Council's strategic direction and objectives. This model will come with higher risk to Council and generally with higher labour costs.

14. Funding Strategy

The provision of sport and active recreation infrastructure is defined in several Government policy documents and operational frameworks. Funding for the construction and ongoing operational cost of sport and recreation facilities is derived from both government and private sources. From a government perspective, the cost of sport and active recreation facilities is justified by the outcomes delivered – social capital, community development, economic impact, employment, health and education outcomes and tourism.

Government funding of public access sports facilities in Australia generally comes from departments/agencies overseeing infrastructure. Depending upon location, funding may be supported by either urban or regional planning strategies.

Grants from either state and/or federal governments to local government authorities focus on infrastructure and economic development but may be justified as having multiple community benefits – public health, community development, employment, tourism, education, etc. Facility planning may be linked to sport and active recreation programming since the delivery of programs may require an investment in facilities.

Each State/Territory generally has three streams of sport/recreation facility planning:

1. A major sports facility strategy that aligns with other policy areas (employment, tourism, transportation, etc.)
2. Departments of Education prioritise facility plans as part of capital investment in schools, and
3. Departments of Sport and Recreation have funding programs/strategies to help Local Government authorities or State Sporting Organisations to develop facilities.

The table below summarises Government funding opportunities and provides an estimated likelihood of application success.

Table 26: Funding Program Opportunities

Program	Government	Max Funding	Key Outcomes required	Phase funding will be assessed (Regional and Rural Victoria)	Commercial/Private Investment	Likelihood of Success Low/Med/High	Past Recipients
Local Sports Infrastructure Fund - Indoor Stadiums/Aquatic Facilities	VIC	<ul style="list-style-type: none"> 1 application only per LGA Maximum total grant amount per applicant up to \$2,500,000 Open May 2022 Closing 12 July 2022 	<ul style="list-style-type: none"> Only for Indoor Stadiums/ Multi Sports Courts/Aquatic Leisure Centres Successful projects will need to commence construction within six (6) months of executing a funding agreement. 	SRV= \$1 Local = \$1	NA	High	https://sport.vic.gov.au/data/assets/word_doc/0028/186049/2021-22-LSIF-Successful-Applications-Website-Version.docx
Local Sports Infrastructure Fund - Female Friendly Facilities	VIC	<ul style="list-style-type: none"> Unlimited applications up to \$1,000,000 per LGA Maximum total grant amount per applicant up to \$1,000,000 Open May 2022 Closing 12 July 2022 	<ul style="list-style-type: none"> Building new or redeveloping/refurbishing existing change rooms. Installing new or redeveloping existing sports lighting. Building new or redeveloping existing sports fields. Building new or redeveloping existing multi-sport courts. Building new or redeveloping existing pavilions. Applications that do not sufficiently demonstrate existing female participation are not eligible for funding from this stream. 	SRV= \$3 Local = \$1	NA	High	https://sport.vic.gov.au/data/assets/word_doc/0028/186049/2021-22-LSIF-Successful-Applications-Website-Version.docx
Local Sports Infrastructure Fund - Community Facilities	VIC	<ul style="list-style-type: none"> Unlimited applications up to \$600,000 per LGA Maximum total grant amount per applicant up to \$300,000 Open May 2022 Closing 12 July 2022 	<ul style="list-style-type: none"> Building new or redeveloping/refurbishing existing change rooms. Building new or redeveloping existing multi-sport courts. Building new or redeveloping existing sports fields. Active recreation Installing new or redeveloping existing sports lighting. Outdoor seasonal parks BMX, Skate Parks Scoreboards Fixed Equipment 	SRV= \$3 Local = \$1	NA	High	https://sport.vic.gov.au/data/assets/word_doc/0028/186049/2021-22-LSIF-Successful-Applications-Website-Version.docx
Local Sports Infrastructure Fund - Community Sports Lighting	VIC	<ul style="list-style-type: none"> Unlimited applications up to \$250,000 per LGA Maximum total grant amount per applicant up to \$250,000 Open May 2022 Closing 12 July 2022 	<ul style="list-style-type: none"> Installing new or redeveloping existing sports lighting. 	SRV= \$3 Local = \$1	NA	High	https://sport.vic.gov.au/data/assets/word_doc/0028/186049/2021-22-LSIF-Successful-Applications-Website-Version.docx
Local Sports Infrastructure Fund – Planning	VIC	<ul style="list-style-type: none"> Up to 2 1 Facility or 1 Municipal and 1 Regional \$30,000 (Facility) \$40,000 (Municipal) \$50,000 (Regional) Open May 2022 Closing 12 July 2022 	<ul style="list-style-type: none"> FACILITY: Facility planning documents supporting shovel readiness e.g., Schematic plans, Quantity Surveyor estimates and Geo-tech investigations MUNICIPAL: Recreation and leisure strategies Facility feasibility planning Master planning for 3+ sites REGIONAL: Specific sport Strategic planning Active recreation plans 	SRV= \$3 Local = \$1	NA	High	https://sport.vic.gov.au/data/assets/word_doc/0028/186049/2021-22-LSIF-Successful-Applications-Website-Version.docx

