SHEPPARTON SPORTS STADIUM
FEASIBILITY STUDY

Greater Shepparton City Council

June 2014
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1 Executive Summary

The Shepparton Sports Stadium (the Stadium) is located in the Shepparton Sporting Precinct which is approximately three kilometres north of the General Post Office on the Goulburn Valley Highway. The precinct, which has regional significance, caters for a diverse range of sporting clubs with facilities for: athletics, badminton, baseball, basketball, BMX, cricket, cycling, equestrian, football, hockey, netball, radio controlled cars, soccer, table tennis, tennis and touch football.

The Stadium was originally opened in 1972 with two courts and subsequently extended in 1994 with an additional two courts and a multi-purpose area. The Stadium has a diverse range of facilities including: four basketball courts, a multi-purpose room, café and a 400 seat grandstand. The facility can also be configured to accommodate badminton courts (16), netball courts (4), table tennis tables (6) and volleyball courts (3).

The Stadium is managed by Council and operates with four permanent staff. Staff from the Australian Sports Commission, Greater Shepparton Basketball Association and Valley Sports are also located in the facility. These organisations have lease arrangements with Council for office space and the provision of programs and services.

The Council’s indoor sports facilities staff are located within the Active Living Department and these include the Shepparton Indoor Sports Stadium and the Tatura Community Activity Centre as well as the management and operational components of the lease of the Mooroopna Sports Stadium. The operating budgets for the area incorporate all of these facilities. The Indoor Sports unit across all three facilities operations generates around $200,000 in operating income and $399,000 in operating expenditure resulting in an overall operating subsidy of around $196,000 per annum.

In 2012-13 the Stadium had 165,097 visitations from a diverse range of user groups including those outlined below:

- Greater Shepparton Basketball Association.
- Junior Stadium Netball.
- Private Program Providers.
- School Use.
- Shepparton Badminton Association.
- Shepparton Table Tennis Association.
- Stadium Programs.

The acknowledgement of the need to re-develop the Stadium has been identified as an action of a number of plans and strategies including the Sports 2050 Strategic Plan, the Shepparton Sports Precinct Master Plan (2009) and the Council Plan 2013-2017.

An internal project team established a star rating system based on that seen in the hotel industry to provide a simple way for the whole community to understand the standards of the facilities available. The criteria used to establish the rating includes such things as the number of courts, types of activities and programs, spectator seating, amenity, support infrastructure, parking, disabled access and maintenance programs.

A 5 star facility being an international facility such as the State Netball Centre or Melbourne Sports and Aquatic Centre and a 1 star facility being a poor quality local facility with limited access and poorly maintained equipment, fixtures and fittings.

Using a range of information including benchmarking, condition auditing and user feedback the project team rated the Stadium as a 3 Star – Small Regional Facility. This type of facility is described as being between 4-6 courts, servicing a broader than immediate local community.
Facilities are cleaned daily and some programming is undertaken. Provides supporting infrastructure and facilities such as café and parking as well as limited general opening and public access outside hiring and program times.

Other Regional centres such as Bendigo, Ballarat and Geelong provide facilities likely rated at least as 4 star or Significant Regional Facility. These facilities would typically provide 6 or more courts including a show court with seating for approximately 1,000 spectators. Facilities are able to host regional and some state level events, generally very good and well-maintained supporting infrastructure with the capacity to service up to 250,000 visits a year.

For the Stadium to be rated a 4 star facility some identified requirements might include provision of additional courts, a show court with seating capacity of 1,000 people plus and upgraded modern décor, furnishings, fittings, amenities and overall upgraded aesthetically pleasing design and colour schemes.

In addition to the community engagement undertaken in the establishment of the strategies referred to previously, an extensive program of consultation and review has been undertaken in the development of this Master Plan and Feasibility Study.

This has included meetings with all user groups and a significant review of the indoor sports sector including benchmarking exercises, review of the strategies and future direction of all levels of government, relevant state and national sporting associations as well as other potential local and regional influences and opportunities.

Some of the key issues and opportunities arising from the consultation and research phases of the Plan development have included:

- The Council Plan 2013-17 has a clear objective to ‘make Greater Shepparton the regional sporting capital of Victoria and a leading sporting destination’ and this is supported by a number of other plans and strategies including the Greater Shepparton Tourism and Major Events Strategy 2011-2014 which has an objective of growing sports and business events.

- The Shepparton Stadium in addition to supporting local sports, also has hosted a number and variety of regional, state and even national events that not only enhance the operations and reputation of the Stadium, but importantly contribute significantly to the overall event based tourism to the City of Greater Shepparton.

- That by comparison with other significant regional cities including Bendigo, Ballarat, Geelong and Wagga Wagga, the Shepparton Stadium provides less court space in one venue, does not have a modern show court and associated support infrastructure.

- The building is 40 years old in parts and while appearing generally to be structurally sound is aesthetically tired and requires upgrading to meet the expectations of current users and visitors.

- All current Stadium users have suggested with expansion there is genuine scope for their activities to grow. This is especially true for basketball and also netball who have strongly indicated the need to develop a number of co-located compliant indoor netball courts within the city.

- In general terms current facility users are happy with the provision of services at the Stadium. User surveys indicate an overall satisfaction level of 89% with 91% of respondents prepared to recommend the Stadium to others. When benchmarked against 16 similar centres the Stadium user satisfaction score of 6.2 out of 7.0 was higher than the group median score of 6.0.

- The sport of squash, which has strong participation and currently hosts a number of significant events including a national masters and international Trans-Tasman tournament is currently located in a private building which is in poor condition and provides an uncertain future for the association. The squash association have indicated a
need to sure up their long term future and see a re-location to the stadium and connection to the broader sports precinct as a strong outcome.

- The council’s performing arts team identified that there is no performing arts type venue with capacity of 1,500 or more people and that the provision of such would likely support the attraction of a number of higher profile attractions to the city.

- The Stadium is also identified in the Greater Shepparton Municipal Emergency Management Plan as an Emergency Relief Centre with the capacity to sleep up to 1,500 people making it the largest of the Relief Centre’s identified and therefore likely to be required in major emergencies by both Greater Shepparton and the broader region. During the 2011 flood events in North East Victoria, the Stadium was on standby as the township of Nathalia was on high alert and has been utilised by emergency services as Staging Area.

Based on the research and consultation the project team have developed a series of staged plans informing the preferred future development of the Shepparton Sports Stadium which can be delivered either at once or in a number of ways at a number of stages. In addition to this a number of recent comparable stadium re-developments were reviewed highlighting various options for funding and the funding make up of those particular projects to assist in informing potential funding models for consideration.

Typically for significant stadium re-developments such as those proposed for the Shepparton Stadium, funding of capital projects might include around 60% Local Government funding, 23% Federal Government funding, 15% State Government funding and the remaining 1 to 2% contributed by other stakeholders including user groups, sponsors or philanthropic supporters.

The table below provides a summary of the identified redevelopment options including staging and costing estimate as provided by quantity surveyors Trevormain.

<table>
<thead>
<tr>
<th>Stage</th>
<th>Description</th>
<th>Estimated Cost</th>
<th>Cumulative Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Additional 2 courts, including show court, fixed seating for 500 spectators and refurbished spectator amenities.</td>
<td>$5,876,000</td>
<td>$5,876,000</td>
</tr>
<tr>
<td>2</td>
<td>Refurbishment of existing facility amenities. Retractable seating for 1,500 spectators and compliance of existing courts for netball.</td>
<td>$4,144,000</td>
<td>$10,020,000</td>
</tr>
<tr>
<td>3</td>
<td>Reception refurbishment and new multi-purpose room.</td>
<td>$3,621,000</td>
<td>$13,641,000</td>
</tr>
<tr>
<td>4</td>
<td>Mezzanine sports house and administrative hub.</td>
<td>$3,391,000</td>
<td>$17,032,000</td>
</tr>
<tr>
<td>Squash</td>
<td>Six squash courts (can be developed at any stage).</td>
<td>$1,381,000</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>Includes all components.</td>
<td></td>
<td>$18,413,000</td>
</tr>
</tbody>
</table>

*Table: Stadium Redevelopment Options*

In implementing the identified upgrades it is projected that the stadium would gain additional visitation of around 40,000 people each year without the provision of squash courts, or around 50,000 if squash courts were provided.

These increases are projected to generate up to an additional $100,000 per annum in operating revenue and an additional $70,000 in operational expenditure, therefore providing a net positive annual return or reduction in current operating subsidy of around $30,000 per annum or $300,000 over a 10-year period.
An independent economic and social assessment of the proposed project identified the following significant benefits:

**Sporting Demand**

1) This demand analysis confirms a significant uplift in stadium usage will be generated through the upgrade and expansion of facilities at Shepparton Sports Stadium, as identified in the Master Plan.

2) Of particular importance in an economic sense is the increased ability of many sporting organisations (including major users such as basketball, badminton and netball) to attract new National and State events to Shepparton due to the high quality and increased capacity of the redeveloped facility.

3) The redevelopment will also enable sports such as squash, racquetball and futsal to be based at the Sports Stadium, while Valley Sports will be better positioned to increase sports training programs to meet community demand.

**Non-Sporting Demand**

4) The redevelopment of Shepparton Sporting Stadium will enable the facility to become the municipality’s largest venue in terms of fixed seating and exhibition floorspace. Additionally, the high quality of infrastructure and flexibility of spaces provided will open new or expanded opportunities in a number of areas, including:
   - Performing arts – large-scale concerts, circus events, SheppARTon Festival etc.
   - Exhibitions and conferences – including major events requiring significant exhibition floorspace.
   - Community events – including information days, town meetings and other community gatherings requiring a large indoor capacity.

**Economic Impact**

5) Economic benefits from the redevelopment of Shepparton Sports Stadium include:
   - Project investment of $18.4 million.
   - Construction employment of 260 FTE jobs, of which 155 FTE jobs are estimated to be filled by local construction workers over the construction phase.
   - Net increase in permanent employment associated with the operation of the redeveloped stadium of 17.5 FTE jobs, including an estimated 10.5 FTE new jobs located at the facility.
   - Increase in new visitation to Greater Shepparton of 23,000 visitors pa, generating $5.7 million in new spending annually for the local economy. This spending will support approximately 110 FTE ongoing jobs, of which an estimated 75 FTE jobs would be supported locally.
   - Increased marketing exposure for Greater Shepparton through the hosting of sporting events, concerts and conferences.
   - Reduction in Council’s operational subsidy for the facility of $40,000 per annum.
   - Increase of 100 volunteers associated with sporting and other activities, representing an equivalent economic value of $415,000 per annum.
   - Project Benefit Cost Ration of 3.5:1 and an investment payback period of 3-4 years.

**Social Impact**

6) Social benefits from the redevelopment of Shepparton Sports Stadium include:
   - Increased participation in sports activities by Shepparton residents, which is estimated at an additional 50,000 persons per annum on full development, including greater participation from disadvantaged groups.
- 100 new volunteers associated with activities at the Stadium, providing benefits to the community and individual volunteers.
- Contribution to improved community health outcomes by generating new opportunities for community participation in sporting and recreational activities.
2 Introduction

The Shepparton Sports Stadium (the Stadium) is located in the Shepparton Sports Precinct which is approximately three kilometres north of the General Post Office on the Goulburn Valley Highway. The precinct, which has regional significance, caters for a diverse range of sporting clubs with facilities for: athletics, badminton, baseball, basketball, BMX, cricket, cycling, equestrian, football, hockey, netball, radio controlled cars, soccer, table tennis, tennis and touch football. An aerial of the Shepparton Sports Precinct shows the Stadium near the south-east corner (highlighted in blue) together with other precinct sporting and recreational facilities.

Aerial: Shepparton Sports Precinct

The Stadium incorporates the following facilities:

- Four multi-purpose sports courts.
- A multi-purpose room.
- Cafè, toilets, change areas and storage.
- Administration/office spaces.
The Stadium is managed directly by the Council with a number of programs run in-house including a range of older adults programs, corporate indoor sports, futsal and netball. The core tenant sports and user groups of the Stadium are basketball, badminton and table tennis and in addition the Goulburn Valley Sports Assembly (Valleysport) and Active After Schools Program hire office space.

There are a number of additional casual programs and hirers that use the facility including a number of significant tournaments and events such as the national indoor bias bowls championships, state level junior basketball and boxing.

While the playing surfaces are well maintained, the facility is ageing and has limited spectator capacity. In addition, user groups have identified the need for additional court provision and as a result, Council requires a Feasibility Study to guide the future development of the Stadium.

**Acknowledgments**

Warren Green Consulting (WGC) would like to acknowledge the contribution of the following for their input into this Study:

- Tony Tranter - Manager Active Living, Greater Shepparton City Council.
- Paul Elshaug - Team Leader Leisure Facilities, Greater Shepparton City Council.
3 Planning Context

The following information provides a summary of the relevant contextual factors associated with the study including:

- Relevant Council reports, strategies and plans.
- Demographic information.

3.1 General Reports - City of Greater Shepparton

The following information provides a summary of relevant, general Greater Shepparton City Council plans and strategies.

3.1.1 Council Plan 2013 - 2017

The Plan is the road map for the implementation of Shepparton community’s vision for the future as outlined in the Greater Shepparton 2030 Strategy (refer below) focusing on the short term, four year implementation period. The Plan has been developed through extensive community and stakeholder consultation and identifies 16 strategic objectives under five key strategic goals.

Similar to the 2030 Strategy there are several areas where the on-going development and upgrade of the Stadium is consistent with the identified strategic directions.

Objective 3 of Strategic Goal 3 ‘Economic Prosperity’ is to ‘Make Greater Shepparton the regional sporting capital of Victoria and a leading sporting destination’ and it specifically identifies a strategy to, “develop plans and prepare a feasibility study for the redevelopment of the Shepparton Sports Stadium”.

Objective 3 of Strategic Goal 1 ‘Active and Engaged Communities (Social) is to ‘Ensure that liveability options are always considered in our decision making activities’ and aims for Council to ‘…work with the community in partnership and collaboration, to enable the provision of infrastructure that reflects the needs of the community’

Objective 4 of Strategic Goal 1 ‘Active and Engaged Communities (Social) is to ‘Provide sustainable community services to our community’ and aims for Council to be committed to ‘ensuring that the services provided to our communities reflect the needs and aspirations of the community.

Objective 1 of Strategic Goal 4 ‘Quality Infrastructure (Built) is to ‘Ensure that the community has access to high quality facilities’ and aims for Council to ‘…continue to provide for the development and maintenance of high quality facilities to enhance the opportunities for community participation in a broad range of activities at both passive and active level’

3.1.2 Greater Shepparton 2030 Strategy (2006)

The Greater Shepparton 2030 Strategy outlines a planned future for Greater Shepparton for the next 20 to 30 years. The Strategy serves as a vision and a guide to planning and leadership for the municipality into the future. The Strategy is a holistic statement about the Greater Shepparton community and area, addressing a broad range of topics and issues that will potentially shape the quality of life, character and wellbeing of the environment and those who live, work or visit it.

The Strategy highlights the following five key strategic directions and objectives:

1. Settlement and Housing: A commitment to growth within a consolidated and sustainable development framework.
2. Community Life: To enhance social connectedness, physical and mental health and wellbeing, education and participatory opportunities in order to improve liveability and a greater range of community services.

3. Environment: The conservation and enhancement of significant natural environments and cultural heritage.

4. Economic Development: To promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry.

5. Infrastructure: The provision of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth.

While the development of the sports stadium is consistent with many of the strategies and actions across the whole plan, specifically under the Community Life section, the strategy identifies the need to ensure that facilities, services and policies are accessible and inclusive and appropriate to the sporting and recreational needs of the community and highlights the need to prepare master plans of major parks and open space areas, recreation reserves and sporting facilities.

3.1.3 Sport 2050 Strategic Plan (2011)

The Greater Shepparton City Council developed a detailed strategic plan outlining the future needs for sport in the Shepparton region and Council’s role in the provision of the required facilities. In focussing on the future demand for sport, the Sport 2050 Strategic Plan highlights a variety of key considerations for the development of the Stadium Master Plan:

• Greater Shepparton’s population is projected to increase to 79,075 by 2031\(^1\) at an annual rate of 1.34%. Population growth to the south of Shepparton by 2031 will be similar to the increase in population for Shepparton North and Shepparton North East combined.

• Some 60% of these people are expected to participate in some form of physical activity or sport.

• Increasing proportion of older adults, young adults and children, will result in an increased number of people playing sport in 2030.

• Increased costs of participation in sport.

• Specifically developed programs for women, focussing on shorter games, social formats and appropriate scheduling.

• Population demographics, including increased numbers of people from culturally and linguistically diverse backgrounds.

• Increasing proportion of people participating in informal sports or physical activity programs.

• Based on population projection, there may be as many as 2,000 additional indoor sports participants in the City by 2031.

• There is likely to be demand for more “pay as you play” sports such as touch football and indoor social and competitive tennis activities that may be fully provided by clubs and/or commercial operators, however these may require facility support by the Council to ensure viability.

Shepparton Sports Stadium Issues and Opportunities

• There is a lack of public transport to the precinct and Stadium.

\(^1\) Based on ABS projections at the time, subsequently updated refer Section 2.3.
- Table tennis is seeking a dedicated and permanent space enabling all table tennis tables to remain set up.
- The indoor sports facilities player and spectator comfort are perceived as being below current standard for sports.
- The amenities are currently in a poor condition and require upgrading.
- The roof at the stadium leaks in bad weather and heavy rains.
- There is a demand for women only sessions at the Stadium.
- There is minimal office space available. It would be advantageous to provide space for the smaller sports to meet and the potential for the development of a Sports House.
- There is likely to be increased demand for other indoor sports such as futsal and junior/school tournaments in Greater Shepparton.
- There is a need to consider future options associated with providing for squash, as the private squash centre is likely to close.
- There is external space available to expand around the existing stadium.
- The current location of the stadium is the best location for future development.
- The stadium is unlikely to compete against large stadiums such as the stadium in Latrobe Valley and the Bendigo Schweppes Centre for events.
- Development of a 2,000 to 3,000 capacity seated stadium to hold conferences and music events has been suggested.
- The development of show courts for both basketball and netball has been identified as an opportunity to explore.
- There is a relatively poor provision for people with a disability across the precinct.
- The development of the Stadium should consider more school indoor facilities will come online, however these should be able to accommodate smaller sports, and provide training venues rather than compete directly with the Stadium.
- A two court venue at a school in the south east growth corridor should be pursued.
- More commercial indoor sports centres are being provided and more sports are moving to indoor e.g. netball – but more so in metropolitan areas rather than Greater Shepparton.

Taking into account these considerations, Sport 2050 incorporates a recommendation for the following developments to the Stadium:

- Improve amenities, make facilities accessible and undertake major maintenance (such as fix roof etc.) urgently in the next 1 to 2 years.
- Increase spectator seating and improve player and spectator comfort.
- Develop two courts as a 2nd stage of building works.
- Include an opportunity for a show court for basketball and netball and associated spectator capacity.
- Consider an increase in offices meeting space rather than a full sports house (or undertake feasibility before committing to sports house). This will assist with keeping the stadium as a small hub and allow for development of other sports/facilities in the area.
- Develop four squash courts in the next five years, which can be multi used as program rooms for circuit classes etc. Council should broker/assist with the negotiation.
concerning the current squash courts as there is a risk of the private facility being sold and demolished before a new one is built.

- Allow for one additional volleyball court at the stadium.

