



# GREATER SHEPPARTON CITY COUNCIL SPORT 2050 STRATEGIC PLAN

VOLUME 3



GREATER  
SHEPPARTON

## Traditional Owners

We, Greater Shepparton City Council, acknowledge the Yorta Yorta Peoples of the land which now comprises Greater Shepparton. We pay respect to their tribal Elders, we celebrate their continuing culture and we acknowledge the memory of their ancestors.

## Climate Change

Greater Shepparton is the food bowl of Victoria and our reliance on agriculture underpinning our social and economic prosperity is just one example of our vulnerability to the impacts of climate change. As a Council we are in a prime position to demonstrate strong leadership and guide our community by reducing our environmental footprint, and driving climate change mitigation and adaptation measures. Council have a climate adaption plan and in March 2020, declared a climate emergency. Council also have a 2030 zero emissions target for Council operations.

## Gender Equity vision and statement

### Vision

'An organisation which positively and proactively demonstrates a gender inclusive culture enabling leadership, participation and contribution from a diverse workforce.'

### Statement

Why gender equality in the workplace?

Gender equality in the workplace is achieved when all employees are able to access and enjoy the same rewards, resources and opportunities regardless of gender. Gender equality will only be achieved through the implementation of a number strategies and actions to reduce gender inequities. Addressing gender inequities within organisations does not happen accidentally, and like any other business issue, a strategic and systematic approach is required. The process of achieving gender equality is often referred to as a 'journey'. This is because the end-state or 'destination' (i.e. a workplace which is genuinely and sustainably equitable to all) can only be achieved over time, and through a series of stages, which are cumulative in their impact.

## Accessibility Statement

Greater Shepparton City Council is committed to developing sport and recreation fixtures and facilities that are accessible to all regardless of a person's age or ability.

These sport and recreation facilities and fixtures will be designed and developed in accordance with the seven principles of universal design.

## Multicultural vision

Greater Shepparton City Council's vision is to promote and facilitate good multicultural practice and leadership within and across the municipality. This vision is aligned with the Municipal Association of Victoria's Statement of Commitment to Cultural Diversity.

Greater Shepparton is one of Victoria's great multicultural areas and our diversity is fundamental to our identity, contributing to our economic, social, political and cultural life. Council shares the vision with our community of providing and embracing, a supportive environment, where everyone can celebrate and share their diverse cultures.

Council will continue to work towards creating a more vibrant, cohesive community that celebrates and incorporates aspects of cultural diversity within daily life. It is essential that we continue to be a welcoming place for migrants and multiculturalism into the future and provide appropriate services specific to multicultural communities.

# COUNCIL PLAN 2021 – 2025

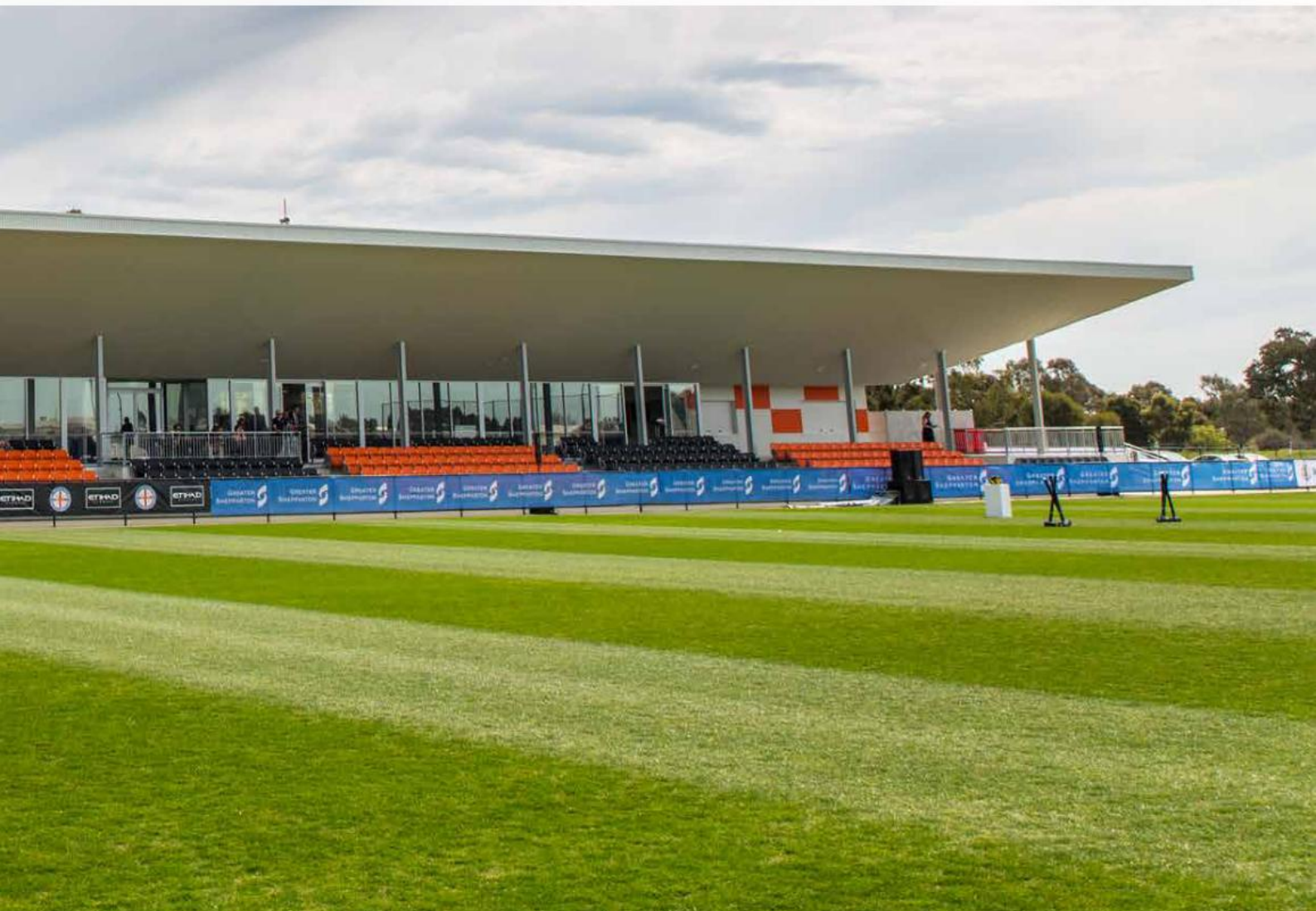
The Greater Shepparton City Council – Council Plan is the document that guides Council’s direction and activities during Council’s term of office.

It articulates the following Community Vision:

A diverse, vibrant and connected community valuing accessible opportunities for everyone. We adapt and respond in a way that is innovative, sustainable and accountable. We acknowledge where we have been and look forward to where we are going. Together we are Greater!

**Theme 4: Infrastructure & Technology – Develop and improve Community and recreation facilities**

**Action; Implementation of the Sport 2050 Strategy**



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## Acknowledgements

The contributions of the community, sport and recreation clubs and Greater Shepparton City Council staff towards the development of this document have been invaluable and as such are acknowledged and recognised. In particular, the following Council departments assisted greatly in the development of the strategy:

- Parks, Sport & Recreation
- Active Living
- Building, Planning & Compliance
- Economic Development
- Community Wellbeing

Of note was the response received from the community and sport and recreation clubs to the survey and questionnaires released during the consultation period. The level of response and engagement from the various groups, and the subsequent attendance at the in-person consultation meetings was a powerful representation of the value that sport and recreation contributes towards the Greater Shepparton region.

Furthermore, the input received during the public exhibition period for Sport 2050 Strategy (2021) is recognised and again contributed greatly towards the development of the document and the overall vision for the development of sport in the Greater Shepparton region.

## About this document

This document is Volume 3: Sport 2050 Strategic Plan (2021) – herein referred to as the Strategy 2021, prepared for Greater Shepparton City Council. The previous volume that precedes this document is as follows:

- Greater Shepparton Sport 2050 Strategic Plan 2011 - Volume 1: Demand and Consultation Findings
- Sport 2050 Strategic Plan 2011 - Volume 2

The approach taken for the development of the 2021 review of the Sport 2050 Strategy has been to provide a consolidated document that notes the consultation findings together with the overall research findings, strategic review and recommendations. This is not to say that there isn't value in developing another document similar to the Volume 1: Demand and Consultation Findings (2011).

It is recommended within the recommendations section at the end of this document that Greater Shepparton City Council undertake a similar exercise to obtain further understanding of the challenges and opportunities within the Greater Shepparton region. There is immense value in obtaining a further, more in-depth undertaking of the club, sport and facility specific issues throughout the region. This will then allow Greater Shepparton City Council to develop specific responses to the noted challenges while also considering the overall regional context and preferred future direction of sport up to 2050.





## COVID-19 and Sport

At the time of the review and development of the Sport 2050 Strategy in 2021 the COVID-19 pandemic was having far reaching impacts on sport. This was in addition to the significant health, social and economic impacts resulting from government imposed lockdowns and other measures designed to stop the spread of the virus.

From a sport perspective the conduct of competitions and training over 2020 and 2021 at all levels were being impacted significantly with many sports going into recess or having periods of non-operation due to the lockdowns. Furthermore, measures involving social distancing and the use of QR Codes to track and monitor social movements at community events added another layer of complexity to the administrative requirements placed upon volunteers.

The future impacts on the participation levels, structure of competitions and administrative requirements within sport throughout the Greater Shepparton region, Victoria and the entire Country were yet to be become apparent at the time of finalising the Sport 2050 Strategy.

It will be necessary for Greater Shepparton City Council (Council) to monitor the impacts of COVID-19 on sport throughout the region from numerous perspectives. The impact of the pandemic on the future provision of sport, and thus the provision and need for facilities may result in many of the recommendations and review elements contained within this document needing to be modified. It will be prudent for Council to continue to work closely with the clubs and governing bodies to monitor participation trends, utilisation, competition structures and other changes that result from COVID-19 impacts. These elements and others may have a bearing on the level of support provided, and the way in which Council continue to provide sport to the community during the term of the Sport 2050 Strategy and potentially beyond.

## Glossary:

- Council: Greater Shepparton City Council
- SRV: Sport and Recreation Victoria
- AFL: Australian Football League/Australian Rules Football
- DELWP: Department of Environment, Land, Water and Planning
- DJPR: Department of Jobs, Precincts and Regions
- ASHE: Melbourne University - The Academy of Sport Health and Education
- The Strategy 2011 : Greater Shepparton Sport 2050 Strategy 2011
- CALD: Culturally and Linguistically Diverse
- SSP: Shepparton Sports City Precinct



## Greater Shepparton City Council context

Located in the Goulburn Valley region of Victoria, approximately 180 kilometres to the north of Melbourne, Shepparton and Mooroopna combine to form the state's fourth largest regional city.

The urban centre provides a broad commercial, administrative and industrial base for the region, offering services and facilities for a local population of more than 65,000 people across the municipality, and a wider catchment of more than 100,000 extending as far as Deniliquin in New South Wales. The Greater Shepparton community is diverse, including one of the state's largest populations of Aboriginal and Torres Strait Islander Peoples outside metropolitan Melbourne, and people from over 30 nationalities, speaking more than 50 languages, each of which adds its cultural values to Greater Shepparton's rich character.

The rail and road transport networks form a foundation for the local economy, while the major contributors are agriculture, manufacturing, construction, education, and health and community services. Greater Shepparton offers both rural and urban lifestyles, enhanced by access to natural landscapes, arts and cultural events, unique heritage places, extensive sporting facilities, and community amenities such as Victoria Park Lake and the Shepparton Regional Park.

The sustainable use of irrigation water and the appropriate management of development adjacent to riverine floodplains are vital to the continued growth of Greater Shepparton. The local economy is adapting to meet state, national and global trends including investment in health, education, renewable energy and agriculture. Being at the forefront of these trends will ensure the region continues to be an attractive location to live and invest.

Source: adapted from the Shepparton & Mooroopna 2050 Regional City Growth Plan (March 2021)(p. 5)

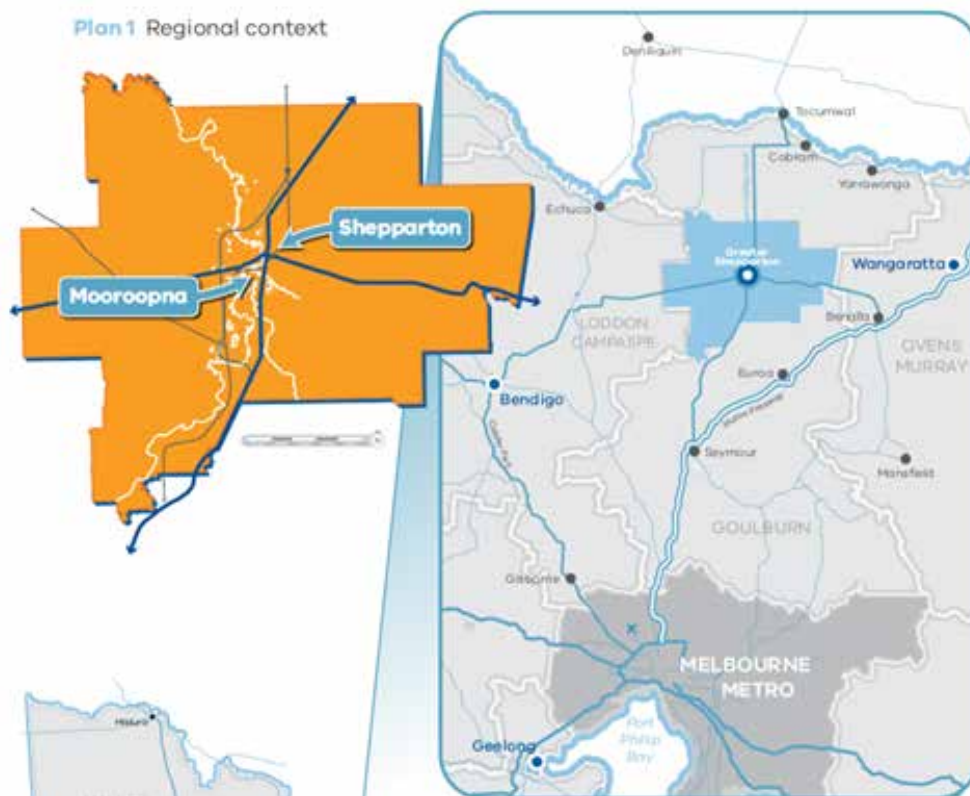


Figure 1: Greater Shepparton region locational context



# SECTION 1:

## COUNCIL'S ROLE IN SPORT

### 1.1 Why Council contributes towards sport

Council supports and contributes towards sport in the region due to numerous reasons. Generally, sport provides a wealth of social, health, economic and wellbeing benefits to the community, many of which are difficult to measure.

The primary benefits of sport include:

- Individual health, skill, personal development and wellbeing benefits associated with the physical and social activity
- Health sector savings and general productivity benefits for the economy from a healthier workforce participating in sport
- Social capital benefits of connectedness generated by clubs and volunteers in sport, creating and supporting a sense of community, and enhanced liveability
- Economic benefits derived from staging events in Greater Shepparton

### 1.2 Partners in Sport

Council has some key partners in the delivery of sport to the community throughout the region. These include:

- Local schools and other educational institutions such as GoTafe and Melbourne University
- State Government, such as Sport and Recreation Victoria
- Federal Government, such as Sport Australia
- Regional and State Sporting Associations
- Local Sports Clubs
- Valley Sport

#### 1.2.1 Department of Environment, Land, Water and Planning (DELWP):

DELWP brings together Victoria's climate change, energy, environment, water, forests, planning and emergency management functions into a single department to maximise connections between the environment, community, industry and economy. Their primary link to sport in the Greater Shepparton region is their role in improving Victoria's liveability while tackling Victoria's infrastructure challenges, which will include the provision of sport related developments.

#### 1.2.2 Department of Jobs, Precincts and Regions (DJPR):

DJPR includes Sport and Recreation Victoria within their portfolio. The Department covers numerous other portfolios in addition to tourism, sports and major events.

Of primary importance to the Strategy 2021 is Sport and Recreation Victoria which is dedicated to supporting Victoria's sport and recreation sector, while inspiring Victorians to get active. Sport and Recreation Victoria works collaboratively with the not-for-profit, private and government sectors to improve the health and wellbeing of Victorians, build stronger and more connected communities, deliver economic growth and jobs and enhance liveability for all Victorians.



**1.2.3 Valley Sport** is a not-for-profit sporting organisation located in Shepparton which supports grass roots sport and recreation clubs in the local government areas of:

- Greater Shepparton City Council
- Benalla Rural City
- Mansfield Shire Council
- Mitchell Shire Council
- Moira Shire Council
- Murrindindi Shire Council
- Strathbogie Shire Council

Valley Sport's Vision is to develop healthy, active and connected communities through sport and recreation. The aims of Valley Sport are to:

- Develop healthy and connected communities through sport and recreation
- To work collaboratively with good governance and transparency
- Deliver programs that meet contractual requirements and our organisational vision

Valley Sport is one of nine regional sport assemblies that make up Regional Sport Victoria (RSV) which is the peak body across regional Victoria. Each of the nine organisations are classed as Regional Sports Assemblies and are charged with the critical role of supporting the sport and recreation sector within their regional catchment. RSV supports locally based community sport and recreation provision on a statewide basis. This support involves the provision of training, information, advice, skill development, linkages and advocacy with and for clubs, organisations and communities.

### **1.2.4 Melbourne University - The Academy of Sport Health and Education (ASHE)**

uses participation in sport as an avenue for indigenous people to undertake education and training within a trusted, culturally appropriate environment. ASHE is a joint initiative of the University of Melbourne and Rumbalara Football/Netball Club.

Melbourne University also has a presence at Dookie College which has a number of sport facilities, and Mt Major which accommodates the only mountain bike facility serving Greater Shepparton.

### **1.2.5 Schools**

Partnerships between Council and Schools have long been an important part of local sports provision, and Council intend for this to continue. The development of the Greater Shepparton Secondary College will likely have an impact on the availability of sports facilities within the Shepparton and Mooroopna area. With the opening of Greater Shepparton Secondary College scheduled to occur in 2022, Council hope to have a clearer picture of the impact on the availability of several school venues used for club training and other sport activities in 2021 with sufficient time to plan for any changes to the scheduling requirements that may follow.

Council have traditionally utilised school sports venues such as the following:

- McGuire College (Wilmot Rd) – Oval which is partially built on Council land at VE Vibert Reserve
- Shepparton High School (Hawdon St) – the oval, tennis courts and Hall have been open for hire by the community
- Wanganui High School (Parkside Dr) – next to the Shepparton Sports City precinct

As noted earlier, the above is likely to be subject to change in 2022 or beyond with the development of the new Greater Shepparton Secondary College. The future of the sports facilities at those Secondary School sites that will no longer be occupied (and indeed the future of those school sites period) is yet to be determined by the Victorian Department of Education and Training. Council staff are working closely with the Department to obtain confirmation on the future of those facilities, and once their fate is known Council will then be able to develop an appropriate response. Needless to say, the potential loss of use of three school locations may present significant challenges for sport provision in the Greater Shepparton area. Consequently, there may need to be specific planned response to ensure those clubs and community groups that currently utilise Secondary School facilities are not adversely impacted.

Conversely, the development of the Greater Shepparton Secondary College may present some opportunities for sport in the region. It is proposed that the redeveloped school will have an Oval, Hard Courts, Indoor Stadium with fitness/weights room and other areas and the provision of the playing fields at Ford Reserve.

In addition to school facilities being used by community clubs, there is also the use of Council facilities by schools on a regular basis. Some schools have partnerships with private sports facilities that are not available on Council land.

Small indoor sports courts at schools are important to community sports and recreation groups, as they provide affordable venues, especially for training.

It is also worth noting that some schools have sports clubs associated with them such as the Notre Dame College Cricket Club, St Brendans Tennis Club, and Marist Basketball Club.

A list of those schools with sports facilities that are utilised by Council and the community is provided in **Table 1** following.



**Table 1: Known Greater Shepparton School Sports Facilities**

SCHOOL NAME	OUTDOOR SPORTS FACILITIES		INDOOR SPORTS FACILITIES	
	FACILITIES	NO.	FACILITIES	NO.
Grahamvale Primary School	Basketball court	1		
	Futsal	1		
Congupna Primary School (next to reserve)	Small green space	1		
Guthrie Street Primary School	Basketball courts	3		
	Medium size green space	1		
Harston Primary School	Netball court	1		
	Small green space	1		
Katandra West Primary School	Tennis courts	2		
	Junior cricket oval	1		
Kialla West Primary School	Netball court	1		
	Small green space	1		
Kialla Central Primary School	Junior cricket oval	1		
Merrigum Primary School	Netball / basketball court	1		
	Small green space	1		
Mooroopna North Primary School	Netball / basketball court	1		
	Small green space	1		
Mooroopna Park Primary School	Basketball court	1		
	Netball courts	2		
	Junior cricket oval	1		
Wilmot Road Primary School	Oval– Senior soccer field, 2 junior soccer, 1 junior football, 1 junior cricket	1		
	Basketball courts	2		
	Netball courts	2		
Mooroopna Secondary College	Australian Rules football / cricket oval	1	Stadium – basketball / badminton	1
	Soccer pitch / junior soccer	1 / 2		
	Tennis courts	7		
McGuire College (same as Vibert Reserve on inventory)	Senior oval – football, cricket	1	Stadium – basketball / netball / badminton / volleyball	1
	Netball courts	2		
Shepparton High School	Oval – senior soccer field, 2 junior soccer, 1 junior cricket and 1 junior football	1	Stadiums - 1 gymnastics, 1 basketball / netball / handball	2
	Cricket practice nets	3		
	Tennis courts	6		
Notre Dame (includes Mercy Stadium) / St Brendan's Primary School	Netball / basketball court	1	Stadiums – basketball / netball / badminton	2
	Basketball court	1		
	Cricket practice nets	3		
	Oval - 2 junior cricket fields	1		
	Tennis Courts	4		

SCHOOL NAME	OUTDOOR SPORTS FACILITIES	NO.	INDOOR SPORTS FACILITIES	NO.
	FACILITIES		FACILITIES	
Dhurringile Primary School	Small green space	1		
Toolamba Primary School	Netball/Basketball Court	1		
	Small green space (1 junior cricket oval)	1		
Ardmona Primary School	Basketball Court	1		
	Small green space	1		
Undera Primary School	Small green space	1		
Bourchier Street Primary School	Medium green space	2		
	Basketball court	1		
	Basketball court – undercover	1		
St George's Road Primary School	Small green space	1		
	Netball Court	1		
St Mel's Primary School	Netball / Basketball Court	1		
Orrvale Primary School	Small green space	1		
	Basketball court	1		
Shepparton East Primary School	Basketball / Netball court – undercover	1		
	Small green space	1		
Murchison Primary School	Basketball / Tennis court	1		
	Small green space	1		
Dookie Primary School	Basketball / Netball court – undercover	1		
Lemnos Primary School	Basketball / Netball court	1		
Gowrie Street Primary School	Basketball / Netball court	1		
	Medium green space	2		
Shepparton Christian College				
	Small green space	1		
Goulburn Valley Grammar School	Tennis Courts	5		
	Large Oval	1		
St Luke's Catholic Primary School	Basketball / Netball court	2		
	Medium Oval	1		
Notre Dame College Emmaus Campus	Large Oval	1		
	Medium green space	1		
Sacred Heart School (Tatura)	Medium green space	1		
Zeerust Primary School	Small green space	1		
Tallygaroopna Primary School	Small green space	1		
	Basketball Court	1		
St Anne's College (Kialla)	Football Oval	1		
	Soccer Field	1		

### 1.2.6 Other potential partners

Other potential partners to support the provision of sport in Greater Shepparton include community health organisations and primary care partnerships, and the Ethnic Council.

**1.2.6.1** The Ethnic Council of Shepparton and District Inc. is a not for profit peak body whose mission is to promote and represent the social, cultural and economic well-being of ethnic communities in the Goulburn Valley Region through the provision of quality and innovative settlement, refugee support, community development, Ethnic landcare and information and advocacy services. The Ethnic Council may assist in increasing the number of people born in non-English speaking countries to play sport. There may be an opportunity to provide support to include new arrivals into existing sports clubs and programs, and finding business partners to sponsor specific children who may not otherwise play sport.

## 1.3 Literature Review

As part of the development of the Strategy 2021 an extensive literature review was undertaken to, where possible, provide alignment between the Strategy 2021 and relevant Council and non-Council documents alike. Recognition of the role that these documents may have on the Strategy 2021 and vice versa is important to note to ensure an integrated approach across Council activities for the overall benefit of the community. The collective bearing that these documents may have on the provision of sport within the region in tandem with the Strategy 2021 has the potential to further strengthen the opportunities available to Council and the regions' many sport clubs alike.

The following capture of some of Council's overarching strategic documents is beneficial for context in the opening section of the Strategy 2021. Further details on other documents that were reviewed and beneficial for notation within the context of sport throughout Greater Shepparton are provided in Appendix 2.

### 1.3.1 Greater Shepparton City Council - Council Plan 2021-2025

The Greater Shepparton City Council – Council Plan is the document that guides Council's direction and activities during Council's term of office.

It articulates the following Council Vision:

*A diverse, vibrant and connected community valuing accessible opportunities for everyone. We adapt and respond in a way that is innovative, sustainable and accountable. We acknowledge where we have been and look forward to where we are going. Together we are Greater!*

Underpinning the Vision, Council adopted five key themes to achieve its strategic direction, all of which are applicable to the Strategy 2021, and are a suitable guide for the way in which the Strategy 2021 is developed and implemented. The five key themes are as follows:

- **THEME 1: COMMUNITY LEADERSHIP** - We will prioritise leadership in the community to celebrate our cultures, people and places that makes Greater Shepparton a unique, vibrant, diverse and liveable region.
- **THEME 2: SOCIAL RESPONSIBILITY AND WELLBEING** - We will support the mental and physical health and wellbeing of all in our community, ensuring universal access to information, services, housing, healthcare and learning opportunities.
- **THEME 3: VIBRANT AND DIVERSE ECONOMY** - We will drive the visitor economy by growing visitor experiences and major events that provide employment and other opportunities to the community. Our economic development will focus on establishing a strong, adaptive, sustainable and thriving region supported by agriculture and a diverse range of industries.
- **THEME 4: INFRASTRUCTURE AND TECHNOLOGY** - We will focus on the planning of our region's requirements to enable delivery of technology and infrastructure to meet the current and future needs of the community.

- **THEME 5: ENVIRONMENT AND CLIMATE EMERGENCY** - We will prioritise our environment and take urgent action to reduce emissions and waste in order to protect public health and create a region that mitigates and adapts to climate change.

The Plan notes Liveability Indicators within the document reflect the wellbeing of a community and comprises the many characteristics that make a location a place where people want to live now and in the future. In the context of the Strategy 2021 the Liveability Indicators are applicable to the provision of facilities that support those outcomes. The definition of Liveability in the Plan is as follows:

*A liveable place is one that is safe, attractive, socially cohesive and inclusive, and environmentally sustainable; with affordable and diverse housing linked to employment, education, public open space, local shops, health and community services, and leisure and cultural opportunities; via convenient public transport, walking and cycling infrastructure. (Lowe, 2013)*

Through the development and implementation of a liveability framework, Council will take a lead in providing services, facilities and places of engagement that can positively affect health and wellbeing, for individuals and entire communities. Council will continue to work closely with stakeholders to advocate for funding, new services, programs in partnership, and to support communities.

The implementation of the Strategy 2021 is specifically noted under Theme 4: Infrastructure and Technology, under the sub-heading of Develop and improve Community and recreation facilities.

### 1.3.2 Greater Shepparton 2030 Strategy

The Greater Shepparton 2030 Strategy (GS2030) is a blueprint for building sustainable economic activity and maximizing the quality of life in the municipality. Some key inclusions in GS2030 relevant to the Strategy 2021 include identification of the following strategies:

- Promote clustering of facilities to enable multi-use and sharing of community facilities, such as the community hubs.
- Encourage flexible design to meet user group needs over the life-cycle and changing demographic structures.
- Promote healthy lifestyle and the use of recreation and sporting facilities.