Program	Government	Max Funding	Key Outcomes required	Phase funding will be assessed (Regional and Rural Victoria)	Commercial/Private Investment	Likelihood of Success Low/Med/High	Past Recipients
Growing Regions Fund	Federal	2022/23 Information not yet released	<ul style="list-style-type: none"> This will help drive regional economic prosperity by providing access to funding for capital works for community and economic infrastructure across our rural and regional areas. Information on program guidelines, eligibility criteria and the application process will be provided in due course. 	TBA	TBA	TBA	https://www.infrastructure.gov.au/territories-regions-cities/regional-australia/growing-regions-program
Community Sport Infrastructure	Federal	\$500,000 New government to advise program.	2022/23 Information not yet released	TBA	TBA	TBA	https://www.sportaus.gov.au/grants-and-funding/community-sport-infrastructure-grant-program
Business Recovery Energy Efficiency Fund (BREEF) Capital Works Grant	VIC	\$24M in total, projects under \$2M will be considered favourably Program currently closed	<ul style="list-style-type: none"> Operate in Victoria. Have an Australian Business Number (ABN). Have a site using over 40 megawatt-hours (MWh) of electricity or over one terajoule (TJ) of gas per year, demonstrated by 12 months' worth of energy bills or meter data, or evidence from their energy provider, representing pre-COVID-19 usage. Next round of funding details not yet released 	Purchase and Installation of energy efficiency equipment ready to commence after contract execution	NA	High	https://www.victorianenergy.saver.vic.gov.au/energy-advice-for-business/business-recovery-energy-efficiency-fund
Advancing Renewables Program (ARP)	Federal	Grants awarded to Activities under the Program are expected to be between \$100,000 and \$50 million.	<ul style="list-style-type: none"> ARP is currently continuously open Merit Criterion A – how well does the Activity contribute towards the Program Outcomes Merit Criterion B – assesses the capability and capacity of the applicant and activity partners to deliver the activity Merit Criterion C -how well is the activity designed and articulated, risks assessed and compliance with program requirements Merit Criterion D – what is the applicants financial capacity to deliver the activity, is the activity commercially viable without funding, what are the total costs Merit Criterion E – the value of the knowledge generated by the activity, how well that knowledge is targeted to specific audiences, how the applicant will capture, store, and disseminate the data, information, and lessons learned from the activity. 	Applicants typically expected to at least match the funding	N/A	Med	https://arena.gov.au/funding/advancing-renewables-program/

Notes:

1. Additional “one-off” grant and funding opportunities may be introduced by Governments in the future
2. Pending election results, program names, funding limits, criteria and program structure may change in the future

14.1 Benchmarking and Case Studies

Over the past 12 years, there has been an increasing trend towards partnership funding between various levels of government (local, state and federal) to share the cost of the development of such capital-intensive facilities. There are now several precedents where either state or federal governments or both have provided differing levels of funding support for the development of aquatic and leisure facilities and indoor stadiums. These funding contributions are based on the development's capacity to contribute to increased local and regional employment, significant economic and social benefits, and facility users' ongoing health and activity benefits.