### 3.1.4 Greater Shepparton Tourism and Major Events Strategy 2011 - 2014

The Strategy outlines the vision that Greater Shepparton will have a Tourism Industry which is recognised by the community for the economic and social benefit it brings, characterised by stakeholders who work co-operatively, and an integrated product which provides a memorable experience for the visitor.

The City of Greater Shepparton attracted over 1.7 million visitors in 2007, of which 445,000 were overnight visitors and 1.3 million were daytrip visitors.

The main purpose of visits included:

- Visiting friends and relatives (532,000).
- Going shopping (310,000).
- Holiday leisure purposes (285,000).

Other reasons for visiting Greater Shepparton include:

- Business (275,000).
- Health reasons (72,555).
- Sports events including participation (68,165).

The Tourism and Major Events Strategy objective relevant to the Shepparton Sports Stadium Master Plan relates to Events and Major Promotions as summarised below:

- Objective: Develop an Events Plan to grow Sports and Business Events.
- Action: Develop a qualification framework for event selection and develop a destination specific calendar of events suitable for sponsorship attraction.

### 3.1.5 Greater Shepparton City Council Capacities and Capabilities Assessment (2012)

Established by Sports Marketing Australia on behalf of the Greater Shepparton City Council, this assessment provides context about the region’s capacity to host National, State and Regional sporting events.

The Assessment stated that the Greater Shepparton Basketball Association is well suited to attract events with the capacity of 13 good courts in close proximity. One of the schools has a facility with two courts and if one show court is required the seating expands to give an excellent facility to host 1,000 spectators. In summary, basketball was ranked as having a high potential for events.

The assessment also evaluated the potential to host badminton events, with the ranking being medium. This is based on the use of the shared facilities of the Shepparton Sports Stadium where the facilities encompass 16 courts.

Lastly, the capacities and capabilities assessment ranked netball as having a low potential for events. Although the facilities for this sport are of good local competition standard, the facilities require significant work to bring them up to an event standard, for example, run offs are not valid in accordance to Netball Victoria regulations. It was noted however, that like a lot of regional areas, there is a perception that the facilities would not be able to host any sort of major event, when this in fact may not be true with some slight upgrades.
3.1.6 Greater Shepparton Community Development Framework (2010)

The Greater Shepparton Community Development Framework was adopted in October 2010 and aims to implement a community development approach to empower and strengthen communities, encourage cooperative practices and celebrate and embrace the diversity of the community.

This Framework aims to achieve an actively engaged community that is linked to Council’s vision and strategic direction for the Greater Shepparton community and reflects the corporate values of Greater Shepparton City Council.

The Framework is underpinned by contemporary approaches aimed at inspiring vibrant communities. Council believes the achievement of an engaged and participative community requires a strategic approach with four key focus areas:

- People: Community strengthening and support.
- Place: Local area development.
- Participation: Community involvement and civic participation.
- Partnerships: Building strong and authentic relationships.

While the development of the Stadium is again consistent with many of the strategies and actions identified right across the Framework, specifically it acknowledges the importance of a healthy lifestyle, including regular physical activity in optimising health and wellbeing and states Council’s commitment to providing accessible, safe and appealing public gathering spaces for sport, recreations and community activities.

3.1.7 Greater Shepparton Municipal Public Health Plan 2009 - 2013

The Plan identifies existing and emerging priority areas of public health that Greater Shepparton should address, and provides a range of responding strategies, along with actions required to achieve them.

Drawing upon the published population health data, the advice from leaders of major health and service organisations and community workshop participants, two key themes were developed to guide the formulation of the actions for the Plan. It was identified that Greater Shepparton is growing strong when it is:

- Engaged and socially inclusive.
- Physically healthy.

Under key strategic direction 8, “Access and support for community members to be physically active” the plan undertakes a commitment to provide places, spaces, events and programs that are accessible and inviting which encourage participation in physical activity for people of all ages and abilities.

3.1.8 Greater Shepparton Asset Management Policy (2007)

This Policy sets out the Council’s commitment to manage and improve assets, as an integral part of its delivery of services to the community, so that through the utilisation of best practice the Council can achieve its vision and meet the sustainable levels of service agreed with the community.

Council recognises the importance of integrated asset management to achieve this vision, and therefore Council is committed to a range of strategies. Those relevant to the development of the Shepparton Sports Stadium Master Plan include:

- Achieving financial sustainability of the services it delivers including the sustainability of the assets it uses to deliver those services through the following measures:
- Giving priority to capital renewal expenditure over new and upgrade expenditure in allocating capital funds and in reviewing and updating a capital projects evaluation model to assist in determining which projects are funded.
- Securing increasing grant and other funding for maintenance and renewal of its existing assets to ensure that agreed levels of service are being met.

- Improving its maintenance and rehabilitation practices to maintain and where possible increase the remaining life of assets.
- Maintaining and rehabilitating its existing assets in a manner which is acceptable to the community in terms of financial burden, safety, quality, impact on the environment, meeting needs and Council’s ability to fund those works.


The Greater Shepparton Disability Action Plan provides a range of objectives and strategies aimed at promoting access. Those that inform the Shepparton Sports Stadium Master Plan include:

- Building and Facilities.
  - To ensure equity of access to building and facilities for all users.
  - Conduct access audits to identify Council buildings and facilities without designated accessible toilets and develop a works and implementation program for installation/modification.

- Infrastructure Planning and Design.
  - To provide infrastructure that meets the needs of all Shepparton residents and visitors.
  - Refer all plans and designs for new works and major refurbishment, of Council owned buildings and facilities, to an appropriate Access Advisor for review, prior to finalisation, to ensure compliance with relevant access standards and to optimise building functionality.
  - Liaise with specific developers to identify access requirements for significant new buildings.

- Leisure and Recreation Services.
  - To provide appropriate and accessible facilities for all users.
  - Investigate the provision of specific places in generic recreation programs for people with disabilities. Consider minimum number of places available for allocation in each program utilising program specific data. e.g. total number of program places, cost, availability of support staff and usage rates etc.
  - Review access audits to identify priority works in recreation facilities to provide appropriate access to users.
  - Investigate the need for and options to assist with transport to recreation facilities, particularly for the elderly, youth and people with disabilities.

3.1.10 Emergency Management

As specified in the Greater Shepparton Municipal Emergency Management Plan, the Greater Shepparton City Council accepts responsibility for management of municipal resources and the coordination of community support to counter the effects of an emergency during both the response and recovery from emergencies and this includes the provision of emergency relief to combatants and affected persons during the response phase.
The Sports Stadium is identified as a key facility in relation to the following important Emergency Management functions:

**Emergency Relief Centre (ERC)**

The Shepparton Sports Stadium is identified in the Municipal Emergency Management Plan as an ERC and with the capacity to sleep up 1,500 people.

ERC’s are places that provide for immediate shelter, life support and personal needs for the people affected by, or responding to an emergency. The Local Government Emergency Relief Centre Guidance Note (October 2009) identifies the following as ‘essential’ criteria for an ERC:

- Main entry, including a reception area;
- Registration area
- First aid
- Food preparation area
- Eating area
- Toilets and shower area
- Sleeping area
- Separate area for daily emergency ERC operations and planning meetings by all agencies; and
- Administration and logistics area including information/communication exchange area.

The Stadium was on standby during the 2011 flood events in North East Victoria when the township of Nathalia was on high alert with the possibly of several hundred people requiring short term use of the relief centre. It is likely the Stadium would only be required for these larger regional type events, however when required significant and appropriate areas for large numbers (up to 1,500) of people to be assisted need to be provided for.

**Country Fire Authority (CFA) Staging Area**

A Staging Area is defined by the CFA as ‘a location designated and used during an emergency for assembly of control and support agency resources prior to deployment’.

The CFA have a ‘Standard Operating Procedure’ for Staging Area Management which identifies the types of services and facilities required of a Staging Area.

The Shepparton Sports Stadium was used as a Staging Area during the 2011 floods in North East Victoria which effected a number of townships including Numurkah and Nathalia. The Stadium was where a number of shift changes occurred and staff and volunteers were fed, showered and rested between shifts as well as a number of CFA and SES vehicles stored.

The Stadium is only likely to be used for these types of significant regional type events and therefore needs sufficient storage, communications areas and other areas for large numbers to rest, eat and use other amenities such as toilets and showers.

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2 Country Fire Authority. Chief Officer’s SOP: Staging Area Management.
3.2 Specific Reports - City of Greater Shepparton

The following information provides a summary of specific Shepparton Sports Stadium strategies and plans.

3.2.1 Shepparton Sports Precinct Master Plan (2009)

The Shepparton Sports Precinct Master Plan, adopted by the Greater Shepparton City Council in February 2009, provides a vision for the future of sport in the region. The Master Plan incorporates facilities catering to the growth and development of a range of sports, and aims to provide quality opportunities for participation in the one convenient location. The development of the Master Plan incorporated user group consultation through surveys and workshops, with all Stadium user groups involved with one or more aspects of the consultation.

The specific recommendations for the improvement of the Stadium included in the Sports Precinct Master Plan are outlined below together with an overlay identifying potential Stadium foot-print development locations:

- Expansion of stadium space to the north and east if required with the following potential enhancements:
  - Two new courts.
  - Multi-use program facilities.
  - Sports house and administration centre.
  - Club and function facility spaces.

- The building could also house a proposed Shepparton sports memorabilia display if it proves viable.

- It is the intention that new buildings and extensions in this precinct will screen the main views of existing buildings.

- Development of the existing car park, overflow car park and lighting.

3.2.2 Energy Audit of the Shepparton Sports Stadium February (2009)

An Energy Audit was commissioned by Council to identify energy saving opportunities and greenhouse gas reduction potentials at the Shepparton Sport Stadium.

The report provides useful information on the energy consumption of the facility, including the equipment/appliances that utilise the most energy. The report outlined several recommendations to reduce energy consumption and greenhouse gas emissions. The report highlights that 61% of electricity consumption is attributed to the court lighting and recommends that the major energy savings can be obtained through upgrading the court lighting systems. Whilst all lighting is currently at a high standard, it has not been upgraded to provide greater energy efficiency. Several recommendations from the audit have been implemented; however these were minor works that are providing only minor benefit.

It is identified that any development should ensure that the Stadium is as energy efficient as possible. All efforts should be made to ensure that high quality, energy efficient lighting be installed in existing or new areas of the facility. In addition, ‘dimming mechanisms’, sensors and timers should be considered for the lighting system.

3.2.3 Planet Footprint Energy Report (2012 - 2013)

The financial years of 2011-2012 and 2012-2013 have achieved significant reductions in energy consumption in comparison to the previous 6 years of recorded data. Whilst 2012-2013 was slightly higher than the previous year, a decrease of approximately 17% on 2010-
2011 was achieved. The following tables show the overall consumption and expenditure data for the past eight year period. Reductions in energy use are not only beneficial for the environment, but are also necessary to keep utilities costs lower, especially when rates and charges are continually increasing.

Table: Quarterly Comparison to Previous Years (Consumption GJ)

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 05-06</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 06-07</td>
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<tr>
<td>FY 07-08</td>
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<tr>
<td>FY 08-09</td>
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<tr>
<td>FY 09-10</td>
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</tr>
<tr>
<td>FY 10-11</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 11-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 12-13</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table: Annual Totals

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>Energy Consumption GJ</th>
<th>Energy Total Charges (thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>05-06</td>
<td></td>
<td></td>
</tr>
<tr>
<td>06-07</td>
<td></td>
<td></td>
</tr>
<tr>
<td>07-08</td>
<td></td>
<td></td>
</tr>
<tr>
<td>08-09</td>
<td></td>
<td></td>
</tr>
<tr>
<td>09-10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10-11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11-12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12-13</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3.2.4 Shepparton Sports Stadium Best Value Review (2004)

The Shepparton Sports Stadium Best Value Review provided an assessment of the Stadium operations at the time. Information included in the review, key issues and priorities identified from user group focus group discussions:

- The development of a “sports business house” to support the administrative needs of stadium users and Valley Sport is a priority short to medium infrastructure requirement.
- The addition of four new netball court sized sports courts, high quality social facilities and a “show court” are priority medium to long term infrastructure requirements.
- External security through improved flood lighting.
- Improve safety of the main entry to the Stadium from the highway by establishing a through road to the netball court driveway to allow traffic from the stadium (and Athletics Centre) to exit onto Brauman Street.
- The generally poorly developed site surrounds and the out-dated external appearance of the building is considered unsatisfactory for a modern day recreational facility in a major regional centre and reflects poorly when considering the stadium is located at the main northern highway entry to the city.
• The work group considered that the Stadium and sports precinct could play a role as part of enhanced northern “gateway” entry to Shepparton through a well-planned and coordinated upgrade of the external building and surrounds.

3.3 Demographic Overview

The following information provides an overview of the relevant demographic factors associated with the study\(^2\).

**Population Projections**

The graph below provides a summary of population projections for Greater Shepparton.

![Population Projections Graph](image)

**Table: Greater Shepparton Population Projections**

In summary it is identified that the population is projected to grow from 63.5K in 2013 to 80.1K in 2031 an increase of 26% over an 18 year period.

---

\(^2\) Source Australian Bureau of Statistics Census (2011) and Profile ID Analysis
Population Age Cohorts

The graph below provides an overview of current and projected populations by age-cohort.

<table>
<thead>
<tr>
<th>Age structure</th>
<th>2013 Number</th>
<th>2013 %</th>
<th>2031 Number</th>
<th>2031 %</th>
<th>Change 2013 to 2031 Actual</th>
<th>Actual %</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 4 years</td>
<td>4,588</td>
<td>7.2</td>
<td>5,470</td>
<td>6.8</td>
<td>882</td>
<td>19%</td>
</tr>
<tr>
<td>5 - 9 years</td>
<td>4,369</td>
<td>6.9</td>
<td>5,586</td>
<td>7</td>
<td>1,217</td>
<td>28%</td>
</tr>
<tr>
<td>10 - 14 years</td>
<td>4,370</td>
<td>6.9</td>
<td>5,412</td>
<td>6.8</td>
<td>1,042</td>
<td>24%</td>
</tr>
<tr>
<td>15 - 19 years</td>
<td>4,442</td>
<td>7</td>
<td>4,816</td>
<td>6</td>
<td>374</td>
<td>8%</td>
</tr>
<tr>
<td>20 - 24 years</td>
<td>3,878</td>
<td>6.1</td>
<td>4,240</td>
<td>5.3</td>
<td>362</td>
<td>9%</td>
</tr>
<tr>
<td>25 - 29 years</td>
<td>3,964</td>
<td>6.2</td>
<td>4,416</td>
<td>5.5</td>
<td>452</td>
<td>11%</td>
</tr>
<tr>
<td>30 - 34 years</td>
<td>3,974</td>
<td>6.3</td>
<td>4,931</td>
<td>6.2</td>
<td>957</td>
<td>24%</td>
</tr>
<tr>
<td>35 - 39 years</td>
<td>4,045</td>
<td>6.4</td>
<td>5,392</td>
<td>6.7</td>
<td>1,347</td>
<td>33%</td>
</tr>
<tr>
<td>40 - 44 years</td>
<td>4,523</td>
<td>7.1</td>
<td>5,671</td>
<td>7.1</td>
<td>1,148</td>
<td>25%</td>
</tr>
<tr>
<td>45 - 49 years</td>
<td>4,193</td>
<td>6.6</td>
<td>5,631</td>
<td>7</td>
<td>1,438</td>
<td>34%</td>
</tr>
<tr>
<td>50 - 54 years</td>
<td>4,306</td>
<td>6.8</td>
<td>5,241</td>
<td>6.5</td>
<td>935</td>
<td>22%</td>
</tr>
<tr>
<td>55 - 59 years</td>
<td>3,878</td>
<td>6.1</td>
<td>4,940</td>
<td>6.2</td>
<td>1,062</td>
<td>27%</td>
</tr>
<tr>
<td>60 - 64 years</td>
<td>3,464</td>
<td>5.5</td>
<td>4,408</td>
<td>5.5</td>
<td>944</td>
<td>27%</td>
</tr>
<tr>
<td>65 - 69 years</td>
<td>2,981</td>
<td>4.7</td>
<td>3,929</td>
<td>4.9</td>
<td>948</td>
<td>32%</td>
</tr>
<tr>
<td>70 - 74 years</td>
<td>2,200</td>
<td>3.5</td>
<td>3,472</td>
<td>4.3</td>
<td>1,272</td>
<td>58%</td>
</tr>
<tr>
<td>75 - 79 years</td>
<td>1,785</td>
<td>2.8</td>
<td>2,881</td>
<td>3.6</td>
<td>1,096</td>
<td>61%</td>
</tr>
<tr>
<td>80 - 84 years</td>
<td>1,384</td>
<td>2.2</td>
<td>2,212</td>
<td>2.8</td>
<td>828</td>
<td>60%</td>
</tr>
<tr>
<td>85 years +</td>
<td>1,187</td>
<td>1.9</td>
<td>1,430</td>
<td>1.8</td>
<td>243</td>
<td>20%</td>
</tr>
<tr>
<td>Total</td>
<td>63,531</td>
<td>100</td>
<td>80,078</td>
<td>100</td>
<td>16,547</td>
<td>26%</td>
</tr>
</tbody>
</table>

Table: Greater Shepparton Population Projections

Note: Highlights indicate population increases beyond projected overall Greater Shepparton increase of 26%. The following key findings are identified:

- The number of residents over the age of 35 years old is projected to increase from 33.9K in 2013 to 45.2K in 2031, an overall increase of 33%.
- The number of residents under the age of 35 years old is projected to increase from 29.6K in 2013 to 34.9K in 2031, an overall increase of only 17.8%.

In summary it is projected that the Greater Shepparton population will further age in the period from 2013 to 2031.

Weekly Household Income

An analysis of Greater Shepparton weekly household income in 2011 compared to Regional Victoria identifies the following:

- There was a smaller proportion of high income households (those earning $2,500 per week or more) and a lower proportion of low income households (those earning less than $600 per week).
- Overall, 8.6% of the households earned a high income, and 25.6% were low income households, compared with 9.2% and 27.2% respectively for Regional Victoria.
4 Current Situation

The information below provides an overview of the current situation associated with:

- Facilities, usage, user groups, programs and services.
- Association membership numbers.
- Industry benchmarking.

4.1 Shepparton Sports Stadium Overview

The following information provides a summary of the Shepparton Sports Stadium.

4.1.1 Facilities Overview

The Shepparton Sports Stadium is located in the Shepparton Sporting Precinct which is approximately three kilometres north of the General Post Office on the Goulburn Valley Highway. The precinct, which has regional significance, caters for a diverse range of sporting clubs with facilities for: athletics, badminton, baseball, basketball, BMX, cricket, cycling, equestrian, football, hockey, netball, radio controlled cars, soccer, table tennis, tennis and touch football.

The Shepparton Sports Stadium was originally opened in 1972 with two courts and subsequently extended in 1994 with an additional two courts and a multi-purpose area. The Stadium has a diverse range of facilities including: four basketball courts, a multi-purpose room, café and a 400 seat grandstand. The facility can also be configured to accommodate badminton courts (16), netball courts (4), table tennis tables (6) and volleyball courts (3).

The Stadium is managed by Council and operates with four permanent staff. Staff from the Australian Sports Commission, Greater Shepparton Basketball Association and Valley Sports are also located in the facility. These organisations have lease arrangements with Council for office space and the provision of programs and services.

A survey plan for the Stadium is attached in Appendix A.