### 1.3.3 Council 2018-2028 Public Health: Our Strategic Focus

The Public Health Plan provides the framework for local action to address public health matters. The Plan includes and considers strategic objectives of the Victorian Public Health and Wellbeing Outcomes Framework, Victorian Public Health and Wellbeing Plan combined with a liveability approach to consider public health equality across the life stages for individuals to achieve optimum quality of life. It notes that planning for public health and wellbeing across a municipality requires a strategic approach, while meeting specific Council responsibilities of the Local Government Act and Public Health and Wellbeing Act.

Using the eleven liveability domains specifically for Greater Shepparton a range of health goals are set to drive local action toward future desired outcomes, creating a more liveable region. The Plan makes specific mention within the Liveability Domain framework of Recreation Facilities and Public Open Space, specifically seeking to ensure that: Greater Shepparton residents have access to quality public open space.

The Plan seeks to support Active Living – Physical Activity in the community to support the goals of The Plan, and notes that the Australian Physical

Activity and Sedentary Behaviour Guidelines recommend adults aged 18-64 years be active on most, preferably all, days of the week, aiming for 150 to 300 minutes (2 ½ to 5 hours) of moderate intensity physical activity, and that half (54%) of Greater Shepparton residents do not meet these recommended guidelines. The Strategy 2021 can play a large role helping to address this issue.

In the section on Recreation Facilities and Public Open Space (p. 53) it is noted that access to local public open space not only increases the urban liveability of communities by creating convivial, attractive environments, but that it is also important for the health and wellbeing of people of all ages. Access to public open space, particularly high-quality public open space, also promotes recreational physical activity, and there is evidence that it also improves mental health.

Furthermore, it notes from the Deloitte study that Greater Shepparton has 1.6 per cent of land zoned for public use within urban areas (public parks and recreation zones) compared to other similar sized locations (i.e. Ballarat, Greater Bendigo, Greater Geelong, Horsham, Latrobe, Mildura, Wangaratta, Warrnambool and Wodonga) which average around 7.7 per cent of land.

Under the Liveability Domains and Health Goals section of the strategy, within the subsection on Built Environment – the Liveability Indicator of Recreation Facilities and Public Open Space is captured, which notes the following desired outcomes:

Greater Shepparton residents have access to quality recreation facilities and public open space target:

1. Provide inclusive physical activity and active participation opportunity for all ages and abilities
2. Provide universal access to public amenities, outdoor public seating, drinking fountains and shade
3. Greater Shepparton residents can access public open space within 400m of their residential location

### 1.3.4 Shepparton & Mooroopna 2050 – Regional City Growth Plan (July 2020)

The primary way in which the Strategy 2021 can support this Plan is through assisting in addressing elements associated with Vision items one and two:

- Be a thriving regional hub with infrastructure to support social and economic wellbeing.
- Offer an affordable and liveable lifestyle with diverse economic opportunities for residents and investors.

Furthermore, the Strategy 2021 can support the Plan through providing sports facilities and opportunities that support the following Principles from the Plan:

**Item 1.** An inclusive and healthy community: Community infrastructure will enable gathering, sharing, and learning. Diverse public open space types will allow passive and active recreation by a variety of users.

**Item 5.** Sustainable water management and use: Conservation and efficient use of water will be encouraged. River environments will continue to be protected from pollutants.

**Item 10.** Develop attractive and distinctive places: A wide variety of sporting, recreational, art and cultural activities will be encouraged in key precincts with contemporary facilities. Places of cultural and heritage significance will be valued and conserved.

It is noted in the plan (p. 24) that Shepparton and Mooroopna include a comprehensive open space network. Existing open space assets should be protected and enhanced to continue to contribute to liveability. Funding for enhancements should be prioritised to areas of most need, with specifically suggested projects including Regional cycling destination based projects (p. 27) such as the Shepparton BMX track, Mount Major Mountain Bike Course, and the Shepparton Regional Park (The RiverConnect Paths Master Plan (2015)).

Additionally, the Strategy 2021 can support several items from the Plan item 2.3 - Enhance Shepparton and Mooroopna's open space network by prioritising investment in improvements.

## 1.4 General comments

Council should encourage communication between all partners to work together, to share resources and meet common objectives.

This should extend to clubs sharing facilities at common grounds, scheduling to increase utilisation of existing facilities, accommodating other clubs overflow games, and seeking to accommodate individual players who are not able to be accommodated at other clubs.

There are more than 140 sports clubs and associations in Greater Shepparton.

There are likely to be many opportunities to address common issues and share resources to ensure sports opportunities don't reduce over time.

### 1.4.1 Council's role in Sport

Council is strongly committed to promoting access to sports facilities and services that are responsive to the cultural, social, recreational and demographic diversity of the Greater Shepparton community. Council does this primarily through its focus on infrastructure planning and provision to enable the benefits of sport to be realised. Through providing a range of quality sports facilities including sports grounds, reserves, pavilions and halls, Council helps to foster sport activity and the development of a healthy community.

Council also seeks to make residents aware of the available opportunities and encourages them to participate in sport and activity where possible given the many health benefits associated with physical activity. Council provides a number of information and support services to recreational and sporting organisations, to further enhance the development of sport throughout the region. Examples of initiatives that Council undertakes to support clubs and sporting organisations includes the likes of the following internal grants programs:

- Community Matching Grants
- Our Sporting Future
- Minor and Major Event Grants
- Sporting Chance Scholarships

Council also supports Committees of Management (both Community Asset Committees of Management, and DELWP Committees of Management) through the provision of the Reactive Maintenance Funding grant, providing information on other available grants through either Council or State and Federal Government departments, and through funding sport development and facility planning projects, documents and strategies that ultimately support sports development.

Council relies on schools, clubs and other organisations to provide the skill development, competitions and sports programs that enable people to participate and use Council facilities.

Council plays a secondary role encouraging the community to participate in sport by assisting clubs and other providers to remain viable, and reach a wider audience than they would typically, as well as to program its own facilities to encourage participation.

In delivering its primary role through infrastructure provision, Council needs to be conscious of the availability of:

- A hierarchy of facilities that suit potential users and the sports played (field sizes, surfaces and the standard of support facilities) and support foundation and participation levels of sport, as well as performance levels of sport
- A range of sports, equitably distributed across the region that mean people are likely to be able to participate in a sport of their choice regardless of age, gender, income, ability and cultural background
- Information to assist in matching the availability of sports clubs, opportunities and facilities, with people who would like to play or be involved in sport. One way that Council performs this role is through the provision of the Leisure Directory on the Council website.

Council has a role to play in ensuring all residents have an opportunity to play sport. Providing recreation opportunities for target groups who are less likely to participate without interventions is important for three reasons:

- Their need is likely to be greater (e.g. they are more likely to experience social isolation, economic disadvantage, and/or health issues and do not have the same access to transport and other services) and they will therefore benefit more from participation
- They are less likely to seek opportunities in the private sector, either because they may not be willing to pay the full cost, or because they may need assistance to participate
- These groups may not otherwise engage in social and physical activities that offer significant health and wellbeing benefits

It is also important to note that Council contributes a significant amount of resources towards sport through the staff that it provides to perform the many roles that Council plays within this sphere. Council's team of dedicated staff within the Parks, Sport and Recreation Department includes both operational and strategic arms and numbers 66 in total plus casuals. The team includes positions in Management, Bookings, Sports Development & Strategic Planning, Sports Club liaison, Sports Facilities, Administration and more.

#### **1.4.2 Information**

A revised inventory of sporting facilities in the Greater Shepparton area has been compiled within this document using information provided by Council, clubs, the Department of Environment, Land, Water and Planning (DELWP), and committees of management. Council noted the suggestion from the previous volume of the Strategy 2011 regarding the benefits associated with keeping databases up to date to ensure facilities and clubs are promoted to residents, and facilities are well utilised. The information provided on the Council website under the Leisure Directory and Sports Facilities and Stadiums section of the website, as well as within other sections under Parks, Sport, Recreation and Leisure provide the community with suitable access to information to help facilitate their involvement in sport.

## 1.5 Principles: Council's role

The following principles were established in the Strategy 2011 as a summary of the above section. Many of these are still relevant for Volume 3 and the future of sport in the Greater Shepparton region. The following table not only notes the previously developed principles, but also considers their ongoing relevance and performance against each item since 2011.

**Table 2: Principles relating to Council's role in sport**

Principle #	Principle item	Performance since 2011	Retention, modification or removal recommendation.
1	Council's primary role is associated with local and district level facilities that support casual participation, local club and municipal wide competitions. Its role in regional sports facilities is primarily in an economic development role, as the regional centre of the Goulburn Valley, and in order to support tourism to the City.	<p>Council has performed this role consistently, most notably through the development of the Shepparton Sports City Precinct which hosts numerous local and district level facilities, and through the improvement of Deakin Reserve.</p> <p>Council has played a significant role in sport economic development and sport tourism through developing internal capacity to identify, procure and support the hosting of major events, and through a partnership arrangement with Complete Sports Marketing that provides sport and recreation event opportunities for Council to consider.</p>	Retain as a Sport Principle in the Strategy 2021.
2	Council's focus should be on district and local facilities within the region to help them remain viable and active. However, Council will facilitate the development of regional facilities.	<p>Council continues to support district and local level facilities through the numerous operational and strategic services it offers, and through its annual capital works program. Additionally, Council offers access to grants and other resources which sports clubs can capitalise on to further the development of their facilities.</p> <p>Council has continued to facilitate the development of regional facilities such as the development of the Sports City Precinct and facilities within that location that are of a Regional capacity or greater, and supporting ongoing works to Deakin Reserve, amongst other examples.</p>	Retain as a Sport Principle in the Strategy 2021.



Principle #	Principle item	Performance since 2011	Retention, modification or removal recommendation.
3	Council should continue to develop their partnerships with Valley Sport, Complete Sports Marketing and ASHE to build a lasting partnership together and look for funding opportunities for regional facilities that will also provide local opportunities.	Council has maintained the noted partnership during the term of the Strategy 2011.	Retain as a Sport Principle in the Strategy 2021, and continue to seek out additional partnerships that will provide further facility opportunities for the community.
4	Council's support of sport should extend to all sports clubs who provide benefits to residents and workers, regardless of whether they are located on private, crown or Council land, noting however that priority should be given to maintaining Council owned assets.	Council to provide examples of significant grants that they have supported for Council and non-Council owned facilities alike.  Council also provides substantial planning support for non-Council recreation reserves, including assistance with master planning projects, as well as the provision of general strategic planning support and advice.	Modification recommended.  While Council seeks to provide a level of equity in how it supports all the different types of sport models in existence throughout the community, there are limitations to how far this may extend. Furthermore, certain sports need to be more self-sufficient than others due to the structure under which they work, and due to their facilities catering for a specific niche/not lending themselves to general and unsupervised community use. Consequently, this principle is recommended to be modified as follows:  Council will endeavour to support all sports clubs within the region who provide benefits to the Greater Shepparton community. Council's priority is to support and fund Council owned assets. Council at its discretion may choose to provide facility based support to clubs and groups located on private or crown land.
5	The degree of Council support may be influenced by the degree of commerciality of a particular activity and the resulting benefits to the community.	As an example, Council have previously not supported sports clubs that have a direct association with gambling. Council has previously provided some grant funding to a golf club given they did not have gambling facilities within their licensed club facility.	Retain as a Sport Principle in The Strategy 2021.

Principle #	Principle item	Performance since 2011	Retention, modification or removal recommendation.
6	<p>Council's funding responsibility for sport is shared with:</p> <ul style="list-style-type: none"> <li>The users of facilities (through hire fees, club and association contributions to the cost of infrastructure required for their purposes)</li> <li>The State Government and Federal Government (in recognition of the benefits of sport, and the necessity of Council facilities to serve residents, workers, visitors, and educational institutions without such facilities)</li> </ul>	<p>Council provides numerous grant opportunities for sport clubs to capitalise on which assists them in their ability to contribute towards and assist with funding facilities. Likewise, Council have obtained numerous State and Federal Government funding over the last 10 years for specific projects. Additionally, Council have assisted many clubs in their efforts to obtain State and Federal Government funding for facility improvements.</p>	Retain as a Sport Principle in the Strategy 2021.
7	<p>Council's leisure directory should include all sports facilities, clubs and sports providers regardless of whether they are on Council, crown or private land.</p>	<p>This has remained to be the case and Council intend for this to continue.</p>	Retain as a Sport Principle in the Strategy 2021.

## 1.6 Suggested directions: Council's role

- Convene meaningful dialogue with each of the sports clubs/associations regarding their infrastructure planning and development requirements every two years to assist with the development of Council's 10 year capital works plan and to assist in identifying projects for grant funding and opportunities for facility consolidation/sharing.
- Continue discussions with the Department of Education and Training about school planning and joint facility development.
- Continue to hold discussions with The Ethnic Council about working closely with Valley Sport and Council to encourage people who are new arrivals to play sports.
- Work closely with DELWP and their committees of management for sports facilities that Council is not responsible for, peak sporting bodies and other private partners to improve the quality of existing sports facilities and enhance participation.
- Consider working with all partners to market all available sports opportunities in Greater Shepparton; and update data on the Council GIS system and Council's Leisure Directory, listing all facilities by locality.
- Work closely with all partners to seek support for the development and funding of a 10 year Capital Works plan to support this strategy and to identify funding opportunities outside of Council funds for facility upgrades.





# SECTION 2: GREATER SHEPPARTON SPORT AND FACILITIES

The Greater Shepparton region plays host to a large number of diverse sporting interests and activities. Following is a list of those sports initially identified as being present within the Greater Shepparton region, noting that the list is by no means exclusive. Council is always looking to update the list with the assistance of the community informing them of new and emerging sports that should be added to ensure that it continues to evolve.

- Athletics/Running
- Australian Rules Football
- Badminton
- Baseball
- Basketball
- BMX
- Canoeing
- Calisthenics
- Cricket/Indoor Cricket
- Croquet
- Cycling
- Dancing
- Darts
- Equestrian (various disciplines)
- Fishing Sports
- Fitness/Gym
- Golf
- Gymnastics
- Horse Racing/Harness Racing
- Hockey
- Karting
- Lawn Bowls
- Martial Arts
- Model Car & Aero Racing
- Motor Sports
- Mountain Biking
- Netball
- Pony Club
- Rowing
- Rugby Union
- Shooting sports (various disciplines)
- Skating
- Soccer
- Softball
- Squash
- Swimming
- Table Tennis
- Tennis
- Ten Pin Bowling
- Touch Football/Oztag
- Triathlon
- Volleyball (indoor)
- Water Polo
- Wheelchair Athletics

The following facilities are noted as supporting sport provision in the Greater Shepparton region. Again, the list is not exclusive, and Council welcomes input from the community to update it to ensure it is an evolving body of work.

**Table 3.1: Greater Shepparton Sport Facilities - Council**

<b>COUNCIL OWNED &amp; MANAGED FACILITIES</b>		
Chas Johnson Reserve	Kialla Park Reserve	
Frank Howley Recreation Reserve	Shepparton Sports Precinct (SSP)	Shepparton Sports Stadium
Kialla West Recreation Reserve	SSP – Greater Shepparton BMX Track	SSP – Greater Shepparton Football Complex
Lemnos Recreation Reserve	SSP – Greater Shepparton Netball Complex	SSP – Greater Shepparton Regional Tennis Complex
SSP – Greater Shepparton Athletics Complex	SSP - Velodrome	V E Vibert Reserve
SSP – Greater Shepparton Hockey Complex	SSP – WB Hunter Reserve	Kialla Central Tennis Courts

**Table 3.2: Greater Shepparton Sport Facilities - Council owned – Volunteer Committee of Management**

<b>COUNCIL OWNED - VOLUNTEER COMMITTEES OF MANAGEMENT</b>		
Arcadia Recreation Reserve	Bunbartha Recreation Reserve	Central Park Recreation Reserve
Congupna Recreation Reserve	Dookie Recreation Reserve (includes the Showgrounds)	Lemnos Recreation Reserve
Kialla Central	Katandra West Recreation Reserve	Tallygaroopna Recreation Reserve
Toolamba Recreation Reserve		

**Table 3.3: Greater Shepparton Sport Facilities – Crown Land**

<b>CROWN LAND - COUNCIL OR COMMITTEE OF MANAGEMENT</b>		
Deakin Reserve	Harston Tennis Courts	Kialla Raceway (Greyhounds and Harness Racing Track)
Lions Park Tennis Courts (Murchison)	Mooroopna Recreation Reserve	Pine Lodge Recreation Reserve
Princess Park	Shepparton Showgrounds	Shepparton Lawn Tennis Club
Shepparton North Reserve – Tennis Courts	Tatura Multi-Sports Complex	Tatura Showgrounds and Recreation Reserve
Frank Howley Reserve (partly owned by Council and DELWP)	Victory Park	Victoria Park Lake (including Aquamoves Aquatic Centre)

**Table 3.4: Greater Shepparton Sport Facilities – Crown Land – Volunteer Committee of Management**

<b>CROWN LAND – MANAGED BY A VOLUNTEER COMMITTEE OF MANAGEMENT</b>		
Ardmona Recreation Reserve	Byrneside Tennis Courts	Caniambo Recreation Reserve
Cooma Recreation Reserve	Dargalong Racecourse & Recreation Reserve (Murchison East Golf Course)	Merrigum Park Recreation Reserve
Murchison Recreation Reserve	Tatura Public Gardens & Recreation Reserve	Tatura Racecourse & Recreation Reserve
Undera Recreation Reserve		

**Table 3.5: Greater Shepparton Sport Facilities – Private**

<b>PRIVATELY OWNED FACILITIES</b>		
East Shepparton Bowls Club	Hill Top Golf, Bowls Club (Tatura)	Kialla Country Club (Golf)
Mooroopna Golf Course and Bowls	Murchison Bowls Club	Shepparton Bowls & Golf Club
Shepparton Shooting Sports Complex	Tatura Bowls Club	Rumbalara Recreation Reserve

**Table 3.6: Greater Shepparton Sport Facilities – School and University**

<b>SCHOOL &amp; UNIVERSITY FACILITIES AVAILABLE FOR USE/HIRE BY THE COMMUNITY</b>		
Dookie College Pool, Tennis and Netball Courts, Cricket Ground	Mount Major – Mountain bike park	McGuire College Oval - Wilmot Road.
Refer to Table 1 on Page 8 for a complete list of the School Sports Facilities.		

It is noted that there are numerous other facilities throughout the municipality that provide sport capacity that are not listed in the above tables, but have nonetheless been taken into consideration as part of the overall strategic review.





# SECTION 3:

## FUTURE DEMAND FOR SPORT

### 3.1 Responding to general changes in sport

Some of the key changes occurring in sport are as follows:

- increasing proportion of people participating in unorganised sports and physical activity
- “pay as you play” sport
- a decrease in club based participation.

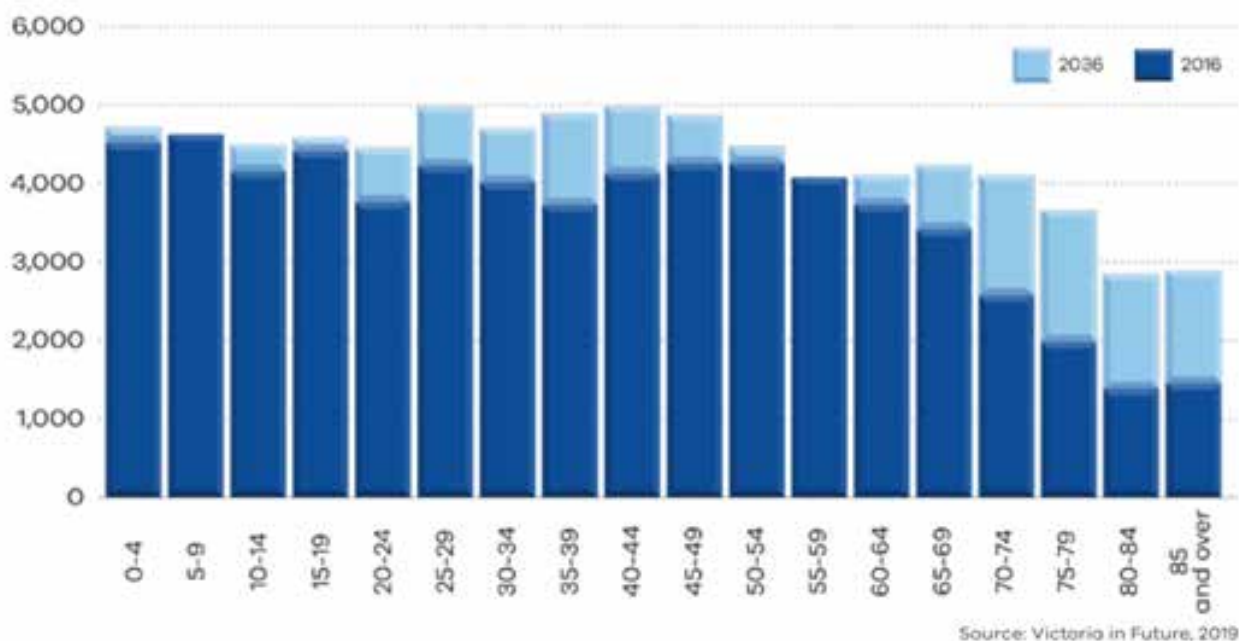
Aging infrastructure and changes in volunteering, and employment have been catalysts for these changes. Additionally, increasing demands associated with governance and business practices, and time poor lifestyles have also contributed. The expectations associated with the quality and convenience of sports opportunities are increasing. Furthermore, there is a need for clearer pathways from junior to senior and performance levels of sport as traditional support through family, schools and churches diminish.

Further perspective on the changing nature of sport in Australia can be obtained through referring to the Australian Sports Commission (now Sport Aus) and CSIRO document – The future of Australian Sport (Megatrends shaping the sports sector over the coming decades).

[The\\_Future\\_of\\_Australian\\_Sport\\_-\\_Summary\\_Report.pdf](https://clearinghouseforsport.gov.au/The_Future_of_Australian_Sport_-_Summary_Report.pdf) (clearinghouseforsport.gov.au)

### 3.2 Greater Shepparton population - demand on sport

According to the Shepparton & Mooroopna 2050 Regional City Growth Plan (March 2021)(p. 11) the population within the Greater Shepparton region is 66,010 in 2021, and is anticipated to grow at an average annual growth rate of 0.9% out to 2036. This will equate to a projected population of 77,690 (according to Victoria Future, 2019). The following Figure (see Figure 2) is taken from the Shepparton & Mooroopna 2050 Regional City Growth Plan (March 2021) and shows the age groups that made up the Greater Shepparton population in 2016, and those that are anticipated to be represented in 2036.



**Figure 2: Greater Shepparton population by age cohort 2016-2036**

It is anticipated that the above forecast population growth will have the most significant impact on the requirements for sport facility provision in the foreseeable future within the region.

The age cohort changes projected amongst the age brackets 20-24, 25-29, 30-34, 35-39, 40-44 and 45-59, as well as from 65-69 and beyond until 2036 indicate the most significant increases of all of the various age groups. These shifts in age demographics will likely have an impact on the type of sport provision required for the future. It is posited that planning for sports facilities within the Greater Shepparton region will need to consider a mix of facilities that suitably cater for sporting pursuits that interest young adults right through to middle-aged persons, as well as catering for retirees and the elderly.

### 3.3 Greater Shepparton demographics - demand on sport

Participation rates in sport and physical activities are influenced by age, gender, income, ethnicity, and education. Commentary on these influences is provided in the following paragraphs.

#### 3.3.1 Income

Participation rates generally increase as household income increases, and the participation rates for persons in the lowest income brackets are likely to be almost half that of people in the highest income bracket. According to .idcommunity, in 2016 Greater Shepparton had 21.6% of households in the low income bracket. This is consistent with the Victorian average of 22.9% of households being in the low income bracket. While these figures are not alarming, and represent an improvement compared to the figures in the Strategy 2011, they do still warrant dedicated attention from Council to ensure that those within this cohort obtain the opportunity to participate in sport and do not get left behind in a social sense.

#### 3.3.2 Sport Trends

According to the CSRIO / Australian Sports Commission (now Sport Aus) document – The future of Australian Sport (April 2013)(source: [The future of Australian Sport. Megatrends shaping the sports sector over coming decades. \(clearinghouseforsport.gov.au\)](http://clearinghouseforsport.gov.au)), the participation rates for many organised and team sports (with the exception of soccer), have either held constant, or declined. Conversely, participation in individualised sport and physical activity has been on the rise. This shift is due to people increasingly opting for flexibility rather than committing to regular organised or structured sport.

According to Sport Aus AusPlay data collected in 2020 (source: AusPlay results | Clearinghouse for Sport), the following sports are the most popular in Australia.

**Table 4: Top 10 most popular Australian Sports - Adults, Men, Women**

	ADULTS		MEN		WOMEN	
1	Walking (recreational)	44.1%	Walking (recreational)	33.8%	Walking (recreational)	54.1%
2	Fitness/ Gym	34.9%	Fitness/ Gym	31%	Fitness/ Gym	38.7%
3	Running / Athletics	16.4%	Running / Athletics	18.2%	Swimming	17.1%
4	Swimming	15.4%	Cycling	15.1%	Running / Athletics	14.7%
5	Cycling	12%	Swimming	13.8%	Cycling	9%
6	Bush walking	6.4%	Football/Soccer	8.4%	Yoga	9%
7	Football/Soccer	5.4%	Golf	7.9%	Bush walking	6.6%
8	Yoga	5.3%	Bush walking	6.1%	Pilates	5.6%
9	Golf	4.9%	Basketball	5.3%	Netball	5.2%
10	Tennis	4.6%	Tennis	5.3%	Tennis	3.8%

The above comments and data indicate that Council will need to consider planning for facility provision that accommodates these trends. This may require a shift in the current model of provision and may occur gradually or quickly depending on local factors. Regardless of the mode of change, Council will be required to be flexible in its approach to sport provision given the changing nature of sport participation and the experiences that the community are seeking.

Generally, the results of the Community Survey conducted as part of the development of the Strategy 2021 supports the above trends given the noticeable call for more facilities that support walking/running (i.e. paths) and cycling (i.e. paths and trails).

The development of these trends will also require a different response from many traditional sports in the way that they offer their sport and market it to the community. Council may have a role to play in supporting current sports clubs in their adaptation to a new way of offering sport.

### 3.3.3 Age

[Older Australia at a glance, Demographics of older Australians - Australian Institute of Health and Welfare \(aihw.gov.au\)](#)

According to the Australian Government – Australian Institute of Health and Welfare website, 1 in 7 Australians were aged 65 and over in 2017. Overall, this source noted that the Australian population is aging with older Australians as a segment of the population growing the proportion of the total Australian population. This trend is projected to grow steadily in the coming decades, partly due to increasing life expectancy.

Of most note to the provision of sport facilities within the Greater Shepparton region is the expected increases in life expectancy generally not coming at the expense of reduced physical function or worsening general health. Consequently, there will likely be a need to provide a greater supply of sport facilities that cater for older age groups in the coming decades. The above statements indicate that an increasing proportion of older adults are likely to be active, compete in one-off or irregular events and chose sports such as cycling, tennis, golf, lawn bowls, soccer and softball than contact sports or those that may be considered “high-impact”.

The data noted in Section 3.2 supports the above paragraphs given the age cohort changes projected for those in the age brackets ranging from 65-69 and beyond which are anticipated to increase most significantly up to 2036.

### 3.3.4 Participation by females

Active Victoria (2017-2021) notes that in Victoria half as many women as men participate in sport (20% of the male population versus 10% of the female population). While this is concerning from a sport participation perspective, there is a noticeable increase in participation by women in non-competitive activities in older age brackets, versus the participation rates of men.

Active Victoria (2017-2021) notes that the lower participation levels of women in sport limits the benefits of social connectedness and community cohesion provided by organised and structured community level sport. Additionally, it is noted that lower levels of female participation in sport reflects deeply entrenched practices, cultural norms and stereotypes in broader society.

Women's leisure time is typically more fragmented than men's, and this tends to affect their ability to regularly participate in club sports. Social aspects and scheduling to fit family and work routines appear more important than ever to women being able to participate. Hence shorter games, social formats, "pay as you play" options and flexible and mid-week scheduling may encourage more women to participate in sport.