Recently, there have been significant improvements through the construction of environmentally sustainable facilities replacing older facilities that require high energy usage and produce large carbon-footprints.

Examples of some Victoria Sport and Recreation facility funding mix options are detailed in the following table.

Table 27: Victorian Aquatic Leisure Centre Funding Mix

Year	Local Government Area	Facility	Project Value	Local Government Funding	Federal Government Funding	State Government Funding
2018	City of Greater Bendigo	Gurri Wanyarra Wellbeing Centre	\$35.0M	\$14.155M	\$4.885M	\$15.0M
2018		Indoor Stadium	\$23.6M	\$18.6 (Council and stadium management)		\$5M
2018	Mornington Shire Council	Rosebud Aquatic Leisure Centre	\$49.0M	\$39.0M	\$5.0M	\$5.0M (interest free loan)
2018	Latrobe Council	Gippsland Regional Aquatic Centre	\$54.0M	\$0M	\$0M	\$54M (\$46M grant and \$8M interest free loan)
2020		Gippsland Regional Indoor Sports Stadium	\$19M		\$2M	\$17M La Trobe Valley Authority
2019#	City of Brimbank	Brimbank Aquatic and Wellness Centre	\$55.1M		\$1.53M towards an integrated renewable energy system, through the Australian Renewable Energy Agency's (ARENA) Advancing Renewables Program	\$2M grant
2019#	City of Darebin	Northcote Aquatic and Recreation Centre	\$63.5M	\$53.5M	Nil	\$10M loan via Community Sports and Infrastructure Scheme
2021		Narrandjeri Indoor Stadium	\$34M	\$31M		\$3M
2019	City of Boroondara	Kew Recreation Centre	\$75M	\$73M	Nil	\$2M (Local Sports Infrastructure Fund)
2021/2022	City of Ballarat	Ballarat Sports and Events Centre Indoor Stadium Redevelopment	\$24	\$5M	\$10	\$9M

Year	Local Government Area	Facility	Project Value	Local Government Funding	Federal Government Funding	State Government Funding
2020/2022#	Macedon Ranges Shire	Macedon Ranges Regional Sports Precinct	Stage 1 \$25.8 Stage 2 \$15M	\$10.9M		\$11.6M SRV \$3.2M Growing Suburbs \$100K AFL Victoria
2020	Surf Coast Shire Council	Wurdi Baierr Indoor Stadium	413.5	\$5.5	\$5M	\$3M
2021#		Surf Coast Aquatic and Health Centre	\$39.25M	\$5.25M	\$20.0M	\$14.0M (\$10M pledge and \$4M Growing Suburbs Fund)

Note # Project still in design or construction phase.

14.2 Summary Benchmarking

The following summarises key elements required to maximise the likelihood of securing external funding support for the implementation of the Wimmera Regional Multi-Sports Precinct Plan and other facility upgrades:

- Detailed evidence-based feasibility study that identifies the need, benefits, impacts and outcomes
- Cohesive partnership between the community, council, and other levels of government with all parties understanding the key drivers and agreed outcomes
- Capacity for the project to contribute to the economic growth of the wider region
- Capacity for the project to improve on the financial and environmental sustainability of the either existing or proposed new facilities
- Alignment of the project to Council Strategic Plans
- Alignment of project to State and Federal Governments priorities e.g.
 - Drives economic growth
 - Builds stronger regional communities into the future.
 - Responds to demand for new or increased participation opportunities
 - Improves diversity and inclusion by increasing participation by disadvantaged communities and under-represented groups identified in *Active Victoria*.