4.1.2 Financial Performance


<table>
<thead>
<tr>
<th>Item</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13 (Projected)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>User Charges</td>
<td>$107,533</td>
<td>$114,409</td>
<td>$116,692</td>
</tr>
<tr>
<td>Rent</td>
<td>$35,039</td>
<td>$39,701</td>
<td>$41,083</td>
</tr>
<tr>
<td>Programs</td>
<td>$46,935</td>
<td>$42,174</td>
<td>$45,432</td>
</tr>
<tr>
<td>Café</td>
<td>$4,622</td>
<td>$2,817</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>$194,129</td>
<td>$199,101</td>
<td>$203,207</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td>$34,642</td>
<td>$31,276</td>
<td>$30,853</td>
</tr>
<tr>
<td>Advertising &amp; Promotion</td>
<td>$1,451</td>
<td>$4,350</td>
<td>$7,950</td>
</tr>
<tr>
<td>General Expenditure</td>
<td>$21,461</td>
<td>$3,979</td>
<td>$4,664</td>
</tr>
<tr>
<td>Stationary &amp; Consumables</td>
<td>$224</td>
<td>$287</td>
<td>$473</td>
</tr>
<tr>
<td>Utilities</td>
<td>$44,729</td>
<td>$69,661</td>
<td>$53,234</td>
</tr>
<tr>
<td>Kiosk</td>
<td>$775</td>
<td>$714</td>
<td>$1,570</td>
</tr>
</tbody>
</table>
### Table: Shepparton Sports Stadium Financial Performance

<table>
<thead>
<tr>
<th>Item</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13 (Projected)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste Management</td>
<td>$4,452</td>
<td>$2,221</td>
<td>$2,651</td>
</tr>
<tr>
<td>Communications</td>
<td>$2,423</td>
<td>$2,127</td>
<td>$3,262</td>
</tr>
<tr>
<td>Security</td>
<td>$7,523</td>
<td>$5,359</td>
<td>$7,107</td>
</tr>
<tr>
<td>Cleaning</td>
<td>$6,361</td>
<td>$6,172</td>
<td>$14,781</td>
</tr>
<tr>
<td>Programs</td>
<td>$17,770</td>
<td>$9,330</td>
<td>$10,347</td>
</tr>
<tr>
<td>Staffing</td>
<td>$265,415</td>
<td>$263,695</td>
<td>$262,561</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$407,226</td>
<td>$399,171</td>
<td>$399,453</td>
</tr>
<tr>
<td>Net Performance</td>
<td>-$213,097</td>
<td>-$200,070</td>
<td>-$196,246</td>
</tr>
</tbody>
</table>

Based on this information, the following summary is provided for the three year period:

- Income is projected to vary from $194K to $203K.
- Expenses are projected to vary from $407K to $399K.
- Net Performance is projected to vary from a deficit of $213K to a deficit of $196K.

### 4.1.3 Stadium Facility Use

The Shepparton Sports Stadium is a multi-sport facility that caters to a range of indoor activities. The facility has four basketball courts also lined for netball, badminton and volleyball, and a ‘multi-purpose room’ available for table tennis, physical activity programs and miscellaneous activities. The Stadium hosts various sporting events each year, and also caters to other special events as required. The facility has the capacity to be utilised during Emergency Management, and has recently served as a ‘Staging Area’ for Emergency Services during floods in the region.

### 2011-12 Stadium Usage

The following information provides a summary of overall facility usage of the Shepparton Sports Stadium in 2011-12.

<table>
<thead>
<tr>
<th>Area</th>
<th>Peak</th>
<th>Off-Peak</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Court 1</td>
<td>684</td>
<td>591</td>
<td>1,275</td>
</tr>
<tr>
<td>Court 2</td>
<td>586</td>
<td>496</td>
<td>1,082</td>
</tr>
<tr>
<td>Court 3</td>
<td>546</td>
<td>504</td>
<td>1,050</td>
</tr>
<tr>
<td>Court 4</td>
<td>523</td>
<td>540</td>
<td>1,063</td>
</tr>
<tr>
<td>Sub-Total Courts</td>
<td>2,339</td>
<td>2,131</td>
<td>4,470</td>
</tr>
<tr>
<td>Multi-Purpose Room</td>
<td>269</td>
<td>756</td>
<td>1,024</td>
</tr>
<tr>
<td>Total</td>
<td>2,608</td>
<td>2,887</td>
<td>5,495</td>
</tr>
</tbody>
</table>

Based on this information, the following summary is provided for usage in the 2011-12 period:

- Total court usage was 4,470 per annum with an average of 1,117 hours per court per annum.
- Total usage, including the multi-purpose room, was 5,495 hours per annum.
- Peak time bookings accounted for 52% while off-peak accounted for 48% of overall usage.
The table below provides a summary of stadium court peak time usage by sport in 2011-12.

<table>
<thead>
<tr>
<th>Area</th>
<th>Peak Usage</th>
<th>Percentage of Total Peak Usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Court Usage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Badminton</td>
<td>335</td>
<td>14%</td>
</tr>
<tr>
<td>Basketball</td>
<td>1,389</td>
<td>59%</td>
</tr>
<tr>
<td>Total Peak Time Court Usage</td>
<td>1,724</td>
<td>73%</td>
</tr>
<tr>
<td>Multi-Purpose Room</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Table Tennis</td>
<td>269</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Table: Shepparton Sports Stadium Usage**

Based on this information, the following summary is provided for usage by sport in the 2011-12 period:

- Basketball usage accounts for 59% of total peak time usage.
- Badminton and basketball peak time usage accounts for 73% of total court peak usage.

**Historical Usage Information**

Data obtained for court usage throughout 2011 shows the following:

- Courts: Peak usage average 34.2%, off peak usage average 20.9% and weekend usage average 11.1%.
- Multi-Purpose Room: Peak usage average 13.8%, off peak usage average 36.4% and weekend usage average 2.7%.

This data provides some key findings:

- The average figures above include months as low as 7.5% usage for ‘Courts - Peak’, and as high as 70.9%, primarily determined by Association competitions.
- The average figures above include months as low as 14.9% usage for ‘Courts - Off Peak’, and as high as 32.0%, primarily determined by school tournaments.
- The facility is utilised approximately 10.0% of the year on weekends, mainly for Association or regional tournaments, training camps and some additional special events.
- For ‘Multi-Purpose Room - Peak’, the lowest month average was 5.7%, with the highest at 36.6%, primarily determined by the Table Tennis Association competitions.
- For ‘Multi-Purpose Room - Off Peak’, the lowest month average was 25.4%, with the highest at 49.8%, based on the schedule of Older Adult programs.

It should be noted that Off Peak (9.00am - 4.00pm) and Peak (4.00pm - 10.00pm) usage data is calculated for Monday - Friday. Usage data for Saturday and Sunday has been calculated separately.

During competition seasons, the facility was utilised as follows:

- Greater Shepparton Basketball Association: 45 hours court time per week.
- Junior Stadium Netball: 7 hours court time per week.
- Private Program Providers: Varies each term.
- School Use: 8 hours court time per week.
- Shepparton Badminton Association: 13 hours court time per week.
- Shepparton Table Tennis Association: 6 hours per week.
• Stadium Programs: 21 hours per week.

A summary of total hours per annum is outlined below:

<table>
<thead>
<tr>
<th>User Group</th>
<th>Hours per Annum</th>
<th>% of Total Use per Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater Shepparton Basketball Association</td>
<td>1,367</td>
<td>43.7%</td>
</tr>
<tr>
<td>Stadium Programs</td>
<td>792</td>
<td>25.3%</td>
</tr>
<tr>
<td>Shepparton Badminton Association</td>
<td>351</td>
<td>11.2%</td>
</tr>
<tr>
<td>School Use</td>
<td>240</td>
<td>7.7%</td>
</tr>
<tr>
<td>Shepparton Table Tennis Association</td>
<td>186</td>
<td>5.9%</td>
</tr>
<tr>
<td>Junior Stadium Netball</td>
<td>175</td>
<td>5.6%</td>
</tr>
<tr>
<td>Shepparton Access</td>
<td>20</td>
<td>0.6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,131</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Table: Stadium Court Usage

4.1.4 Facility Level of Service

As part of the Master Plan development the project team met and established a star rating system for indoor sports facilities based on their collective input and experience.

The system was designed based around the hotel industry type star rating system with the aim of providing a simple easy way for the whole of the community to understand the standards and types of facilities available.

In order to establish the score, facilities are rated against 17 criteria and the facility score divided by the overall possible score and a percentage score applied.

Indoor Sports Facilities were rated as follows:

5 Star – International

International standard facility such as the State Netball Centre or Melbourne Sports and Aquatic Centre. Caters to a range of sports and activities and able to host international standard events. Providing a broad range of facilities and equipment to service in excess of 250,000 visits each year for both community and elite users. Required score against criteria 90-100%

4 Star – Significant regional

Significant regional facility providing 6 or more courts including a show court with seating for approximately 1,000 spectators. Facilities are able to host regional and some state level events, generally very good and well-maintained supporting infrastructure with the capacity to service up to 250,000 visits a year. Required score against criteria 80-90%

3 Star – Small regional

Between 4 to 6 courts, perhaps servicing broader than immediate local community. Facilities are cleaned daily and some programming is undertaken. Provides supporting infrastructure and facilities such as café and parking as well as limited general opening and public access outside hiring and program times. Required score against criteria 70-80%

2 Star – Good-quality local

Local facility with single or double courts and some associated infrastructure such as change rooms, showers and kitchenette. Well maintained however cleaning limited to pre and or post events, very limited if any public access outside hiring and program times. Average quality furniture, fixtures and equipment. Required score against criteria 60-70%
1 Star – Poor-quality local

Single court facility with little or no associated infrastructure. Dated or poorly maintained equipment, fixtures and fittings and no access outside hired times. Cleaning limited to users dust mopping surfaces and occasional scrubbing. Required score against criteria less than 60%

In July 2011, a ‘Star Rating’ analysis of the Shepparton Sports Stadium was conducted by a group of internal stakeholders. The result was that the Shepparton Sports Stadium was rated 3.5 stars; a rating equivalent to an above average ‘small regional’ facility. The ratings for each service quality attribute are as follows:

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Score (out of 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel Distance To Facilities</td>
<td>5</td>
</tr>
<tr>
<td>Disabled Access</td>
<td>5</td>
</tr>
<tr>
<td>Available For Use</td>
<td>4</td>
</tr>
<tr>
<td>Affordability - Value For Money</td>
<td>5</td>
</tr>
<tr>
<td>Type and Range of Programs</td>
<td>3</td>
</tr>
<tr>
<td>Range of Equipment to Undertake a Range of Programs</td>
<td>4</td>
</tr>
<tr>
<td>Well Maintained Equipment</td>
<td>4</td>
</tr>
<tr>
<td>Facilities are Clean</td>
<td>4</td>
</tr>
<tr>
<td>Court Surface Cleanliness</td>
<td>3</td>
</tr>
<tr>
<td>Aesthetics</td>
<td>2</td>
</tr>
<tr>
<td>Facilities are Comfortable and Pleasant</td>
<td>5</td>
</tr>
<tr>
<td>Air Temperature</td>
<td>3</td>
</tr>
<tr>
<td>Parking Suitability</td>
<td>3</td>
</tr>
<tr>
<td>Parking Safety</td>
<td>3</td>
</tr>
<tr>
<td>Facilities are Fit for Purpose</td>
<td>3.2</td>
</tr>
<tr>
<td>Customers are Treated Fairly and Respectfully</td>
<td>5</td>
</tr>
<tr>
<td>Facility Health and Safety</td>
<td>4.2</td>
</tr>
<tr>
<td><strong>Total Score</strong></td>
<td><strong>65.4</strong></td>
</tr>
<tr>
<td><strong>Score % of Total</strong></td>
<td><strong>76.9%</strong></td>
</tr>
</tbody>
</table>

Table: Stadium Service Assessment

In analysing the gap between the Shepparton Sports Stadium star rating and the characteristics of a 4 Star significant regional facility, the key requirements are as follows:

- Additional courts.
- Show court with 1000+ seating capacity.
- Compliance with requirements for state and national sporting events.
- Good standard of facilities, equipment and infrastructure.
- Modern and aesthetically pleasing design and colour schemes.
- Modern decor, fittings and furnishings.
- Modern, clean and hygienic amenities.
- Modern and stylish exterior.
- Suitable office, meeting and ‘Sports House’ spaces.
- Capacity to service up to 250,00 visits per year.
In addition, whilst programming of competitions and percentage of usage were reasonable, these are less than larger 4 Star regional facilities.

4.1.5 Condition Audit

- A condition audit of the facility undertaken in 2011/12 identified refurbishment and/or renewal works totalling $75K over a three year period from 2012/13 as outlined below. As a result, while the original facility is now over 40 years old, it is practical for its current use.

<table>
<thead>
<tr>
<th>Year</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>$53,650</td>
<td>$10,450</td>
<td>$10,700</td>
<td>$74,800</td>
</tr>
</tbody>
</table>

Table: Sports Stadium Renewal Allocations

4.2 Association and Program Members

Estimated membership numbers for the key associations who utilise the Shepparton Sports Stadium are as follows (as at September 2012):

- Greater Shepparton Basketball Association (juniors): 628 members with 39% of these female.
- Greater Shepparton Basketball Association (seniors): 334 members with 20% of these female.
- Junior Development Programs (Aussie Hoops, Mini Minton, Aussie Net): 50 child visits per week with 60% of these by females.
- Junior Stadium Netball: 100 visits per week with all of these being females.
- Shepparton Badminton Association (seniors): 140 visits per week with 40% of these by females.
- Shepparton Badminton Association (juniors): 120 visits per week with 60% of these by females.
- Shepparton Table Tennis Association: 42 seniors and 18 junior with 20% of these female.
- Premier Soccer (Senior Futsal): 60 visits per week with all of these by males.

In addition to hosting these associations, the Stadium also runs a variety of programs. The estimated numbers of participants and gender are as follows:

- Older Adult Programs: 115 visits per week with 90% of these by females.
- Social Netball: 90 visits per week with 87% of these by females.

4.3 Shepparton Sports Stadium Benchmarking (CERM)

The following information provides a summary of performance benchmarking for the Shepparton Sports Stadium.

4.3.1 CERM Benchmarking Survey

The CERM Performance Indicators is an applied research project of the University of South Australia. CERM PI currently provides reviews for over 200 sports and leisure facilities in Australia and New Zealand. The CERM PI annual operational management survey has been the basis for the development of robust operational benchmarks for sports and leisure facilities. These benchmarks foster a self-assessment framework and have contributed to a continuous improvement culture within many organisations.
A CERM Benchmarking Survey was conducted in late 2010 focussing on aspects of Operational Management with results compared against similar facilities throughout Australia; those been facilities > 3000m², and including a gym/fitness area. Results from this analysis indicated the following results:

<table>
<thead>
<tr>
<th>Key Result Area</th>
<th>Shepparton</th>
<th>CERM Median</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visits per annum</td>
<td>155,000</td>
<td>190,942</td>
<td>-23.2%</td>
</tr>
<tr>
<td>Catchment population</td>
<td>50,000</td>
<td>36,279</td>
<td>27.4%</td>
</tr>
<tr>
<td>Visits per Catchment Population</td>
<td>3.1</td>
<td>5.3</td>
<td>-69.8%</td>
</tr>
<tr>
<td>Program range</td>
<td>11</td>
<td>19</td>
<td>-72.7%</td>
</tr>
<tr>
<td>Fees per Visit</td>
<td>$1.20</td>
<td>$3.45</td>
<td>-187.5%</td>
</tr>
<tr>
<td>Expense Recovery</td>
<td>51%</td>
<td>89%</td>
<td>-74.5%</td>
</tr>
<tr>
<td>Presentation Cost (% expense)</td>
<td>9.9%</td>
<td>5.4%</td>
<td>45.5%</td>
</tr>
<tr>
<td>Subsidy per Visit</td>
<td>-$1.17</td>
<td>-$0.73</td>
<td>37.6%</td>
</tr>
<tr>
<td>Labour Costs to Total Receipts</td>
<td>132%</td>
<td>71%</td>
<td>46.2%</td>
</tr>
<tr>
<td>Labour Costs per SQM</td>
<td>$59</td>
<td>$123</td>
<td>-108.5%</td>
</tr>
<tr>
<td>Energy Cost Share</td>
<td>10.4%</td>
<td>3.7%</td>
<td>64.4%</td>
</tr>
</tbody>
</table>

It is evident that similar facilities to the Shepparton Sports Stadium have increased visits, more program opportunities and greater expense recovery through higher income. It should be noted that facilities in ‘Group 4’ include those with gym/fitness areas, which the Shepparton Sports Stadium doesn’t have. This would account for some of the variances in benchmarking results between the Shepparton Sports Stadium and other facilities.

4.3.2 CERM Customer Satisfaction Survey

A CERM Customer Satisfaction Survey was conducted in late 2010 with 284 respondents. Results from the survey analysis indicated the following performance by Shepparton Sports Stadium:

<table>
<thead>
<tr>
<th>Key Result Area</th>
<th>Performance</th>
<th>Target</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problems experienced</td>
<td>14%</td>
<td>10%</td>
<td>+ 4%</td>
</tr>
<tr>
<td>Recommend centre</td>
<td>91%</td>
<td>80%</td>
<td>+ 11%</td>
</tr>
<tr>
<td>Say positive things about the centre</td>
<td>89%</td>
<td>80%</td>
<td>+ 9%</td>
</tr>
<tr>
<td>Encourage others to use the centre</td>
<td>91%</td>
<td>80%</td>
<td>+ 11%</td>
</tr>
<tr>
<td>Used the centre for two or more years</td>
<td>67%</td>
<td>75%</td>
<td>- 8 %</td>
</tr>
<tr>
<td>Overall Satisfaction</td>
<td>89%</td>
<td>80%</td>
<td>+ 9%</td>
</tr>
<tr>
<td>Cleaning and Maintenance</td>
<td>95%</td>
<td>80%</td>
<td>+ 15%</td>
</tr>
<tr>
<td>Equipment (Q.3)</td>
<td>97%</td>
<td>80%</td>
<td>+ 17%</td>
</tr>
<tr>
<td>Staff and Management</td>
<td>93%</td>
<td>80%</td>
<td>+ 13%</td>
</tr>
<tr>
<td>Activities and Competitions</td>
<td>94%</td>
<td>80%</td>
<td>+ 14%</td>
</tr>
<tr>
<td>Value for Money</td>
<td>95%</td>
<td>80%</td>
<td>+ 15%</td>
</tr>
<tr>
<td>Parking</td>
<td>94%</td>
<td>80%</td>
<td>+ 14%</td>
</tr>
<tr>
<td>Kiosk</td>
<td>84%</td>
<td>80%</td>
<td>+ 4%</td>
</tr>
<tr>
<td>Overall Individual Performance</td>
<td>94%</td>
<td>80%</td>
<td>+ 14%</td>
</tr>
</tbody>
</table>
As indicated in the results, the performance of the Stadium in the CERM Customer Satisfaction Survey is very positive. All aspects controlled by Stadium staff were between 9% and 17% above the target of 80%, with the average being approximately 13%. On the negative side, there were 4% more problems experienced than the target. The only other score below the target was the length of time people have been using the facility, which is a hard result to interpret. The result could indicate that the retention rate of participants is lower than desired, or it could indicate that of those surveyed, 33% have been recently attracted to the facility (new custom). Whilst the goal is repeat custom, there is also a desire to attract a level of new participants to the facility.

For overall Customer Satisfaction using the CERM scoring the Stadium rated a 6.2 out of a possible 7.0 higher than the median score of 6.0 recorded across 16 other centres in the Group 4 category.