The community survey that accompanied the review of the Strategy 2021 indicated that a lack of women participating in sport in the Greater Shepparton region may be due to perceptions regarding safety at facilities/venues (i.e. lighting, visibility, design issues etc.) and attitudes from clubs and administrators regarding women participating, amongst other issues. All of these items represent opportunities for Council and the regions sports clubs to improve the potential for women to participate in sport.

The above areas and others represent an opportunity for Council to strengthen overall sport participation in the region through creating opportunities within sports to promote and encourage female participation.

### 3.3.5 Other population groups

Greater Shepparton have a number of population groups that are less likely to participate in sporting opportunities without intervention. These groups include: new arrivals - especially people born overseas from non-English speaking countries, people with a disability, and Aboriginal people.

Active Victoria (2017-2021) further supports the above statement noting that in addition to females, there are other significant groups of Victorians who are less likely to participate in sport or active recreation, including Aboriginal Victorians, people with a disability, people with poor health, recently arrived migrants and those with little or no English, and people with low incomes or living in areas of relative socioeconomic disadvantage.

These groups are likely to benefit significantly (and possibly more than other sectors of the population) from participation in sport and physical activity, however the number of people falling into each group is relatively small which makes provision of specific programs or interventions more difficult.

Again, the community survey and the sports club questionnaire results indicated that there are issues with accessibility at facilities that need to be addressed to accommodate participation by people with a disability.

The following levels of sport participation from those groups that are less likely to participate in sport was noted in Active Victoria (2017-2021), which again represents an opportunity for Council and the Greater Shepparton sports clubs to capitalise on through specifically tailored programs.

**Table 5: Sport Participation by Disadvantaged Victoria's**

GROUPS	LEVEL OF PARTICIPATION IN SPORT AND RECREATION
Victorian average	79%
High socio-economic disadvantage	51%
Aboriginal communities	30%
People with a disability	24%
People who do not speak English	17%

The results from the Strategy 2021 Community Survey and Sports Clubs Questionnaire failed to elicit feedback relating to opportunities for new arrivals and people born overseas, unlike those included in the Strategy 2011. However, this may be as a result of the make-up of the Greater Shepparton region sports club executives, and the fact that none of the 133 community survey respondents identified as being born in a non-English speaking country. This outcome represents a further opportunity for Council and the sports clubs to increase engagement opportunities from Culturally and Linguistically Diverse (CALD) groups and to identify specific and culturally appropriate ways to facilitate communication with them to further enhance the potential for their participation in sport.

Whilst nationally, the trend appears to be that the proportion of people playing club sports is declining in comparison with other non-organised activities, it is important to note population growth itself and the forecast increasing numbers of people in the younger age groups will likely continue to sustain demand for sport in Greater Shepparton.

### 3.4 Principles: demand

- All facilities should be incrementally made accessible to people with a disability, all genders, and people of all cultural backgrounds
- Council will work with peak bodies, Valley Sport, and other partners to enhance all opportunities for all residents to find appropriate sporting pursuits

### 3.5 Suggested directions: demand

- Conduct accessibility assessments of sport facilities to determine the requirement for facility upgrades in a prioritised order
- Seek funds to increase accessibility to facilities (i.e. change rooms, clubhouses etc.)
- Continue to work with a range of other partners to increase resident access to facilities and enable all residents to find sports opportunities relevant to their needs
- Work with clubs and sporting bodies to develop suitable programs and resources to promote sport participation within under-represented groups

### 3.6 Location of future reserves to meet demand

Three aspects of Council's locational context are relevant to sport:

- Access to the river/lakes for water based recreation, and propensity to flood
- Peri-urbanisation and potential decline of some smaller rural communities
- Location of growth areas and future residential development

### 3.6.1 Access to the river/lakes for water based recreation, and propensity to flood

The City of Greater Shepparton is located at the confluence of the Goulburn and Broken Rivers. These rivers provide considerable value for water based recreation and sporting uses, especially for canoeing. The Victoria Park Lake also provides for water based recreation, especially secondary contact activities such as boating.

The relationship with the rivers and presence of large floodplains however, means there are sport reserves in the flood plain, which are vulnerable to flooding, and large areas of the future development areas are likely to be affected by flood plain impacts. It is common to locate sports grounds in the floodplains as the cost of land is low and there are limited opportunities to use flood prone land for other purposes. The result is that a number of sports facilities were inundated in the September 2010 flood.

The practice of being allocated land by developers in flood prone locations is one that Council are recommended to take a strong stand against. Developing sport facilities within floodplains, particularly low lying areas that are more prone to flooding due to being less desirable for development is discouraged. Sport assets are valuable facilities that the community cherish and as such should not be relegated to second-class locations.

### 3.6.2 Principles: future locations

- To respond to the propensity for land within the Greater Shepparton region to flood, future development areas for sports facilities should avoid flood prone land.

#### Suggested directions: future locations

- Add to Council's development manual a section with respect to planning sports facilities – to ensure sports facilities are fit for purpose and appropriately located.

### 3.6.3 Peri-urbanisation and potential decline of sport in some smaller rural communities

Shepparton is the major urban centre of the Goulburn Valley and the City of Greater Shepparton. Mooroopna, Tatura and Kialla are the other large centres in the region (approximate populations varying between 4,000-8,000). Other smaller centres include Ardmona, Murchison, Merrigum, Dookie, Kialla West, Tallygaroopna, Toolamba, Shepparton East and Katandra West (mostly 400-1000 people). There are a number of other smaller localities in the region.

For the purpose development of the Strategy 2021 localities have been classified by population into three tiers, as outlined in the table below.

**Table 6: List of localities by tier**

TIER 1	TIER 2	TIER 3
Shepparton	Mooroopna	Tallygaroopna
	Tatura	Murchison
	Kialla	Merrigum
		Congupna
		Dookie
		Toolamba
		Undera
	Katandra West	

\*Tiers are population based.

‘Peri-urbanisation’ is the dynamic urbanising process that can involve the closer subdivision, fragmentation and land use conversion of former rural lands.

It may result in a blurred transitional zone comprised of temporary mixes of urban and rural activities and functions that exhibit a high degree of heterogeneity, continual change and conflicting values. The developing of the fringe of the City of Shepparton may impact on the provision and viability of sport.

The urbanization of previous rural lands may mean private or broad acre sports facilities such as equestrian areas, race courses, golf courses, motorsports facilities and target sports may be lost due to changes in land zoning, value of land, access to water or conflicts with residential land uses on the fringe of urban areas. On the other hand, there has been a substantial increase in demand for trail-based sports (such as mountain biking) that seek land, and which are more likely to be in peri-urban locations than others.

It is noted that there has been a general trend of population migration away from some of the more rural locations in the Greater Shepparton region. This is somewhat due to a decline in agriculture and or the increased mechanisation of agriculture and other industries. These factors coupled with the declining participation rates in the mainstream traditional sports and declining quality of infrastructure in those areas may result in some sports facilities no longer being viable in small rural communities.

In some instances, smaller rural localities may experience growth due to factors such as the following:

- deemed attractive as a tree change location
- enhancements such as access to services (e.g. sewerage) improves
- proximity to main centres is enhanced through freeway access
- as determined by demand for lifestyle and access to specific activities (e.g. specific trail based activities)
- technology advancements creating a shift towards working remotely
- the impact of COVID-19 on metropolitan areas making living in rural and regional locations more attractive

Some tier two towns such as Murchison and Dookie have multiple sports facility sites. Where opportunities arise and assets need to be replaced, consideration should be given to co-locating sports facilities into one hub. Such an approach will allow Council and those smaller communities to capitalise on economies of scale and create efficiencies through the facility potentially being looked after by one organisation.

### 3.6.4 Principles: distribution

- Sports facilities with multiple playing fields/ courts and those created as a sporting hub with other community facilities will be more viable, and more easily able to be maintained to a higher quality than others.
- Where sports that are not currently present in the municipality are looking to locate within Shepparton itself, a more rural recreation reserve location (generally in a tier three town location) may provide the opportunity to renew (and increase use of) an existing asset, provide another opportunity for local participation and share possible social and economic benefits of sport and sports events amongst smaller townships.

### 3.6.5 Suggested directions: distribution

- In future, it is desirable that no single playing field sports facility should be provided for competition. Where new facilities are to be provided, they should be added to existing facilities unless the locality is a growth area and not served by existing facilities (such as in the south east)
- In all tier three towns and smaller localities, all sports facilities should be located in hubs with other sports or community facilities – preferably adjacent to a school
- Seek to develop competition standard sporting infrastructure, in tier three towns in preference to smaller localities that will not have the total population, and player age profile, to sustain clubs and infrastructure in the long term
- Where possible in tier one and two locations, locate sports facilities so that all residents in urban areas have an outdoor playing field (including schools and private facilities) and preferably organised sports competition, within two kilometres
- Ensure sports have a hierarchy of facilities available in the region to enhance player pathways and ensure not all facilities are maintained to the same standard
- Ensure community plans embrace the principles of this plan to ensure sporting infrastructure can continue to be viable and reflect current changes in demand.



### 3.7 Sports Facility Classification

Council has developed a sports facility classification system to form the basis upon which Council's usage fees are determined and to guide the level of service (operational maintenance and asset renewal and development) that each of the classification levels receive under Council's budget.

**Table 7: Greater Shepparton Sport Facilities Classification levels**

CLASSIFICATION LEVEL	PRIMARY ELEMENTS / DEFINITION
Category One	<ul style="list-style-type: none"> <li>• Premier and Regional Sports Facilities</li> <li>• Highest level of development and service level provided within the municipality and are able to host municipal-wide, state and regional events and selected national/international events</li> <li>• Premier and Regional Sports Facilities have a very high level of development with quality infrastructure and amenities that make a profound positive statement about the community</li> </ul>
Category Two	<ul style="list-style-type: none"> <li>• District Sporting Facilities</li> <li>• Service a large district and are developed and maintained at a high level relevant to each particular district's needs</li> <li>• All facilities are compliant with relevant sporting codes and standards</li> </ul>
Category Three	<ul style="list-style-type: none"> <li>• High Demand Local Sporting Facilities</li> <li>• Service local communities and are developed and maintained to service local community demand</li> <li>• All facilities are compliant with relevant sporting codes and standards</li> </ul>
Category Four	<ul style="list-style-type: none"> <li>• Low Demand Local Sporting Facilities</li> <li>• Generally small and rurally located sites with limited sport options</li> <li>• Demand for these facilities is generally low to very low, however they are retained where they are considered to provide community and social benefit and there are no alternative nearby facilities</li> </ul>

**Table 8.1: Greater Shepparton – Classification of Sport Facilities**

SPORTS GROUND	1	2	3	4
Chas Johnson Reserve Open Space				
Deakin Reserve				
Dookie Recreation Reserve				
Frank Howley Reserve Main Oval				
Frank Howley Reserve Oval #2				
Kialla Park Reserve Main Oval				
Kialla Park Reserve Oval #2				
Kialla West Recreation Reserve				
Mooroopna Recreation Reserve Main Oval				
Mooroopna Recreation Reserve John Gray Oval				
Mooroopna Recreation Reserve Leon Heath Oval				
Mooroopna Recreation Reserve Oval 4 Pee Wee Young Oval				
Mooroopna Recreation Reserve Oval 5 Bernie Trevaskis Oval				
Princess Park – John Riordan Oval				
Princess Park – Jim McGregor Oval				
Rumbalara Recreation Reserve				
Shepparton Sports City Main Pitch 1				
Shepparton Sports City Main Pitch 2				
Shepparton Sports City Multipurpose Field 1				
Shepparton Sports City Multipurpose Field 2				
Shepparton Sports City Multipurpose Field 3				
Shepparton Sports City Multipurpose Field 4				
Shepparton Sports City Multipurpose Field 5				
Shepparton Sports City Multipurpose Field 6				
Shepparton Sports City Multipurpose Field 7				
Shepparton Sports City Precinct Synthetic Multipurpose Field				
Shepparton Sports City Athletics Facility				
Tatura Park – Western Oval				
Vibert Reserve – McGuire Oval				
Vibert Reserve – Western Oval				
Vibert Reserve – Eastern Ovals 1 & 2				
Victory Park				

**Table 8.2: Greater Shepparton – Classification of DELWP facilities**

SPORTS GROUND	1	2	3	4
Ardmona Recreation Reserve				
Merrigum Recreation Reserve				
Murchison Recreation Reserve				
Undera Recreation Reserve				

**Table 8.3: Greater Shepparton – Classification of Community Asset Committee facilities**

<b>SPORTS GROUND</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Bunbartha Recreation Reserve				
Central Park Recreation Reserve				
Congupna Recreation Reserve				
Dookie Recreation Reserve				
Katandra West Recreation Reserve				
Lemnos Recreation Reserve				
Pine Lodge Recreation Reserve				
Shepparton North Recreation Reserve				
Tallygaroopna Recreation Reserve				
Karramomus Recreation Reserve				
Kialla Central				
Dhurringile Recreation Reserve				

### 3.8 Location of growth areas

The demand for sports varies according to demographic profile and housing growth, as well as availability of existing infrastructure. These vary across planning precincts throughout Greater Shepparton.

As mentioned in the previous section, key locational influences of future sports demand are also:

- whether the locality is largely rural or residential (as a number of farming communities are in decline)
- whether the location is a Shepparton fringe area likely to be subject to urban development
- whether the locality is close to Shepparton, close to the bypass and close to Melbourne.

The City of Greater Shepparton is divided into precincts for planning purposes. The precincts are:

- Mooroopna
- Shepparton Surrounds South
- Rural North East
- Rural North West
- Rural South
- Shepparton Central
- Shepparton North Central
- Shepparton North East
- Shepparton North West
- Shepparton South
- Shepparton South East
- Shepparton Surrounds North
- Tatura

The Shepparton Mooroopna 2050 – Regional City Growth Plan notes a number of specific growth corridors for the city which are best summarised as follows (see **Table 9**):

**Table 9: Shepparton Mooroopna growth corridors.**

Growth Area name	Anticipated timing of development	Supply – estimated units of housing
Kialla North Growth Corridor	Short (1-5 years)	2,150
Kialla West Growth Corridor	Medium (5-10 years)	800
Kialla South Growth Corridor	Medium (5-10 years)	350
Kialla Central	Long (10+ years)	To be confirmed
Former Radio Australia Site	Long (10+ years)	To be confirmed
Shepparton Airport	Unknown	To be confirmed

In addition to the above there is also in-fill development forecast for Mooroopna West and Shepparton North East which will impact on sport facilities in the region. See **Figure 3** on the following page for a visual representation of the locations of the planned growth corridors.

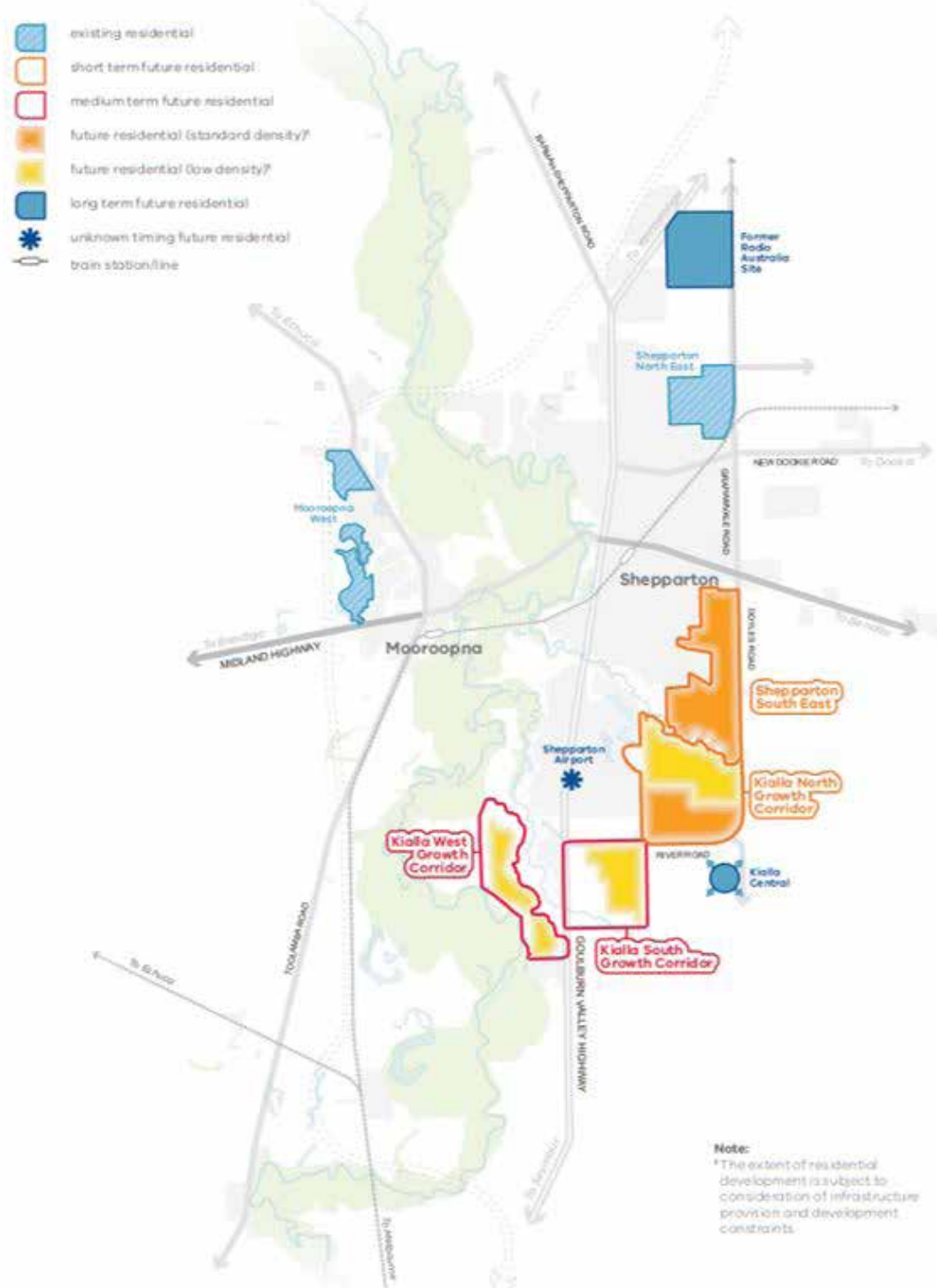
The likely impact of the above noted developments will need to be monitored from a sport facilities perspective. The capacity of the existing supply of sport facilities within the region needs to be considered as part of the planning for overall supply requirements given it would appear that spare capacity exists within much of the existing stock (refer to **Section 3.11** for further information on sport capacity). Additionally, consideration of the proximity of existing sport facilities to the growth corridor areas is also necessary to ensure that the spread of sport facilities and their general accessibility is maintained (i.e. the general provision of sport facilities within 2km of residential areas).

While the above approach will be beneficial from a planning perspective, there are also numerous other considerations that will need to be taken into account for sport planning. Other elements include:

- Ensuring provision of suitable open space for the residents of the respective growth corridors and surrounds – part of which should include sport space.
- Provision of opportunities for informal sport participation – i.e. which is not centred around club and competition formats.
- The suitability of the existing sport facilities within proximity to the growth corridor areas for the new residents – i.e. the mix of sport offerings may not be what the new residential population wish to access or participate in.
- The emergence of new clubs or sports which may benefit from being situated within a new residential development area.
- Consideration of the regions overall supply of sport space from a hectares per 1,000 head of population perspective. Noting that it may be beneficial for Council to develop a paper on the current level of supply based upon commonly agreed targets, versus that within Greater Shepparton from the whole of supply perspective and within geographic boundaries (i.e. townships, as well as within city suburbs or agreed areas).

**Figure 3: Residential Growth Corridors**

(source: Shepparton & Mooroopna 2050 Regional City Growth Plan (March 2021)(p. 34))

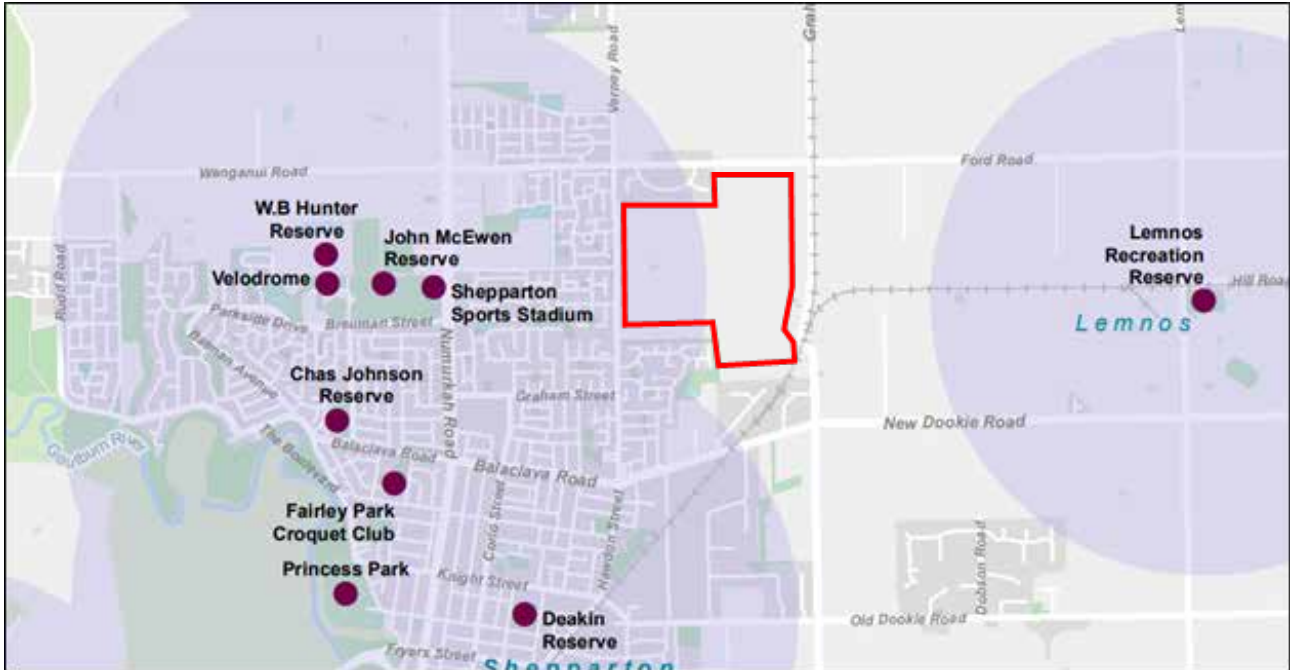


Given the above commentary it will be necessary for Council to consider the likely development proposals for the various growth corridors and how that may impact on sport provision within the region. The following example for the Shepparton North East In-fill area (see **Figure 4**) is one that demonstrates that sport provision has not been factored into the development. From a purely geographical perspective this development has areas that fall outside of the current distribution pattern of sports facilities within the area based upon a 2km spread (see **Figure 5**), thus there is a case for consideration of the development of sport facilities in or within proximity to this development in the future to provide the community with reasonable sport facility accessibility, should the 2km sport facility spread standard be applied strictly.

**Figure 4: Shepparton North East In-fill location** – note: the dark green locations within the development area are dedicated for open space  
 (source: Shepparton North East – Precinct Structure Plan (February 2019))

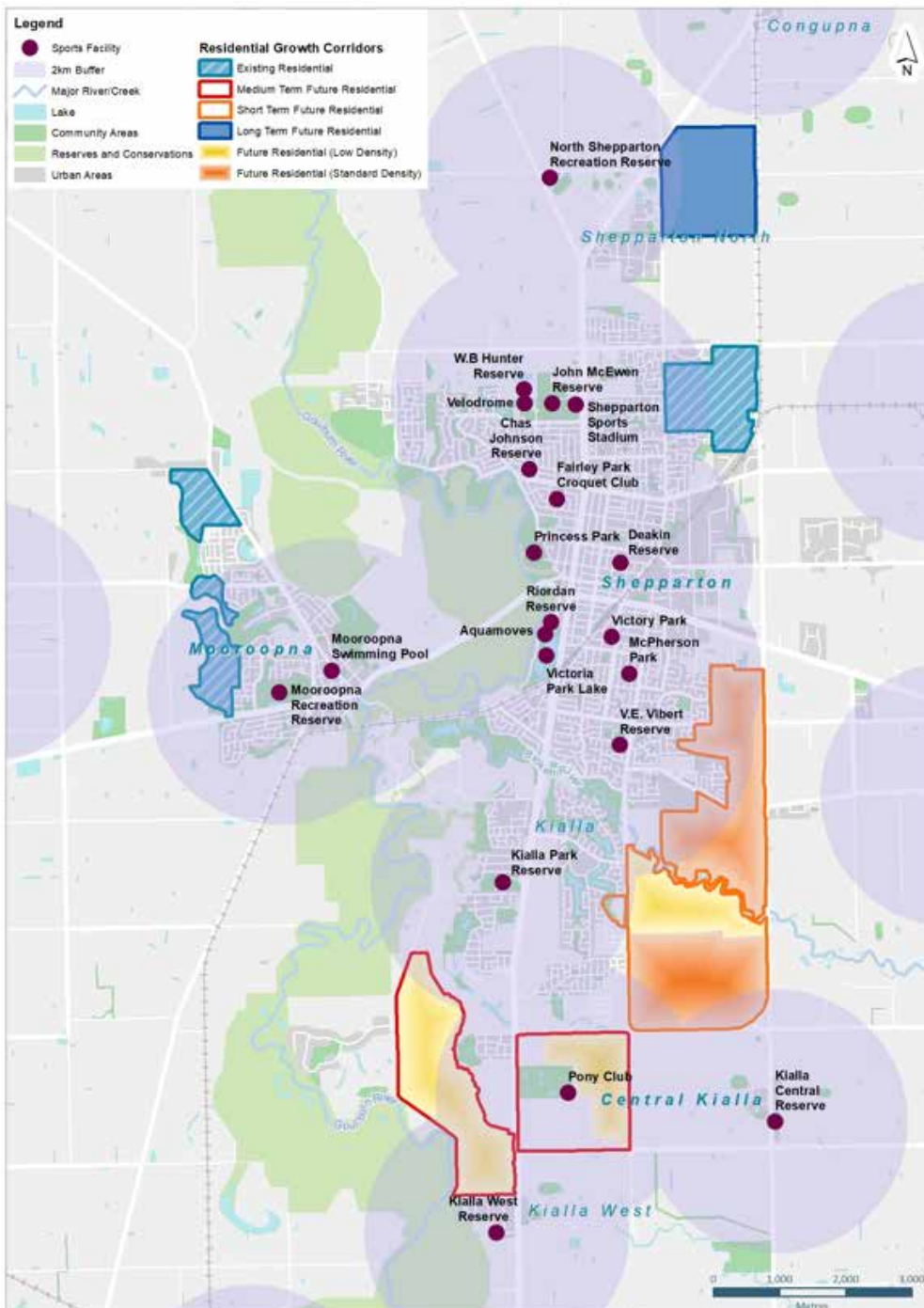


**Figure 5: Shepparton North East In-fill location (red outline area)** - position in relation to 2021 sport facilities. Note: the purple circles represent a 2km distribution buffer from the noted facilities.



Further to the above the following map (see **Figure 6**) provides a visual representation of the Shepparton-Mooroopna area combining the previously noted growth corridor areas with the existing supply of sport facilities and 2km radius planning application. Figure 6 shows that there are several areas within the growth corridors that will not be catered for through the existing level of sport facility provision and thus will require consideration as part of future sport reserve and facility planning activities.