15. 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: Site Assessment

WIMMERA REGIONAL MULTI-SPORT PRECINCT - SITE ASSESSMENT TOOL

DISTRIBUTED PRECINCTS MODEL

Detailed Site Criteria	Site 1 Jenkinson Avenue Site		Site 2 Remlaw & Natimuk Road		Site 3 Racecourse Reserve Site		Site 4 South of Police Paddock		Site 5 South of the River Site		Site 6 Showgrounds		Site 7 Haven Recreation Reserve Distributed Model Only		Site 8 Dudley W Cornell Reserve Distributed Model Only		Site 9 Viduarone Site Distributed Model Only		Site 10 Dimboola Road Site Distributed Model Only	
	Score	Comments	Score	Comments	Score	Comments	Score	Comments	Score	Comments	Score	Comments	Score	Comments	Score	Comments	Score	Comments	Score	Comments
Phase 1 – Suitability of site for facility development																				
1. Location to Catchment Population	7	Close proximity to Horsham West residential areas and 3km from CBD. On the fringe of town, no intention at this stage to rezone land to residential but it is a long term growth area option identified in Horsham Framework Plan and ideal as it is in one land ownership	7	Close proximity to Horsham West residential areas and 2.7km to CBD	8	Prominent central location and 1km to CBD. Flooding considerations. Will be captured by a Special Building Overlay	7	Close proximity to Horsham North residential areas and 2.4km to CBD. Subject to a possible rezoning to facilitate housing and a tourism / solar farm facility. A consolidated sports facility would utilise much of the site. Possibly a willing land owner. Also need to be mindful of the existing property in the far west corner of the site.	7	Close proximity to Horsham South residential areas and 3km to CBD. Growing community facilitated through Horsham South Structure Plan. The Structure plan could nominate land for a sports precinct (consolidated or distributed) and be implemented into the scheme. Possibility to carefully consider interface requirements for future surrounding housing through upgrades to Plumpton Road and the intersection would be required.	8	Prime central location and 0.5km to CBD. Flooding considerations and a mix of land ownership arrangements. Agricultural Society land not available for use. Long term crown land lease in place with Greyhound Racing Club.	6	Good proximity to Horsham South and Haven residential areas and 4.5km to CBD. Growing community facilitated through Horsham South Structure Plan. The Structure plan could nominate land for a sports precinct (consolidated or distributed) and be implemented into the scheme. Possibility to carefully consider interface requirements for future surrounding housing through upgrades to Plumpton Road and the intersection would be required.	7	Close proximity to Horsham North Residential areas and 1.7km to CBD	8	Close proximity to Horsham North Residential areas and 1.7km to CBD	8	Close proximity to Horsham College and Horsham West Residential areas and 1.3km to CBD
2. Size of Site Meets Development Requirements	8	(Site is 152.30ha) Need advice on planning progress	2	(Site is 52.81ha) Need advice on planning progress. Already has an approved planning permit. No land available	2	(Site is 32.32ha) Requires relocation of racecourse	8	(Site is 49ha) Need advice on planning progress	8	(Site is 65.51ha) Need advice on planning progress	2	(Site is 14.74ha) Needs relocation of greyhound track	6	Site too small for large sports precinct but may cater for regional tennis, soccer and shared pavilion	4	Site too small for large sports precinct but may support cricket and soccer more affectively if athletics is relocated.	6	Site too small for large sports precinct but may Indoor Stadium and Outdoor Netball Courts	6	Site too small for large sports precinct but may cater for Indoor Stadium and Outdoor Netball Courts
3. Public and Active Transport Access	4	Possible future connection	4	Possible future connection	6	Within proximity of Bus service	4	Possible future connection	4	Possible future connection	8	Within walking distance of bus service	4	Possible future connection	8	Within walking distance of bus service	8	Within walking distance of bus service	8	Within walking distance of bus service
4. High Visibility / Prominent Site	7	Access to Major arterial Dimboola Road	6	Access off Natimuk Road	8	Access to major arterial Wimmera Hwy, close to CBD	8	Access to major arterial Wimmera Hwy	4	Access via secondary street	8	Access to major arterial Western Hwy, close to CBD	5	Access via major arterial but not in major population area	2	Access via secondary street and C231	8	Access to major arterial Western Hwy, close to CBD	8	Access to major arterial Dimboola Road, close to CBD
5. Land Suitability	8	No known history of contamination, low neighbourhood amenity impact.	4	No known history of contamination, high neighbourhood amenity impact.	6	No known history of contamination, low neighbourhood amenity impact. Significant wetlands area in the middle of the site.	8	No known history of contamination, low neighbourhood amenity impact.	6	No known history of contamination, low neighbourhood amenity impact. Flood overlay impacts a significant portion of the site.	6	No known history of contamination, low neighbourhood amenity impact. Flood overlay impacts a significant portion of the site (only excludes the greyhound track).	8	No known history of contamination, low neighbourhood amenity impact.	6	No known history of contamination, high neighbourhood amenity impact.	4	History of contamination for part of the site, moderate neighbourhood amenity impact. Flood and LSIO overlay challenges. Highly reactive soil.	6	No known history of contamination, moderate neighbourhood amenity impact.