4.4 Shepparton Facility Provision Overview

The table below provides a summary of the current provision of indoor court facilities in Shepparton (as at September 12) with a location map provided in Appendix B. This information was provided by the Greater Shepparton Basketball Association.

<table>
<thead>
<tr>
<th>Facility</th>
<th>Other Amenities</th>
<th>Sports</th>
<th>Standard</th>
<th>Courts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baptist Church</td>
<td>No seating, no air-conditioning, toilets, limited run off.</td>
<td>Basketball.</td>
<td>Medium</td>
<td>1</td>
</tr>
<tr>
<td>Christian Community School</td>
<td>No seating, no air-conditioning, no internal toilets. Although stadium now has vinyl floor.</td>
<td>Badminton, basketball, netball and volleyball.</td>
<td>Medium</td>
<td>1</td>
</tr>
<tr>
<td>Goulburn Valley Grammar</td>
<td>NA</td>
<td>Badminton, basketball, netball and volleyball.</td>
<td>Medium</td>
<td>1</td>
</tr>
<tr>
<td>Guthrie Street Primary</td>
<td>NA</td>
<td>NA</td>
<td>Low</td>
<td>1</td>
</tr>
<tr>
<td>Grammar School</td>
<td>Change rooms, toilets, seats on side, not air conditioned, good surface.</td>
<td>Badminton, basketball, netball and volleyball.</td>
<td>Medium</td>
<td>1</td>
</tr>
<tr>
<td>McGuire College</td>
<td>No seating, no air-conditioning, limited room on side of court, poor toilets.</td>
<td>Badminton, basketball, netball and volleyball.</td>
<td>Low</td>
<td>1</td>
</tr>
<tr>
<td>Mercy Stadium</td>
<td>Show court and seat stand, air-conditioned, toilets, meeting room.</td>
<td>Badminton, basketball, netball and volleyball.</td>
<td>High</td>
<td>2</td>
</tr>
<tr>
<td>Mooroopna Secondary</td>
<td>No seating, no air-conditioning, bad rings, limited runoff, poor lighting, old vinyl surface.</td>
<td>Badminton, basketball, netball and volleyball.</td>
<td>Low</td>
<td>1</td>
</tr>
<tr>
<td>St Georges Rd Primary</td>
<td>No seating, no air-conditioning, toilets, bad rings, limited room on side of court, poor lighting.</td>
<td>Badminton, basketball, netball and volleyball.</td>
<td>Low</td>
<td>1</td>
</tr>
</tbody>
</table>
### Table: Stadium Courts in Shepparton

In summary, including the existing four courts at Shepparton Sports Stadium, there is a total of 17 indoor courts in Shepparton. Although a variety of suitable facilities exist for use by the community, the availability of these and the practicalities of Associations scheduling competitions across several facilities when reliant on a volunteer base makes it very difficult to utilise more than one facility. Whilst the Greater Shepparton Basketball Association schedule competition games at both the Shepparton Sports Stadium and VISY Stadium at Wanganui Secondary College, anecdotal evidence from the GSBA suggests that Wanganui is at capacity and is unable to provide any further court space.

<table>
<thead>
<tr>
<th>Facility</th>
<th>Other Amenities</th>
<th>Sports</th>
<th>Standard</th>
<th>Courts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Tracy</td>
<td>No seating, no air-conditioning, bad rings, toilets, change rooms, limited run-off, poor lighting, dark surface.</td>
<td>Badminton, basketball, netball and volleyball.</td>
<td>Low</td>
<td>1</td>
</tr>
<tr>
<td>Wanganui Secondary College</td>
<td>Show court and seating, air-conditioned, toilets, change rooms, meeting room, kitchen, theatrette, excellent surface. Seating for 1,000.</td>
<td>Badminton, basketball, netball and volleyball.</td>
<td>High</td>
<td>2</td>
</tr>
<tr>
<td>Total Courts</td>
<td></td>
<td></td>
<td></td>
<td>13</td>
</tr>
</tbody>
</table>
5 Consultation – Council

The following information provides a summary of consultation undertaken with Council.

5.1 Shepparton Sports Stadium Management

Interviews and meetings were conducted with management of the Shepparton Sports Stadium. In addition to information provided previously in this report the following comments were provided.

**Stadium Strengths**

- The overall functionality of the Stadium is very good.
- The four indoor courts are in good condition.
- The Stadium accommodates staff from the Australian Sports Commission, Greater Shepparton Basketball Association and Valley Sport and they add value to programs and services.
- The Stadium is well utilised with basketball at capacity during peak periods.
- The Stadium hosts a Big V game every second Saturday (in season).
- The overall maintenance, cleanliness and presentation are of a high standard.

**Stadium Weaknesses**

- The Stadium is dated and looks old.
- Limited day time usage occurs.
- Courts are not compliant for a range of sport requirements.
- Cannot host elite netball facilities due to facility limitations.
- The roof height is inadequate for badminton and volleyball.

**General Comments**

- Core user groups are badminton, basketball and table tennis with other main hirers including junior netball and indoor soccer (futsal).
- Potential opportunity to develop a Sports house type facility (e.g. Skilled Stadium Geelong).
- Potential opportunity to enhance with major events and exhibition type activities.

5.2 Major Events and Performing Arts

The following information provides an overview of consultation undertaken with Council Performing Arts and Events Officers.

A summary of current event and exhibition type facilities in Shepparton is outlined below:

<table>
<thead>
<tr>
<th>Facility</th>
<th>Use</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Bank</td>
<td>Function room and auditorium type events.</td>
<td>830</td>
</tr>
<tr>
<td>Macintosh Building</td>
<td>Birthday parties, weddings and exhibitions.</td>
<td>700</td>
</tr>
<tr>
<td>Multi-Purpose Venue</td>
<td>Shed with no roof hence used for basic events.</td>
<td>NA</td>
</tr>
<tr>
<td>Visy Centre (Located at Wanganui Secondary College)</td>
<td>Utilised extensively for sporting events hence not generally accessible.</td>
<td>1,000</td>
</tr>
<tr>
<td>Westside Performing Arts</td>
<td>Small events and community activities.</td>
<td>400</td>
</tr>
</tbody>
</table>
Table: Events Facilities in Shepparton

As a result of the above current provision it is identified that if events capability was to be incorporated into a redeveloped Shepparton Sports Stadium that it should have capacity to seat in excess of 1,500. If events capability was included, other relevant design elements include:

- The provision of PA and AV equipment.
- Tiered seating to ensure that a minimum of 1,500 can see a specific point in the facility (i.e. podium or lectern), preferably movable.
- The provision of a flooring surface that could be used to protect the sports floor.
- Associated storage space for equipment, tables and chairs etc.
- Roller door for drop of equipment.
- Appropriate floor loadings for weighted equipment.
- A gantry allowing the ability to set up lighting for shows.
- The ability to “black out” the space if required.
- Capacity for large trucks to off-load.
- Appropriate power supply.

Subject to the above, potential events that could be hosted in Shepparton include:

- Muay Thai boxing.
- Wiggles, Jimmy Barnes type concert and Rotary events.
- Large basketball events requiring a facility overlay.

The nearest competitor to this type of facility is Albury, Bendigo (Schweppes Centre) and Melbourne.

5.3 Access and Inclusion

In May 2013 the first Draft Concept Plans were provided to Council’s Access and Inclusion Officer Louise Dwyer for review. A summary of the key points are provided below:

- Include provision for a recharge point - for people with electronic mobility devices to recharge their batteries.
- Provision of designated accessible car parks with a continuous accessible path of travel to the principal pedestrian entrance.
- Accessible signage - including directional signage to toilets/lifts/accessible seating etc.
- Provision for accessible seating in the retractable seating - spaced out with fixed seating between to allow for a person using a wheelchair to sit with their family and/or friends.
- Recommend to provide adult change table in the Unisex Accessible Toilet (USAT)
- Ramp exits at the rear of the building to allow for emergency exits (step-free exit).
- Provision for an ambulant toilet in both male and female facilities.
- Minimum 30% colour contrasting between door/doorframe/wall.
- Stairs leading to first floor must comply with AS 1428.1 - handrails, tactile ground surface indicators (TGSI’s etc.).
- Fixtures and fittings to comply with AS1428.1.

These recommendations have been forwarded to the project architect.
6 Consultation - Users and Tenants

A targeted approach to stakeholder consultation was adopted to ensure that the views of relevant current users/tenants and potential users were considered. The outcomes of the consultation are summarised below.

6.1 Australian Sports Commission

A meeting was conducted with representatives of the Australian Sports Commission (ASC), with the following points being identified.

- The ASC believe that the Stadium is a very good location to be based and that they would consider a shared office space arrangement.
- A meeting space which could accommodate at least 20 people would be good for training and meetings. The ASC may require space for up to 40 people from time to time.
- The ASC would prefer a theatre style layout due to its flexibility in regards to training.
- The ASC value the sports house greatly, due to the fact that all three levels of government in relation to sport and recreation are under the one roof.
- The ASC definitely see scope to increase the use of the courts in relation to their programming.
- The ASC is likely to employ two to three individuals for the next five years.

6.2 Goulburn Valley Squash Club

A meeting was held with representatives from the Goulburn Valley Squash Club and the following is a summary of the key findings. Note: this group is not currently a user of the facility.

**Background**

- The Club has approximately 300 members.
- The Club uses a privately owned venue in Shepparton which has nine courts.
- The Club has a three year minimum rental arrangement (potentially five years maximum) for use and is now 18 months into this arrangement.
- The annual cost of the rent is $26,780 per annum plus outgoings.
- The venue is used during the following times:
  - Monday, Tuesday and Thursday 5.30pm to 11pm.
  - Wednesday 5.30pm to 9pm.
  - Friday night for junior training.
  - Sunday 10am to 12pm.
- The Club hosts a number of regional tournaments in addition to a national Masters Event and an international Trans-Tasman tournament.
- The venue is licensed and the Club operates a bar and retains revenue. This is the greatest source of income.

**Issues**

- The current courts are in poor condition and have significant accessibility issues.
- No certainty around the future use of the venue beyond the current arrangement.
A critical issue is that the owner does appear to be interested in refurbishing the squash courts and associated facilities.

The owner has also tried to sell the venue on a number of occasions.

Difficult to get sponsors and other forms of revenue to fund improvements.

**Future Requirements**

- The Club advised that ideally it would require six glass backed courts in the future with the scope to add two to four courts if demand existed.
- The Club has previously investigated the option of developing a facility itself however those present were unsure of the outcome of this review.

### 6.3 Greater Shepparton Basketball Association

An interview was conducted with representatives from the Greater Shepparton Basketball Association (GSBA) with the following points being identified. An additional written response was provided by the Association and this information is attached in Appendix C.

- The GSBA currently runs two competitions: one in summer approximately 18 weeks long, and one in winter approximately 13 weeks long. These competitions cater for all age groups from Under 10’s in both boys and girls to Under 18’s. They also cater for 5 grades of open age men’s teams and 3 grades of open age women’s teams. Throughout the previous summer and winter competitions a total of 892 players competed.
- The GSBA also conducts junior and senior representative programs and school and holiday programs.
- The GSBA currently operates two tournaments. The first of these is a junior tournament which runs for three days in December with over 160 teams competing. The second tournament is a Masters tournament which attracts around 100 players over two days.
- The GSBA stressed that there is significant unmet demand for basketball throughout the Greater Shepparton community. For example, they were forced to turn away 18 teams for the summer competition due to a lack of court availability.
- A lack of court availability has also resulted in several teams not having access to training facilities.
- The GSBA has also attempted to utilise other facilities such as schools. However due to school use and high hiring fees this option has become difficult. This has, in the view of the GSBA, prohibited potential growth of the sport.
- The GSBA also raised concern regarding the increasing costs in relation to playing basketball, especially in a low socioeconomic area.
- The GSBA expressed their intention to develop a range of new programs, including extending their school holiday programs and developing an all abilities program.
- Since the introduction of a paid administrator in 2011, there has been increased communication with the Association’s members and Basketball Victoria.
- In the near future the association also aims to establish a two tier administration model with a General Manager overseeing all operations of the association.
- Basketball were concerned at the lack of seating being planned, as their belief is that their big games would attract around 600-800 people.
- Basketball is currently using six courts.
- Basketball agreed that six courts would be workable; however they would still likely require other courts, most notably school courts.
• It was identified that future expansion could involve two additional courts at schools.
• There is potential to possibly shift reception to the centre and locate the kiosk to the back of the stadium. However this needs to be looked into at more depth.
• Basketball also requested seating in the middle of the two show courts.
• Basketball expressed the great benefit of having more courts will provide for them including increased timeslots and availability as well as increased possibilities for programs/participation.
• From basketball’s point of view, there is no need to improve the sports house.
• Overall, basketball is very happy with the proposed development.

6.4 Premier Soccer Shepparton
A meeting was conducted with representatives from Premier Soccer, with the following points being identified.
• Premier Soccer suggested the requirement of a net between courts three and four.
• Premier Soccer would aim to establish courts three and four as the home of futsal.
• Premier Soccer also expressed the suggestion of having proper futsal markings.
• Currently, Premier Soccer’s aim is to commence junior futsal programs.
• Senior participation has spread into year round competitions, with term four and one the focus for all competitions.
• There is a strong potential to develop juniors, with this providing the springboard to attract junior tournaments (e.g. AFA National School Championships).
• Premier Soccer does not have a requirement for an office within the sports house; however they would like to have access to some shared space from time to time.
• Requests were also made in relation to ensuring that Futsal had its own remote scoring system.
• Premier Soccer Shepparton is generally happy with the concept plan.

6.5 Shepparton Badminton Association
A meeting was conducted with representatives from the Shepparton Badminton Association with the following points being identified.
• The glass walls near the café could present issues with visibility; however this could be overcome through the use of tinting.
• The roof height also needs to be adequate to host badminton events.
• Badminton would also be interested in sharing the reception as an office.
• Badminton requires a bench around 3 metres near reception for tubs with shuttles and other badminton equipment on competition nights.
• The current lighting on courts three and four is very close to being not fit for purpose.
• Court 2 is also uneven, which needs to be investigated.
• Badminton also requested some sort of ventilation that could be easily closed – natural ventilation is most likely the best option.
• Current storage for badminton is adequate in the foreseeable future.
• If new courts allowed for freeing up all 16 courts (existing) for at least one night a week, the Badminton Association are confident it would have a positive impact on participation.
• Show courts would be good for tournament use and the association is confident that they could attract added tournaments due to the show court possibility.
• The current office space is well utilised, with Badminton being open to a position in the Sports House.
• A key issue in developing badminton over the next few years is the lighting on courts 3 and 4.
• Added courts would also lead to a free up of certain costs, potentially leading to greater participation and more involvement from volunteers.
• The redevelopment is not critical for Badminton as a sport in Shepparton and therefore this will influence their willingness to financially contribute to the re-development.
• Darkened walls on existing courts would be beneficial.
• Upgraded social areas would be greatly beneficial in assisting in supporting growth and development.
• Sport development support would be very important to increase participation for Badminton.
• Badminton also stressed that if a show court was used for tournaments they would require curtains to separate the courts.
• If further courts were built it would open up greater possibilities in relation to weekend use for casuals.

6.6 Shepparton Netball Association

A meeting was conducted with representatives from the Shepparton Netball Association, with the following points being identified.

• The Shepparton Netball Association noted that the courts currently are non-compliant with current standards in terms of run off spaces.
• They also expressed a desire to have a greater gap between the courts to allow for seating.
• Currently a state-wide tournament is being held at the Mercy College – however there is no lit warm up area and there is a lack of seating.
• An adequate warm up area requires goal posts; however netball lining is not needed but preferred.
• The Shepparton Netball Association also expressed a need for an umpire’s room as well as an open first aid area. It was further noted that a first aid room should be built into the concept plan at an easily accessible position.
• The Shepparton Netball Association also desire separate timers and scoring systems.
• For tournaments, space will also need to be made for a court supervisor.
• Consideration must be had in relation to storage; because if storage was relocated, it could potentially create a third, and even fourth, compliant court.
• The Netball Association aims to maintain around 900-1000 people within the association.
• If new compliant courts were built they could consider running their Saturday competition indoors, and could potentially attract additional events such as community camps.
• There may also be potential to have a team in the Victorian Netball League.
• The Shepparton Netball Association believe that their activities would be at a medium level in the priority of use, while their regional state league games would be at a medium to high level.
• Netball is happy with their current office, as most of their staff work from home anyway.
• The sports house is not really a priority for Netball.
• Netball also raised the idea of having small coaches' rooms in the main change rooms to allow for the possibility of high standard competitions.

6.7 Shepparton Table Tennis Association
A meeting was conducted with representatives from the Shepparton Table Tennis Association, with the following points being identified.
• Table Tennis was interested in using the “proposed multi-purpose” as their secondary space. This is due to its location and the potential for people to watch.
• Table Tennis also stressed that consideration must be made to the height of the ceilings.
• Table Tennis would like to utilise the front multi-purpose room due to its great exposure.
• Table Tennis is currently aiming to host two ‘quite major’ tournaments (they are currently negotiating these).
• Over the last two years table tennis has estimated a 10 – 15% growth, with particular growth in the juniors.
• Overall, table tennis likes the plan and finds it ‘exciting’.

6.8 Valley Sport
A meeting was conducted with representatives from Valley Sport, with the following points being identified.
• Currently, Valley Sport is at capacity in the offices. They have five staff in a 10m by 4m area.
• Valley Sport would require a guarantee of five seats in the new offices, as well as extra seating.
• Room must also be made for a schools program co-ordinator. If an adequate set-up was established the AAA program would join Valley Sport.
• Valley Sport stressed that guidance must be taken from the Geelong redevelopment, in which the office is already overcrowded, causing some employees to look for other jobs due to the small space.
• Valley Sport have been preparing for a level of reasonable investment for construction.
• Valley Sport also run courses for up to 30 people; therefore room must be supplied for these courses in the training rooms.
7 Additional Guiding Strategies

Throughout the consultation process a range of relevant non-Council strategies and plans were identified. These have been reviewed with summaries outlined below.

7.1 Local Strategies

The following local association document was reviewed.

7.1.1 Greater Shepparton Basketball Association Strategic Plan (2011-2014)

The Greater Shepparton Basketball Association Strategic Plan 2011-2014 was developed with the assistance of the Basketball Victoria Country Council in July 2011. This plan is complimentary to the Basketball Victoria Strategic Plan 2009 – 2012 (refer below). Sections of the Greater Shepparton Basketball Association Strategic Plan 2011-2014 relevant to the development of the Stadium Master Plan are as follows:

- Mission: To improve facilities for the whole of the communities’ enjoyment.
- Goal 1: Organisational development enabling Associations to be the best that they can be.
  - Strategies: a) Creating meaningful partnerships to achieve ‘win-win’ results and b) Continued advocacy toward balancing the need of our stakeholders and the growth of our sport
  - With the outcome of strong relationship with Greater Shepparton City Council.
- Goal 2: Accessibility with more and better places to play.
  - Strategies: a) Access to more facilities and courts b) Collaboration with other facility groups, b) Maximising participation at our venue and c) Maximise opportunity to ‘manage’ the basketball component of programs
  - Resulting in: a) Increased access to facilities and courts, b) Ability to expand competition base, c) Full fixtures on all days of competition, d) Ability to apply pressure for more facilities, e) Number of successful tenders awarded and f) Management rights to the basketball component of the facility.

7.2 State Plans and Strategies

The following state level inputs, plans or strategies were identified and reviewed.