**Figure 6: Shepparton-Mooroopna Residential Growth Corridors with the application of the 2km radius sport distribution standard**





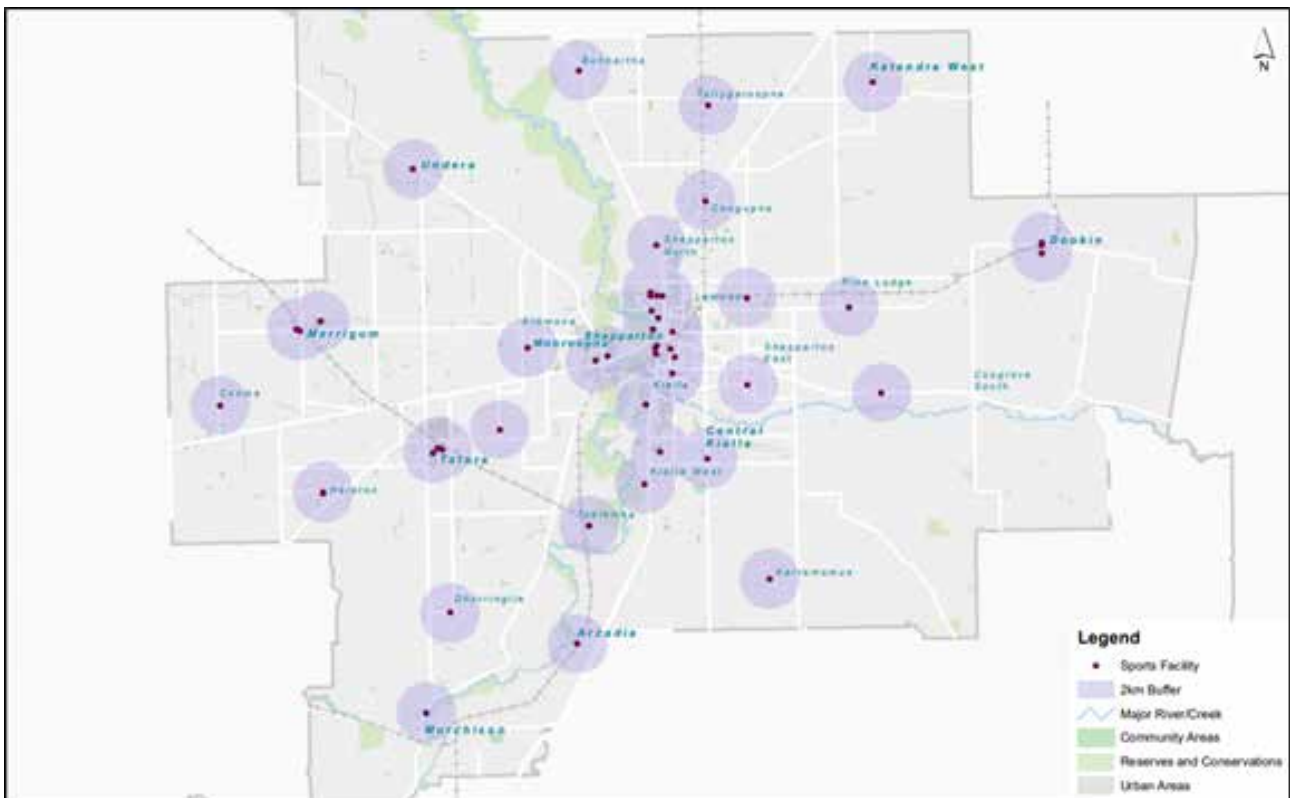


### 3.9 Distribution of sport facilities

Based upon the general standard of seeking to have a sport facility/facilities within a 2km distance from the majority of residential areas, Council has mapped out the current level of provision throughout the region. See **Appendix 1** for maps of each of the Greater Shepparton locations with the application of the 2km spread standard for sports facilities.

The following commentary is provided in relation to possible gaps and opportunities based upon the current geographic spread of sports facilities throughout the region.

**Figure 7: Greater Shepparton region distribution of sport facilities based upon a 2km distribution radius (note: the purple circles represent the 2km distribution buffer)**



- Shepparton – there is a lack of provision geographically under the current supply of sports facilities in the eastern areas of Shepparton, and this may be exacerbated further in the coming years with the release of the growth corridors and in-fill areas. Specifically, the development of the former Radio Australia site, the Shepparton North East in-fill site, and the Shepparton South East Growth Corridor
- Kialla – a large portion of the Kialla North Growth Corridors is likely to fall outside of the 2km buffer zone of the current sport facilities. Similarly, a reasonable portion of the Kialla West Growth Corridor will also fall outside of the 2km buffer zone of the current sport facilities.
- Mooroopna – a large area of northern Mooroopna is currently not within a 2km buffer zone. With the planned in-fill development noted as Mooroopna West this will further increase the area not serviced by existing sports facilities.
- Tatura – it is noted on the map in Appendix 1 that a small portion of the north of Tatura is not within the 2km buffer zone. However, it is also noted that the map does not take into consideration the Hill Top Golf & Country Club. If it did then the area would be more than covered by the additional 2km buffer zone that this facility would provide.
- Murchison - it is noted on the map in Appendix 1 that a reasonable portion of the south of Murchison is not within the 2km buffer zone. However, it is also noted that the map does not take into consideration the Murchison Bowls Club. If it did then the area would be more than covered by the additional 2km buffer zone that this facility would provide.
- All other towns appear to have ample cover within the 2km buffer zones that their respective sport facility/ies provide for the majority of the residential areas contained within the respective locations.

### 3.10 Principles: future provision

- The provision of sport is not only about a quantum of people who need access to a range of sports facilities in the municipality, although planning based upon demand considerations and usage trends is necessary. Sports reserves, particularly at the lower order (i.e. the local level), need to be equitably distributed across the Municipality where possible
- In urban areas (tier one and two locations), local sports facilities should be within approximately 2km of all households. There should be a good distribution of sports facilities across the region in tier three towns with the preference being that these locations be provided in sports hub configurations. There is a good spread of tier three towns across the region to provide a solid geographic spread of facilities
- Smaller communities may have more local and recreational facilities provided (also provided in hubs with any other community facility)
- At the district level it is advantageous that there is a sports reserve for competition within 2km of all households in the City of Shepparton. Shepparton South East is not well served by facilities especially those with multiple playing fields or courts
- Providing well designed sports facilities that cater for multiple grounds at the same level (grade) and serviced by a small functional pavilion will ensure that as the demand for field sports codes change, some form of viable sport can be accommodated at these reserves
- Shepparton Sports City precinct should continue to primarily cater to higher levels of competition sport.

### 3.11 Suggested directions: future provision

- Develop a discussion paper capturing the current utilisation levels of all sports facilities within the region to provide an analysis of the opportunities for ensuring sports club access to facilities (space for training and matches), future development requirements and possible rationalisation opportunities. Obtain further utilisation details from all sports clubs and their respective participation number trends to assist in extrapolating supply and demand scenarios. Include an overlay noting the proposed future growth corridors and possible requirements for the provision of sport facilities within those locations or within proximity.
- Develop and adopt an agreed Developer Contribution rate for sport facilities with a focus on the future Growth Corridors to ensure that Council receives ample contributions towards the provision of sports facilities to cater for the anticipated growth scenarios
- Work with the Department Education and Training to determine the future use and development of the soon to be vacant Secondary Colleges in Shepparton and Mooropna with a view to determining the impact on the availability of sport fields and indoor sports court facilities to the community. This item is also suggested to take into consideration the proposed future development of the Shepparton Indoor Sports Stadium.

### 3.12 Opportunities to increase usage

There are numerous locations within the Greater Shepparton region where sports facilities are provided that are not fully utilised. Underutilisation represents an opportunity cost in missed activation potential as well as raises concerns regarding the allocation of precious resources for operational maintenance and future capital renewal or upgrading. It is appreciated that full utilisation of all facilities is not possible given the challenges associated with blending suitable and different types of user groups, differences in seasonal demand, general low levels of utilisation during weekday business hours, and other factors. Nevertheless, it is highly likely that there is much room for improvement within the current mix of facilities to achieve better utilisation rates prior to the need for developing new facilities within the region.

The above comments are supported by the suggested direction item within 3.10, dot point 1. If Council obtain a clearer picture on the overall availability of facilities within the region, then it is likely that opportunities to address underutilisation through matching complementary uses and developing suitable schedules or supplementary facilities will provide solutions. Identification of these opportunities will likely provide numerous benefits to existing and new user groups alike, as well as ensuring that the efficient use of resources occurs both within Council and for those user groups and committees that maintain their own facilities.

To quantify the potential for further utilisation of sports facilities, it is necessary for Council to adopt preferred utilisation rates for the different types of facilities on offer within the region. As an example, it is generally accepted that an optimal utilisation rate for turf fields is around 25 hours per week. This figure is subject to variance based upon local conditions, and Council is encouraged to determine what figure will likely work best for the prevailing weather and field conditions throughout the region. Nevertheless, the development of such a benchmark will assist Council and the regions many user groups and Council to achieve an efficient mix of facilities.

The following data has been obtained for Council managed sports facilities (see **Table 10**) to provide an indication of where there may be opportunities to accommodate additional use based upon the likely benchmark position of 25 hours per week utilisation.



**Table 10: Greater Shepparton – sport facility utilisation and additional capacity**

<b>SPORT FACILITY</b>	<b>Average Weekly Hours of utilisation</b>	<b>Additional capacity based on a 25hr/week benchmark</b>
Chas Johnson Reserve	20hrs/wk	5hrs
Deakin Recreation Reserve – Oval	27.3hrs/wk	-2.3hrs
Deakin Recreation Reserve – Netball	7.4hrs/wk	N/A
Rumbalara Recreation Reserve	6hrs/wk	19hrs
Victory Park	3.1hrs/wk	21.9hrs
Kialla Recreation Reserve – Main Oval	25.2hrs/wk	-0.2hrs
Kialla Recreation Reserve – Oval 2	4.2hrs/wk	20.8hrs
Kialla West Recreation Reserve	1.9hrs/wk	23.1hrs
Mooroopna Recreation Reserve – Bernie Trevaskis Oval	8.9hrs/wk	16.1hrs
Mooroopna Recreation Reserve – John Gray Oval	16.8hrs/wk	8.2hrs
Mooroopna Recreation Reserve – Leon Heath Oval	7.6hrs/wk	17.4hrs
Mooroopna Recreation Reserve – Main Oval	19hrs/wk	6hrs
Mooroopna Recreation Reserve – Pee Wee Young Oval	9.8hrs/wk	15.2hrs
VE Vibert Reserve – McGuire College Oval/Cricket 1	7.6hrs/wk	17.4hrs
VE Vibert Reserve – East 1/Cricket 3	4.3hrs/wk	20.7hrs
VE Vibert Reserve – East 2/Cricket 3	3.7hrs/wk	21.3hrs
VE Vibert Reserve – West/Cricket 2	7.8hrs/wk	17.2hrs
VE Vibert Reserve – Wilmot Road Oval	0.2hrs/wk	24.8hrs
Frank Howley Reserve – Oval 1	13hrs/wk	12hrs
Frank Howley Reserve – Oval 2	10.2hrs/wk	14.8hrs
Tatura Park (Western Oval)	9.5hrs/wk	15.5hrs
SCC – Main Soccer Pitch	14.8hrs/wk	10.2hrs
SCC – Main Soccer Pitch 2	19.5hrs/wk	5.5hrs
SCC – Multipurpose Field (MF) 1 - Brauman	9.3hrs/wk	15.7hrs
SCC – MF 2 - Brauman	10hrs/wk	15hrs
SCC – MF 3 - Packham	13hrs/wk	12hrs
SCC – MF 4 - Packham	14.8hrs/wk	10.2hrs
SCC – MF 5 - Packham	16hrs/wk	9hrs
SCC – MF 6 - Packham	15.8hrs/wk	9.2hrs
SCC – MF 7 - Packham	14.8hrs/wk	10.2hrs
SCC – Athletics track	19.6hrs/wk	N/A
SCC – Synthetic Multipurpose field	1.6hrs/wk	N/A

The above hours of use are averaged out over a 52 week period and thus have the need for further development and analysis. It is suggested that Council obtain data on seasonal utilisation rates (i.e. Winter and Summer sport season average weekly hours of use). This will provide further opportunity for Council to identify where there is capacity for additional utilisation, and where there is a need for higher utilisation demands to be accommodated.

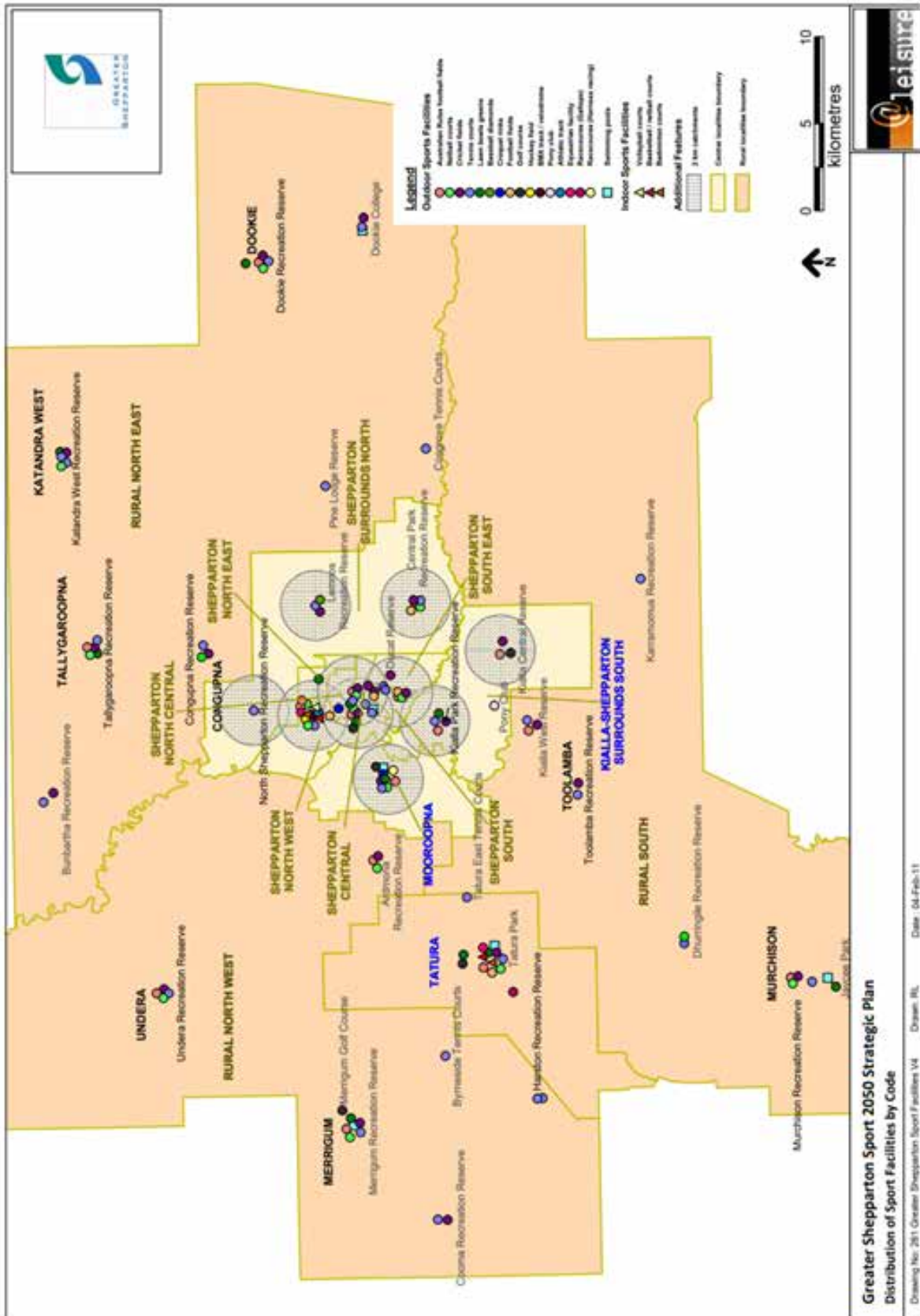
### 3.13 Principles: increase usage

- Co-location and the creation of community and sports facilities hub locations should be encouraged to enhance the potential catchment, viability and opportunities for development of economies of scale. Care should be taken however not to compromise safety and the viability of sports facilities by development of other infrastructure on sporting grounds.

### 3.14 Suggested directions: increase usage

- Before new sport facility sites are developed in the Greater Shepparton region consideration should be given to the suitability of siting additional facilities with existing sports facilities, especially at those that are not well utilised
- Undertake data collection and a detailed analysis of all sport venue utilisation throughout the Greater Shepparton region to identify appropriate opportunities to address over and underutilisation trends.
- Based upon the results from the utilisation data capture and analysis, formulate options for the balancing of utilisation levels between sports facilities, and identify opportunities for further activation of underutilised facilities.
- Where there are no apparent opportunities for increasing utilisation at underutilised sports facilities, seek out alternative uses to further activate those areas. In the event of sport facilities not being suitable for further activation, then opportunities to co-locate existing user groups and rationalise the underutilised facilities should be proposed.







# SECTION 4: PORTFOLIO OF SPORT

## 4.1 Diversity of sports offered

As noted in Section 2, the Greater Shepparton region is home to over 40 different types of sport. Like many other rural and major regional centres it plays host to numerous 'mainstream' sports such as Australian Rules Football, Soccer and Netball. These sports are traditionally well organised, have significant State and National bodies behind them providing support, and are well structured in terms of their competitions and athlete pathways. As a consequence these sports and others have something of an advantage over other sport codes and interests given their larger status, recognition in the community, higher levels of publicity, and inclination for prospective players and spectators to gravitate towards them.

While Council supports these mainstream sports and provides significant resources towards their ongoing activities, Council is also conscious of not neglecting the 'smaller' sports within the region. The Strategy 2021 and other plans and documents developed by Council, along with the facilities and other resources provided for all sports throughout the region, is evidence of Council's position and desire to support all sports. Council support having a diversity of sport types available for the community to participate in to further enhance the health of the Greater Shepparton community and the overall liveability of the region.

Given some of the challenges that 'smaller' sports face to be viable such as people having to travel further for participation opportunities, less depth of competition, cost of participation and facility provision given economies of scale issues, small clubs and sports may at times require a disproportionate level of support and assistance.

It will be beneficial for Council to monitor the availability and viability of the smaller sports, (i.e. such as diamond, target and water sports), and the support and resources provided towards those sports in comparison to the support and resources provided to the 'mainstream' sports. Analysis of the support and resource levels provided toward the various sporting codes on a per participant basis or otherwise throughout the Greater Shepparton region could prove to be a useful exercise to see how Council fairs in relation to providing an equitable share of resources. Additional factors such as the contribution that the different sports make to the local economy, involvement with and support of local charities, support for school sport and participation based programs, the sports need for independent facilities, gambling associations, membership requirements, licensed club support and other considerations should also be taken into consideration to ensure that a reasonably thorough picture of the Greater Shepparton sports landscape is developed over time.

## 4.2 How should Council determine whether to provide facilities for sports, and in what priority?

There are some sports without clubs or competitions in Greater Shepparton, and others where there are private facilities only where clubs rely on those private facilities and as such have no security of tenure.

Other sports such as triathlon and mountain biking, have strong demand, but only basic support facilities. As noted earlier in the document, the CSRIO / Australian Sports Commission – The future of Australian Sport (April 2013), highlights that there is a shift in the communities preference for the types of activities that they participate in, which is towards more “pay as you play” type sports such as touch football and indoor social sports etc. that may be fully provided by clubs and/or commercial operators. The challenge for Council in the future may arise from these types of sports requiring facility support to ensure viability (at least at the outset).

The issues by individual sport, current provision and suggested direction of those sports are all critical factors in developing a suitable response to their respective calls for support and facility provision. It is not unreasonable for Council to have some security around the potential investment into facilities so that resources are used prudently, and user groups are accountable for making good use of public assets/public funding. The principles and actions related to the support of sports at all levels are generally applicable regardless of the size, standing, popularity and organisation of the respective groups.

Further consideration needs to be given to the ability for sport facilities to be used by and accessible to the community to ensure that they are not limited in their use for sport only. Council’s investment in facilities is enhanced when they are able to be used by the community outside of dedicated training and match times. The ability for sportsgrounds to be accessed by the community for casual use as open space outside of organised sport times is an important element in the provision of facilities. In this manner the sportsground/facility network supports the parks and open space network throughout the region. This is an important consideration when investment decisions are being made.

Further analysis of the needs of Greater Shepparton sports clubs is provided in Section 10 through review of the responses to the Sports Clubs Questionnaire and the responses provided to the Community Survey (both released in May 2021).

## 4.3 Principles: sports

- It is advantageous for a range of sports to be supported by Council in order to enhance opportunities for the greatest range of the population to find suitable and enjoyable activities in which to participate. However, Council cannot support all sports equally, and provide infrastructure at all levels of the hierarchy
- Council should promote all available sports and seek to enhance their viability (through infrastructure and strategic planning with other partners), but first should ensure that any potential investment is supported by a business case or similar which indicates whether a new sport may be viable, and thus avoid Council potentially misallocating public funds on facilities that may not get used in the long-term
- Council’s investment in sport facilities will give priority to maximising and supporting participation numbers and rates, more so than increasing the number of sporting codes available to the community

- Multi-use of facilities will be strongly encouraged, and 'smaller' sports will be actively encouraged to share facilities with larger sports to ensure better utilisation of facilities
- Smaller sports may be able to be located in more rural locations where sports competition has shrunk or where these will provide a competitive strength for that rural town/location
- Smaller sports will not necessarily be provided in high profile areas such as at Shepparton Sports City
- Not all sports need permanent headquarters, facilities, social/club rooms and change facilities. Investment in these facilities will need to be supported with a robust business case and be at the discretion of Council
- Where the opportunity exists for new sports to come to the Greater Shepparton region (requiring district level or regional broad acre facilities), Council will consider co-locating those sports within existing sports facilities outside of the Shepparton City Centre, so each township can retain a sports hub and have one facility of reasonable size which may serve as an attraction for residents and visitors alike (i.e. Tatura has equestrian facilities, Kialla indoor bowls, for example)
- Council recognises that the private sector may provide sports and fitness opportunities that are not provided for in public facilities (e.g. squash) or that cater for people who cannot participate in club sports due to team requirements, scheduling or the routine commitment required etc.
- Council will encourage the private provision of sports opportunities, by supporting providers to use public infrastructure where carrying capacity allows, and by Council providing peripheral assistance (i.e. promotion of their offer on the Council Leisure Directory)
- Council may assist private providers to deliver a sport not currently located in the municipality, or to a market that Council cannot adequately provide for, through a joint development initiative, or other means.
- Additional playing fields required to support growth or mergers in existing localities should generally be in current facilities, and those that extend and renew existing assets. They should provide more fields in the one location rather than in additional locations, unless there is a clear gap in existing distribution
- Council will generally elect to support participation-based sports over spectator-based sports (such as horse racing), and not for profit sports supported by volunteers, to a larger extent than sports provided by commercial entities. It is noted that commercial entities as well as those clubs that run on a semi-professional basis are also more likely to have the financial resources available at their disposal to provide greater contributions towards facilities than other sport bodies.
- Council may need to price private use of public sports infrastructure differently to use by not for profit or volunteer based sports, and/or seek capital contributions from private entities to provide necessary infrastructure

## 4.4 Suggested directions: sports

- Council conduct a Greater Shepparton region whole of sport analysis on a code by code basis to determine the level of support and resource contribution provided to the various sport codes in a given year. The analysis is anticipated to provide Council with the ability to scrutinise the level of equity of support provided to each sport in the region.
- Council will continue to work in alignment with whole of sport plans that provide analysis on a sport code basis and articulating their individual sport requirements in the region while assisting in determining the level of support and resource contribution required.
- Council will continue to undertake the prioritised development of whole of sport plans to deliver on the above elements while providing up-to-date analysis of the issues and opportunities relevant to particular sports within the region.
- Council will determine whether it supports provision of infrastructure for sport, and the nature of support, based on the following items (amongst others):
  - › The development will increase participation (from those people not already participating) or to ensure the sport is provided to Greater Shepparton residents
  - › There is a well-established gap in the demand for facilities and the current supply
  - › The extent and type of development is commensurate with the stage of development and maturity of a sport and its most likely ultimate rate of participation
  - › There is evidence that the sports club and offering is viable and likely to be in existence in the long-term to ensure provision of a reasonable return on investment
  - › Similar facilities are not already available close by
  - › The infrastructure supports a large number of users
  - › Whether the facility will add diversity to sports currently provided, or enhances the availability of an existing sport or club
  - › The infrastructure is of a nature/location that can be shared with other sports or recreation users
  - › The activity attracts “target users” not currently serviced/who experience social disadvantage or have limited access to existing sporting or recreational infrastructure
  - › The activity is in growth (rather than decline – as a general trend in the region and Victoria)
  - › The activity has potential to draw economic benefits to the region/city i.e. through events
  - › There is an opportunity to draw significant funding from the sports code, or club, or other source
  - › The nature of infrastructure development is consistent with the directions of the state body’s strategic plan
  - › The development rejuvenates an asset that has passed its useful life

# SECTION 5: SHEPPARTON SPORTS CITY, SPORTS PRECINCTS & MASTER PLANS, & WHOLE OF SPORT PLANS

## 5.1 Shepparton Sports City

At the time of development of the Strategy 2021 the redevelopment of the Shepparton Sports City Precinct Master Plan was underway. This was timely given the significance of the precinct and the specific attention that the facility received in the Strategy 2011. Consequently, it is noted that while the Shepparton Sports City precinct is not as significant a priority as it was in 2011, due to the nature of the proposal having been substantially developed, there is a need for specific recognition of the location in 2021 due to the renewal of the precinct Master Plan. Furthermore, there is benefit in additional recognition of the other sports precincts throughout the Greater Shepparton region due to the role that they play in supporting sport provision, as well as community wellbeing generally.

In 2011, Council had identified Shepparton Sports City as one of its strategic plan objectives, and to specifically:

- Develop and promote the Shepparton Sports City Precinct as a significant regional Victorian multi-sport complex.

The above is no longer in the Council Plan, however, contained within the **Shepparton & Mooroopna 2050 – Regional City Growth Plan (July 2020)**, the following is noted:

*Outcome 4 – A City with Infrastructure and Transport (p. 42) - Community Hubs section which notes the specific need for the following:*

*Future development of community hubs should be designed so they can adapt and respond to changing community needs over time. Integrating shared spaces, multipurpose community rooms, community services, sport and recreation and should consider integration of other infrastructure such as a primary school. Community hubs should be accessible after hours and contain flexible spaces to adapt to changing demographic needs in the community over time.*

*Additionally, major projects listed under this item relevant to the Strategy 2021, included:*

- *Munarra Centre for Regional Excellence (Stage 1: \$23m, Stage 2: \$56m)*
- *Shepparton Sports and Event Centre Redevelopment Stage 1 - \$59m*

Shepparton Sports City is home to a number of regional and municipal wide sporting facilities. The initial site master plan was prepared in 2007. Subsequently several codes have prepared separate plans for upgrade or redevelopment of their individual facilities. The 2021 master plan review and update project seeks to take into consideration the following factors in order to provide a revised direction for the precinct:

- The significant increase in female sports participation
- The continuing population growth of Greater Shepparton
- Site specific planning that has occurred for some facilities within and just outside of the precinct – i.e. the Munarra Centre for Regional Excellence, and the Shepparton Sports and Events Centre
- The need to improve the linkages within the precinct and also the connection of the precinct to the surrounding area

While the Shepparton Sport City Master Plan Review & Update project 2021 was still underway at the time of writing the Strategy 2021, the following key issues and opportunities have been captured in the below dot points stemming from the May 2021 Stakeholder Consultation Summary Report findings:

- Out of the identified 29 user groups within the precinct, 15 completed the surveys provided to give information on their specific venue requirements.
- The majority of the 15 respondent clubs provided information on the number of teams and players/participants that they had in the 2019 season (noting the COVID-19 pandemic impact on sport participation in 2020). It is recommended that this information be combined with that obtained from those sports clubs that responded to the Strategy 2021 Sports Club Questionnaire to provide a clearer picture on the participation numbers in sport throughout the Greater Shepparton region, and that those that do not provide a response be requested to do so to further add to the data available for analysis.
- From the respondent clubs the following indications of their respective participation trends were provided:
  - › 3 clubs noted their player/participant numbers as Stable
  - › 3 clubs noted their player/participant numbers as Increasing
  - › 7 clubs noted their player/participant numbers as Declining
  - › 2 clubs didn't provide information
- The majority of the clubs provided information on issues that they are experiencing with the adequacy of the existing facilities to meet their needs. Some of the noted issues may be able to be addressed through Council facilitating better access and agreements between user groups, while other issues may require suitable infrastructure solutions being developed through facility modifications, renewals or new developments.
- Further to the above, there is also the opportunity for Council to work more closely with those clubs that raised the need for additional space (be it for training or matches), as the initial analysis of the capacity available within the precinct indicates that there is sufficient scope for increased use and thus potentially not an immediate requirement for the development of additional fields (see Section 3.11).
- Additionally, the decline of participation numbers within some of the sports flags the need to further scrutinise their facility needs and whether the mix of facilities and training/playing spaces within the precinct is still reflective of the actual needs of the user groups.