6. Transformative / Place – contributes to the local area	8	New sports precinct within growth area. Identified as a future potential growth area. Housing Strategy to determine but there is a preference for infill.	8	New sports precinct within growth area	2	Would need to displace the race track and relocate at significant capital cost	8	New sports precinct within growth area. This would bring substantial community benefit (even a distributed model using this location). Residents are seeking investment in their Horsham North neighbourhood. There would be considerable support for this location from the community	8	New sports precinct within growth area	2	Would need to displace the race track and relocate at significant capital cost, 21 year lease renewal recently awarded	8	Add regionally significant sports facilities to an existing sports precinct	6	Existing sports precinct however would need to displace existing uses	6	Existing sports precinct however would need to displace existing cycling use	7	Existing sports precinct however would need to displace existing oval users
7. Transformative / People - contributes to the wide engagement of people.	8	Contributes new sports users, visits and events	4	Contributes new sports users, visits and events, however would have neighbourhood amenity impacts on existing residential	2	Contributes new sports users, visits and events. However at the cost of removing the racecourse events from the CBD	6	Contributes new sports users, visits and events, however would have neighbourhood amenity impacts on existing residential	6	Contributes new sports users, visits and events, however would have neighbourhood amenity impacts on existing residential area	2	Contributes new sports users, visits and events. However at the cost of removing the showgrounds/ greyhounds events from the CBD	8	Contributes new sports users, visits and events. However it is outside of the major population area.	6	Contributes new sports users, visits and events, however would have neighbourhood amenity impacts on existing residential	6	Contributes new sports users, visits and events, however would have neighbourhood amenity impacts on existing residential	6	Contributes new sports users, visits and events, however would have neighbourhood amenity impacts on existing residential area
8. Access to Land and Timing of Development	2	Medium to long term timeframe based on current land use planning activity. Housing strategy will investigate this site. But it has not commenced and will take 3 years from to implement. Owner is not interested in selling the land, required for farming purposes.	2	Requires significant planning and possible land purchasing to secure required land size. Owner and developer not interested in selling the land.	2	Long term, requires relocation of racecourse and likely at the cost of Council	8	Current application with Council for residential development, solar farm and horticultural business. Potential as part of distributed model for hockey. The Local Area Plan and rezoning investigations can assist with a rezoning to facilitate a sports facility.	2	Medium to long term timeframe based on current land use planning activity. Planners discussion required if viable site. The Horsham South Structure Plan will consider rezoning this land appropriately for a sports facility (consolidated or distributed). Owner is not interested in selling the land.	2	Long term, requires relocation of racecourse and likely at the cost of Council	8	Short to medium term. Council own land, existing sports precinct with open space area for potential development	4	Requires significant planning and possible land purchasing to secure required land size	8	Short to medium term. Crown land approval required, existing sports precinct	8	Short to medium term. Department of Education approval required, existing sports precinct
Stage One Result	52		37		36		57		45		38		53		43		54		57	