7.2.1 Badminton Victoria Strategic Plan (2009-2013)

The 2009 to 2013 Strategic Plan sets out the key organisational directions for Badminton Victoria. A major identified objective for badminton is the increase in the number and quality of venues and available courts for badminton. Key strategies associated with this objective include:

- Investigate the feasibility of regional centres of excellence, and a state Badminton Centre. Assist key associations with their own centres to act as regional hubs for development programs for juniors, coaching and officials, and state level elite squads.
- Support associations accessing community facilities designed for badminton. Work with Sport and Recreation Victoria, Councils, and the Department of Education and Early Childhood to identify possible new facility developments that may include badminton and influence their design. Offer support to associations to assist them to get access to existing indoor facilities ahead of alternative sports.
7.2.2 Basketball Victoria Strategic Plan (2009-2012)

The Basketball Victoria Strategic Plan 2009 to 2012 was developed with the Basketball Victoria community and approved at the Basketball Victoria State Conference in November 2008, to help the State body achieve the best possible outcomes for basketball in Victoria over the next three years.

The Basketball Victoria Strategic Plan sets out the strategic priorities and objectives which when implemented will see the organisation through to the next level of their development. Relevant strategies and objectives that inform the development of the Shepparton Sports Stadium Master Plan include:

- Strategic Priority: Grow and increase retention of all participants:
  - Strengthen and grow our grassroots.
  - Maximise participant retention at all levels.
  - Gaining the maximum resources.
  - Provide the best possible elite competitions.
  - Best possible spectator numbers.
  - Best possible spectator behaviour.
  - Minimise the increasing cost of participation for grassroots players.

- Strategic Priority: More and better places to play.
  - Facilities that meet the current and emerging needs.
  - Funding to increase access.
  - Maximising participation in all our venues.

7.2.3 Basketball Victoria Facilities Master Plan (2012)

In December 2012, Basketball Victoria completed a Facilities Master Plan for the state. The following information provides a summary of key findings and relevant strategies.

**Relevant Key Findings**

- A review of Basketball Victoria’s 2011 registrations identifies that there are 134,259 players across the state with 14,763 metropolitan teams and 95,960 players and 38,299 players in country Victoria.

- An audit of facilities undertaken as part of the study shows a total of 298 venues that are utilised by basketball competitions and associations throughout Victoria. Of those 298 venues, the majority are single court facilities (~50%). The table below provides a summary of venues and court provision.

<table>
<thead>
<tr>
<th>Type</th>
<th>Metropolitan</th>
<th>Regional</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Court Venues</td>
<td>92</td>
<td>56</td>
<td>148</td>
</tr>
<tr>
<td>Two Court Venues</td>
<td>50</td>
<td>32</td>
<td>82</td>
</tr>
<tr>
<td>Multi-court Venues (2 or 3 court)</td>
<td>10</td>
<td>21</td>
<td>31</td>
</tr>
<tr>
<td>Multi-court Venues (4+ courts)</td>
<td>28</td>
<td>9</td>
<td>37</td>
</tr>
<tr>
<td><strong>Total Venues</strong></td>
<td>180</td>
<td>118</td>
<td>298</td>
</tr>
<tr>
<td><strong>Total Courts</strong></td>
<td>376</td>
<td>208</td>
<td>584</td>
</tr>
</tbody>
</table>

*Table: Victorian Venues Summary*
Based on the 2011 Melbourne and Victorian population numbers\(^4\) of 4.137M in metropolitan Melbourne and 1.399M in regional Victoria the following court provision ratios are identified\(^5\):

<table>
<thead>
<tr>
<th>Type</th>
<th>Metropolitan ('000)</th>
<th>Regional ('000)</th>
<th>Victoria ('000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population per Venue</td>
<td>23.0K</td>
<td>11.8K</td>
<td>18.5K</td>
</tr>
<tr>
<td>Population per Court</td>
<td>11.0K</td>
<td>6.7K</td>
<td>9.5K</td>
</tr>
</tbody>
</table>

**Table: Victorian Provision Summary**

In summary, it is identified that the provision of venues in regional Victoria per head of population is approximately twice that of metropolitan Melbourne.

**Recommended Strategic Direction**

The following information provides a high level summary of the recommended strategic direction for Basketball Victoria from the study.

- That Basketball Victoria (BV) develop a communications strategy to ensure that the key findings of the BV Facilities Strategic Plan are disseminated and promoted to key stakeholders, facility planners and potential facility providers.
- That Basketball Victoria work in consultation with key stakeholders to plan for the development of new and existing facilities to address the identified facility gaps.
- That Basketball Victoria identifies and/or allocates the necessary resources to support improved planning of basketball facilities.
- That Basketball Victoria implements a range of identified sport development initiatives to further develop the sport.
- That Basketball Victoria encourage Basketball Australia to take a more active and strategic role in basketball facility planning at a national (BA) level. The development of this role by BA is already in its early stages.
- That Basketball Victoria establish strategic alliances with Netball Victoria and other relevant compatible indoor sporting state and/or national organisations to facilitate planning and development of appropriate facilities.

**7.2.4 Netball Victoria Facilities Master Plan (2011)**

Conducted in 2011 by Netball Victoria, the Facilities Master Plan seeks to identify, analyse and document the present and future developmental needs and facilities requirements for netball in Victoria. The plan also seeks to improve planning and help prevent duplication of regional facilities.

The report groups Shepparton in the north-east region of Victoria, which according to the Plan has inadequate regional indoor court provision.

The report identifies that while the Stadium has four indoor courts, these courts are not compliant for Regional State League competition. As a result, these competitions will be held at the Mercy College, which has two compliant netball courts.

\(^4\) 2011 Census

\(^5\) Based on Coffey Sport and Leisure analysis
7.2.5 Precinct Structure Planning Guidelines (2009) – Growth Areas Authority

These guidelines provide advice and support for communities in relation to preparing a precinct structure plan to meet the State government’s objectives for growth area communities. The guidelines recommend:

- Residential precincts should contain active indoor recreation facilities that are co-located and/or share space with schools and integrated community facilities. This should result in an active indoor sports provision of approximately five hectares per 60,000 residents.

7.2.6 Sport and Recreation Victoria

Sport and Recreation Victoria, a unit within the Department of Planning and Community Development, aims to maximise the economic and social benefits provided to all Victorians by the sport and recreation sector through several key strategies.

Key strategies that are relevant to the Stadium Master Plan are:

- Improving the quality of community sport and recreation facilities.
- Ensuring greater access and opportunities for participation in sport and recreation by all Victorians.
- Reinforcing the enriching role that sport and recreation plays in people's lives.
- Strengthening the capacity of sport and recreation organisations.
- Maintaining Victoria's reputation as Australia’s leading state for major events.

7.2.7 Tourism Victoria Regional Tourism Action Plan

To consolidate and refine Tourism Victoria's activities in regional Victoria, the Regional Tourism Action Plan 2009–2012 (RTAP) was developed. This Plan responds to the various challenges impacting tourism growth in regional Victoria. Key actions are identified as:

- Improving regional industry structures.
- Improving the supply and quality of tourism experiences.
- Increasing consumer demand for regional tourism experiences.
- Addressing skills, service standards and environmental sustainability.

7.2.8 VicHealth Strategic Priorities (2009-2013)

VicHealth's Strategy and Business Plan 2009-2013 incorporates a focus on increased participation in physical, social and economic environments, and the role they play in priority health issues. Priorities that inform the Shepparton Sports Stadium Master Plan include:

- Increasing physical activity.
- Increasing social and economic participation.
- Reducing harm from UV exposure.

Key Result Areas, Objectives and Strategies relevant to the development of the Shepparton Sports Stadium Master Plan are:

- Objective 2.1: Increase participation in physical activity. Support partnership development between State Sporting Associations, Regional Sports Assemblies and community organisations to remove barriers and increase access to participation for population groups with low participation rates.
- Objective 2.2: Increase opportunities for social connection. Support arts and sporting organisations to increase access to participation for community members.
8 Sports Trends and Industry Benchmarks

The following information provides an overview of:

- General participation rates.
- Trends in sport facility performance.
- Facility benchmarking (refer also Sections 7.2 and 4.3).
- Trends in facility design.

8.1 Sports Participation Rates and Trends

The following information provides a summary of participation rates (in thousands) for relevant sports in Victoria and Australia for the population over the age of 15 years old.

8.1.1 Victorian Participation Rates

Badminton

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Rate (%)</td>
<td>Number</td>
</tr>
<tr>
<td>2001</td>
<td>Not reported</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>36.9</td>
<td>1.7</td>
<td>24.7</td>
</tr>
</tbody>
</table>

Table: VIC Badminton Participation

Basketball

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Rate (%)</td>
<td>Number</td>
</tr>
<tr>
<td>2001</td>
<td>143.6</td>
<td>7.7</td>
<td>60.0</td>
</tr>
<tr>
<td>2010</td>
<td>143.4</td>
<td>6.7</td>
<td>67.0</td>
</tr>
</tbody>
</table>

Table: VIC Basketball Participation

Gymnastics

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Rate (%)</td>
<td>Number</td>
</tr>
<tr>
<td>2001</td>
<td>Not reported</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>5.9</td>
<td>0.3</td>
<td>4.7</td>
</tr>
</tbody>
</table>

Table: VIC Gymnastics Participation

Indoor Soccer

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Rate (%)</td>
<td>Number</td>
</tr>
<tr>
<td>2001</td>
<td>54.8</td>
<td>2.9</td>
<td>7.1</td>
</tr>
<tr>
<td>2010</td>
<td>96.5</td>
<td>4.5</td>
<td>18.9</td>
</tr>
</tbody>
</table>

Table: VIC Indoor Soccer Participation

---

6 Referenced from the Australian Sports Commission ERASS (2010)
### Netball

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Rate (%)</td>
<td>Number</td>
</tr>
<tr>
<td>2001</td>
<td>22.8</td>
<td>1.2</td>
<td>145.6</td>
</tr>
<tr>
<td>2010</td>
<td>18.6</td>
<td>0.9</td>
<td>149.4</td>
</tr>
</tbody>
</table>

**Table: VIC Netball Participation**

### Volleyball

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Rate (%)</td>
<td>Number</td>
</tr>
<tr>
<td>2001</td>
<td>25.6</td>
<td>1.4</td>
<td>26.3</td>
</tr>
<tr>
<td>2010</td>
<td>27.5</td>
<td>1.3</td>
<td>23.5</td>
</tr>
</tbody>
</table>

**Table: VIC Volleyball Participation**

The following summary information is provided in relation to the sport participation rates reviewed.

- In 2010, basketball had the highest participation rate with 4.8% of the over 15 year old population, followed by netball - 3.8% and indoor soccer - 2.6%.
- From 2001 to 2010, indoor soccer participation increased by 53,500, basketball participation numbers increased slightly while volleyball and netball participation numbers remained relatively stable.

### 8.1.2 National Participation Rates

#### Badminton

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Rate (%)</td>
<td>Number</td>
</tr>
<tr>
<td>2001</td>
<td>No reported</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>66.7</td>
<td>0.8</td>
<td>61.8</td>
</tr>
</tbody>
</table>

**Table: Australian Badminton Participation**

#### Basketball

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Rate (%)</td>
<td>Number</td>
</tr>
<tr>
<td>2001</td>
<td>327.6</td>
<td>4.4</td>
<td>208.0</td>
</tr>
<tr>
<td>2010</td>
<td>405.8</td>
<td>4.7</td>
<td>203.8</td>
</tr>
</tbody>
</table>

**Table: Australian Basketball Participation**

#### Gymnastics

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Rate (%)</td>
<td>Number</td>
</tr>
<tr>
<td>2001</td>
<td>No reported</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>17.9</td>
<td>0.2</td>
<td>41.7</td>
</tr>
</tbody>
</table>

**Table: Australian Gymnastics Participation**
## Indoor Soccer (Includes Futsal)

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Rate (%)</td>
<td>Number</td>
</tr>
<tr>
<td>2001</td>
<td>143.3</td>
<td>1.9</td>
<td>31.0</td>
</tr>
<tr>
<td>2010</td>
<td>259.8</td>
<td>3.0</td>
<td>73.3</td>
</tr>
</tbody>
</table>

### Table: Australian Indoor Soccer Participation

## Netball

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Rate (%)</td>
<td>Number</td>
</tr>
<tr>
<td>2001</td>
<td>79.0</td>
<td>1.1</td>
<td>533.5</td>
</tr>
<tr>
<td>2010</td>
<td>72.5</td>
<td>0.8</td>
<td>576.9</td>
</tr>
</tbody>
</table>

### Table: Australian Netball Participation

## Volleyball

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Rate (%)</td>
<td>Number</td>
</tr>
<tr>
<td>2001</td>
<td>142.3</td>
<td>1.9</td>
<td>111.8</td>
</tr>
<tr>
<td>2010</td>
<td>112.0</td>
<td>1.3</td>
<td>90.1</td>
</tr>
</tbody>
</table>

### Table: Australian Volleyball Participation

The following summary of information is provided in relation to the sport participation rates reviewed.

- In 2010, netball had the highest participation rate with 3.7% of the over 15 year old population, followed by basketball – 3.5% and indoor soccer –1.9%.
- From 2001 to 2010, indoor soccer participation increased by 158,800 or 91%.

### 8.1.3 Specific Basketball Participation and Trends

Basketball in Victoria has seen significant growth in registered numbers despite the shortage in facilities referred to earlier. In the past 10 years, growth has been in excess of 8% to more than 14,000 teams now registered.

The 2009 Australian Bureau of Statistics (ABS) survey of Children’s Participation in Cultural and Leisure Activities outlines the strong position basketball holds:

- Participation in basketball in the 5 to 14 age group for Victorians was higher than the National average with 13.8% basketball participation rate by Victorian children.
- The survey indicates a 14.5% increase in basketball between 2000 and 2009, which would rank the sport as the second highest sport for Victorian children.
- In the adult population (according to the ABS ERASS report), basketball was ranked 6th for Victorians of the physical activities undertaken by persons over the age of 15 years.
- However, Basketball Victoria also stated “the current Sport and Recreation Facility Funding programs provided by Local and State Government (and special one-off infrastructure support from Federal Government) are inadequate to provide for this rapid growth.”

Basketball Victoria claims the drivers behind this high demand included:

- Increased participation by children.
• The strength of the Victorian Junior Championships (where over 1,000 teams compete every Friday night).
• Successful pathways that retain players in the sport longer.
• High interest in basketball by new arrivals to Australia.
• The ease of accessibility to the sport from people from disadvantaged communities.
• The large number of participants having more than one involvement per week.
• High demand in growth areas.

8.2 Facility Performance Trends

The consulting team has observed the current relevant trends in the financial performance of indoor sports centres:

• The CERM\textsuperscript{7} median expense recovery for dry sport and leisure centres over 3,000 square metres in size has averaged approximately 84\% over the last three years. There are a multitude of individual factors that relate to the viability of any centre however this statistic indicates that the majority of large, multi-court indoor sports centres are not financially self-sufficient.

• The CERM median average catchment multiple for dry sports and leisure centres over 3,000 square metres in size was 4.1. This indicates that the average number of visits from each person in the primary catchment area is 4.1 per annum.

• Facilities that are designed and operated to be “multi-use” are generally operating at higher levels of usage capacity and financial performance.

• Large regional facilities with four or more courts that are centrally located in large catchment areas, with a low level of competition, in prominent positions have an increased chance of being financially viable.

• Generally, stadiums with less than three to four courts have a lower income generating capacity and lower likelihood of being financially viable.

• There is a general trend that people are seeking more time efficient recreation and activity pursuits with programs at indoor sports facilities generally timetabled to meet these criteria.

\textsuperscript{7} CERM - Centre for Environment and Recreation Management benchmarking produced by the University of SA.
8.3 General Pricing Benchmarks

The information below provides a summary of court hire pricing for a range of stadium facilities in 2011/12.

Fourteen facilities participated in a fee structure benchmarking exercise including venues such as Echuca Basketball Centre, Warrnambool Stadium, Bendigo Stadium, Traralgon Sports Stadium and Mildura Basketball Stadium. Shepparton’s peak pricing is around the middle of the benchmarked group.

<table>
<thead>
<tr>
<th>Facility</th>
<th>Courts (Basketball Size)</th>
<th>Peak Pricing (Rounded Casual)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>7</td>
<td>$25</td>
</tr>
<tr>
<td>2</td>
<td>4</td>
<td>$26</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
<td>$26</td>
</tr>
<tr>
<td>4</td>
<td>4</td>
<td>$29</td>
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<tr>
<td>5</td>
<td>4</td>
<td>$32</td>
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<td>6</td>
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<td>8</td>
<td>4</td>
<td>$39</td>
</tr>
<tr>
<td>9</td>
<td>2</td>
<td>$43</td>
</tr>
<tr>
<td>Shepparton Sports Stadium</td>
<td>4</td>
<td>$44</td>
</tr>
<tr>
<td>11</td>
<td>2</td>
<td>$46</td>
</tr>
<tr>
<td>12</td>
<td>3</td>
<td>$55</td>
</tr>
<tr>
<td>13</td>
<td>4</td>
<td>$60</td>
</tr>
<tr>
<td>14</td>
<td>4</td>
<td>$65</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>3.7</strong></td>
<td><strong>$40</strong></td>
</tr>
</tbody>
</table>

In summary it is identified that of those facilities assessed, the average number of courts is 3.7 and the average peak casual rate is $40.

8.4 Facility Provision Benchmarking

The following information provides a summary of facility provision.

8.4.1 Basketball Victoria

In August 2011 Basketball Victoria (BV) commissioned a survey to assist with the preparation of a State Facility Plan. Comprehensive information was collected with a total of 60 Associations (40% of all associations) responding, either partly or fully completing the survey (providing information on 169 facilities). Relevant findings are outlined below:

- The Associations who responded access 336 courts over 169 venues. Each reported a primary or central facility with these primary facilities having an average of 3.192 courts per facility. Of the 60 primary facilities, 3 have more than 6 courts and 18 have 4 to 6 courts. More than 80% of the primary facility courts have run-offs of 2 metres or more.
- There are a reported 109 secondary venues, which have on average 1.41 courts per facility, 7 of these venues are 3 or 4 court facilities.
- 50% of players travel 5 kilometres or less to play their game.
- The majority of participation for players occurs in 25 peak hours per week (4pm to 10pm weekdays and 9am to 6 pm Saturdays) across 42 weeks per year.
• The average player participates for approximately 2.1 hours per week.
• 13% of associations own their primary facilities some of which the local council is identified as the land owner, with only 1 association having the freehold title, 66% are owned by Local Government, 5% are owned by State Government and almost 22% are owned by schools, Education Department or other education providers.
• 84% of secondary facilities are owned by schools, Education Department or other education providers.
• 23% of associations operate their primary facility under a lease arrangement, 12% operate under a licence arrangement, and 53% are hirers, whereas almost 13% are owner / operators of their facilities.
• Peak usage times are week days from 6.30pm to 10pm and Saturday 9am to 5pm with most facilities experiencing relatively high demand (shoulder time) on Sunday evenings and from 5pm to 6.30pm weekdays.
• Associations reported planned facility upgrades and developments valued at $112 million in the period 2011 to 2016. This includes plans for 48 new courts, of which 10 are currently under construction. In addition 23 associations (38% of responding associations) identified the need for one or more courts not included in their 5 year plans.
• 75% of survey respondents reported growth in participation over the past 3 years with 24% experiencing growth of greater than 10%, thus indicating a large annual influx into the sport at association level. Some of this growth is not reflected in the membership data provided to BV by associations.
• Almost 70% of associations are planning for further growth in participation if facilities are available.
• More than 45% of associations have waiting lists with approximately 1,790 players reported on waiting lists by the 55 associations who responded to this question. 15% of Associations reported having waiting lists of more than 25 people.
• 40% of associations attempt to cater for more participants than courts allow by having compulsory byes for teams in their fixtures.
• A number of associations utilise additional courts that are not compliant to cater for excess playing numbers.