Further commentary on some of the facility requirements for Shepparton Sports City, as well as other sports precincts and facilities throughout the Greater Shepparton region is provided within this section of the document, as well as in Section 9 stemming from the feedback received through the Sports Clubs Questionnaires and the Community Surveys.

Generally, given the high number of clubs that did not respond to the Master Plan Review and Update online survey it is recommended that Council/the Master Plan Consultant go to further lengths to ensure that they obtain input from all sports clubs linked to the precinct. Given the importance of the precinct and the likely future development costs it is necessary to ensure that adequate consideration of the needs of the current and potential future user groups are factored into the project as part of the finalisation of the precinct master plan.

Further to the above, while it is prudent to plan for the future development of additional facilities – including sports reserves within the Shepparton Sports City precinct, it is recommended that no such development occur until Council has obtained a robust understanding of the current levels of utilisation of existing facilities throughout the region. Consideration needs to be given to when it will be likely that there will be a specific requirement for the development of new sports reserves to cater for identified growth/demand needs, prior to Council committing to developing any new/additional capacity.



### 5.1.1 Shepparton Sports City Precinct - Issues and opportunities

Within the Strategy 2011, numerous points were noted for consideration as part of the planning for Shepparton Sports City. While the majority of those points were addressed through the development of the precinct, the following points provide a summary of some of the items that may still warrant investigation and consideration in 2021 and beyond.

- Consideration of the overall model for equestrian facilities within the region given the recognition of there being multiple sites throughout Greater Shepparton which may be able to be better coordinated to obtain economies of scale with common facilities – i.e. stables, car parking, camping areas, amenities etc. It is recommended that the Whole of Sport Plan for Equestrian developed in 2018 be revised and adopted to provide direction for the future development of Equestrian facilities within the Greater Shepparton region.
- Consideration of the development requirements for the McEwen Tennis Centre noting the findings from the Whole of Sport Plan: Tennis 2017, and the general trend of declining participation in Tennis nationally. Analysis of the utilisation of existing tennis facilities may highlight the need for consolidation of courts and clubs.
- Consideration of the development of a shared trail (4-5km) for exercise around the outside of the precinct which may help with off field training and sports such as Triathlon, as well as provide more people with an incentive to exercise.

### 5.1.2 Principles: Shepparton Sports City Precinct

The following principles for Shepparton Sport City (SSP) were provided in the Strategy 2011, and generally are still applicable. As such it is suggested that they be considered for inclusion as part of the development of the Shepparton Sport City Master Plan Review & Update 2021.

- The facilities within the SSP are at the highest level in the hierarchy for the respective sports - i.e. regional or municipal level. Consequently, it is expected that participants will be prepared to travel some distance to the facilities.
- SSP is generally geared towards providing for those sports that require multiple playing fields in the one location. This position is not recommended to change given the benefit of having larger sports centrally located for ease of competition management and the synergies obtained through siting support and other facilities together – i.e. better use of roads, car parking, kiosk/change room and toilet amenities, and more efficient use of light towers and irrigation infrastructure etc.
- The facilities are generally compatible with adjacent sports facilities and an urban environment.
- There are economies of scale/opportunities to share by locating the sports with others, especially in an event format.
- The amount of space needed for facilities requires planning and due consideration to ensure the best use of the SSP land over the long-term. Prudent use of available space is recommended to ensure the most efficient use of vacant land is achieved and the siting of sports and facilities considers multiple eventualities to help future-proof the use of those facilities, and in affect any investment that is made.
- The ability for the facility to be used for many different levels of competition is important to ensure sufficient activation of the facility occurs – i.e. used for local and district sport as well as shared for regional competitions/events.

### 5.1.3 Suggested directions: Shepparton Sports City Precinct

Given the development of the Shepparton Sport City Master Plan Review & Update in 2021 and the pending provision of the document it is suggested that it is appropriate for the findings of this more in-depth process and analysis be obtained and considered prior to any suggested direction items being offered within the Strategy 2021.

## 5.2 Sports Precincts/Recreation Reserves – Greater Shepparton

In addition to the Shepparton Sports City Precinct there are also the following additional sports precincts (amongst others) that contribute greatly to the provision of sports facilities within the region:

- Mooroopna Recreation Reserve
- Princess Park (Shepparton)
- Kialla Recreation Reserve
- Tatura Park Sports, Events and Community Precinct
- Murchison Recreation Reserve
- Dookie Recreation Reserve
- Undera Recreation Reserve
- Merrigum Recreation Reserve
- Central Park Recreation Reserve (Shepparton)
- VE Vibert Reserve (Shepparton)
- Lemnos Recreation Reserve
- Congupna Recreation Reserve
- Tallygaroopna Recreation Reserve
- Katandra West Recreation Reserve
- Ardmona Recreation Reserve
- Deakin Reserve (Shepparton)

## 5.3 Master Plans

The following sports precincts in the Greater Shepparton region have previously had master plans developed to help guide the renewal and improvement of facilities.

**Table 11: Greater Shepparton facilities with adopted Master Plans**

FACILITY / MASTER PLAN NAME	YEAR OF ADOPTION
Mooroopna Recreation Reserve Master Plan	2022
Tatura Park – Sports, Events and Community Precinct Master Plan	2020
Central Park Master Plan	2019
Congupna Recreation Reserve Master Plan	2019
Princess Park Future Directions Plan	2019
McEwen Tennis Club Facility Audit	2019
Deakin Reserve Future Directions Plan	2018
Shepparton Sports Precinct Master Plan Report	2007 – under review and update at the time of development of the Strategy 2021
Kialla Park Recreation Reserve Master Plan	2015
Merrigum Recreation Reserve Master Plan	2014

In addition to the above it is also noted that the Murchison Recreation Reserve Committee of management developed their own site Master Plan in 2019 which reflects the same structure as those developed by Council for the other locations. It is recommended that Council conduct a further review of this document in consultation with the committee of management to arrive at a position where both parties are comfortable with the content with a view to Council then recognising the Master Plan so it may further support the strategic direction outlined within it.

Council has invested significantly in the development of numerous master plans for various facilities throughout the region, to enable a thorough approach to capturing the development needs of specific venues and sports. This approach provides the ability to conduct a deeper analysis than is possible within a document such as the Strategy 2021, and also facilitates more in-depth discussion with impacted user groups, while providing detailed and site specific solutions.

The master plans provide an in-depth analysis of the site characteristics and requirements, while providing an overview plan for development purposes and a prioritised list of project elements. While this approach is endorsed and recommended for continuation for many of the larger recreation reserves that are yet to have a master plan developed, such an approach may not be necessary for the smaller reserves and/or those that have lower levels of utilisation. In the case of those recreation reserves that fall into this latter category, an alternative approach of developing mini-master plans is recommended. The above comments are not intended to diminish the importance of the recreation reserve in the small towns, rather it is recognised that they are valuable hubs of activity for the immediate areas/towns that they cater for, and also for the city and region as a whole as growth continues.

For the development of standard recreation reserve master plans the following is suggested to ensure that the Strategy 2021 complements these efforts for the respective plans to enable the broader strategic vision for sport in the Greater Shepparton region to be fostered even further.

- Master Plans – content suggestions:
  - › Analysis of the current situation within the facility, capturing elements such as – Precinct Ownership and Management and Governance Structure, Planning Considerations, Tenant Sports Clubs (Stakeholders), Other Users etc.
  - › Analysis of the existing infrastructure noting the elements within the site, issues and opportunities, reference to asset management information such as condition assessment scores etc.
  - › Provide Guiding Principles and analysis of elements such as Demographics, existing relevant Plans and Strategies, Sports Strategies from State and National bodies, Sports Participation Trends (State and Nationally), and analysis of local and club/user group specific participation figures and trends – i.e. consider growth or decline factors.
  - › Opportunities and Issues Analysis, including a SWOT analysis, commentary on Key Issues and Opportunities, consideration of multi-use potential, opportunities to modernise facilities that will result in creating better design, social and environmental outcomes – i.e. energy saving, CPTED principles, Universal Design principles etc.
  - › Development Priorities, including the provision of site overview maps, one noting the current facilities on-site, the second noting the proposed changes and developments and providing a visual representation of what the facility will look like following completion of all the suggested works and improvements.

The following recreation reserves are recommended for consideration by Council for the development of full master plans.

**Table 12: Greater Shepparton facilities recommended for the development of Master Plans**

LOCATION	PRIORITISATION
Kialla Recreation Reserve	High
Dookie Recreation Reserve	High
Murchison Recreation Reserve	High
V E Vibert Reserve	Medium
Tallygaroopna Recreation Reserve	Medium
Undera Recreation Reserve	Medium
Katandra West Recreation Reserve	Medium
Merrigum Recreation Reserve	Low
Shepparton Showgrounds	Low

The earlier suggestion of mini-master plans was made to facilitate capturing the primary improvement requirements, predominantly for more minor recreation reserves. It is proposed that these plans take into consideration utilisation figures and participation trends, input from user groups, along with available asset condition assessment data. The mini-master plans are suggested to then include recognition of those findings and a prioritised list of project elements and a site overview plan noting the project elements. Quantity surveyor estimates for the proposed works elements are recommended to be obtained to provide Council with a robust tool for the preparation of future budget bids.

Through the above approach Council and the respective user groups/committees of management will be able to develop workable plans for the improvement of the facilities within more expedient timeframes. The following locations are recommended for the development of mini-master plans, noting that there are numerous locations which are also listed for the development of a full Master Plan.

The duplication of having both a Master Plan and a Mini-Master Plan for certain sites has been made on the basis that for some of the more prominent locations the Mini-Master Plans will serve as a prospectus document of sorts to support funding applications occurring in a shorter timeframe, provide a summary of the Master Plan for easier review/or the starting position for the development of a full Master Plan, and provide overall planning coverage of the identified locations sooner through at least having one version of a master plan available at given time. For those locations that are larger/receive higher utilisation, the overall approach and suggestion is to ensure that they have a full Master Plan developed at some point in the future to explore the requirements of those reserves in more depth. Those location that have an asterisk (\*) next to their names are suggested for the development of both a full Master Plan and Mini-Master Plan during the life of The Strategy.

**Table 13: Greater Shepparton Recreation Reserves recommended for the development of Mini-Master Plans**

LOCATION	PRIORITISATION
Undera Recreation Reserve	High
VE Vibert Reserve*	High
Katandra West Recreation Reserve*	High
Victory Park	High
Toolamba Recreation Reserve	High
Dookie Recreation Reserve*	Medium
Cooma Recreation Reserve	Medium
Lemnos Recreation Reserve	Medium
Ardmona Recreation Reserve	Low
Kialla West Recreation Reserve	Low
Tallygaroopna Recreation Reserve*	Low
Merrigum Recreation Reserve*	Low

*\*denotes that the location is proposed to have both a full Master Plan and Mini-Master Plan.*

## 5.4 Whole of Sport Plans

Council has taken the position of developing whole of sport plans for specific sports that require dedicated strategy planning attention. The following whole of sport plans have previously been developed.

**Table 14: Greater Shepparton sports - whole of sport plans**

WHOLE OF SPORT PLAN NAME	YEAR OF ADOPTION
Cricket	2017
Tennis	2017
Equestrian	Not fully adopted

It is recommended that Council continue the practice of developing whole of sport plans for those sports that require the development of an overarching approach to the provision of facilities. This approach may be required in order to support their unique facility requirements, due to changes in their facility needs, due to challenges being experienced by Council or the user groups (or both) in keeping pace with facility standards and needs, or due to other identified issues or opportunities that require dedicated and specialist attention to ensure appropriate and considered solutions are obtained.

Based upon a review of the existing whole of sport plans and consideration of other similar documents, the following content suggestions are provided for future iterations:

- Synopsis of the sport within the Greater Shepparton region
- Strategic context – plans and strategies considered as part of the development of the whole of sport plan
- Community and participation profile – i.e. demographics, general sport and recreation participation trends, specific participation trends for the identified sport, implications for the sport in the Greater Shepparton region
- Consultation outcomes, committees and governance, participation factors, criteria for prioritising infrastructure works, state sporting association consultation
- Analysis of the sports facilities within the Greater Shepparton region, including commentary on the future requirements for facilities
- Future planning considerations – i.e. participation, infrastructure, capacity
- 5 year implementation plan for the sport with prioritised recommendations

As noted earlier, it is recognised that there is a significant investment made when undertaking the development of any form of planning document, and whole of sport plans are no exception. Consequently, it is recommended that through the previously proposed process of Council obtaining further details from the regions' sports clubs on their utilisation requirements and participation figure trends, that a prioritised list of development requirements for future whole of sport plans be compiled. Through considering recent information on issues, trends, opportunities and challenges within the respective sports, Council will be better positioned to determine which sports are most in need of an overarching plan. This approach will ensure that the best use of resources occurs both from a planning perspective, and in terms of the facilities that are provided and developed in the future.



# SECTION 6: INDOOR SPORTS STADIUMS

## 6.1 Sports Stadiums - Overview

The Greater Shepparton region is fortunate to have access to numerous indoor sports facilities. While traditional indoor sports such as Basketball, Badminton, Table Tennis, Gymnastics and Indoor Soccer are catered for, the region also has indoor facilities for Equestrian, Lawn Bowls and other sports.

A quick snapshot of the indoor sports facility capacity that exists in the Greater Shepparton region is provided as follows:

- Shepparton Indoor Sports Stadium (currently contains 4 indoor courts, Multipurpose room, Amenities, Administration space, 4 small change rooms)
- Mooroopna Stadium (home of Jets Gymnastics)
- Tatura Community Activity Centre (Basketball, Badminton, Table Tennis)
- Tatura Indoor Equestrian Arena (Blackmore and Leslie Events Shed)
- Dhurringile Recreation Reserve Community Centre
- Shepparton Showgrounds (noted due to having large indoor capacity)
- AquaMoves Aquatic Centre

In addition to the above there is also the following covered outdoor arenas (noting that they have been included in this section due to providing an all-weather option for the given sports):

- Shepparton East Bowls Club
- Shepparton Park Bowls Club
- Tatura Outdoor Equestrian Arena

Further and in support of the above options, there are also school and university indoor sport facility options which include:

- Mooroopna Secondary College Stadium (1 court facility - Basketball and Badminton)\*
- McGuire College Stadium (1 court facility – Basketball, Netball, Badminton, Volleyball)\*
- Visy Stadium (part of Wanganui Secondary College)\*
- Notre Dame (Mercy Stadium) (2 court facility - Basketball, Netball, Badminton)

*\*the completion and opening of the Greater Shepparton Secondary College is scheduled for January 2022. The future use of these stadium facilities was unknown at the time of developing the Strategy 2021.*

The redevelopment of the Greater Shepparton Secondary College will include a two-court stadium facility capable of multi-sport use with change rooms and associated amenities. The future use and existence of the above noted College Indoor Stadiums (Mooroopna Secondary, McGuire and Wanganui) is an item that Council officers will continue to work closely on with the Victorian Department of Education and Training to determine the future impact on indoor sport capacity in the region.

As noted above, the indoor facilities throughout the Greater Shepparton region cater for a variety of sports (the following has been taken from the website: Greater Shepparton Indoor Sports Facilities (sheppstadiums.com.au)). The primary indoor facility in the region is the Shepparton Sports Stadium which caters for the following sports and programs:

- Badminton
- Basketball
- Table Tennis
- Netball
- Indoor Soccer
- Junior programs such as Aussie Hoops, Aussie Net, Mini Minton and Junior Stadium Netball
- Older adults programs such as strength training and Tai Chi
- Social competitions such as Ladies Social Netball and Corporate Challenge.

Shepparton Sports Stadium also plays host to numerous tournaments and events, including:

- Careers Day Out
- ASHEletics
- Greater Shepparton Basketball Association Tournament
- Regional Schools Tournaments
- Association Grand Finals

Council are undertaking detailed design work to redevelop the Shepparton Indoor Sports Stadium as part of the Shepparton Sports & Event Centre project. Preliminary estimates suggest the total project cost across four stages could be \$60M however these costs are to be confirmed and may change over time.

The redevelopment is a priority of Council and is expected to be delivered in the near future through a combination of grant funding from State and Federal Governments as well as contributions from users of the stadium, the wider community and Council. The project seeks to enhance the stadium and events facilities within the existing Sports City Precinct and provide further capacity for local use and major events. The final project is expected to deliver a fully accessible Stadium and Events Centre comprising of retirement of the existing Shepparton Sports Stadium and construction of a new six court Sports and Events Centre with a show court accommodating up to 3000 spectators. A multipurpose room, sports administration and amenities necessary to cater for weekly domestic competitions as well as major events.

It is noted that the redevelopment of the Shepparton Sport City Master Plan Review & Update 2021 project considers the usage levels of the Shepparton Indoor Sports Stadium, in addition to capturing the consultation input from those user groups that responded to the online survey. It is anticipated the Shepparton Sport City Master Plan Review & Update 2021 will make specific recommendations in relation to the possible improvement and development of that facility to further complement the existing proposal.



Further to the above it is noted that there is a concept design in existence for the redevelopment of the Shepparton Indoor Sports Stadium, and that this was informed by consultation from the user groups. In addition, detailed designs for the proposal are expected to get underway in 2021 and also include further consultation with current and potential users.

While in-depth analysis of the indoor sports facilities within the Greater Shepparton region was not part of the scope of the Strategy 2021 review, it is nevertheless noted that the development and operation of indoor facilities is a significant commitment and not to be taken lightly. Given the significance of the investment and undertaking, it is recommended that Council undertake a future strategic planning exercise relating to Sports Stadiums. This will facilitate Council achieving a coordinated approach to all facets of the development and operation of indoor sports stadiums throughout the region. Along similar lines as that suggested for the capture of utilisation information for field based and other sports, it is recommended that the development of the Sports Stadiums Strategy capture the utilisation information from current groups and consider the playing space requirements and future participation needs of those stakeholders.

Additional elements for inclusion in the strategic planning exercise are the incorporation of considerations such as gender equity, fostering healthy sponsorship, fostering healthy choices, creation of welcoming/inclusive sports clubs and environments, and how Council may assist in facilitating these outcomes.

## 6.2 Sports Stadium recommendation

That Council develop a Sports Stadiums Strategy for the Greater Shepparton region to ensure a strategic and coordinated approach to future investment in indoor facilities and to obtain the best possible utilisation levels and activation of those facilities.

## 6.3 Munarra Centre for Regional Excellence

The Munarra Centre for Regional Excellence (MCRE) is an Indigenous-led sporting and education precinct for Shepparton. It is designed to help create future opportunities for the Aboriginal population of the Goulburn Valley across cultural, sporting and economic areas.

It will assist with the evolution of the existing Academy of Sport and Health Education (ASHE) into the Munarra Academy, and also entail an upgrade to the current Rumbalara Football Netball Club facilities.

The proposed \$23m development will include the following facilities/features:

- Upgrades to existing Community & Function space
- Site improvements (carparking, equipment storage & landscape)
- Munarra Centre for Regional Excellence – incorporating Munarra Academy, community & cultural spaces, MCRE administration and leasable space for MCRE partners
- Student accommodation hub



**Figure 8: Munarra Centre for Regional Excellence development location/footprint**

(Source: Munarra Centre for Regional Excellence Project Definition Plan March 2021)





# SECTION 7: AQUATIC FACILITIES

The Greater Shepparton region has access to the following aquatic facilities:

- Aquamoves (Shepparton)
- Tatura Swimming Complex
- Merrigum Swimming Pool
- Mooroopna War Memorial Pool

There is also a pool at Murchison which is on crown land and managed by a volunteer committee that receive an annual contribution from Council. Additionally, there is a small swimming pool at the Dookie College Campus.

In recognition of the position of swimming pools in the sporting landscape, and the complexities surrounding their management, Council maintain a separate planning approach to these facilities. Aquamoves has been developing a Master Plan which seeks to set out the next phase of renewal and redevelopment or expansion to cater for the ever evolving needs of its growing community. Council has previously also developed the Seasonal Pools Review and Strategy which monitors the participation across its Rural pools and proposes ongoing improvements as required, again to respond to community need.

These documents were both developed by Council's Active Living Department, which is a separate department from the Parks, Sport & Recreation Department that manage the other outdoor sport and recreation facilities throughout the region. While there is communication and alliance between the departments given they both fall under the banner of Council, they also perform different functions and thus in-depth analysis of the future strategic needs of Aquatic Centre and Swimming Pool provision will not be undertaken as part of the review of the Strategy 2021.

The Active Living Department noted within the Seasonal Pools Review and Strategy that they will also undertake a separate detailed strategic planning process for the entire Aquamoves facility and associated seasonal aquatic areas in the near future. This document will no doubt be a valuable future resource and when available it is encouraged that the document be read in conjunction with the Strategy 2021 to obtain a complete picture of the sports landscape throughout the Greater Shepparton region.



**Figure 9: Council Seasonal Pools Review and Strategy cover page**



**Figure 10: AQUAMOVES Master Plan 2020 cover page**



# SECTION 8: MANAGEMENT OF FACILITIES

## 8.1 Committees of Management

There are several different management models in place throughout the Greater Shepparton region when it comes to the provision of sports facilities. Those management models are as follows:

- Managed directly by Council
- Council owned or controlled facility managed by a Committee of Management
- Crown Land under lease/license by a club/entity managed by a Committee of Management
- Privately owned and managed facility
- School or University facility

It is important to recognise the distinction between the various types of management models, as each has an impact on the way in which the facility is utilised and potentially accessed by the community. It also impacts on Council's ability to co-ordinate overall sport facility provision throughout the Greater Shepparton region. A breakdown of those facilities under the respective management models was previously provided in Section 2 earlier in the document.

Some key figures in relation to the respective facilities and management models in place throughout the Greater Shepparton region are as follows:

- Council directly manages 28 reserves with sports facilities
- There are Council Community Asset Committees at 11 additional reserves with sports facilities.
- Council has Advisory Committees at Tatura Park.
- There are 25 grounds/sports facilities with DELWP committees on crown land.

Several issues were raised during the Strategy 2021 project relating to the management of reserves. These included the following:

- The future sustainability of the committee of management model was considered questionable with lack of volunteers and shrinking resources. Some of the smaller reserves with relatively poor facilities that do not have large clubs have limited sources of income, except perhaps direct funds from Council. There are multiple types of committees: local DELWP committees, Council as Committee of Management and Community Asset Committees and Council appointed Advisory Committees
- There are advantages of having consistency of arrangements, and consistent resourcing, which may be a position that Council needs to explore further with the various committees
- If Council finds itself in a position where an increasing number of sports facilities are being returned to Council as committees and clubs find it too difficult to manage facilities, or to find members to sit on committees, Council may need to embrace a model based around providing a more cost effective and efficient management arrangement for all sports reserves to then resource them equitably
- Generally, the community committees of management on DELWP sports facilities have considerable issues associated with maintenance of the reserves. These committees receive mowing services and a small annual operational grant from Council and have limited opportunities to develop income streams. Previously, DELWP has made available grants for capital improvements and risk management projects, to committees on crown land. However, it is unclear whether these will continue. These community committees are often disadvantaged if they are dealt with differently from reserves where Council is the nominated committee of management for crown land
- Council is in a position where they are not able to fund the development of facilities on DELWP land due to not being able to own and capitalise the assets for the obvious reason that the land does not belong to Council. Consequently, it is recommended that Council continue to lobby DELWP to better support the renewal and upgrading of DELWP land parcels to ensure that the sites and user groups remain both viable and safe.

There are advantages if the facilities on DELWP reserves were to be maintained directly by Council. These include:

- Consistency in turf management and the ability to achieve economies of scale in relation to labour, plant and equipment and materials across all reserves
- Pricing – a consistent approach to charging for use
- Better and more consistent information about usage, demand and facilities available at each reserve
- As committees of management look after separate grounds and facilities, this does not facilitate Council obtaining a robust overview of trends in demand, usage and critical issues across all sports or facilities.

The Strategy 2011 noted the following principal advantages of using committees of management to manage reserves and community facilities:

- They create a voice for the users
- They provide a sense of ownership and responsibility
- They represent the community and the values that they stand for
- They tend to prioritise things from a local perspective which leads to actions
- They provide considerable resources toward the upkeep of reserves



## 8.2 Facility utilisation

Council have some information on facility utilisation rates, specifically for those facilities that are managed and maintained by Council (refer to Section 3.11). For those that are not under Council's care and control there is little or no information on the levels of use. This represents a challenge for Council as it does not allow for full oversight of the opportunities or issues throughout the region when it comes to facility management. This may present itself in ways that impacts on the condition of facilities, be it the playing surfaces or the facility infrastructure, and also in terms of the viability of those venues generally.

In short, obtaining utilisation data for all sports facilities within the Greater Shepparton region would provide Council the ability to consider region wide supply and demand issues and to assist sports clubs and user groups with the identification of venue options or multi-use solutions. If Council obtain sufficient utilisation data and other pertinent information, then it would allow for further analysis and the development of appropriate strategies and solutions to advance the overall position of sport within the region. Council could develop the following types of findings from the data:

- Underutilisation trends
- Overutilisation trends
- Impacts on facility maintenance
- Viability of facilities and appreciate of forgone opportunity costs through underutilisation in the case of opportunities for venue consolidation
- Consideration of potential facility gaps at those venues which don't have stronger utilisation rates to determine if additional facilities will enhance activation
- Identification of suitable sports/user groups to bring into those venues that have low utilisation

## 8.3 Other management issues - Water

Council is conscious of the need to conserve water as a precious resource. As a result, Council implement water saving measures on turf facilities to take a waterwise approach to sports reserves management. Where possible Council implement the following activities to save water:

- irrigate sports reserves in the evening
- conduct regular irrigation system maintenance
- undertake turf and soil improvement works to facilitate water absorption and the provision of a better growing medium to provide for optimal turf health
- other measures to obtain water efficiency

It is noted that many reserves have their own dams and that some facilities source water from channels or if needed utilise potable water supply. Where required, Council is open to the opportunity to work with sports clubs and user groups to develop alternative options that will enable water saving, such as the provision of water harvesting options, enlarging dams, or the provision of bores.

Where committees of management undertake the maintenance activities at sports reserves Council may be able to assist with the provision of turf management expertise and advice to further improve water saving opportunities and reduce costs.

It is recommended that Council invest in remote water loggers that are installed at all locations that use potable and raw water. Additionally, Council will seek to continue to improve water harvesting and storage at recreation reserves throughout the region.

## 8.4 Principles: management

- It will be beneficial for Council to have consistency in the information it has on facilities, maintenance practices and standards in place across sportsgrounds, and charges for use occupancy to assist in providing a level of equity across sports.
- Sports facilities would typically be graded according to the Council's 4-tier rating system to determine the standards to which they are maintained. This grading would generally determine user charges, if appropriate.
- While Council generally supports the equitable provision and management of facilities based upon their categorisation, and is open to the potential to assist or takeover crown land sportsgrounds, there is also the need for assessment of the demand for those facilities and determination of the feasibility of Council doing so prior to committing resources. It is noted that a sudden influx of crown land parcels into Councils' care and control could result in a financially unsustainable position for the Parks, Sport and Recreation Department.
- Where it may be beneficial or necessary to manage reserves directly, and if local committees cannot continue, Council could:
  - › Negotiate with DELWP to make Council the committee of management for the site
  - › Determine whether there is a need to establish a Council committee of management for the reserve (for example as a Community Asset Committee of Council under the Local Government Act)
  - › Determine other mechanisms for encouraging ongoing community and user engagement and stewardship on reserves.