9. Planning/ Zoning	2	Would require rezoning for development. DDO3 overlay relating to Horsham airfield - FZ. Owner is not interested in selling or rezoning the land.	2	Significant residential development in progress limited space for sporting infrastructure. DDO3 overlay relating to Horsham airfield - GRZ1 and PUZ7	4	Suitable zone for development, however Racecourse would need to be relocated. DDO3 overlay relating to Horsham airfield - PPRZ	4	Would require rezoning for development. Residential development planning application currently being considered. DDO3 overlay relating to Horsham airfield - GRZ1 and FZ. A high likelihood of a rezoning in the very near future. A section 173 agreement could be considered to safeguard land for a future sports facility	2	Would require rezoning for development. Horsham South Structure Plan currently in progress. DDO3 overlay relating to Horsham airfield. Partial floor overlay and development plan overlay - GRZ1, IN12 and FZ. Structure Plan is going to facilitate a rezoning in the very near future. Owner is not interested in selling the land.	4	Part of the site suitable for development. Greyhound track would need to be relocated. L510 - Land subject to inundation overlay and flood overlay - SUZ4 and PPRZ	8	Suitable zone for development. DPO2 - Development Plan overlay rural living. Designated bushfire prone area - PUZ2, 6 & 7	8	Suitable zone for development. DDO - Design Development Overlay and DDO3 overlay relating to Horsham airfield - PPRZ	4	Suitable zone for development, however significant flood risk area. L510 - Land subject to inundation overlay and DDO3 overlay relating to Horsham airfield - PPRZ	8	Suitable zone for development. Zoned PUZ2 - education.
10. Site Services (Electrical, Water, Gas, Sewer and Storm Water)	6	M - Site services will need to be provided to the site	8	H - Site services available	8	H - Site services available	6	M - Site services will need to be provided to the site, but when development occurs. Likely shared cost of infrastructure	6	M - Site services will need to be provided to the site	8	H - Site services available	8	H - Site services available, upgrades may be required	8	H - Site services available, upgrades may be required	8	H - Site services available, upgrades may be required	8	H - Site services available, upgrades may be required
11. Site Geology (Contamination)	8	H - Flat site with no known contamination	8	H - Flat site with no known contamination	8	H - Flat site with no known contamination	8	H - Flat site with no known contamination	7	H - Land topography is moderately sloped but no known contamination	6	M - Flat site with no known contamination. The land adjacent to the showgrounds (stadium and velodrome area) is known to be highly reactive soil. There is also	8	H - Flat site with no known contamination	8	H - Flat site with no known contamination	6	H - Flat site with no known contamination, demolition and leveling of velodrome would be required. Highly reactive soil would need to be considered if	8	H - Flat site with no known contamination, demolition/relocation of some existing building would be required.
12. Site Access and Traffic Impacts	4	L - Site is accessible from a secondary road with no existing car parking	4	L - Site is accessible from a secondary road with no existing car parking	8	H - Site is accessible from a secondary road with some existing car parking	4	L - Site is accessible from a secondary road with no existing car parking	4	L - Site is accessible from a secondary road with no existing car parking. Road upgrades can be facilitated through structure plan. Designs are in progress for intersection upgrade	6	M - Site is adjacent to existing internal with some existing car parking	8	H - Site is accessible from a secondary road with some existing car parking	6	M - Site is adjacent to existing internal road and some existing car parking, however located within a condensed residential area	6	M - Site is adjacent to secondary road and some existing car parking. Additional car park provision would be required	6	M - Site is adjacent to main arterial road and some existing onstreet car parking. Additional car park provision would be required
13. Impact on Current Users	8	H - No current users of site	6	M - No current users of site, however significant residential development limits the use of the remaining available land	4	M - Site would require a master plan to relocate structures/ activities of Racecourse to accommodate sports precinct	8	H - No current users of site	8	H - No current users of site	4	M - Site would require a master plan to relocate structures/ activities of Grayhound Track and Showgrounds sheds to accommodate sports precinct	6	M - Site would require a master plan to accommodate expanded sports precinct. Existing school site and community hall impacts need to be considered.	6	M - Moderate impact on current users of site. Possible distributed model site only with limited users able to accommodate	4	L - Significant impact on current users of site. Possible distributed model site only with limited users able to be accommodated	6	M - Moderate impact on current users of site. Possible distributed model site only with limited users able to be accommodated
14. Neighbourhood Effects	6	M - Site is currently farming land and on the edge of town. No existing car parking available.	4	L - The site is surrounded by residential area so neighbouring effects are high	8	H - The site already experiences major sport events so neighbouring effects are low	6	M - The site is adjacent to residential and industrial areas so neighbouring effects are high, future residential growth planned. A future DDO	6	M - The site is adjacent to residential and industrial areas so neighbouring effects are high, future residential growth planned. There is a growing community in Horsham South, the community would benefit from this	8	H - The site is within the Showgrounds and Racecourse so neighbouring effects are low	8	H - The site is already used for sport events and is a adjacent to rural land so neighbouring effects are low	4	L - The site is surrounded by residential area so neighbouring effects are high	6	M - The site is surrounded by a mix of recreation assets, retail and residential so neighbouring effect are moderate	6	M - The site is surrounded by a mix of school assets and residential so neighbouring effect are moderate