Actual growth and estimates for potential future demand are likely to be higher because there are many areas not serviced by suitable basketball facilities and growth areas have a much higher percentage of people from the “Basketball” demographics as compared with the rest of the state.

8.4.2 Regional Centre Provision

Many major Victorian regional centres have increased court space and amenities, or are planning to increase court space to meet demand. Bendigo currently has 7 courts at one site and is applying for a further 4 courts to be added to meet its immediate and short term needs. Geelong uses 9 courts for its competitions and a separate association in Geelong uses another 4 courts. The Geelong Association is currently looking to develop a new 6 court facility. Knox Basketball Association has recently added 6 courts to its provision, including a 3,000 spectator show-court.

These developments make it an increasingly competitive tender market for the many major basketball and other indoor sport events that provide significant socio-economic benefit to the host communities.
8.4.3 Stadium Benchmarking and Usage

The table below provides a summary of facilities benchmarking in the provision of stadiums and seating capacity at regional centres.

<table>
<thead>
<tr>
<th>Item</th>
<th>Shepparton</th>
<th>Albury</th>
<th>Ballarat (1)</th>
<th>Ballarat (2)</th>
<th>Bairnsdale</th>
<th>Bendigo</th>
<th>Eltham</th>
<th>Hamilton</th>
<th>Horsham</th>
<th>Tamworth</th>
<th>Willetton</th>
<th>AVE or %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Show Court Capacity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of seats</td>
<td>400</td>
<td>1,100</td>
<td>400</td>
<td>1,200</td>
<td>250</td>
<td>1,600</td>
<td>400</td>
<td>300</td>
<td>350</td>
<td>600</td>
<td>580</td>
<td>653</td>
</tr>
<tr>
<td><strong>50% Capacity</strong></td>
<td></td>
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<tr>
<td>Most weekdays</td>
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<td></td>
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<td></td>
<td>9%</td>
</tr>
<tr>
<td>1 – 2 times per month</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>45%</td>
<td>45%</td>
</tr>
<tr>
<td>Several times per year</td>
<td>*</td>
<td></td>
<td>*</td>
<td>*</td>
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<td>*</td>
<td></td>
<td>45%</td>
</tr>
<tr>
<td><strong>Events Contributing to 50% Occupancy</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic Basketball</td>
<td>30%</td>
<td>60%</td>
<td>100%</td>
<td>100%</td>
<td>95%</td>
<td>10%</td>
<td>50%</td>
<td>95%</td>
<td>49%</td>
<td></td>
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</tr>
<tr>
<td>Other domestic sport</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>75%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7%</td>
</tr>
<tr>
<td>Major sporting event</td>
<td>35%</td>
<td>30%</td>
<td>5%</td>
<td>25%</td>
<td>95%</td>
<td>100%</td>
<td>90%</td>
<td>50%</td>
<td>5%</td>
<td>40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other event non-sport</td>
<td>35%</td>
<td>10%</td>
<td></td>
<td></td>
<td></td>
<td>5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5%</td>
</tr>
<tr>
<td><strong>100% Capacity</strong></td>
<td></td>
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<td>1 – 2 times per month</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>9%</td>
</tr>
<tr>
<td>Several times per year</td>
<td>*</td>
<td></td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>73%</td>
<td></td>
<td></td>
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<tr>
<td>Once per Year</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>18%</td>
</tr>
<tr>
<td><strong>Events Contributing to 100% Occupancy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic Basketball</td>
<td>70%</td>
<td>100%</td>
<td>100%</td>
<td></td>
<td></td>
<td>10%</td>
<td>50%</td>
<td>98%</td>
<td>39%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other sport</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>75%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7%</td>
</tr>
<tr>
<td>Major sporting event</td>
<td>50%</td>
<td>20%</td>
<td>100%</td>
<td>25%</td>
<td>100%</td>
<td>100%</td>
<td>90%</td>
<td>50%</td>
<td>2%</td>
<td>49%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other event non-sport</td>
<td>50%</td>
<td>10%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5%</td>
</tr>
</tbody>
</table>

**Table: Stadium Seating Capacity Benchmarking**

The major findings from the ten facilities researched are:

- The average number of seats in a show court is 650 with a maximum of 1,600 at Bendigo.
- The majority of these facilities (73%) get to capacity “several” times per year with only one, Ballarat (with only 400 seats) getting to capacity on a monthly basis.

8.5 Facility Design Trends

The following information provides a summary of trends associated with facility developments for:

- Indoor courts.
- Stadium courts facilities.
- Exhibition Centres.
8.5.1 Indoor Court Facilities

Relevant trends in indoor sports facility design that have been observed by the consulting team include:

- There is a strong preference for multi-court facility developments for the following reasons:
  - Sports can administer and conduct competitions under the one roof as opposed to spreading across multiple venues. (i.e. one administration hub, one referee pool, enhanced social environment and efficiencies with merchandise and café sales).
  - Participants often have siblings and a multi-court venue option maximises the opportunities of them playing at the same location. This enhances ease of access as parents only need to go to the one location.
  - Multi-court facilities can be used for a variety of sport and non-sport purposes such as regional competitions, major events, conferences and exhibitions.
  - Multi-court venues can assist in providing enhanced sport pathways with a variety of competition standards in the one location.
  - For the above reasons, multi-court venues have a more efficient operational model resulting in improved financial performance.

- The design and development of facilities that can be configured to meet a variety of different needs and uses including sports use, events, conferences and exhibitions.

- There has been an emergence of innovative synthetic floor surfaces that can provide increased multi-use options, increased safety through cushioned surfaces and decreased maintenance compared to traditional wood floors.

- The design of “meeting and social places” within sports and leisure facilities.

- A growing community preference for indoor facility provision, at the expense of participation in outdoor sports.

- Consideration of energy efficiency and environmentally friendly features within the design of sports and leisure facilities.

- Co-locating leisure and sports facilities close to other community assets such as retail precincts, arts precincts, libraries and other facilities is an emerging trend, designed to maximise the visibility, traffic and through-put to these facilities.

- The design of joint-use facilities (educational and community use) at school and other educational facility locations, allowing educational use during the off-peak daytime periods (weekdays), and community use during the peak evening and weekend periods.

- There is an emerging trend of public-private partnerships between developers, government and sports clubs to develop sports facilities.

8.5.2 Indoor Stadium Facility Trends

The State Basketball Centre (Wantirna South) is viewed as one of the national benchmarks for elite level indoor court facilities. WGC undertook a tour of the facility and consulted with the facility management to identify the key features that should be included in a contemporary indoor court development:

- Air conditioning to reduce cancellations resulting from a heat policy.
- Acoustic panelling to reduce sound reverberation and increase potential multi-purpose usage through concerts.
- Exclusive player’s entrance.
• Courts should be appropriately line marked and have appropriate runoffs for multi-sport use i.e. netball and basketball.
• Roof height should have appropriate clearance to allow for multi-sport use, the State Basketball Centre has an 18-metre roof clearance.
• Minimum car parking of 500 for regular patronage, with an area allocated as overflow parking for larger events.
• Retractable seating provides greater flexibility to move from three courts to one show court (State Basketball Centre has 3,200 seat capacity); show court capability allows the venue to host elite/high spectator events.
• Player change rooms should have direct access to the courts.
• Inclusion of appropriate storage with easy access to the courts.
• Two change rooms that each have two locker rooms attached, allowing four teams to change at one time.
• An adequate sized foyer/kiosk to cater for participant and/or spectators mustering before games.
• Water harvesting facilities to take advantage of large roof space.
• Court spacing and seating design to maximise viewing.
• Glass walls/windows to maximise spectator-viewing external to courts.
• Outdoor area for seating and socialising.
• Inside social spaces to meet, eat, socialise.
• Visual photographic displays provide a vibrant environment.
• Court dividers allow for different activities to occur at one time.
• Use of well-designed technology throughout the facility, aiding in promotion, sponsorship and sports/event management.
• Rear access to staff carpark for security/safety.

In addition to the above information, the following facility operational observations were made:
• Knox Basketball Association has grown by 100 teams since opening the facility, the Association is now at capacity again.
• Knox Basketball operate competitions at more than six different venues in the eastern suburbs, the use of multiple sites does not cause any operational issues.

8.5.3 Exhibition Centre Trends

Based on research and consultation undertaken, several key trends have been identified for exhibition and function type facilities. These include:

**Flexibility/Multi-Purpose**

• Operable walls that can convert a large open space into two to four smaller spaces.
• Ceiling, floor and walls that can be dressed up or down to cater for differing event styles.
• Ability to cater for different styles of events i.e. trade expos, charity banquets, stage shows and swap meets.
• Lighting control for each space, with the ability to completely black-out.
• Foyer/reception area that can be used as a pre/post function area.
Shepparton Sports Stadium Feasibility Study
Greater Shepparton City Council

• Structural beams in the ceiling to support event rigging.

Open Space and Accessibility
• Rectangle space, with unobstructed views to all parts of the facility.
• High ceilings.
• No structural pillars within main hall.
• High number of exit points to allow for good pedestrian flow.
• Suitable circulation for catering staff.
• High load bearing floor.
• Adequate car parking and drop off points.
• Multiple access points for heavy articulated vehicles (semi-trailer trucks).

Modern Features
• State of the art audio/visual equipment.
• Large display screens.
• Wireless/Wi-Fi connectivity.
• Easy access to power outlets (in floor system).
• Modern commercial catering facilities.

Environmentally Friendly
• Use of natural light.
• Solar panels.
• Water harvesting.
• Ability to carbon offset events.

8.6 Facility Benchmarking
As part of the industry benchmarking process, a comprehensive review of regional facilities Orange (ANZAC Park) and Tamworth (Sports Dome) was undertaken. To obtain information associated with the design, management and operation of these two facilities consultation with the following occurred:
• Facility Design Group - the architect for both facilities.
• Relevant local government officers from both Councils.
• Facility Operators at both facilities (i.e. PCYC at Orange and local government at Tamworth).
• Local Basketball Associations.

8.6.1 General Overview
The following table provides a summary of key findings associated with this consultation. As background, the design for the ANZAC Park facility is attached in Appendix D and the design of the Tamworth Sports Dome is attached in Appendix E.
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Orange ANZAC Park</th>
<th>Tamworth Tamworth Sports Dome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>2.5km from CBD at ANZAC Park, 2-7 Seymour St, Orange, NSW.</td>
<td>Close to CBD (4.5km approx.), Goonoo Goonoo Rd, Tamworth</td>
</tr>
<tr>
<td>Features within facility</td>
<td>4 indoor courts, multipurpose spaces, rehearsal/ meeting rooms, 8 outdoor netball courts, gymnasium (existing building) and meet and greet room at front of facility.</td>
<td>6 indoor courts, outsourced café facility, 18 outdoor netball courts, 2 outdoor b/ball courts, multipurpose room, board room and gymnasium area (available for functions).</td>
</tr>
<tr>
<td>Cost of facility</td>
<td>Total cost - $7.8M  $3.5M Council, $7.13M PCYC and $1.63M Federal Government.</td>
<td>Total cost - $11M (Start to finish)</td>
</tr>
<tr>
<td>Opening Hours</td>
<td>Open Monday to Friday, the stadium is closed on weekends.</td>
<td>Open seven days per week.</td>
</tr>
<tr>
<td>Floor space</td>
<td>Total Floor Area: 5,347m²  Redevelopment:4,364m²  Gym Floor Area: 983m²  Upper Floor Area: 1,064m²  Lower Floor Area: 3,300m²</td>
<td>Total Floor Area: 6,529m²  Lower Floor Area (footprint): 5,963m²  Upper Floor Area: 566m²</td>
</tr>
<tr>
<td>Major User Groups</td>
<td>Basketball  Futsal (indoor soccer)  Hockey  Netball  PCYC with two permanent police officers on site</td>
<td>Basketball  Futsal (indoor soccer)  Hockey  Karate  Netball</td>
</tr>
<tr>
<td>Facility Design Feedback</td>
<td>Very Good to Excellent. Ability to attract larger state wide events has been a massive bonus for the facility and the community</td>
<td>Excellent, decision to build six courts has been vindicated by usage levels and expected increase in Tamworth population. Tamworth has attracted a number of lucrative sporting events due to large nature of the facility. The economic flow on effect has been considerable to say the least.</td>
</tr>
</tbody>
</table>

**Table: Industry Benchmarking**
8.6.2 ANZAC Park Details - Orange

The following information, obtained through consultation, provides additional detail on the ANZAC Park Facility.

• Since the facility was opened in approximately June 2009 it has been very successful.
• There were initial challenges in bringing the stakeholders together and getting them to operate out of one venue.
• Registration numbers for all groups have increased with netball increasing significantly and basketball increasing by a smaller percentage. The PCYC’s gymnastics program has been very successful bringing in significant revenue.
• The facility has hosted a significant number of regional events which have contributed broader economic benefit to the local community.
• User groups now co-exist with the PCYC who give them autonomy where possible. User groups conduct their own competitions and organisations but just need to comply with PCYC.
• Orange undertook a workshop with the stakeholder groups to resolve potential issues.
• Orange derives no financial gain from the lease arrangement with PCYC. The PCYC makes a $5K annual contribution which goes back into a refurbishment fund. The PCYC needs to maintain the facility and the facility needs to be utilised to its full potential and from what Council has seen the facility is meeting these KPI’s.
• There is still capacity to host other users as the PCYC is closed on Saturday and Sunday with netball using the outdoor facility on some Saturdays.

8.6.3 Tamworth Sports Dome - Tamworth

The following information provides additional detail on the Tamworth Sports Dome.

• Tamworth built a six court facility to cater for future demands and requirements.
• Basketball and netball usage has increased considerably since the new facility opened and all six courts are utilised during peak periods.
• The major challenge of the facility was with the current management model as it is difficult to recruit quality staff. Employee attraction and retention are the largest issues.
• Additional services such as physiotherapy and a café are offered to patrons of the facility.
• The café operation is outsourced with the stadium receiving a percentage of sales.

8.7 Facility Development Funding Trends

The following information provides examples of costs and funding sources for new and redeveloped facilities.

8.7.1 New Facilities

The following information provides a summary of new facilities.

<table>
<thead>
<tr>
<th>Community Bank Stadium (Nilumbik)</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Funding</td>
<td>$3,500,000</td>
</tr>
<tr>
<td>State Funding (DPCD)</td>
<td>$2,500,000</td>
</tr>
<tr>
<td>Nilumbik Council</td>
<td>$3,699,000</td>
</tr>
<tr>
<td>Australian Sports Foundation</td>
<td>$255,163</td>
</tr>
<tr>
<td>Community (Bendigo Bank)</td>
<td>$750,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$10,704,163</strong></td>
</tr>
</tbody>
</table>
Gippsland Regional Sports Complex (Wellington)
Federal Funding $3,250,000
State Funding $500,000
Wellington Council $3,700,000
Total $7,450,000

Knox Basketball Stadium (Knox)
Federal Funding $7,000,000
State Funding $8,100,000
*K Knox City Council $14,000,000
Knox Basketball Association $600,000
Basketball Victoria $350,000
Total $30,050,000

*K Knox City Council took a loan to meet their financial contribution.

8.7.2 Redeveloped Facilities

The following information provides a summary of redeveloped facilities.

Boardman Regional Stadium (Hume)
State Funding $650,000
Hume Council $4,900,000
Sunbury Basketball Association $200,000
Total $5,750,000

NB: Redevelopment (4 to 6 courts)

Craigieburn Leisure Centre BB Stadium (Hume)
State Funding $700,000
Hume Council $4,800,000
Total $5,500,000

NB: Redevelopment (3 to 5 courts)

8.7.3 Facility Funding Summary

In summary the following key findings are identified:

- It is identified that Council contributed between $3.7M and $14M for new facilities.
- It is identified that Hume Council contributed a total of $9.7M to redevelop the two facilities.
- It is identified that Councils use a range of financial models, including seeking external funding through a loan, in order to manage their financial contributions.

A summary of funding by source for the development, excluding the State Basketball Centre, is outlined below.
### Facility Funding Summary

The percentage allocation by funding source, excluding the State Centre, is outlined below.

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Hume - Boardman</th>
<th>Hume - Craigieburn</th>
<th>Nillumbik - Community Bank Stadium</th>
<th>Wellington - Gippsland Regional</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal</td>
<td>$0</td>
<td>$0</td>
<td>$3,500,000</td>
<td>$3,250,000</td>
<td>$6,750,000</td>
</tr>
<tr>
<td>State</td>
<td>$650,000</td>
<td>$700,000</td>
<td>$2,500,000</td>
<td>$500,000</td>
<td>$4,350,000</td>
</tr>
<tr>
<td>Council</td>
<td>$4,900,000</td>
<td>$4,800,000</td>
<td>$3,699,000</td>
<td>$3,700,000</td>
<td>$17,099,000</td>
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<tr>
<td>Local Basketball Association</td>
<td>$200,000</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$200,000</td>
</tr>
<tr>
<td>Australian Sports Foundation</td>
<td>$0</td>
<td>$0</td>
<td>$255,163</td>
<td>$0</td>
<td>$255,163</td>
</tr>
<tr>
<td>Community (Bendigo Bank)</td>
<td>$0</td>
<td>$0</td>
<td>$750,000</td>
<td>$0</td>
<td>$750,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$5,750,000</strong></td>
<td><strong>$5,500,000</strong></td>
<td><strong>$10,704,163</strong></td>
<td><strong>$7,450,000</strong></td>
<td><strong>$29,404,163</strong></td>
</tr>
</tbody>
</table>

**Table: Facility Funding by Source**

- Federal: 23.0%
- State: 14.8%
- Council: 58.2%
- Local Basketball Association: 0.7%
- Australian Sports Foundation: 0.9%
- Community (Bendigo Bank): 2.6%
# Potential Development Options and Stages

The following information provides an overview of four potential development options for the Shepparton Sports Stadium. These options are based on: industry redevelopment benchmarks, Shepparton demand and industry best practice. To refine these options a workshop was conducted by the consulting team with Officers from Greater Shepparton City Council and Suters Architects.

Central to the development of the four options is the following key principles: i) the development options can be staged, hence they are titled Stages 1, 2, 3 and 4 and ii) the stages could be developed with or without the inclusion of six squash courts (refer also concepts in Appendix F).

## 9.1 Stages Overview

The table below provides a summary of the potential development stages with the red text highlighting the specific elements in each stage.

<table>
<thead>
<tr>
<th>Component</th>
<th>Stage 1A</th>
<th>Stage 2A</th>
<th>Stage 3A</th>
<th>Stage 4A</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Stage 1B</th>
<th>Stage 2B</th>
<th>Stage 3B</th>
<th>Stage 4B</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>Stage 1A with 6 squash courts.</td>
<td>Stage 2A with 6 squash courts.</td>
<td>Stage 3A with 6 squash courts.</td>
</tr>
</tbody>
</table>

**Table: Summary of Potential Redevelopment Stages**
9.2 Stage 1 Redevelopment

The concept below provides a summary of Stage 1 (with or without 6 squash courts). Specific Stage 1 works are as follows:

- Addition of two new compliant courts.
- Fixed seating for 500 spectators.
- Refurbishment of existing spectator amenities.