## 8.5 Suggested directions: management

- Develop a management model that allows Council to directly manage the assets on all sports reserves in the municipality that are deemed suitable for continued provision, whilst potentially maintaining users and residents input into the planning design, management and maintenance of those sports facilities.
- Seek to increase Council's role in the marketing, management and strategic planning of those reserves with committees of management, and ensure resourcing of committees is undertaken on an equitable basis
- Continue to hold discussions with DELWP and existing committees of management about a future management model for sports reserves.
- Continue to improve water harvesting and storage at recreation reserves across the Municipality.



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# SECTION 9: INFRASTRUCTURE DEVELOPMENT

## 9.1 Infrastructure Development and Council Capital Works - overview

Council adopts an annual program of capital works as part of the yearly budget cycle. To inform the development of the capital works budget for the provision of sports facilities in the region it is necessary for Council to have a solid understanding of the priorities for renewal, improvement, and provision of new facilities. Additionally, Council needs to budget for regular maintenance activities that generally occur on a scheduled basis, and those special maintenance activities that go beyond the standard suite of works, such as top dressing of sports reserves.

Given the detailed nature of developing a capital works program and the need for multiple factors to be taken into consideration, specific capital works projects by facility have not been included in this iteration of the Strategy 2021. Instead the following general suggestions are provided for the development of Council's future capital works programs to assist with the development task (listed in no particular order).

**Table 15: Capital Works categories for consideration within the Greater Shepparton region.**

THE STRATEGY 2021 SUGGESTED CAPITAL WORKS CATEGORIES AND CONSIDERATIONS
Works associated with identified priorities from previously developed master plans
Works associated with identified priorities from previously developed whole of sport plans
Works that address identified asset renewal needs in alignment with asset condition assessments and Asset Management Plans
Works that address identified accessibility issues and meet accessibility guidelines along with universal design principles and the Sport and Recreation Victoria Design for Everyone Guidelines
Works that align with State and National Sporting Association Facility Guidelines
Projects that support enhanced activation of facilities and support shared/multi-use of facilities
Projects that will support sport participation by under represented groups
Projects that will result in water and energy savings and operational cost savings
Upgrades of support facilities such as toilets and club rooms that will enhance utilisation

## 9.2 Capital Works prioritisation

Factors which may cause Council to experience an increase in requests for sports facility upgrades include:

- aging infrastructure
- non-compliance of infrastructure
- increasing user and sports' expectations and standards
- community planning processes
- new sports emerging
- major event requirements
- competition expansions
- gender neutral facilities

There is a need for a prioritisation process based on urgency and importance of works due to the likely costs of desirable works to sports facilities. A draft checklist is provided in **Appendix 4**.

The prioritisation criteria can be weighted and rated to determine a rigorous process of evaluation priorities for capital works. It is recommended that the process of determining the weighting criteria occur within Council through discussion with the relevant persons, Councillors and external parties to obtain a balanced perspective on the importance of the various consideration items.

### 9.3 Contributions by clubs, and Council contributions to club priorities

Council encourages clubs and user groups to contribute towards the development and improvement of the facilities that they use within the region. Contributions may include cash, in-kind support such as volunteer labour, administrative efforts and project management support, the obtaining of grants and other forms of support. With the benefit of planning and the inclusion of an approach to Council for funding support there is the potential for Council and the clubs/user groups to work together to the mutual benefit of the facilities and community.

There have previously been issues with clubs contributing to developments under the assumption that they then own the assets or have exclusive rights to those assets or an entire facility. This is not the case and Council will continue to ensure that clubs are aware of their rights and obligations when contributing towards projects.

Additionally, clubs sometimes have the desire to develop facilities to a higher standard than Council can afford to provide or maintain. This may also involve clubs seeking to develop facilities to a size and extent of improvement that is not commensurate with the stage of development and maturity of the sport and its most likely ultimate rate of participation. Again, Council will ensure that any such proposals are appropriately screened, and the options worked through with the respective user groups to avoid the complications associated with unnecessary future maintenance and renewal burdens being placed upon Council.

Generally, the above mentioned issues require the provision of clarity from the outset for all parties involved to ensure that the correct expectations are set. This will help to avoid these issues occurring and facilitate further opportunities for Council and the user groups to work together and achieve better outcomes than would normally be possible when working independently.

From a Council facilities user charges perspective, Council seeks to recoup approximately 10% to 20% of total operational maintenance expenditure for sporting reserves and pavilions according to their respective grading level. Consequently, each reserve and pavilion is rated according to the level of maintenance with higher ratings reflecting higher maintenance costs.

## 9.4 Principles: infrastructure

- Council should ensure that the development of facilities is in line with the priorities outlined in this plan
- Council should determine a general grading or hierarchy for facilities so the general level and standards for facilities is consistent with the level of competition played and supported in the region and so that the levels of maintenance and charges for use can be consistent across all facilities in the municipality
- Sports reserves should generally be licensed (not leased) to sports users to ensure sharing and flexibility of use by social, private and club use. If facilities are available to the community and not exclusively used by a club or sport; the State and/or Local Government should generally share the capital costs for new facilities, and the recurrent marginal costs should be paid for by those who choose to use them
- Council aims to recover between 15-20% of maintenance costs through the fees and charges levied for turf surface facilities (this excludes lighting and building costs).
- Council will investigate different fees for synthetic surfaces, noting that currently these fees reflect the same charge as turf surfaces.
- Should sports wish to have a higher quality of facility than Council can afford, or the facility is not commensurate with the stage of development and maturity of a sport and its most likely ultimate rate of participation, the sport will be required to contribute to the capital costs of upgrade works, and potentially be responsible for any increased operational maintenance and renewal costs associated with the asset.
- If clubs or sporting groups make capital contributions to facility development, these should be on the basis that ownership remains with Council; use continues to be shared, and

any agreement has a sunset clause.

- Should the demand change for a sportsground or support facilities over time and a one-off contribution has been made by a user (or relocation is required due to unforeseen circumstances), Council should endeavour to find equivalent facilities for the contributor's use, if required.

## 9.5 Suggested directions: infrastructure

- Council is encouraged to continue to develop facility projects that enable them to be promoted in a way that enables funds to be sourced from multiple contributors to fund sports facility improvements for regional facilities
- Continue to pursue opportunities for joint developments with schools to increase student's participation in sport and provide common access to more facilities for club sport
- Council should continue to package works and seek partnerships with State Government bodies (and in conjunction with the sports) to develop sporting infrastructure
- Council should ensure sportsground usage and club participation data is collected to be able to justify capital funds expenditure
- Adopt a policy (as per the principles provided) concerning club contributions, and who is generally responsible for contributing to sports facility development and management costs depending on the type of development
- As a general rule Council does not offer club loans for facility development
- The checklist provided in Appendix 4 can be used as a basis to prioritise capital works. Each criterion can be weighted by using a paired comparison technique and then projects rated against each, or similar the projects with the most elements meeting these criteria can determine the priority.





# SECTION 10: SPORT MAJOR EVENTS

## 10.1 Major Events - Venues

Where possible Council seeks to have one facility within the region that is capable of hosting major events with a particular sport. The following venues and sports are those that Council has identified as suitable for hosting major events and will continue to support the development of capacity to enable that to happen.

**Table 16: Sports and their associated major events identified location in the Greater Shepparton region**

Sport	Major Event Venue
Australian Rules Football	Deakin Reserve
Netball	Shepparton Sports City
Cycling - Track	Shepparton Sports City
Cycling - Criterium	Central Business District and DECA
Mountain Biking	Mt Major
Basketball	Shepparton Indoor Sports Stadium
Cricket	Deakin Reserve
Soccer	Shepparton Sports City
Canoeing	Victoria Park Lake
Tennis	Mooroopna Recreation Reserve and Shepparton Lawn Tennis
Golf	Shepparton, Mooroopna, Kialla and Hill Top Golf Clubs
Hockey	Shepparton Sports City
BMX	Shepparton Sports City
Triathlon	Victoria Park Lake
Motor Cycling/ Motocross	Undera Park Speedway & Shepparton Motocross Track
Athletics	Shepparton Sports City
Bowls	All Bowls clubs within Greater Shepparton
Badminton	Shepparton Indoor Sports Stadium
Gymnastics	Mooroopna Recreation Reserve
Equestrian	Tatura Park Equestrian Centre & Shepparton Sports City
Croquet	Shepparton Croquet Club
Table Tennis	Shepparton Indoor Sports Stadium
Volleyball	Shepparton Indoor Sports Stadium
Harness Racing	Shepparton Harness Racing Club

Shooting Sports	Shepparton Field & Game & Sporting Shooters Association facility – Shepparton
Squash	GV Squash Club
Swimming	Aquamoves
Water Polo	Aquamoves
Rowing	Victoria Park Lake
Wheelchair Athletics	Shepparton Indoor Sports Stadium
Various Multi-Sport opportunities	Shepparton Showgrounds
Horse Racing	Tatura Racing Club & Shepparton Harness Racing Club
Ultimate Frisbee	Mooroopna Recreation Reserve & Sports City
Softball Championships	Mooroopna Recreation Reserve

## 10.2 Deakin Reserve

It is noted that the Strategy 2011 made mention of the potential to develop a future replacement of Deakin Reserve as the premier venue for AFL and Cricket major events by 2050 at Congupna Recreation Reserve. This position is not supported in the iteration of the Strategy 2021. Rather it is recommended that should Deakin Reserve be considered by Council for replacement as the major events location for AFL and Cricket, then a comprehensive facility site planning exercise be undertaken. As an example, this process would consider the following items among others:

- determine the site options available
- establish pros and cons for each site option
- consider the ability of the sites to meet specific venue selection criteria (i.e. field space, parking areas, traffic management, proximity to CBD/entertainment precinct/accommodation etc.)
- ability to meet current and possible future sports code major event facility requirements
- the high-level costs that may be associated with the choices based upon the existing facilities and infrastructure
- the prevailing standards for hosting those events at that time

Given the substantial investment that has occurred in the facilities that are available within Deakin Reserve it is considered prudent to obtain maximum value out of those assets while the venue meets sports code requirements. Given the venue is currently suitable for hosting major events for AFL and Cricket it is reasonable to propose that Council does not invest time and effort into investigating the need for a replacement venue. This position is supported by there being no indication that this will change in the foreseeable future. Nevertheless, should there be evidence to suggest that the region is outgrowing Deakin Reserve as the major event facility for AFL and Cricket (i.e. there is not sufficient crowd capacity, or other issues), then early investigation, planning and identification of a suitable replacement location may be warranted.

Further to the above, it must be noted that Deakin Reserve is a crown land parcel, and as such is required to remain a community open space area under crown land requirements. Any modification to the venue from a development or change in designation perspective would require the approval of the Crown. Consequently, Council is not authorised to sell or dispose of the land given they do not own the area.



# SECTION 11:

## CONSULTATION FINDINGS

### 11.1 Consultation Overview

The following sub-sections provide a summary of the findings from the consultation activities conducted in May and June 2021. An online community survey was open from 17 May 2021 to 8 June 2021 and received 133 responses. Additionally, a sports club questionnaire was open from 17 May 2021 to 6 June 2021 and received 19 responses. To further support the sports club questionnaire two (2) in-person sports club consultation meetings were held on 24 May 2021 (one at Kialla Recreation Reserve, and one at Mooroopna Recreation Reserve) to facilitate conversations with participating clubs to explore their thoughts in relation to sport facility provision in the region in more depth.

### 11.2 Community Survey summary

#### Q1: What activities do you (and/or children) participate in?

The top five activities are as follows:

- Australian Rules Football
- Netball
- Cycling
- Mountain Biking
- Gym/Fitness

All activities listed in order of popularity and their scores are as follows:

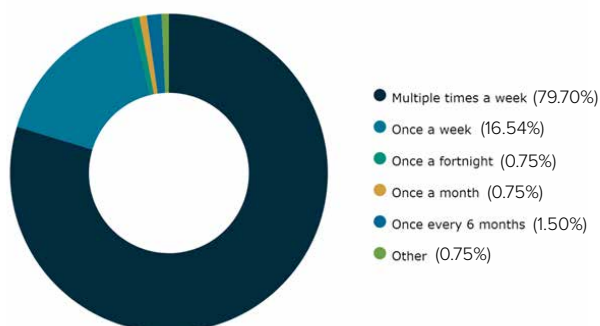
Ranking	Activities	Percentage - popularity
1	Australian Rules Football	42.11%
2	Netball	30.08%
3	Cycling	27.82%
4	Mountain Biking	24.81%
5	Gym/Fitness	24.06%
6	Other	21.80%
7	Basketball	18.80%
8	Cricket	17.29%
9	Soccer	15.79%
9	Canoeing	15.79%
9	Tennis	15.79%
10	Fishing Sports	15.04%
11	Golf	13.53%
13	Hockey	12.03%
14	BMX	9.02%
15	Triathlon	7.52%
16	Motor Cycling/ Motocross	6.02%
17	Athletics	5.26%
18	Bowls	4.51%
19	Badminton	3.79%
20	Gymnastics	3.76%
21	Equestrian	3.01%
21	Karting	3.01%
21	Martial Arts	3.01%
21	Skating	3.01%
22	Parkour	2.26%
23	Croquet	1.50%
23	Darts	1.50%
23	Table Tennis	1.50%
23	Harness Racing	1.50%
23	Shooting Sports	1.50%
24	Pony Club	0.75%
24	Squash	0.75%

#### Q4: How do you take part in you sport activities?

Answer choices	Percentage responses
I play for a Club	66.17%
I play in a social competition	25.56%
I pay to play casually when it suits me	21.05%
I play with my family and friends in a park for free	24.81%
Other	17.29%

**Commentary:** the high percentage of respondents that play sport with a club is a good indication of the strength of club based sport in Shepparton. This may be an area in which Greater Shepparton goes against national trends in and thus is worthy of further monitoring.

#### Q5: How often do you take part in your activities?



**Commentary:** the majority of the survey respondents appear to already be dedicated to activity and sports participation. While this is very encouraging in terms of their response and combined knowledge of Greater Shepparton's sports facilities, it does indicate that there is a gap in participation in the survey from those that may benefit most from sport participation – those that currently do not participate. It is recommended that Council seek opportunities in the future to engage with non-sport participants to determine how best to potentially engage with them and encourage them to be active.

#### Q6: What locations/facilities do you use?

Following is a list of the top 10 most selected locations.

Locations / Facilities	Reponses
Mountain Bike trails around Shepparton and Mooroopna	26
Footpaths / walking tracks / bike paths for running / cycling etc.	18
Murchison Football/Netball Club facilities	18
Victoria Lake & Park	17
Shepparton Indoor Sports Stadium	15
Shepparton Sport City Hockey fields	14
Aquamoves	13
Lawn Tennis locations	10
Roads around Shepparton	8
Goulburn River	8

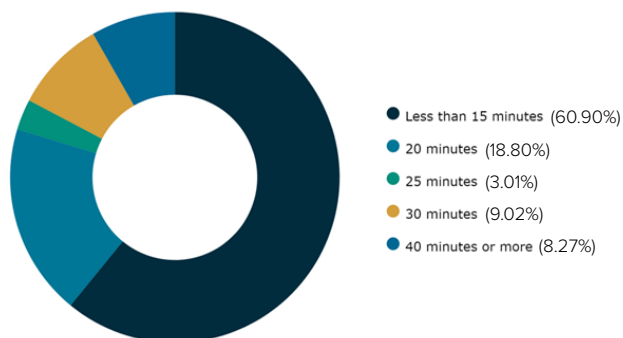
**Commentary:** the high number of responses noting the use of facilities that support walking, running and cycling supports the need for Council to develop an approach strategy for the provision of cycling infrastructure, which is a body of work that is occurring in 2021. Furthermore, the provision of safe and accessible walking and running tracks will further support the healthy lifestyles that many Greater Shepparton residents enjoy.

Detailed responses were also permitted and some of those that were received are summarised below:

- The lack of footpaths on both sides of roads, particularly in the newer residential estates, is severely detrimental to accessing public space
- Local roads for road cycling provide only average conditions - the bike lane is always full of debris
- Provide local bush for mountain biking as facilities are non-existent
- Shepparton skatepark - update the skate elements and provide lighting
- Facilitate better shared use of grounds – Tatura, Frank Howley Oval

**Commentary:** the above comments and others received from the survey provide Council with a valuable insight into areas for improvement and future consideration.

**Q7: How long does it take you to get to the location you use most for your chosen sport activity?**



**Commentary:** there is a reasonable number of respondents that travel for an extended period to participate in their chosen sport/s. This may represent the need for Council to consider the distribution and proximity of sports facilities throughout the region and thus warrants further investigation.

**Q8: What motivates you and/or your children to participate in sport activities?**

Answer Choices	Percentage of respondents that answered yes
Physical health and fitness	90.98%
Fun and enjoyment	88.72%
Social reasons	76.69%
Mental health	72.18%
Competition or performance	52.63%
Other	3.01%

**Commentary:** there is an opportunity for Council and sports clubs to develop sport offerings and promote their ability to deliver upon the top 4 items. This may assist in increasing the potential for further participation and provide an attractive activity for prospective participants.

**Q9: What makes it easy for you to participate in your chosen sport activity/activities?**

Answer Choices	Percentage of respondents that answered yes
The people I participate with are friendly	75.19%
It is close to home	60.90%
The activity timing suits me	42.86%
It is a safe location	42.11%
It is affordable	33.08%
It is close to school	11.28%
It is close to work	7.52%
Other	5.26%
I do not find it easy to play sport	4.51%

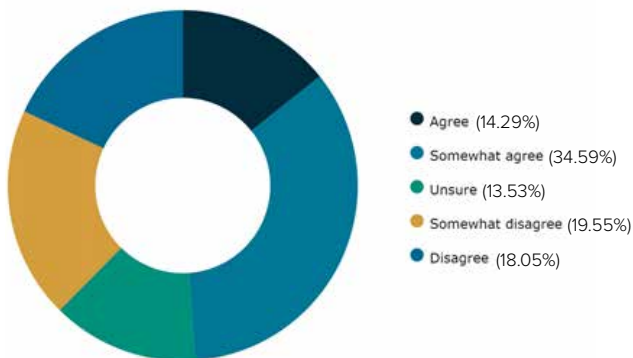
**Commentary:** similar to Q8, there is an opportunity for Council and sports clubs to increase the potential for further participation and provide an attractive activity for prospective participants through addressing or promoting the above important elements.

**Q10: What makes it hard for you to participate in your chosen sport activity/activities?**

Answer Choices	Percentage of respondents that answered yes
I don't find it hard to play sport	40.60%
Other	21.05%
It is a long way from home	14.29%
It is too expensive	12.03%
My family commitments make it hard	12.03%
The place I play feels unsafe	10.53%
I can't get there by public transport	9.02%
The activity timing doesn't suit me	5.26%
It is a long way from school	3.76%
It is a long way from work	3.01%
I don't know anybody	1.50%

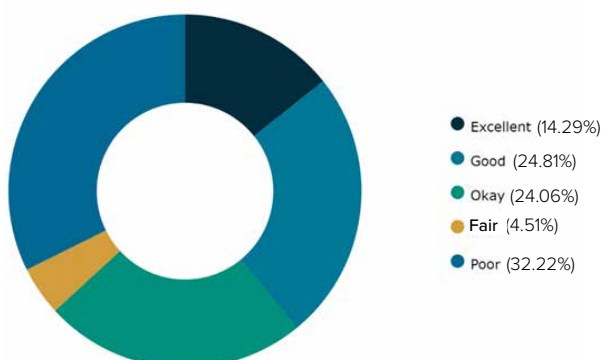
**Commentary:** the above rated responses indicate those areas that clubs and Council can seek to address to further support participation in sport. Items such as cost, safety and activity timing as within the control of the respective groups to influence in order to improve participation.

**Q11: Do you agree that Greater Shepparton City Council has a good understanding of sport needs within the community?**



**Commentary:** there is an opportunity for Council to further enhance its reputation and demonstrate to the community that Council has a good understanding of the sport needs of the community through identified activities (i.e. community and club engagement). This may indicate that Council could benefit from the provision of more resources to the Council Parks, Sport and Recreation Department to ensure that they are sufficiently resourced to support the clubs and community.

**Q12: How would you rate the overall quality of the sport facilities that you use?**



**Commentary:** the high level of “Poor” responses is recommended for further investigation to understand why this rating has been received in such a high numbers and what actions will be required to improve the overall rating.

**Q13: Is there anything you would change at Greater Shepparton’s current sports facilities?**

Response items – generalisation of the categories where possible	Number of responses
Upgrade facilities (emphasis on small towns – particularly Murchison)	29
More bike paths / areas / mountain biking facilities	18
Upgrade of Shepparton Indoor Sports Stadium	16
Upgrade facilities generally in Shepparton	14
Canoeing / rowing facilities upgrades – Victoria Lake	13
Publicly accessible facilities (i.e. not locked Cricket Nets, public toilets, drinking stations)	7
More car parking	5
Equity of provision of facilities between user groups / Provide equity in terms of facility provision between the towns and between the sexes (i.e. Male and Female change facilities)	5
Safety (i.e. make venues safer, facilities safer, lighting etc.)	3
Shade at the Shepparton Netball Courts / generally	3

**Commentary:** the top 10 responses are provided above. There was a very high response rate from residents that supported the improvement of facilities at the Murchison Recreation Reserve. The responses received provide a robust indication of improvement priorities for Council capital works programs and the need for further investigation to ensure some of the more involved elements are addressed suitably.

**Q14: Are there are any other facilities that you would like to see Council provide in the region and if so what?**

Response items – generalisation of the categories where possible	Number of responses
Mountain Bike Trails – i.e. along the river / MTB trail network	21
Bike Paths (and with shade)	11
Pump track / Jump park	11
Bike Park	10
Upgrade Murchison facilities	8
Shepparton Indoor Sports Stadium upgrade	8

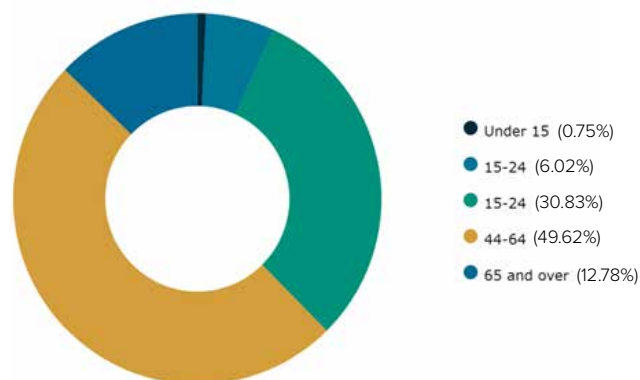
**Commentary:** the top 6 responses are provided above. The responses received provide a robust indication of improvement prioritises for Council capital works programs and the need for further investigation to ensure some of the more involved elements are addressed suitably.

**Q15: Do you have any other comments or suggestions that you would like to add?**

Response items – generalisation of the categories where possible	Number of responses
Develop cycling/mountain bike facilities to grow tourism and economic benefit / Rail trail development (comparisons to Bright / Rail Trails)	8
Provide a better level of service to the outer communities – i.e. Murchison, Merrigum, Toolamba, Undera, Ardmona etc.	7
Upgrade the Shepparton Indoor Sports Stadium	5
Implement the Victoria Park Lake precinct plan, open up the Goulburn River, safe canoe access	5

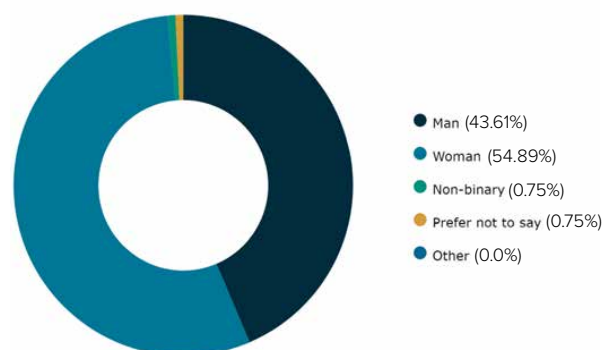
**Commentary:** the top 4 most received responses are provided above. The responses received provide a robust indication of the need for further investigation to ensure some of the more involved elements are addressed.

**Q16: Age of respondents**



**Commentary:** the age of the respondents indicates that there is further opportunity for Council to engage with the younger age brackets and the more senior age brackets to better understand what their sports facility priorities are.

**Q17: Gender of respondents**



**Commentary:** encouragingly, Council received a relatively even distribution of responses between men and women.

**Q18: Country of birth**

Country	Number of responses
Australia	126
South Africa	1
Ireland	1
Scotland	1
America	1
England	1
No response	2

**Commentary:** the lack of participation in the survey from residents from non-English speaking countries indicates that there is a gap in participation in the survey from those that may benefit most from sport participation given CALD groups are generally under-represented in sport in Victoria. It is recommended that Council seek opportunities in the future to engage with non-English speaking communities to determine how best to encourage them to be active.

**Q19: Council is considering changing the name of the Sport 2050 Strategy. Do you support the current strategy name?**

**Commentary:** the majority of the survey respondents supported the current name for Sport 2050 Strategy.

**Q20: If you answered No, do you have a suggestion for a new name for the Sport 2050 Strategy?****Name suggestions:**

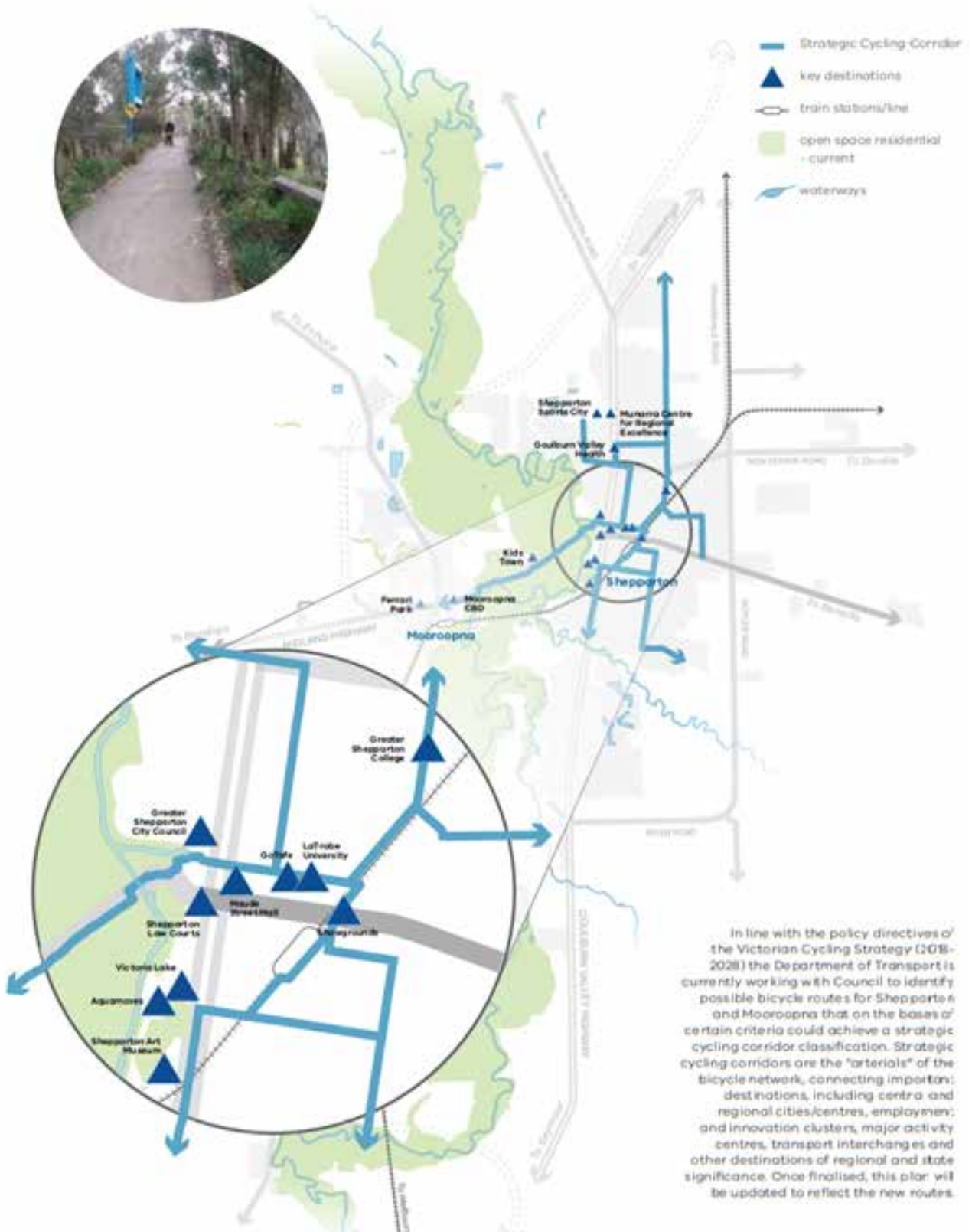
- 2030 Strategy
- Change 2050 to 2030 – things should be happening sooner.
- Anything that reflects change happening before 2050
- Sport in the future
- Sport 2030 Strategy
- Something more indicative of the goal
- Sport and activity in the community 2050 Strategy
- Future Sports Plan
- Why does it need to be 2050, why not work towards a closer date
- Shepparton Fitness Goals 2050

**Commentary:** generally, it is recommended that Council support the continuity of the Strategy 2021 name to avoid confusion in the community and linkage with the previous iteration of the strategy.