15. Compatibility of Site	6	M - Located on the edge of town and adjacent to Horsham West residential growth area. Large site that provides flexibility for development	4	L - Located within a future residential precinct, disconnected from other public business areas	8	H - Already a key major sport and events destination for Horsham	4	L - Located within a future residential precinct, disconnected from other public business areas	4	M - Located within a future residential precinct, disconnected from other public business areas. Considering the feasibility of retail in this area through Horsham South. Convenience shopping.	8	H - Already a key major sport and events destination for Horsham	8	H - Already a recreation reserve and identified as a key destination node in the Horsham South Structure Plan	8	H - Already a recreation reserve and important open space area Horsham CBD, however high risk area for flood inundation. Significant engineering solutions would be required.	8	H - Already a recreation reserve and important open space area Horsham CBD		
16. Site Image	6	M - Located on a major arterial but outside proximity of CBD. However adjacent to a growth area and within proximity of activity centre	6	M - Located outside proximity of CBD but central to a growth area and within proximity of activity centre	6	M - Great profile and central location within proximity of CBD, but home to Racecourse	6	M - Located outside proximity of CBD but adjacent to residential areas and within proximity of activity centre	6	M - Located outside proximity of CBD but central to a growth area and within proximity of activity centre	6	H - Great profile and adjacent to river precinct. Ideal location and within proximity of CBD but home to the Grayhound Racing Club	6	M - Located outside proximity of CBD but central to a growth area and within proximity of activity centre	6	M - Already a sports destination but location outside proximity of CBD.	8	H - Great profile and adjacent to existing sports precinct. Good location and within proximity of CBD, but some existing school buildings may need to be demolished.		
17. Shared Development Opportunities	2	L - Government Funding and possible opportunities with land developer for shared infrastructure costs. However owner is not interested in selling the land.	2	L - Government Funding and possible opportunities with land developer for shared infrastructure costs. However owner is not interested in selling the land.	4	M - Possible opportunities to create a shared development and management model, but limited land to accommodate additional sport facilities.	6	H - Government Funding and possible opportunities with land developer for shared infrastructure costs. Land owner has expressed interest for hockey facilities on this site.	2	L - Government Funding and possible opportunities with land developer for shared infrastructure costs. However owner is not interested in selling the land.	4	M - Possible opportunities to create a shared development and management model, but limited land to accommodate additional sport facilities.	6	M - Government Funding	6	M - Government Funding, however existing users of cycling and basketball stadium not supportive of further development or displacement.	6	M - Government Funding		
18. Commercial Potential of Site (Leasing and Licencing Land)	2	L - Site is a moderate profile location that is unlikely to attract a commercial development opportunity.	2	L - Site is a moderate profile location that is unlikely to attract a commercial development opportunity.	4	L - Site is a high profile location that may be attractive to commercial development. But likelihood is low.	6	M - Site is a moderate profile location. There is planning underway to have mixed development of the site	2	L - Site is a moderate profile location that is unlikely to attract a commercial development opportunity. However the owner is not interested in selling, leasing or licencing	4	L - Site is a high profile location that may be attractive to commercial development. But likelihood is low.	4	L - Site is a moderate profile location that is unlikely to attract a commercial development opportunity	4	L - Site is a moderate profile location that is unlikely to attract a commercial development opportunity	4	L - Site is a moderate profile location that is unlikely to attract a commercial development opportunity		
19. Future Facility Expansion Capability	2	L - Land size is significant and would support the consolidated sports precinct model. However the ownership is not interested in selling.	2	L - Land size is limited with existing residential development expansion underway	2	L - Land size is limited if racecourse is not relocated	4	M - Land size is significant and may support the consolidated sports precinct model, however residential development planning underway which may limit available land size	2	L - Land size is significant and would support the consolidated sports precinct model. However the ownership is not interested in selling.	2	L - Land size is limited if Grayhound track and showground sheds are not relocated	6	M - Land size is limited but could support multiple sports with a distributed model	2	L - Land size is constrained and would only support limited sports with a distributed model	2	L - Land size is constrained and would only support limited sports with a distributed model		
20. Environmental and cultural impacts	8	H - There is no net loss of open space or known cultural significant sites	8	H - There is no net loss of open space or known cultural significant sites	6	M - Part of site is an area of cultural heritage sensitivity. CHMP would be required.	8	H - There is no net loss of open space or known cultural significant sites. CHMP would be required.	8	H - There is no net loss of open space or known cultural significant sites. CHMP would be required.	8	H - There is no net loss of open space or known cultural significant sites. CHMP would be required.	8	H - There is no net loss of open space or known cultural significant sites	8	H - There is no net loss of open space or known cultural significant sites	6	M - There is some loss of open space or there is some cultural significant trees on the site	8	H - There is no net loss of open space or known cultural significant sites
21. Value of Site *	2	L - Private land in a farming zone.	2	L - Private land in a residential zone.	2	L - Public land with need to purchase / gain access to land. Racecourse relocation costs would need to be	2	L - Private land in a farming zone.	2	L - Private land in a farming zone.	2	L - Private land with need to purchase / gain access to land. Greyhound track relocation costs would	8	H - Public land. No need to purchase land	8	H - Public land. No need to purchase land	8	H - Public land. No need to purchase land. Potentially for long term land lease with Horsham College.		