Image: Concept Stage 1
9.3 Stage 2 Redevelopment

The concept below provides a summary of Stage 2 (with or without 6 squash courts). Specific Stage 2 works are as follows:

- Refurbishment of existing facility amenities.
- Retractable seating for 1,500 spectators.
- Sport compliance of existing main court.

Image: Concept Stage 2
9.4 Stage 3 Redevelopment

The concept below provides a summary of Stage 3 (with or without 6 squash courts). Specific Stage 3 works are as follows:

- New multi-purpose room to the south of the new development.
- Reception refurbishment.

![Image: Concept Stage 3]
9.5 **Stage 4 Redevelopment**

The concept below provides a summary of Stage 4 (with or without 6 squash courts). Specific Stage 4 works are as follows:

- A new mezzanine office.

*Image: Concept Stage 4*
9.6 Final Redevelopment

The concept below provides the potential final Shepparton Sports Stadium redevelopment with all facilities including: six indoor highball courts, stadium seating with a capacity of 2,000, refurbished amenities, existing multipurpose, new multipurpose, new administration and the potential for six squash courts.

Image: Concept Stage 4
## 10 Redevelopment Staging Analysis

The following information provides an analysis of the staging options as outlined in Section 9.

### 10.1 Overall Development Summary

The following table provides a summary of the potential Shepparton Sports Stadium redevelopment stages.

<table>
<thead>
<tr>
<th>Component</th>
<th>Stage 1A</th>
<th>Stage 2A</th>
<th>Stage 3A</th>
<th>Stage 4A</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Retractable seating for 1,500 spectators.</td>
<td>Retractable seating for approx 1,500 spectators.</td>
<td>Retractable seating for approx 1,500 spectators.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Compliance of existing court.</td>
<td>Compliance of existing court.</td>
<td>Compliance of existing court.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Mezzanine office.</td>
</tr>
<tr>
<td>Stage 1B</td>
<td>Stage 1A with 6 squash courts.</td>
<td>Stage 2A with 6 squash courts.</td>
<td>Stage 3A with 6 squash courts.</td>
<td>Stage 4A with 6 squash courts.</td>
</tr>
<tr>
<td>Description</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 10.2 Facility Components

The following table provides a summary of the final facility component at each redevelopment stage (excluding squash courts).

<table>
<thead>
<tr>
<th>Component</th>
<th>Stage 1A</th>
<th>Stage 2A</th>
<th>Stage 3A</th>
<th>Stage 4A</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
10.3 Capital Costs

The following information provides a summary of the costs associated with each redevelopment stage for both stadium only and stadium and squash options. Full details are provided in Appendix G.

<table>
<thead>
<tr>
<th>Item</th>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stadium Only</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Stage - Stadium Only</td>
<td>$5,876,000</td>
<td>$4,144,000</td>
<td>$3,621,000</td>
<td>$3,391,000</td>
</tr>
<tr>
<td>Cumulative - Stadium</td>
<td>$5,876,000</td>
<td>$10,020,000</td>
<td>$13,641,000</td>
<td>$17,032,000</td>
</tr>
<tr>
<td><strong>Stadium and Squash</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage Total - Including Squash</td>
<td>$7,257,000</td>
<td>$4,144,000</td>
<td>$3,621,000</td>
<td>$3,391,000</td>
</tr>
<tr>
<td>Cumulative - Including Squash</td>
<td>$7,257,000</td>
<td>$11,401,000</td>
<td>$15,022,000</td>
<td>$18,413,000</td>
</tr>
</tbody>
</table>

Table: Capital Cost by Stage

The graph below provides a summary of cost per stage inclusive of six squash courts.

Graph: Capital Cost by Stage (Including Squash)

The table and graph above indicates the following:

- The estimated cost of the stage 1A (two court stadium facility only) is $5.88M.
- The total cost of the four stages excluding squash courts is $17.03M.
- The estimated cost of the six squash courts is $1.38M.
- The estimated cost of the four stages including the six squash courts is $18.41M.

The following key assumption is made in relation to the costings:

- The costings are based on a design to sport standard only and not to major events/conference/function standard which would require the following additional infrastructure: temperature control, design for temperature control (i.e. building insulation), acoustic panelling, additional lighting, enhanced power supply, additional amenities and associated spaces, loading bays and waste management facilities.

The following items have been excluded from the capital cost:

- GST and cost escalation beyond June 2013.
- Temporary staging works (e.g. new roof for stage 3 should stage 4 not occur).
- Other items as outlined in the Quantity Surveyor report attached in Appendix G.
Other relevant information includes:

- The examples provided indicate the quality of materials, fixtures, fittings and equipment have a significant impact on price.
- And that contingencies and escalations are built into the cost (acknowledging that full detail is in the appendix).

## 10.4 Projected Visitations

The following information provides a summary of projected attendances for the redevelopment of the Shepparton Sports Stadium.

### 10.4.1 Assumptions

Key attendance projections for each component of the potential redevelopment are based on current Shepparton Sports Stadium participation and industry benchmarks. The following outlines a summary of the projected attendances associated with each component and stage.

<table>
<thead>
<tr>
<th>Area</th>
<th>Attendances (per annum)</th>
<th>Associated Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Court Attendances</td>
<td>27,622</td>
<td>Stage 1</td>
</tr>
<tr>
<td>Sporting and Special Events</td>
<td>7,500</td>
<td>Stage 2</td>
</tr>
<tr>
<td>Multi-Purpose Room</td>
<td>3,000</td>
<td>Stage 3</td>
</tr>
<tr>
<td>Office Space</td>
<td>4,160</td>
<td>Stage 4</td>
</tr>
<tr>
<td>Squash Attendances</td>
<td>9,000</td>
<td>“B Stages”</td>
</tr>
<tr>
<td><strong>Total Annual Increase in Attendances</strong></td>
<td><strong>51,282</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Table: Projected Attendances by Area*

It is identified that projected court attendances account for 54% of the total annual projected increases in attendances. These attendance increases are projected to occur in Stage 1.

### 10.4.2 Additional Attendance Projections

Based on the above projections and the potential staging for the redevelopment, the following table provides a summary of the projected additional attendances by stage.

<table>
<thead>
<tr>
<th>Additional Annual Attendances</th>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stadium Only (Stage A)</td>
<td>27,622</td>
<td>35,122</td>
<td>38,122</td>
<td>42,282</td>
</tr>
<tr>
<td>Stadium and Squash (Stage B)</td>
<td>36,622</td>
<td>44,122</td>
<td>47,122</td>
<td>51,282</td>
</tr>
</tbody>
</table>

*Table: Additional Attendance Projections*

It is projected that attendances will increase by 27.6K in Stage 1A to 51.3K in Stage 4B.
10.4.3 Total Shepparton Sports Stadium Attendance

The table below provides a summary of total annual projected attendances to the Shepparton Sports Stadium for each stage of the potential redevelopment. These projections incorporate current attendances of 155K per annum\(^8\).

<table>
<thead>
<tr>
<th>Total Annual Attendances</th>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stadium Only (Stage A)</td>
<td>182,622</td>
<td>190,122</td>
<td>193,122</td>
<td>197,282</td>
</tr>
<tr>
<td>Stadium and Squash (Stage B)</td>
<td>191,622</td>
<td>199,122</td>
<td>202,122</td>
<td>206,282</td>
</tr>
</tbody>
</table>

**Table: Total Annual Projections**

It is projected that annual attendances will increase to 177.6K for Stage 1A and 201.3K for Stage 4B.

10.5 Financial Projections

The following information provides a summary of the “base level” financial projections associated with each stage of the potential redevelopment.

10.5.1 Key Assumptions

In addition to the projected attendance information in the previous section, the following table provides a summary associated with the redevelopment financial projections.

<table>
<thead>
<tr>
<th>Item</th>
<th>Summary</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Court Revenue</td>
<td>Realistic Stage based on average between GSBA projection and current revenue.</td>
<td>$53,794</td>
</tr>
<tr>
<td>Events</td>
<td>Based on five events per annum at $3,000 per event.</td>
<td>$15,000</td>
</tr>
<tr>
<td>Squash</td>
<td>Based on 2/3 of current lease agreement cost of $26,780 per annum (i.e. six compared to 9 courts).</td>
<td>$17,853</td>
</tr>
<tr>
<td>Multi-Purpose Room</td>
<td>Estimated at $10K per annum.</td>
<td>$10,000</td>
</tr>
<tr>
<td>Additional Office Space</td>
<td>Leased space 50% of Shepparton commercial rate (i.e. 50% of $150 = $75 per sqm at approximately 30 sqm).</td>
<td>$2,250</td>
</tr>
<tr>
<td>Café Revenue</td>
<td>Calculated based on 5 cents per visit (refer below).</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Summary</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 1a</td>
<td>Estimated at 1/3 of existing non-labour costs.</td>
<td>$45,159</td>
</tr>
<tr>
<td>Stage 1b</td>
<td>Option 1A and additional cost for squash area cleaning, maintenance and services.</td>
<td>$55,159</td>
</tr>
<tr>
<td>Stage 2a</td>
<td>Estimated at 1/3 of existing non-labour costs and tiered seating costs.</td>
<td>$50,159</td>
</tr>
<tr>
<td>Stage 2b</td>
<td>Option 2A and additional cost for squash area cleaning, maintenance and services.</td>
<td>$60,159</td>
</tr>
<tr>
<td>Stage 3a</td>
<td>Estimated at 1/3 of existing non-labour costs, tiered seating costs and other areas costs.</td>
<td>$60,159</td>
</tr>
<tr>
<td>Stage 3b</td>
<td>Option 3A and additional cost for squash area cleaning, maintenance and services.</td>
<td>$70,159</td>
</tr>
<tr>
<td>Stage 4a</td>
<td>Estimated at 1/3 of existing non-labour costs, tiered seating costs and other areas costs.</td>
<td>$60,159</td>
</tr>
<tr>
<td>Stage 4b</td>
<td>Option 4A and additional cost for squash area cleaning, maintenance and services.</td>
<td>$70,159</td>
</tr>
</tbody>
</table>

**Table: Revenue and Expense Assumptions**

---

\(^8\) Note: as identified in Section 3.3
Based on the above information it is estimated that minimum revenue increases will be $53.8K for courts only while additional expenses will range from $45.2K to $70.2K.

**Café Net Revenue Assumption**

Industry benchmarking indicates the following annual net returns for four community facilities with visitations of in excess of 150K per annum.

<table>
<thead>
<tr>
<th>Facility</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Return</td>
<td>$0.02</td>
<td>$0.07</td>
<td>$0.06</td>
<td>$0.05</td>
<td>$0.05</td>
</tr>
</tbody>
</table>

*Table: Benchmark Café Net Returns*

Based on the above information it is assumed that, given the Shepparton Sports Stadium is projected to have in excess of 150K visitations per annum, the café net financial performance will be $0.05 per visit. As an example, based on approximately 200K visitations per annum (i.e. Stage 4) it is projected that the net café revenue will be $10K per annum under a “realistic scenario”.

10.5.2 Financial Performance Variations

The tables below provide a summary of revenue and expenditure variations (i.e. changes in current performance) for all potential redevelopment stages including stadium only options and stadium and squash options. Variations to financial performance for the stadium redevelopment options only (i.e. no squash) are outlined below.

<table>
<thead>
<tr>
<th>Variation</th>
<th>Stage 1A</th>
<th>Stage 2A</th>
<th>Stage 3A</th>
<th>Stage 4A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$56,556</td>
<td>$72,306</td>
<td>$82,606</td>
<td>$85,272</td>
</tr>
<tr>
<td>Expense</td>
<td>$45,159</td>
<td>$50,159</td>
<td>$60,159</td>
<td>$60,159</td>
</tr>
<tr>
<td>Net Performance</td>
<td>$11,397</td>
<td>$22,147</td>
<td>$22,447</td>
<td>$25,113</td>
</tr>
</tbody>
</table>

*Table: Stadium Only Options Revenue and Expense Variations*

Based on this information the following is identified:

- Revenue will increase between $56.6K for Stage 1A to $85.3K for Stage 4A.
- Expenses will increase between $45.2K for Stage 1A to $60.2K for Stage 4A.
- The overall net performance will improve between $11.4K for Stage 1A and $25.1K for Stage 4A.

Variations to financial performance for the stadium and squash redevelopment options (i.e. including squash) are outlined below.

<table>
<thead>
<tr>
<th>Variation</th>
<th>Stage 1B</th>
<th>Stage 2B</th>
<th>Stage 3B</th>
<th>Stage 4B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$75,309</td>
<td>$91,059</td>
<td>$101,359</td>
<td>$104,025</td>
</tr>
<tr>
<td>Expense</td>
<td>$55,159</td>
<td>$60,159</td>
<td>$70,159</td>
<td>$70,159</td>
</tr>
<tr>
<td>Net Performance</td>
<td>$20,150</td>
<td>$30,900</td>
<td>$31,200</td>
<td>$33,866</td>
</tr>
</tbody>
</table>

*Table: Stadium and Squash Options Revenue and Expense Variations*

Based on this information the following is identified:

- Revenue will increase between $75.3K for Stage 1B to $104.0K for Stage 4B.
- Expenses will increase between $52.2K for Stage 1B to $70.2K for Stage 4B.
- The overall net performance will improve between $20.2K for Stage 1B and $33.9K for Stage 4B.
10.5.3 Total Shepparton Sports Stadium Financial Performance

The following information provides a summary of projected financial performance for the full Shepparton Sports Stadium financial performance.

**Methodology**

The redevelopment financial projections incorporate both the financial variations for the redevelopment options (as outlined above) and the current financial performance (as outlined in Section 4.1.2) as projected for 2012-13 which is as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>2012-13 (Projected)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Income</td>
<td>$203,207</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$399,453</td>
</tr>
<tr>
<td>Net Performance</td>
<td>-$196,246</td>
</tr>
</tbody>
</table>

**Table: 2012-13 Projected Financial Performance**

In summary, based on the Shepparton Sports Stadium current (2012-13) financial performance, it is identified that the projected operational deficit will be $196.2K.

**Stadium (Only) Redevelopment Financial Projections**

The table below provides a summary of the financial projections for the Shepparton Sports Stadium with a stadium only redevelopment (i.e. no squash courts).

<table>
<thead>
<tr>
<th>Full Projection</th>
<th>Stage 1A</th>
<th>Stage 2A</th>
<th>Stage 3A</th>
<th>Stage 4A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$259,763</td>
<td>$275,513</td>
<td>$285,813</td>
<td>$288,479</td>
</tr>
<tr>
<td>Expense</td>
<td>$444,612</td>
<td>$449,612</td>
<td>$459,612</td>
<td>$459,612</td>
</tr>
<tr>
<td>Net Performance</td>
<td>-$184,849</td>
<td>-$174,099</td>
<td>-$173,799</td>
<td>-$171,133</td>
</tr>
</tbody>
</table>

**Table: Projected Stadium Only Redevelopment Financial Performance**

In summary it is identified that the overall deficit will reduce to $184.8K with Stage 1A.

**Stadium and Squash Redevelopment Financial Projections**

The table below provides a summary of the financial projections for the Shepparton Sports Stadium with a stadium and squash court redevelopment.

<table>
<thead>
<tr>
<th>Full Projection</th>
<th>Stage 1B</th>
<th>Stage 2B</th>
<th>Stage 3B</th>
<th>Stage 4B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$278,516</td>
<td>$294,266</td>
<td>$304,566</td>
<td>$307,232</td>
</tr>
<tr>
<td>Expense</td>
<td>$454,612</td>
<td>$459,612</td>
<td>$469,612</td>
<td>$469,612</td>
</tr>
<tr>
<td>Net Performance</td>
<td>-$176,096</td>
<td>-$165,346</td>
<td>-$165,046</td>
<td>-$162,380</td>
</tr>
</tbody>
</table>

**Table: Projected Stadium and Squash Redevelopment Financial Performance**

In summary it is identified that the overall deficit will reduce to $176.1K with Stage 1B.
11 Second Round Consultation

As part of Council’s project engagement process, second round consultation was undertaken with key stakeholder groups. The information outlined below provides a summary of the key findings. As part of the second round consultation undertaken, Council provided the association with a summary of the key findings from the Feasibility Study and a general overview of the process associated with the project.

11.1 Goulburn Valley Squash Club

A meeting was conducted with representatives of the Goulburn Valley Squash Club and the following is a summary of the major points:

- Due to the proposed location of the squash courts they have been considered as a separate item in the cost estimate and they could be built at any stage (with funding and appropriate approvals).
- Discussed projected cost of the development and that the costs were based on high end finish, with fittings and materials consistent to a regionally significant facility for sports and major events. The construction of a facility to this standard and level is reflected in the cost estimate.
- Discussed that a facility would be multiuse with events, exhibitions, concerts and other non-sport activities proactively being sought and that this would be crucial to ensure that it was well-utilised.
- There was overall support for the facility development concept.
- It was highlighted that the Club was ‘in principle’ willing to financially support the development of squash courts at the Stadium when required, as determined through future discussions, negotiations and a detailed design with input.

11.2 Greater Shepparton Basketball Association

A meeting was conducted with the GSBA Board and the following is a summary of the major points.

- GSBA advised that overall they were supportive of the facility development concept.
- It was noted that the facility would become a multiuse facility where events, exhibitions, concerts and other non-sport activities would be proactively sought and would be crucial to the facility being justified and well-utilised.
- The GSBA identified the following major priorities for the development: two new courts, refurbishment of existing facility and function/multipurpose space.
- Other elements of the construction, such as mezzanine offices, new toilets, café, foyer, retractable seating, squash are all positive but should not hold up the development of the prioritised items above.
- GSBA advised that the association is willing ‘in principle’ to financially support the relevant proposed developments of the Shepparton Sports Stadium and that this is be further discussed and negotiated.

11.3 Shepparton Badminton Association

A meeting was conducted with the SBA Committee and the following is a summary of the major points.

- SBA advised that they were overall supportive of the facility development concept.
• The SBA acknowledged the significant overall benefit for the broader community and other user groups.
• The SBA identified the following major priorities for the development: refurbishment of existing facility (SBA benefit), function/multipurpose space (broader benefit) and two new courts (broader benefit).
• SBA advised that the association is willing ‘in principle’ to financially support the relevant proposed developments of the Shepparton Sports Stadium and that this is be further discussed and negotiated.

11.4 Shepparton Table Tennis Association
A meeting was conducted with the STTA Committee and the following is a summary of the major points.
• STTA outlined that they were supportive of the facility development concept.
• The STTA identified the following major priorities for the development: new multipurpose room and exclusive use of the existing multipurpose room (permanent set up for table tennis).
• STTA advised that the association is willing ‘in principle’ to financially support the relevant proposed developments of the Shepparton Sports Stadium and that this is be further discussed and negotiated.
12 **Summary of Key Findings**

A comprehensive analysis of the redevelopment of the Shepparton Sports Stadium has identified four potential options/stages with or without six additional squash courts.

12.1 **Redevelopment Stages**

These options are as follows:

- **Stage 1A** - The existing facility with the addition of two compliant courts, fixed seating for 500 spectators and refurbishment of spectator amenities.
- **Stage 2A** - The existing facility and Stage 1A with the refurbishment of existing facility amenities, retractable seating for 1,500 spectators and modification of existing main court for sport compliance.
- **Stage 3A** - The existing facility and Stages 1A and 2A with a reception refurbishment and a new multi-purpose room.
- **Stage 4A** - The existing facility and all previous stages and the addition of a mezzanine office.

The option to expand the facility with the addition of six squash courts has also been identified. This has been reviewed as a “B” option for the above stages.