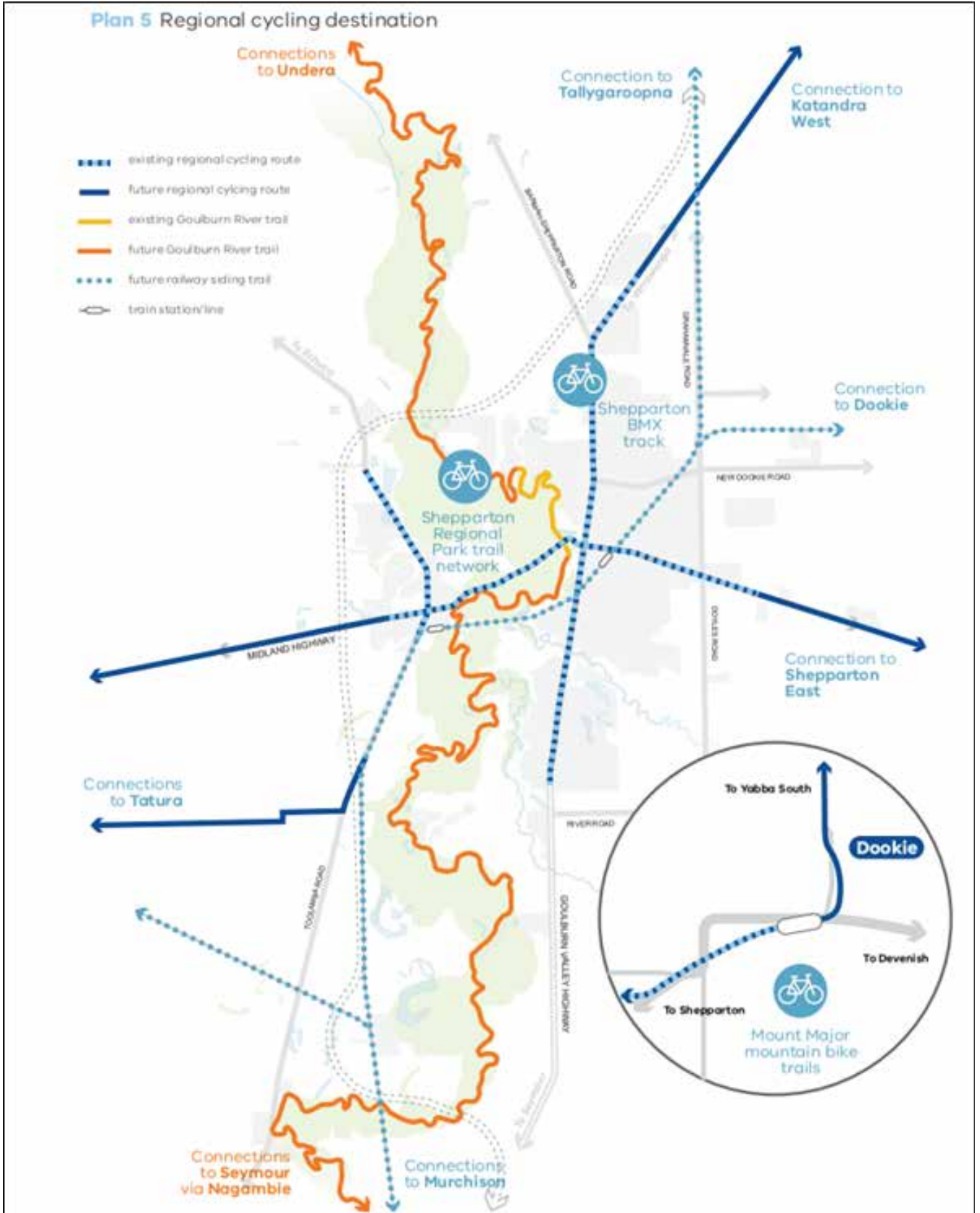
Given the strong support within the survey responses towards the development of cycling infrastructure, the following cycling facility proposals from the Shepparton & Mooroopna 2050 Regional City Growth Plan (March 2021)(p.



Plan 4 Cycling Corridors



In line with the policy directives of the Victorian Cycling Strategy (2018-2028) the Department of Transport is currently working with Council to identify possible bicycle routes for Shepparton and Mooroopna that on the basis of certain criteria could achieve a strategic cycling corridor classification. Strategic cycling corridors are the "arterials" of the bicycle network, connecting important destinations, including central and regional cities/centres, employment and innovation clusters, major activity centres, transport interchanges and other destinations of regional and state significance. Once finalised, this plan will be updated to reflect the new routes.

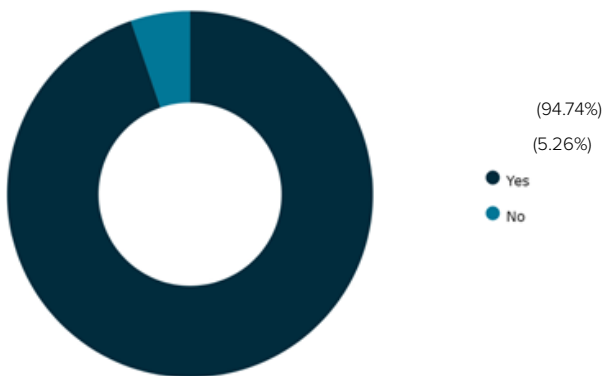


26/27) are noted.

### 11.3 Sports Clubs Questionnaire summary

Note: each of the participating sports clubs provided information on the sports facilities that they use, their period of use, general usage days and times and other relevant scheduling information. While this information is not included in the Strategy 2021 due to its detailed nature, it will be used by Council to further consider overall sport facility supply and demand requirements and utilisation opportunities.

**Q2: Is your club an incorporated entity?**



**Commentary:** the high yes response for incorporated entities indicates that the majority of sports clubs are in a strong position from a governance perspective and are able to protect

their members adequately in the case of legal action.

**Q3: Does your club have exclusive use of the venue(s) used?**



**Commentary:** further analysis of the nature of the high response to sports having exclusive use of their venue/s is worthy of exploration to determine if those facilities are receiving adequate levels of utilisation and if they may lend themselves to multi-use and further activation.

**Q4: How do you rate the level of maintenance of the facility/ies**

Rating	Percentage of respondents
Excellent	5.26%
Good	47.37%
Average	31.58%
Poor	15.79%
Very Poor	0%

**Commentary:** the percentage of responses for average and poor (total of 47%) requires further qualification. On first inspection this response indicates that there is a notable need for improvement of the maintenance levels at facilities. Quantification of which facilities and the

body responsible for the maintenance activities is required to delve into what solutions may be appropriate.

**Q5: Overall, how do rate the condition of the facility/ies that your club uses?**

Rating	Percentage of respondents
Excellent	10.53%
Good	47.37%
Average	26.32%
Poor	15.79%
Very Poor	0%

**Commentary:** similar to the above, the percentage of responses for average and poor (total of 42%) requires further qualification. On first inspection this response indicates that there is a notable need for improvement of facilities. Quantification of which facilities and why they are considered to be poor or average condition requires investigation so that appropriate solutions can be developed.

**Q6: If you have any general comments/suggestions in relation to the facility/facilities your club used, please provide them.**

Following is a summary of responses received noting that the clubs provided many facility specific comments which will be considered further by Council for assistance/addressing.

Summary of general comments and suggestions for facilities:

- Assistance required to facilitate better access to shared toilet and shower facilities
- Concrete a facility floor
- Provision/upgrade of toilet and changeroom facilities
- Provision of a boat ramp/boat launching facilities
- Provision of Clubhouse/club room facility
- Concern about operational maintenance practices/requests for improved maintenance
- Request for increased irrigation application
- Further access to existing facilities

- Provision of shade facilities
- Improvement of fence infrastructure
- Improvement of lighting infrastructure
- Provision of accessible/persons with a disability facilities
- Requirement for a permanently allocated indoor space for sport infrastructure to be set-up in
- Provision of female friendly facilities
- Provision of more/larger/compliant playing surfaces (indoor)
- Request for further funding support

**Q7: Club member numbers**

**Commentary:** All of the respondents provided their current club participant numbers and the majority of clubs provided their participant numbers for the past 5 years. Given the detailed nature of the information it has not been included in the Strategy 2021. However, the participant numbers will be reviewed and used further by Council for facility planning and support consideration for the respective user groups. Furthermore, the provided figures will assist Council in the development of the previously recommended review of participation trends throughout the Greater Shepparton region to facilitate planning for sport facility provision based upon the relevant trends as they relate to all sports and overall facility supply.

**Q8: Number of teams fielded / competition/s played in**

**Commentary:** Similar to the above, all of the respondents provided information on the number of teams that they field (if relevant) and the competition/s that they participate in. Again, given the detailed nature of the information it has not been included in the Strategy 2021.

However, it will be considered further as it relates to the facility planning, support considerations and overall supply requirements throughout the Greater Shepparton region.

**Q9: Clubs were asked to rank the main issues that may be holding them back, in order to assist Council to consider opportunities to help in the future. The following responses were received:**

	Major issue	Minor issue	Not an issue
Quality of facilities	57.89%	31.58%	10.53%
Financial pressures	36.84%	47.37%	15.79%
Utility costs (gas, electricity, water etc.)	21.05%	31.58%	47.37%
Facility hire rates	26.32%	31.58%	42.11%
Access to facilities	21.05%	26.32%	52.63%
Attracting and retaining members	42.11%	52.63%	5.26%
Generating income	42.11%	47.37%	10.53%
Regulatory burdens (i.e. OHS, licensing etc.)	36.84%	31.58%	31.58%
Lack of volunteers	63.16%	31.58%	5.26%
Other (specified below)	54.55%	18.18%	27.27%

**Commentary:** the above percentage of responses to the various items that present an issue for the clubs provides a valuable insight into the areas that Council may be able to provide support in.

Of particular note is the high number of responses to the quality of facilities item and a lack of volunteers being a major issue. Additionally, attracting and retaining members, generating income and regulatory burdens also rank highly as issues.

It will be beneficial for Council to investigate these areas more thoroughly with the clubs so as to provide appropriate solutions and assistance. Furthermore, clubs may benefit in being directed towards existing resources from the likes of Sport and Recreation Victoria, and Sport Australia to assist with ideas and methods to help to attract volunteers, attracting and retaining members, generating income and dealing with regulatory burdens.

In addition to the above the “Other category” was also noted as a major contributor towards holding clubs back. A summary of the types of responses received from the sports clubs to elaborate on this item includes the following:

- Issues with site parking, traffic/vehicle access and pedestrian safety
- Supply of coaches and officials in the future
- Access to facilities/playing/competition space
- Electricity supply issues
- Kiosk appliance upgrade requirements
- Equity of provision in comparison to other sports
- Insurance costs

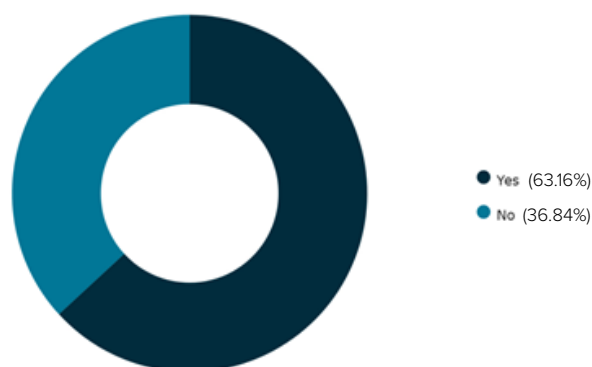
Again, these response areas represent opportunities for potential assistance to be provided by Council to further strengthen the provision of sport in the Greater Shepparton region.

**Q10: Clubs were asked to provide their top 3 priority improvement items to assist Council in understanding clubs specific facility improvement needs for future planning consideration. The summary of the top responses are as follows:**

Priority improvement items from Council sports clubs	Number of responses
Additional toilets (including accessible facilities), changeroom (including female friendly facilities) and shower amenities	9
Spectator seating and shade	5
Lighting upgrades/installation/security lighting	5
General facility improvements (i.e. concrete floor, shooting mounds, entry walkway etc.)	4
Clubhouse upgrades	4
Operational maintenance improvements/support	4
Playing surface improvements/extension	3
Court resurfacing/additional courts	2
Cricket training nets	2
Storage area provision	2
Upgrade of powered camping sites	1
Boating launching pontoon	1
Provision of a club room	1
Canteen appliance upgrades	1
Dedicated indoor space	1
Security cameras	1

**Commentary:** the above responses indicate the major priority areas and opportunities for support amongst the sports clubs. It is suggested that Council consider the various request items and determine the capacity to assist the clubs. Furthermore, Council may also wish to consider opportunities to further improve and provide facilities in alignment with the primary requested areas to improve sports club performance and sustainability in conjunction with an assessment of their overall position. This may include the development of further tailored grant programs where the clubs can add their own contribution and thus provide further input into their own futures and not be as reliant on Council for support.

**Q11: Clubs were asked whether their facilities are satisfactory for the clubs' level of competition. The following percentage of yes or no responses were received:**

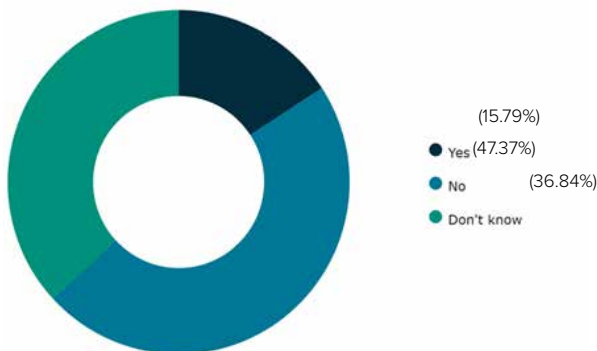


**Commentary:** the relatively high percentage of No responses indicates the need for Council to better understand what facility elements are not satisfactory and then where the priorities are in terms of the improvement requirements. Thus, clarification around why certain facility elements may not be satisfactory will be beneficial to then allow Council to develop an appropriate response.

**Q12: Clubs that responded No to the above question were requested to list those elements required so that their facilities will meet competition standards.**

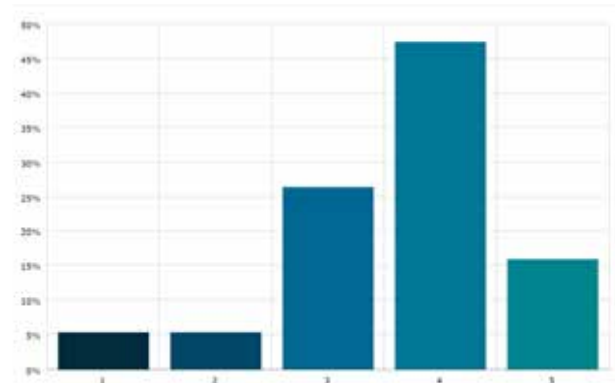
**Commentary:** Unfortunately, none of the clubs that responded No provided further details on what elements they will need for their facilities to meet competition standards. Consequently, further consultation is recommended so that Council can obtain details on the specific issues.

**Q13: Clubs were asked to provide Council with an indication of whether their facility/facilities will meet the participation growth needs of their respective clubs in the future. The following Yes, No Don't know responses were received:**



**Commentary:** the high level of No and Don't know responses further supports the previous comments regarding the benefit behind Council obtaining sports club participation numbers and reviewing participation growth/decline numbers. Undertaking further more in-depth analysis to obtain a thorough understanding of the ability for the current suite of facilities throughout the region to meet the needs of the clubs and their growth expectations is required.

**Q14: Clubs were asked to rate their working relationship with Council. The following responses were received:**



Rating number	Rating term	Percentage of responses
1	Excellent	5.26%
2	Good	5.26%
3	Average	26.32%
4	Poor	47.37%
5	Very Poor	15.79%

**Commentary:** the lack of responses in the excellent and good rating categories indicates the need for Council to devote further attention towards building robust working relationships with the regions' sport clubs. These scores may also indicate that the Council Parks, Sport and Recreation Department are under resourced and require further funding to meet the needs of the clubs and community given the importance of sport within the Greater Shepparton region.

**Q15: Clubs were offered the opportunity to provide suggestions for Council to help improve the current working relationships. The following suggestions were offered:**

- Assistance with promotion of events and the clubs in general as equal across all clubs
- To not always focus on ball sports and Athletics for the provision of funding/facility development
- Provide funding partnerships for major capital works for non-council owned land
- Increase the number of hard cricket wickets for junior development
- Lower costs for ground usage/ensure costs are not prohibitive so that facilities are available for all
- Provide access and input to the Aquamoves Master Plan
- Continue to support events that attract athletes from across the state
- Provision of assistance for operational maintenance requirements
- Comprehensive financial planning on how existing facilities will be replaced or renewed at expected expiry of those facilities
- Ensure facilities are adequate to host desired major events, just not for local competitions
- Greater engagement with all sports on their operations, planning and growth needs
- Assistance with facility improvement, renewal and upgrade requirements
- Provision of assistance with smaller clubs to ensure their survival
- Provision of dedicated facility space
- Greater liaison and outreach to sporting clubs to encourage high level tournament hosting for state, national and international events
- Encourage more active participation for young people - providing healthy sport awards is a great initiative
- Continue to offer direct financial support to juniors and families so they can afford to play
- To help develop club administration skill sets

**Q16: Clubs were asked whether or not they support the current Strategy name. The following Yes and No responses were received:**



**Q17: For those clubs that responded No, they were requested to provide a suggestion for a name change for the Sport 2050 Strategy. The following name suggestions were provided:**

- Sport Plan 2050
- 2050 Vision for Sport for Council



## 11.4 Sports Clubs Consultation meetings - summary

As noted at the beginning of this section, two (2) in-person sport club consultation meetings were held on 24 May 2021, one at Kialla Recreation Reserve, and one at Mooroopna Recreation Reserve. A summary of the key points raised by the clubs at these sessions is provided as follows.

### **Session 1 – 24 May 2021, 5pm, Kialla Recreation Reserve**

- 5 Clubs were represented.

#### **Key comments:**

- Concern about the long-term viability of some clubs, particularly those that are responsible for the maintenance of their own facilities and are reliant on volunteers
- Suggestion of doing a cost-benefit analysis of facility provision – i.e. on a per person/participant basis
- Issues with volunteer retention
- Consider developing a facility activation opportunities analysis – by sport or consider it by those clubs that are struggling
- Support/identify club opportunities for holding other programs in existing facilities
- Address scheduling conflicts/opportunities to reduce the burden on volunteers
- Assistance with the renewal of existing infrastructure
- Ensure there is a reasonable spread of facilities or sport hub opportunities throughout the region
- Lobby for existing/used facilities to remain if in danger of being demolished
- Major events opportunities – consider opportunity around how they may drive local participation. Consider provision of financial assistance/grants to the clubs for minor facility upgrades that may facilitate the hosting of different major events that bring further economic development opportunities to the region

### **Session 2 – 24 May 2021, 6.30pm, Mooroopna Recreation Reserve**

- 6 Clubs were represented.

#### **Key comments:**

- Noted opportunities for different sports to benefit from the proposed Shepparton Indoor Sports Stadium redevelopment and to host major events
- Desire for the management/use of the Shepparton Indoor Sports Stadium to provide accessibility for all sports
- Squash - tentative future due to facility provision issues. Noted that there is planning for the inclusion of Squash Courts (x5) in the Shepparton Indoor Sports Stadium redevelopment proposal, and that this development is seen as a high-priority by Squash
- Facility improvement requirements to be considered to support clubs holding major events due to the need to have higher standard facilities than previously required. Requires a gap analysis to determine what events could be brought into various facilities if certain upgrades are provided
- Issues regarding leases versus user group tenure requires further exploration
- Economic benefits from the individual sports and events (including major events) needs to be determined to have an understanding of the return on investment that may come from developing additional facilities
- There is a need to manage conflicts between different user groups at facilities (due to different types of use or events). Council assistance is required
- Opportunities for dual use facilities – i.e. multi-use amenities block that service two or more different/adjoining user groups, which may also provide the potential for multiple club contributions
- Vandalism was noted as an issue. Fencing is required around facilities to ensure adequate security is in place
- The group noted that the Strategy 2021 vision worked well for bringing major events to the Greater Shepparton region



# SECTION 12: STRATEGIC RECOMMENDATIONS

## 12.1 Recommendations Overview

The following recommendations section provide a summary of the primary recommendations stemming from the overall review of the Strategy 2011, while taking into consideration the current state of play of sport within the Greater Shepparton region. Additionally, the findings from the consultation activities conducted in May and June 2021, along with the literature review also contributed significantly towards the formulation of the recommendations.

It is noted that the recommendations provided in Section 12.2 following differ to the approach taken in the 2011 iteration. This position has been taken given the following reasons:

- The difficulty associated with providing cost estimates for capital works projects and the short period in which they remain relevant.
- Due to the rapidly changing nature of sport and the prevailing development requirements and expectations, it was deemed appropriate to not include specific capital works recommendations in such a long-term strategy.
- Due to the need for further research and consideration of options to occur for many noted items within this strategy to ensure that Council is able to make an informed decision and allocate resources appropriately.
- The need to better understand the facility utilisation levels across all of the Greater Shepparton region to first identify opportunities for facility consolidation, multi-use and potential rationalisation prior to committing expenditure towards new or upgraded facilities.

## 12.2 Sport 2050 Strategic Recommendations

- **High Priority: 5 years**
- **Medium Priority: 10 years**
- **Low Priority: 30 years**

*Council should consider review of the Strategy 2021 every 10 years.*

REC #	TITLE	RECOMMENDATION ITEM	PRIORITY
1	All Facilities: Women's Sports	Ensure all facilities have amenities that support women's sport. Develop a gap analysis in consultation with the sports clubs for all facilities that determines which lack amenities to support women's sport if there is a known requirement for the provision of those facilities – i.e. existing women's team/s. From the gap analysis and in consultation with the sports clubs develop a costed and prioritised 10-year upgrade program for the development and/or renewal of amenities that support women's sport.	High
2	All Facilities: Accessibility	Ensure all new facilities are fully accessible and existing facilities are progressively upgraded to maximise access for all. Assess the accessibility of existing facilities, and in consultation with the sports clubs develop a costed and prioritised 10-year upgrade program.	High
3	Aboriginal/Indigenous - Council Steering committee: address any cultural or Aboriginal considerations/ discussions/naming of facilities and sports planning or facility improvement items	Ensure that consultation with the Steering Committee occurs and consideration of relevant sports facility planning requirements happens in the project planning stages. Consideration of potential Aboriginal naming of facilities and any cultural requirements within the facility mix is also to occur in the project planning stages.	High
4	All Facilities: Officials and Referees	Ensure all facilities have amenities that support officials and referees. Develop a gap analysis in consultation with the sports clubs for all facilities that determines which lack the necessary Officials and Referees amenities. From the gap analysis and in consultation with the sports clubs develop a costed and prioritised 10-year upgrade program for the development and/or renewal of Officials and Referees Amenities.	High
5	Women in Sport – participation infrastructure	Identify opportunities to enhance women participating in sport in the Greater Shepparton region through addressing perceptions regarding safety at facilities/venues (i.e. lighting, visibility, design issues etc.), as well as physically addressing those issues via an appropriate engineering solution.	High
6	Crown Reserves – DELWP partnership	Work closely with DELWP and their committees of management for sports facilities, peak sporting bodies and other private partners to improve the quality of existing sports facilities.	High

7	Sport Facilities supply – Discussion paper	<p>Work in collaboration with Valley Sport to develop a Greater Shepparton region sport facilities supply discussion paper which considers sport supply from multiple angles over the next 10 years. Specifically considering the following:</p> <ul style="list-style-type: none"> <li>• distribution within an approximate 2km radius of the majority of residences within the city and town areas</li> <li>• on a hectares per 1,000 head of population basis</li> <li>• based upon current and predicted future utilisation requirements noting trends in the Greater Shepparton region sports clubs participation numbers and facility utilisation rates</li> <li>• based upon major event considerations</li> </ul> <p>The discussion paper is proposed to provide a suitable gap analysis.</p>	High
8	Sport Facilities supply – utilisation, activation, and alternative uses	<p>Based upon the results from the above discussion paper on utilisation data capture and analysis, formulate options for the balancing of utilisation levels between sports facilities, and identify opportunities for further activation of underutilised facilities.</p> <p>Where there are no apparent opportunities for increasing utilisation at underutilised sports facilities through current sports, seek out alternative uses to further activate those areas. In the event of sport facilities not being suitable for further activation, then opportunities to co-locate existing user groups and rationalisation of the underutilised facilities should be proposed.</p>	High
9	Community Consultation: CALD Groups engagement	<p>Work in collaboration with appropriate organisations and agencies such as Valley Sport, Local Sports, Peak Bodies, the Ethnic Council and others to develop methods for both Council and the sports clubs to increase engagement opportunities with CALD groups. This item is to include specific and culturally appropriate ways to facilitate communication to further enhance the potential for their participation in sport. Develop an implementation plan based upon the options investigated.</p>	High
10	Identified Facility upgrades to enhance capacity	<p>Increase the utilisation capacity at existing venues through the provision and upgrade of infrastructure including amenity buildings, floodlighting, irrigation and turf renovations. Also ensure dual winter/summer season use where identified as suitable and in alignment with future facility and sport requirements.</p>	High

11	Shepparton Sports City Precinct Master Plan Review & Update	<p>Develop a complete picture of the current and likely future utilisation requirements within the Shepparton Sports City Precinct as part of the 2021 Master Planning process.</p> <p>Ensure that Council has a thorough understanding of the needs of the current and potential future user groups to adequately plan for space utilisation and to maximise existing use prior to developing further locations/infrastructure.</p> <p>It is recommended that no new facility development occur until Council has obtained a robust understanding of the current levels of utilisation of existing facilities throughout the region. This approach is also recommended to consider the likely timeframes for specific venue development requirements (including the development of new sports reserves) to cater for identified growth/demand needs.</p>	High
12	Sports Stadium Strategy	Council develop a Sports Stadiums Strategy for the Greater Shepparton region to ensure a strategic and coordinated approach to future investment in indoor facilities and to obtain the best possible utilisation levels and activation of those facilities.	High
13	DELWP Land funding	Work closely with DELWP to identify and develop a mechanism to assist with funding the development of facilities on DELWP land to better support the renewal and upgrading of DELWP land parcels to ensure that the sites and user groups remain both viable and safe.	High
14	DELWP Land and Committees – Health Check	Undertake a DELWP Committee of Management Health check to determine future viability and the potential need for Council to take over management so that necessary budget forecasting can occur for future maintenance and asset renewal costs if they become the responsibility of Council.	High
15	Council – Parks, Sport and Recreation Department	Resource review – determine the required resource levels to support higher levels of engagement with the sports clubs, and the development of the noted recommendations within the Strategy to assist club development and facility planning and sustainability.	High
16	Existing amenity buildings	<p>Existing amenities buildings require:</p> <ul style="list-style-type: none"> <li>Assessment of sports reserve facility assets will include consideration of serviceability, accessibility and functionality as well as condition audits.</li> <li>Incrementally assess and renew all amenities blocks to make them welcoming, food standard and Building Code Australia (BCA) compliant, inclusive, accessible, introduce environmentally sustainable design improvements and attempt to meet State Sports Organisations' Facility Guidelines.</li> <li>Upgrade amenities to address gender equitable and DDA compliant facilities for all players, spectators and officials.</li> <li>Ensure provision of suitable storage facilities at each sports ground complex to support participation programs.</li> </ul>	High