22. Potential of Part Land Sale or Lease	0	L - Owner is not interested in selling the land.	0	L - Owner is not interested in selling the land.	2	No opportunity for part sale or lease	4	M - Opportunity for part sale or lease and collaboration with land	0	L - Owner is not interested in selling the land.	2	No opportunity for part sale or lease	4	No opportunity for part sale or lease	4	No opportunity for part sale or lease	4	No opportunity for part sale or lease		
23. Capital Cost of Development*	2	L - Owner is not interested in selling the land.	2	L - Existing residential growth area, land owned by developers	2	L - Site topography is flat but relocation costs of Racecourse will mean a higher capital cost	2	L - Owner is interested in partial development however would require Council to contribute significant capital upfront for road and civil works.	2	L - Owner is not interested in selling the land.	2	L - Site topography is flat but relocation costs of Greyhound track will mean a higher capital cost	8	H - Existing recreation reserve and available public land for expansion	6	M - Existing recreation reserve but with limited public land for expansion	6	M - Existing recreation zone but with limited public land for expansion	6	M - Existing recreation zone but with limited public land for expansion
Stage Two Result	64		60		76		78		61		74		104		92		82		96	
Total	116		97		112		135		106		112		157		135		136		153	
Summary Comments																				

* Site compatibility and impacts and capital cost estimates can be confirmed following a concept design process and review of independent QS cost plan advice.