12.2 **Redevelopment Cost**

The identified capital cost for each of these stages is outlined below.

<table>
<thead>
<tr>
<th>Redevelopment Type</th>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stadium Only (A Stages)</td>
<td>$5,876,000</td>
<td>$10,020,000</td>
<td>$13,641,000</td>
<td>$17,032,000</td>
</tr>
<tr>
<td>Stadium and Squash (B Stages)</td>
<td>$7,257,000</td>
<td>$11,401,000</td>
<td>$15,022,000</td>
<td>$18,413,000</td>
</tr>
</tbody>
</table>

12.3 **Projected Attendances**

Including the current 155K attendances per annum to the Shepparton Sports Stadium, the projected annual attendances after each redevelopment stage is outlined below.

<table>
<thead>
<tr>
<th>Total Annual Attendances</th>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stadium Only (Stage A)</td>
<td>182,622</td>
<td>190,122</td>
<td>193,122</td>
<td>197,282</td>
</tr>
<tr>
<td>Stadium and Squash (Stage B)</td>
<td>191,622</td>
<td>199,122</td>
<td>202,122</td>
<td>206,282</td>
</tr>
</tbody>
</table>

12.4 **Financial Projections**

The projected financial performance for the Shepparton Sports Stadium after each redevelopment stage is outlined below.

1) **Stadium Redevelopment Only (i.e. no squash courts).**

<table>
<thead>
<tr>
<th>Full Projection</th>
<th>Stage 1A</th>
<th>Stage 2A</th>
<th>Stage 3A</th>
<th>Stage 4A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$259,763</td>
<td>$275,513</td>
<td>$285,813</td>
<td>$288,479</td>
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<tr>
<td>Expense</td>
<td>$444,612</td>
<td>$449,612</td>
<td>$459,612</td>
<td>$459,612</td>
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<tr>
<td>Net Performance</td>
<td>-$184,849</td>
<td>-$174,099</td>
<td>-$173,799</td>
<td>-$171,133</td>
</tr>
</tbody>
</table>

*Table: Projected Stadium Only Redevelopment Financial Performance*
2) Stadium and Squash Redevelopment

<table>
<thead>
<tr>
<th>Full Projection</th>
<th>Stage 1B</th>
<th>Stage 2B</th>
<th>Stage 3B</th>
<th>Stage 4B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$278,516</td>
<td>$294,266</td>
<td>$304,566</td>
<td>$307,232</td>
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<tr>
<td>Expense</td>
<td>$454,612</td>
<td>$459,612</td>
<td>$469,612</td>
<td>$469,612</td>
</tr>
<tr>
<td>Net Performance</td>
<td>-$176,096</td>
<td>-$165,346</td>
<td>-$165,046</td>
<td>-$162,380</td>
</tr>
</tbody>
</table>

Table: Projected Stadium and Squash Redevelopment Financial Performance
13 Benefits Summary

The following information provides an overview of the identified benefits associated with the proposed development as identified by WGC (General Benefits) and independently by Essential Economics (Economic and Social Benefits).

13.1 General Benefits

The following information provides a summary of the general benefits associated with the redevelopment of the Shepparton Sports Stadium as identified by WGC.

- Attendance increases of up to 33%.
- Reduced Council subsidy from a current value of $1.33 per visit to a post redevelopment value of approximately $1 per visit.
- Increase in number of courts to six enabling the facility to cater for participation based events.
- Enhancement to facility to ensure that new and existing courts meet sport compliance requirements resulting in the ability to host elite sporting events.
- Enhancement of the facility as a significant Regional Emergency Relief Centre.
- Ability to utilise the facility as a major venue for events conducted in the broader Shepparton Sports Precinct.
- Increased broader community benefit with the provision of programs and services by Council and tenants (i.e. The Australian Sports Commission, Greater Shepparton Basketball Association and Valley Sport).
- Improved entry statement to Shepparton with an improved design of the Shepparton Sports Stadium.
- Increased capacity allowing for the growth of non-basketball based activities including indoor netball and soccer and general community programs.
- Opportunity to utilise the facilities existing trained and experienced staff to develop further content at the venue.
- Sport development of local Associations through the provision of additional courts which will allow the expansion of existing competitions and offer enhanced participation opportunities.
- Shepparton as a centrally located, significant regional city with appropriate facilities comparable to Ballarat, Bendigo and Geelong that accommodate domestic requirements, as well as regional, state and national events (star rating).
- Incentive for new sporting groups, events and functions to be attracted to the facility.
- Enhanced ability to cater for tourism based activities including the attraction of sporting events to be co-located in the broader sports precinct.
13.2 Economic and Social Benefits

As an extension of the project, Council sought an independent review of the Economic and Social Benefits associated with the proposed project. The following information provides a summary of the key findings from this research which was undertaken by Essential Economics in October 2013.

Development Context

1) Shepparton Sports Stadium is located in the Shepparton Sports Precinct on the Goulburn Valley highway, just north of the City’s business district. Shepparton Sport Stadium is a key community asset, attracting approximately 165,000 visitors per year associated with a wide range of sporting and other activities.

2) The facility is approximately 40 years old and in need of refurbishment and upgrading if it is to become a full regional facility capable of attracting regular National and State events across a broad range of sports. Particular issues include inadequate roof height (restricting badminton and volleyball events), and netball facilities which are inadequate to host elite tournaments.

3) The limitations of the existing facility are reflected in relatively poor levels of visitation and revenue generation against facilities operating in comparably sized regional centres across Australia.

4) A Master Plan has been prepared to guide the future development of the facility, which includes the provision of two new courts (including a Show Court), seating for up to 2,000 spectators, refurbishment of existing facilities, construction of a new multi-purpose room and the addition of new office space. The redevelopment will enable Shepparton Sports Stadium to become regionally significant and be well positioned to attract a range of major State and National sports events and other activities.

5) The indicative cost of delivering the components identified in the Master Plan is $18.4 million, with the feasibility of the development reliant on securing adequate usage of the new facilities by target groups.

Sporting Demand Assessment

6) This demand analysis confirms a significant uplift in stadium usage will be generated through the upgrade and expansion of facilities at Shepparton Sports Stadium, as identified in the Master Plan.

7) Of particular importance in an economic sense is the increased ability of many sporting organisations (including major users such as basketball, badminton and netball) to attract new National and State events to Shepparton due to the high quality and increased capacity of the redeveloped facility.

8) The redevelopment will also enable sports such as squash, racquetball and futsal to be based at the Sports Stadium, while Valley Sport will be better positioned to increase sports training programs to meet community demand.

Non-Sporting Demand Assessment

9) The redevelopment of Shepparton Sporting Stadium will enable the facility to become the municipality’s largest venue in terms of fixed seating and exhibition floorspace. Additionally, the high quality of infrastructure and flexibility of spaces provided will open new or expanded opportunities in a number of areas, including:

- Performing arts – large-scale concerts, circus events, SheppARTon Festival etc.
- Exhibitions and conferences – including major events requiring significant exhibition floorspace.
- Community events – including information days, town meetings and other community gatherings requiring a large indoor capacity.

Economic Impact Assessment

10) Economic benefits from the redevelopment of Shepparton Sports Stadium include:
- Project investment of $18.4 million.
- Construction employment of 260 FTE jobs, of which 155 FTE jobs are estimated to be filled by local construction workers over the construction phase.
- Net increase in permanent employment associated with the operation of the redeveloped stadium of 17.5 FTE jobs, including an estimated 10.5 FTE new jobs located at the facility.
- Increase in new visitation to Greater Shepparton of 23,000 visitors pa, generating $5.7 million in new spending annually for the local economy. This spending will support approximately 110 FTE ongoing jobs, of which an estimated 75 FTE jobs would be supported locally.
- Increased marketing exposure for Greater Shepparton through the hosting of sporting events, concerts and conferences.
- Reduction in Council’s operational subsidy for the facility of $40,000 per annum.
- Increase of 100 volunteers associated with sporting and other activities, representing an equivalent economic value of $415,000 pa.
- Project Benefit Cost Ratio of 3.5:1 and an investment payback period of 3-4 years.

**Social Impact Assessment**

11) Social benefits from the redevelopment of Shepparton Sports Stadium include:

- Increased participation in sports activities by Shepparton residents, which is estimated at an additional 50,000 persons per annum on full development, including greater participation from disadvantaged groups.
- 100 new volunteers associated with activities at the Stadium, providing benefits to the community and individual volunteers.
- Contribution to improved community health outcomes by generating new opportunities for community participation in sporting and recreational activities.
- Contribution to regional emergency services through the facility role as an Emergency Relief Centre and CFA Staging Area.
- Improvement in Greater Shepparton’s liveability.
Appendix A
- Shepparton Sports Stadium Survey Plan
Appendix B
- Shepparton Indoor Courts Mapping
Appendix C
- GSBA Information
Overview of current situation

- Participation (ages, genders)
  - Competitions
  1. The GSBA currently runs two competitions one in summer approximately 18 weeks long and one in winter approximately 13 weeks long.
  2. These competitions cater for all age groups from under 10’s in both boys and girls to Under 18’s. It also caters for 5 grades of open age men’s teams and 3 grades of open age women’s teams.
  3. During the past summer we had a total of 161 teams.
  4. During the last year we have had a total of 892 players competing in the two competitions both winter and summer. Not exactly sure of genders but it is roughly a 60 40 split male to female.
  5. Growth over the last 7 years is displayed in the chart in that section of the report.

- Programs
  1. Local competition as discussed above
  2. Junior Representative
     - Consists of 16 teams from under 12’s to Under 18’s with upto 10 players in each team a total of 160 players. All teams train for a period of one and half hours each week however some teams do train twice a week depending on individual requirements and the rep season runs from September through to April each year.
     - Junior rep Under 14 teams played in a round robin 10 week competition last year home and away season. This is expected to grow this year to Under 14’s 16’s and 12’s.
  3. Senior Representative
     - We have two seasons Country Basketball League played between October and February each year. We attempt to have two senior teams which consist of some 20 players in each team representing this area. These teams train for one hour and half twice a week as a minimum.
     - We also currently have one senior mens group playing in the Big V State league competition who play from March to August who also train twice a week and play in a 20 game home and away season. We look to have a womens team in next year.
  4. Aussie Hoops program conducted on a term by term basis for one and half hours each week. Roughly between 20 and 60 fluctuates heavily between terms.
  5. After schools activities program used for promotion of the sport conducted at upto three schools per term for upto one hour and half once a week. Also fluctuates but general around 25 to 30 persons each session.
  6. School holiday programs usually conducted over two days in school holidays. Participation is hard to gauge with between 30 and 60 participants on any given program.
  7. 

Shepparton Sports Stadium
Numurkah Road
PO Box 177
Shepparton Vic 3632
Phone: (03) 5821 7151
Fax: (03) 5821 7151
- **Tournaments**

  We conduct presently two tournaments

  1. The first is the junior tournament over three days in December with over 160 teams competing we use 13 courts to conduct this tournament (estimate of over 1000 players and 2000 spectators)

  2. The second in it’s second year is our Masters tournament and we expect it to grow this year having 24 teams last year played over two days to 40 plus teams played over two days this year. Four courts were used for this tournament. (estimate of over 100 players)

  3. In 2012 We also conducted the Future stars tournament for Basketball Victoria which consisted of some 60 teams over three days. This tournament is tendered for and we envisage that we will be eligible to again tender for this tournament in 2014. (estimate of over 400 players and 800 spectators)

- **Growth (compared to previous years)**

- **Note the above graph in 2009 we put on two in school promoters working one day a week.**

- **From 2011 we then put on a paid administrator which has continued and we look to expand that.**

- **Unmet demand**

  - **Teams turned away**

    1. We turned away some 18 teams for our local competition due to court availability for the 2013 summer season.

  - **Training venues**

    2. There is no team training at Shepparton stadium at present however we have over 60 hours of training which was currently conducted over the last summers season period and this did not include an estimated number of 60 teams who may have trained if they could locate a court to train on.

- **Additional games/teams**

  1. We have a possible immediate 18 teams which could be included if we had more court space

- **Challenges/issues**

  1. The use of other facilities- ie those at schools comes with limits or interruption due to school use, cost with some schools charging exorbitant
fees for use and can be difficult for volunteers to maintain a relationship with.

2. A major issue is in the hiring of courts inductions for volunteers to them and be responsible for same.

3. Costs of hire prohibitive in continued growth. ie Because basketball is played in a deemed peek period we are paying a high rate. The only extra cost associated with this use is lighting if courts have better more open natural lighting then less electricity use will be required this should be the case especially for summer when most competition played in daylight!!!

4. Costs to play above must be passed on and we are in a Low socio economic community who would like to participate but who cannot meet rising costs of inclusion in the sport, ie Insurance, registered weekly player payments to cover the costs.

5. Lack of ownership or determination for usage of current venue. Other sporting clubs are not restricted in as many area’s re what can be done in the area or there playing field. ie signage painting general maintenance. No ability for our club to determine use ie no body seems to tell United football club when they play there games!!

6. Increasing pressure to provide more with less ie volunteers, court court hire costs.

7. Limited assistance and different rules by council as opposed to other community sporting groups.

8. Times of playing not able to get on the courts when the parents want it to be available.

- Barriers for participation (including limitations of the existing venue)
  1. Parking.
  2. Care and Maintenance.
  3. Cost to hire.
  4. Number of courts
  5. Existing Programming.
  6.

- Potential improvements to assist (how)

- Goal for participation increase over the next 5 years See Strategic plan
  - How many? We would reasonable like to get back to the 2006 number of around 1200 players per annum.
  - How will it be achieved? Promotion and court availability.

- New programs (all abilities, school holidays)
  1. We would like to extend our school holiday programs, bring in an all abilities program and also extend this to Include wheelies under the umbrella of basketball.
  2. Having further training days and skills days to develop the abilities of players.

- New Tournaments (annual seniors, all abilities)
  1. All abilities
  2. Seniors Tournament
  3. Division one invitational tournament
  4. Division three participation tournament

- New Events (bidding for which ones…..)
  1. See attached information from Basketball Victoria.

- Continued justification of the ‘Manager/Admin’ role
  - Is it making a difference?
    1. Yes growth is moving forward communication has lifted with members clubs and State associations
Will you increase resources?
1. The plan would be to increase the resources to a two tier administration with a General manager overseeing all operations of the association;
   1. 30+ years ago Ballarat basketball commenced operation at the same time as Shepparton they now employ 15 people and run the netball association as well. There ability to do this has been in their ability to have ownership in their own playing and function centre. We have now adopted an approach that we need to extend ourselves to grow basketball forward to achieve a more professional level and we are doing this with appropriate admin and hope to grow this forward to more permanent positions.

- Hypothetical 6 Court Scheduling
  - Based on average growth for next year
  - Put together a normal fixture based on having:
    - X% more participants/teams
    - 6 courts

Additional Information Provided
- GSBA Strategic Plan
- Correspondence to Council
- Strategic plan

Tony Long
GSBA
Mobile 0402424811
Email treasurer@gsba.com.au
Appendix D
- ANZAC Park Orange Design
AREA CALCULATION
EXISTING FLOOR AREA: 983m²
PROPOSED UPPER FLOOR: 1004m²
PROPOSED LOWER FLOOR: 3300m²
TOTAL: 5347m²

LEGEND
EX GYMNASTICS 1
EX CLEANER 2
EX STORE 3
EX FEMALE AMENITIES 4
EX MALE AMENITIES 5
INTERVIEW ROOM 1 6
INTERVIEW ROOM 1 7
ACCESS TOILET/ShOWER 8
MULTI PURPOSE 9
PROGRAM SPACE 2
STORE 10
ENTRY 11
POLICE 12
CONTROL 13
MANAGER 14
ADMIN. 15
STAFF KITCHEN 16
WC 17
HOMEWORK 18
PASSIVE RECREATION 19
MULTI PURPOSE 20
PROGRAM SPACE 1
CULTURAL LEARNING SPACE 2 21
CULTURAL LEARNING SPACE 1 22
LIFT 23
SPORTS HALL 24

FLOOR PLAN
SCALE: 1:500

--- ANZAC PARK SPORTS FACILITY ---
Appendix E
- Tamworth Sports Dome Design
Appendix F
- Redevelopment Concepts
RECONFIGURE TO PROVIDE TEAM + OFFICIALS CHANGE + PUBLIC AMENITIES (CONSIDER PART OFFICE)

EXISTING COURTS

DX. M-P ROOM.

NEW COURTS

RECONFIGURE SEATING TO ACHIEVE COMPLIANT COURT

SQUASH EXTENSION 6 COURTS

Retractable seating
# Shepparton Stadium

## Order of Cost

**Q4 ref:** P1213191  
**Date:** 19/06/2013

### Function

<table>
<thead>
<tr>
<th>Area</th>
<th>Rate</th>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
<th>Squash Courts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>m²</td>
<td>$/m²</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>Cost $</td>
</tr>
</tbody>
</table>

### Alteration / Demolition

| Entry / Circulation [minimal works Stage 1; heavy refurbish Stage 3] | $600 |
| Administration [minimal works Stage 1; Demolish Stage 3] | $330 |
| Kiosk [minimal works Stage 1; Demolish Stage 3] | $60 |
| Meeting Rooms [minimal works Stage 1; Demolish Stage 3] | $360 |
| Community Sports Office [minimal works Stage 1; Demolish Stage 3] | $300 |
| Change Rooms [Refurbish Stage 2] | $2,700 |
| Refurbish existing to Provide additional spectator amenities [Sth Amenities - refurbish Stage 1; Demolish Stage 3] | $2,700 |
| Alteration / Demolition [minimal works Stage 1; heavy refurbish Stage 3] | $600 |
| Administration [minimal works Stage 1; Demolish Stage 3] | $300 |
| Store [minimal works] | $300 |
| Tiered Seating [adjustment] | $900 |

### New Works - Ground

| Entry / Reception / Café | $2,000 |
| Cafe equipment | $30,000 |
| Change Rooms - refurbish and reconfigure | $540,000 |
| Circulation | $330,000 |
| Multi-purpose Rooms | $1,150,000 |
| Stadium | $2,775,000 |
| New sporting equipment [goals, scoreboards etc] | $100,000 |
| Tiered Seating [Sth stages] | $770,000 |
| Refurbish existing to Provide additional spectator amenities [Sth Amenities - refurbish Stage 1; Demolish Stage 3] | $200,000 |
| Squash Courts | $480,000 |

### New Works - Upper Level

| Multi-purpose Rooms | $300,000 |
| Meeting Room | $141,000 |
| Open Plan Office | $1,200,000 |
| Amenities | $120,000 |
| Star | $50,000 |
| Lift | $150,000 |

### External Works & Services

| Site Preparation | $75,000 |
| Removal of asbestos & other hazardous materials | $20,000 |
| Alteration for external services | $100,000 |

### Construction Cost

| Total External Works & Services | $588,000 |
| Construction Cost | $4,758,000 |
| GST allowance | $48,000 |
| Design Contingency | $241,000 |

### Sub Total

| $542,000 |
| $336,000 |
| $236,000 |

### Total Project Cost by Stage

| $5,876,000 |
| $4,450,000 |
| $3,391,000 |

### Total Project Cost

| $18,413,000 |

**EXCLUSIONS**

- GST: Cost escalation beyond June 2013
- Temporary Works to accommodate Staging (eg new roof for stage 3 should stage 4 not occur)
- Specific Staging Advancements
- Legal, marketing and finance costs
- Relocation / Decanting Costs
- Gym Equipment or other leased equipment
- Advise soil conditions incl. excavation in rock, contaminated soil
- Public Art
- Carbon Tax
- FF&E

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