17	Department of Education and Training – Secondary School sport facilities	Council to continue to work closely with the Victorian Education Department to determine the future access arrangements for those Secondary College locations that could be utilised for community sport. As required, plan for the impacts of the opening of the Greater Shepparton Secondary College in 2022 based upon what may result in terms of access to that facility, as well as the soon to be vacant existing secondary college school sites.	High
18	Women in Sport – participation perceptions	Council to work in conjunction with peak bodies, and appropriate organisations and agencies, as well as with clubs to address attitudes and perceptions within clubs and by administrators to women participating in sport to facilitate the provision of more female friendly sport opportunities.	Medium
19	Master Plans & Mini-Master Plans	Work with state sporting organisations and local associations to develop prioritised Facility Plans, and where deemed suitable site Master Plans or Mini-Master Plans.  Develop the prioritised list of site Master Plans and Mini-Master Plans to obtain suitable project details for the respective sites to inform Council's capital works budget and funding priorities.	Medium
20	Mountain Biking and Trails opportunities	Appropriate recognition of the development of mountain biking and trails locations occur within the revision of the Greater Shepparton Cycling Strategy to support the growing demand for these activities and to consider the economic benefits associated with the provision of facilities that create visitor experiences. Also include investigation of informal cycling opportunities, Cyclo-cross and other unstructured recreation.	Medium
21	All Facilities: Shelter and Seating	Ensure that all facilities have adequate spectator and player seating, shelter and shade.  Develop a gap analysis in consultation with the sports clubs for all facilities that determines which facilities lack adequate spectator and player seating, shelter and shade.  From the gap analysis and in consultation with the sports clubs develop a costed and prioritised 10-year upgrade program for the development and/or renewal of adequate spectator and player seating, shelter and shade.	Medium
22	Crown Reserves – Community Asset Committees	Continue to provide support to Crown Reserve Community Asset Committees to service their respective district communities, and to ensure the sustainable provision of those facilities in the foreseeable future.	Medium

23	Town Planning: Development or Infrastructure Contributions Plan	<p>Ensure that the local planning policy in the Greater Shepparton Planning Scheme promotes the provision of adequate open space and sports facilities for the community. This should include appropriate master planning for Council recreation reserves up to 2050 to understand:</p> <ul style="list-style-type: none"> <li>• what facilities and infrastructure are required</li> <li>• to identify its role and function</li> <li>• to ensure it is appropriately designed, is fit-for-purpose and suitably located.</li> </ul> <p>If a clear nexus exists, development or infrastructure contributions should be utilised to support the provision of these facilities. New facilities or upgrades to existing facilities should be appropriately apportioned to new development based on expected patronage. Upgrades to existing facilities and colocation for any new infrastructure with schools, etc. should be explored as a preference.</p>	Medium
24	Sport provision standards for new developments.	Ensure the development of sites within new release areas provide a minimum of 1.4ha/1,000 persons of active open space.	Medium
25	Sports Contribution Equity Analysis	<p>Council conduct a Greater Shepparton region whole of sport analysis on a code by code basis to determine the level of support and resource contribution provided to the various sport codes in a given year.</p> <p>The analysis is anticipated to provide Council with the ability to scrutinise the level of equity of support provided to each sport in the region.</p>	Medium
26	Whole of Sport Plans	Develop a prioritised list of future whole of sport plans for development.	Medium
27	New facility development standards	New facilities to be developed as district hubs (Precincts) providing multi-purpose facilities for sport and accessed by the whole community. Where possible, the minimum size of new sports reserves will be 10ha and accommodate multiple playing fields/facilities.	Medium
28	Environmental considerations	<p>Tree canopy and provision of natural shade within sports reserves is to be optimised to support Council's Urban Forest Strategy.</p> <p>Ensure all sport facility development considers zero emissions 2030 targets and environmentally sustainable design principles.</p>	Medium
29	Sport infrastructure design considerations	Where applicable, design infrastructure to provide additional active and passive recreation opportunities for the community.	Medium
30	Asset Management	Strategic asset management plans be developed for the upgrade, renewal, and maintenance of sports reserves infrastructure for those facilities/assets that have not yet been captured.	Medium
31	Service Levels	Levels of service to be determined by Council in consultation with sports clubs and associations to ensure maintenance regimes are consistent with the level of use and competition standard.	Medium



32	All Sports Clubs	Convene meaningful dialogue with each of the sports clubs/ associations regarding their infrastructure planning and development requirements to assist with the development of Council's 10 year capital works plan and to identify projects for grant funding and opportunities for facility consolidation/sharing.	Medium
33	Planning considerations	Future sports reserve and facility provision are to be designed so they are not constrained by easements, underground infrastructure or unsuitable landforms.  The development of new sport and recreation facilities are not to be located within retention/retardation basins and, first consideration must be given to the development of non-flood affected land for such facilities.	Low
34	Smaller Sports – Whole of Sport Plan	Develop a consolidated whole of sport plan for a collection of smaller sports throughout the region.	Low
35	Sports Tourism / Major events	Develop a Sports Tourism and Major Events Discussion Paper that considers each sport within the region and their respective development requirements for the potential hosting of major events. Include a cost-benefit analysis associated with the likely cost for facility upgrades and the potential economic benefit that could be realised through hosting those events.	Low
36	Department of Education and Training – planning and joint facility development	Continue discussions with the Department of Education and Training about school planning and joint facility development.	Low
37	Water saving initiatives	Where future sports reserve developments are proposed with shared use by schools, priority should be given to consideration of synthetic surface provision.	Low

# APPENDICES

## Appendix 1: Known Greater Shepparton School Sports Facilities

SCHOOL NAME	OUTDOOR SPORTS FACILITIES	NO.	INDOOR SPORTS FACILITIES	NO.
Grahamvale Primary School	Basketball court	1		
	Futsal	1		
Congupna Primary School (next to reserve)	Small green space	1		
Guthrie Street Primary School	Basketball courts	3		
	Medium size green space	1		
Harston Primary School	Netball court	1		
	Small green space	1		
Katandra West Primary School	Tennis courts	2		
	Junior cricket oval	1		
Kialla West Primary School	Netball court	1		
	Small green space	1		
Kialla Central Primary School	Junior cricket oval	1		
Merrigum Primary School	Netball / basketball court	1		
	Small green space	1		
Mooroopna North Primary School	Netball / basketball court	1		
	Small green space	1		
Mooroopna Park Primary School	Basketball court	1		
	Netball courts	2		
	Junior cricket oval	1		
Wilmot Road Primary School	Oval– Senior soccer field, 2 junior soccer, 1 junior football, 1 junior cricket	1		
	Basketball courts	2		
	Netball courts	2		
Mooroopna Secondary College	Australian Rules football / cricket oval	1	Stadium – basketball / badminton	1
	Soccer pitch / junior soccer	1 / 2		
	Tennis courts	7		
McGuire College (same as Vibert Reserve on inventory)	Senior oval – football, cricket	1	Stadium – basketball / netball / badminton / volleyball	1
	Netball courts	2		
Greater Shepparton Secondary College	Oval – senior soccer field, 2 junior soccer, 1 junior cricket and 1 junior football	1	Stadiums - 1 gymnastics, 1 basketball / netball / handball	2
	Cricket practice nets	3		
Notre Dame (includes Mercy Stadium) / St Brendan's Primary School	Netball / basketball court	1	Stadiums – basketball / netball / badminton	2
	Basketball court	1		
	Cricket practice nets	3		

SCHOOL NAME	OUTDOOR SPORTS FACILITIES	NO.	INDOOR SPORTS FACILITIES	NO.
	Oval - 2 junior cricket fields	1		
	Tennis Courts	4		
Dhurringile Primary School	Small green space	1		
Toolamba Primary School	Netball/Basketball Court	1		
	Small green space (1 junior cricket oval)	1		
Ardmona Primary School	Basketball Court	1		
	Small green space	1		
Undera Primary School	Small green space	1		
Bourchier Street Primary School	Medium green space	2		
	Basketball court	1		
	Basketball court – undercover	1		
St George's Road Primary School	Small green space	1		
	Netball Court	1		
St Mel's Primary School	Netball / Basketball Court	1		
Orrvale Primary School	Small green space	1		
	Basketball court	1		
Shepparton East Primary School	Basketball / Netball court – undercover	1		
	Small green space	1		
Murchison Primary School	Basketball / Tennis court	1		
	Small green space	1		
Dookie Primary School	Basketball / Netball court – undercover	1		
Lemnos Primary School	Basketball / Netball court	1		
Gowrie Street Primary School	Basketball / Netball court	1		
	Medium green space	2		
Shepparton Christian College	Small green space	1		
Goulburn Valley Grammar School	Tennis Courts	5		
	Large Oval	1		
St Luke's Catholic Primary School	Basketball / Netball court	2		
	Medium Oval	1		
Notre Dame College Emmaus Campus	Large Oval	1		
	Medium green space	1		
Sacred Heart School (Tatura)	Medium green space	1		
Zeerust Primary School	Small green space	1		
Tallygaroopna Primary School	Small green space	1		
	Basketball Court	1		
St Anne's College (Kialla)	Football Oval	1		
	Soccer field	1		

## Appendix 2: Further Literature Review elements

### Greater Shepparton Environmental Sustainability Strategy 2014 - 2030

The mission of the Environmental Sustainability Strategy is:

*To improve Council's environmental sustainability performance by imbedding environmental sustainability considerations into Council's decision-making processes and operational activities.*

Council established its' environmental sustainability management roles and responsibilities, which have been divided into the following six strategic themes throughout the Strategy.

1. Protecting and enhancing our natural assets (land and biodiversity)
2. Healthy, productive and sustainable water resources
3. Using our resources wisely - climate change and energy efficiency
4. Using our resources wisely - waste and resource efficiency
5. Sustainable planning, development and transport
6. Council governance and operations

The primary objectives from the Plan that Council will need to consider as part of the implementation of The Strategy and take into consideration when developing environmentally sustainable sport facility practices are as follows:

- Objective - 2.1  
Reduce Council's water consumption and maximise water reuse.
- Objective - 3.1  
Reduce Council's greenhouse gas emissions and the financial costs of Council's energy use.
- Objective - 3.2  
Ensure that Council is prepared for the impacts and opportunities presented by climate change.
- Objective - 4.1  
Minimise Council's consumption of resources
- Objective - 5.1  
Pursue best practice in sustainable development, planning, and transport.
- Objective - 6.2  
Ensure that Council has the culture, resources, and staff to deliver our environmental sustainability objectives.
- Objective - 6.4  
Ensure that environmental sustainability implications are considered in project planning and decision-making activities.

### Greater Shepparton Disability Policy and Action Plan (2004)

The Plan addresses the areas of Council responsibility for specific activities and infrastructure. Those items deemed relevant to The Strategy and sports facilities include the following:

- Roads (internal)
- Footpaths (internal) (see footpath audits)
- Public Lighting (internal) (see public lighting audit)
- Signage (internal) (see signage audit, Signage Strategy, and signage replacement plan)
- Parking (internal) (note the recommendation to allocate space for and provide DAPB at Council owned buildings and facilities where not currently provided)
- Buildings and Facilities (note the findings from the Implementation Plan for access works necessary at Council facilities, refer to access audits regarding designated accessible toilets, note the reference to design standards for constructing new toilets)
- Open Space and Playgrounds (refer to audits of Council playgrounds regarding accessibility, audits of reserves identifying barriers to access, the program to upgrade toilets to include unisex designated accessibility)
- Leisure and Recreation Services

### Active Victoria (2017-2021)

Active Victoria contains the following Vision elements which the Council the Strategy 2021 generally seeks to address. These Vision items also represent future development opportunities for Council and areas to seek alignment with the State direction in to assist in strengthening Council's success when it comes to funding opportunities.

Active Victoria vision items:

- **More Active** - An increased proportion of Victorians participate in sport and active recreation.
- **More diverse and inclusive** - An inclusive system that provides all Victorians with the opportunity to be involved.
- **Collaborative** - Well-planned and connected investment that maximises participation and health, economic, community and liveability benefits.
- **Robust, flexible, sustainable and affordable** - A sustainable and efficient approach that responds to changing demands and provides flexible and affordable choices for participants.
- **Broad-based and connected** - An integrated system that addresses the different demands, contributors and structure of community sport, active recreation and high-performance sport and events and maximises the pathways and connections across the system.

The document recognises Local Government as one of the partners that the State Government will work together with to help achieve the visions and strategic directions. Local Government is seen as a partner in the following areas:

- Facilities funding and management
- Health and wellbeing plans
- Opportunities and programs

### Whole of Sport Plans

#### Greater Shepparton Whole of Sport Plan – Cricket 2017

The Greater Shepparton Whole of Sport Plan Cricket has been developed to provide Council with a vision for supporting cricket at a local and regional level and to guide the development of improved facilities that will meet current and future community need.

The plan states that participation in cricket in Greater Shepparton has been in decline over the last 10 years, however it identifies the opportunity to grow numbers through introduction and support of more women's competition and programming.

The plan states that anecdotally there has been a significant increase in participation in cricket by females over the last 2 years and this is a trend that Cricket Victoria expect to continue.

The plan states that Council's priorities include investing in sporting facilities, particularly where:

- Participation is maximized
- Strong partnerships are formed and maintained
- Multi-use and community hub approach will be implemented, and
- Facilities are not used exclusively by clubs specifically relating to cricket, the Plan proposes the following criteria for investing in infrastructure to support cricket:
  - › Maximised participation: Particularly for participation by females, multi-cultural communities, older adults and junior.
  - › Multi-use facilities: Clubs who work with other sports and the wider community to improve infrastructure will be supported.

### **Greater Shepparton Whole of Sport Plan – Tennis 2017**

The Greater Shepparton Whole of Sport Plan Tennis has been developed to provide Council with a vision for supporting tennis at a local and regional level and to guide the development of improved facilities that will meet current and future community need.

The plan states that broadly at a local level there have been significant declines in participation by adults and in competitive tennis.

The plan also goes on to highlight that there is a significant number of tennis clubs in the Greater Shepparton area who no longer field teams in any of the local associations including Congupna, Dookie, Katandra West, Toolamba, Kialla West, Tallygaroopna, and others.

The report does however provide examples where tennis is experiencing growth in participation, more so where it is linked with more casual and flexible opportunities. The examples cited include the Shepparton Lawn Tennis Association and Dhurringile Tennis Club.

To support and grow participation, the plan states that it is important that tennis clubs and associations have access to the right facilities in the right locations. Reflecting on both Council's and the community's existing priorities and commitment to sporting infrastructure and the priority areas identified by local tennis clubs, the following criteria is proposed for investing in infrastructure to support tennis:

1. Multi-use facilities: Clubs who work with other sports and the wider community to improve infrastructure will be supported.
2. Sporting infrastructure that meets community need: Council and Tennis Victoria will actively support the development of infrastructure in the right location and of the right standard for the community it serves.
3. Maximised participation: Particularly for participation by juniors, multi-cultural communities, and older adults.

4. Access to facilities: Historically tennis facilities were open to the public and community members to enjoy a hit of tennis at their leisure. Council and Tennis Victoria will actively encourage clubs to look for solutions that enable better access for all members of the community to be able to enjoy a hit of tennis.

#### **Notation of the review of the Master Plans:**

Recognition of their content and works recommendations as the basis upon which Council will develop future budgets.

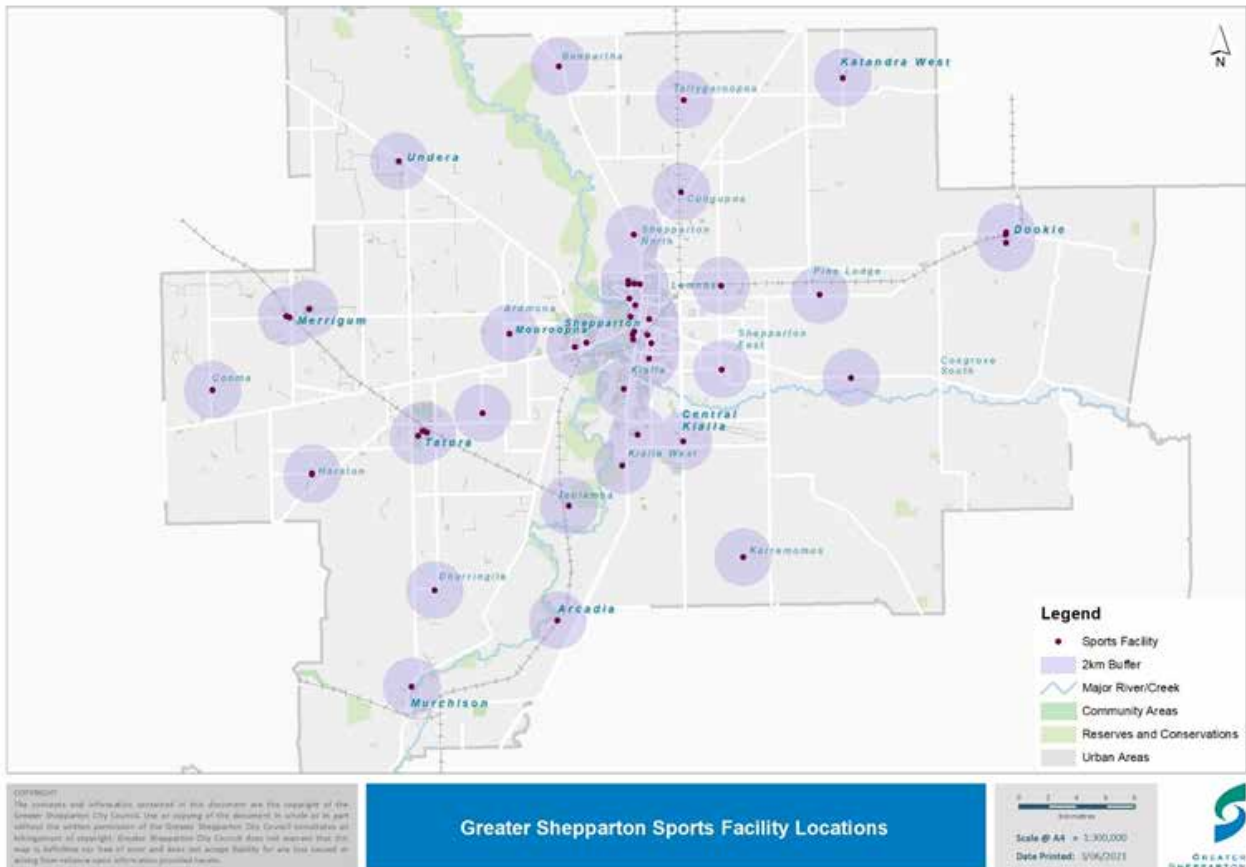
- Central Park Master Plan
- Congupna Recreation Reserve Master Plan
- Deakin Reserve Future Directions Plan
- Princess Park Future Directions Plan
- Shepparton Sports Precinct Master Plan Report (2007)
- McEwen Tennis Club Facility Audit (2019)
- Mooroopna Recreation Reserve Master Plan
- Tatura Sports and Events Community Precinct Master Plan (2021)



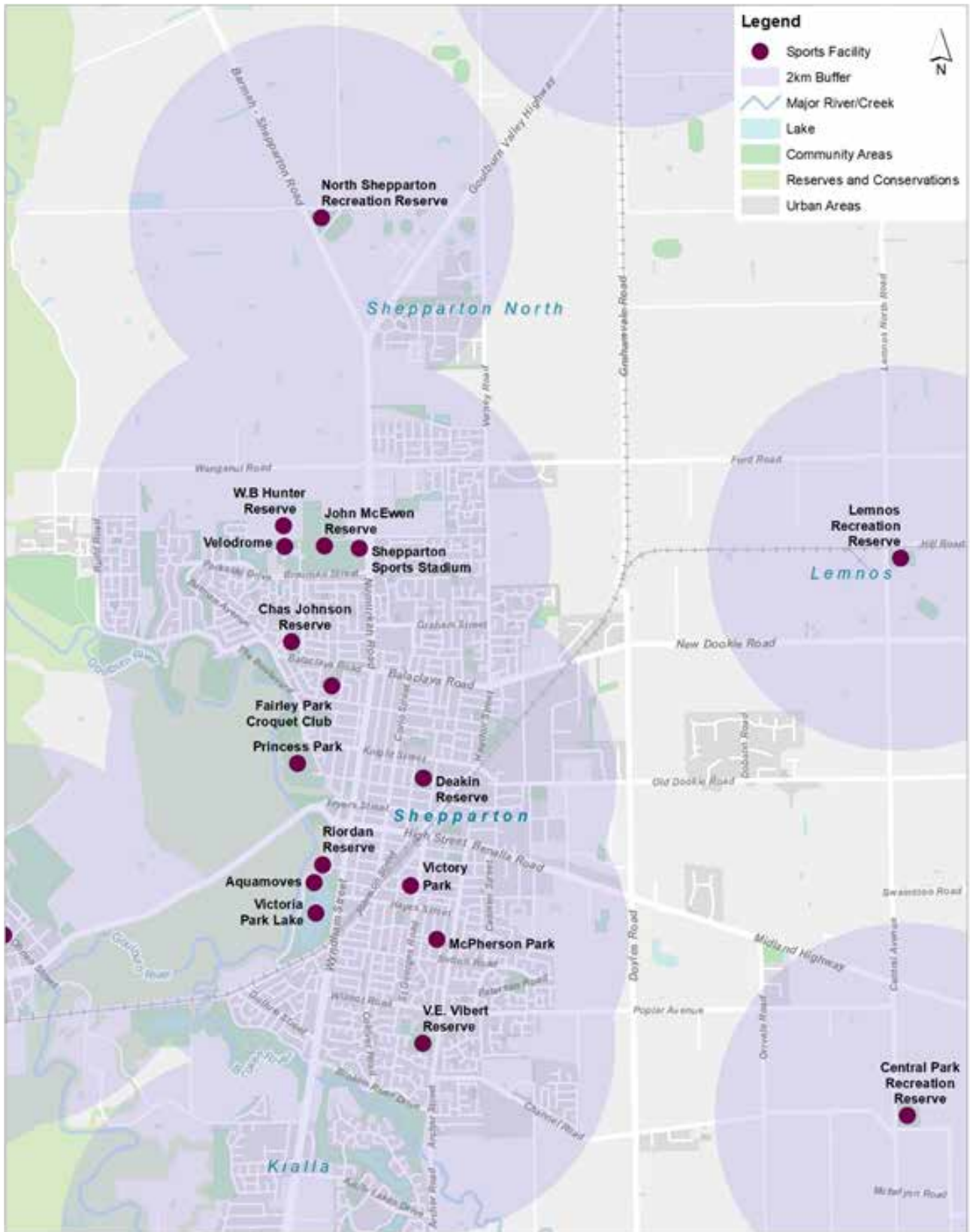
Many other plans and strategies were reviewed as part of the development of this document. It is not practical to include a summary of each of those documents, but it is worthy of Council referring to them when appropriate as part of the implementation of the Strategy 2021 given, they are valuable resources in their own right and have the potential to provide assistance to Council from a planning perspective. The other notable plans and strategies reviewed as part of the development of The Strategy include the following:

- Council Sporting Facilities, Grounds and Pavilions – User Guide
- Shepparton North East Precinct Structure Plan (February 2019)
- South Shepparton Community Infrastructure Needs Assessment Update – 2011
- Shepparton Education Plan 2018 (Stage 1)
- Shepparton Education Plan 2021 (Stage 2 – Early Years)
- Victorian Design for Everyone: A Guide to Sport and Recreation settings.
- AFL:
  - › AFL National Female Community Football Guidelines (2019)
  - › Goulburn Murray Football League 2019-2022 Strategic Plan
  - › AFL Preferred Facility Guidelines – State, Regional, Local, School and Remote Facilities (2019)
- Netball Victoria:
  - › Strategic Plan 2019-2022
  - › Statewide Facilities Strategy

### Appendix 3: Greater Shepparton region sport facilities – 2km buffer zone maps and residential catchment areas







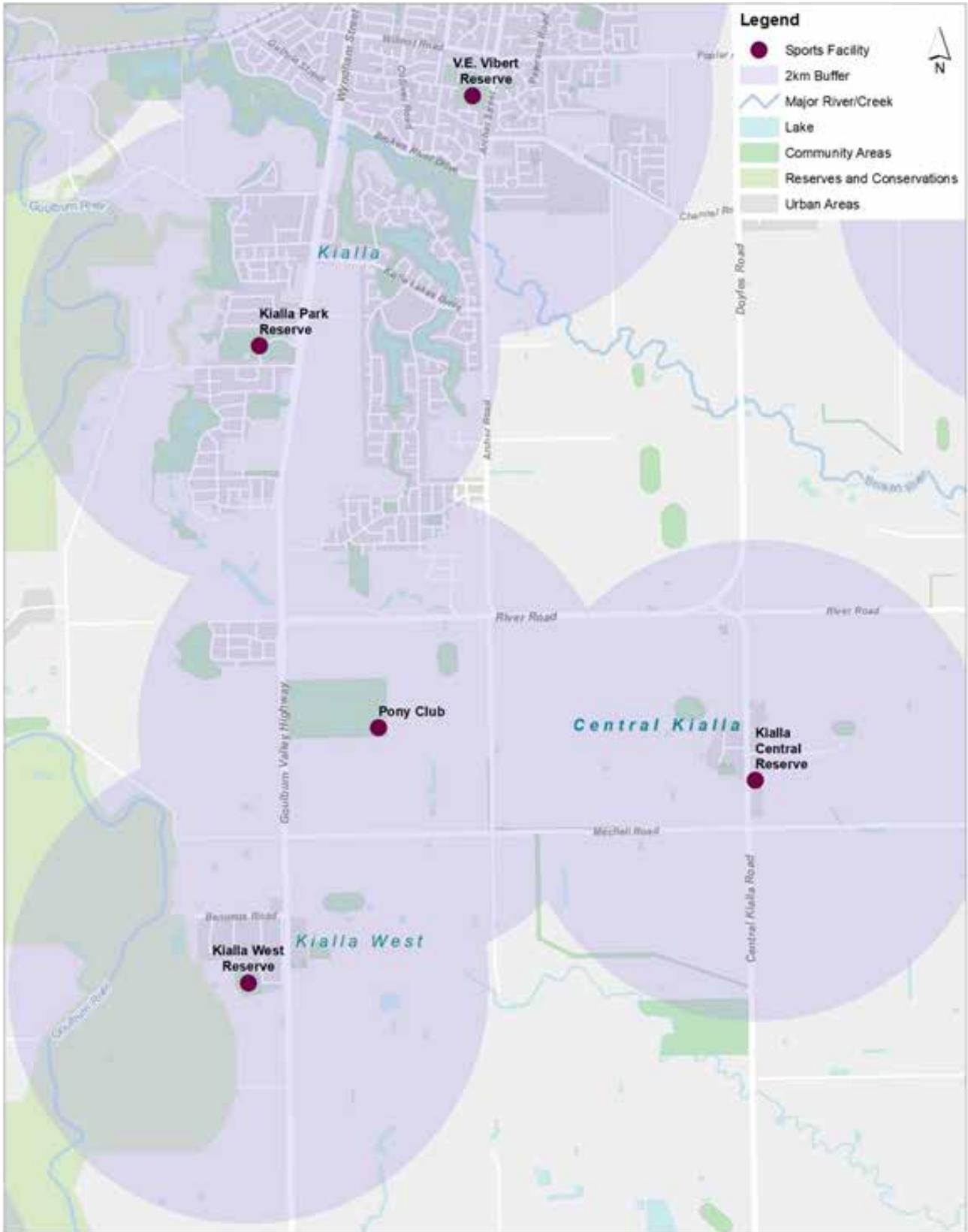
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**Greater Shepparton Sports Facility Locations**

**Shepparton**

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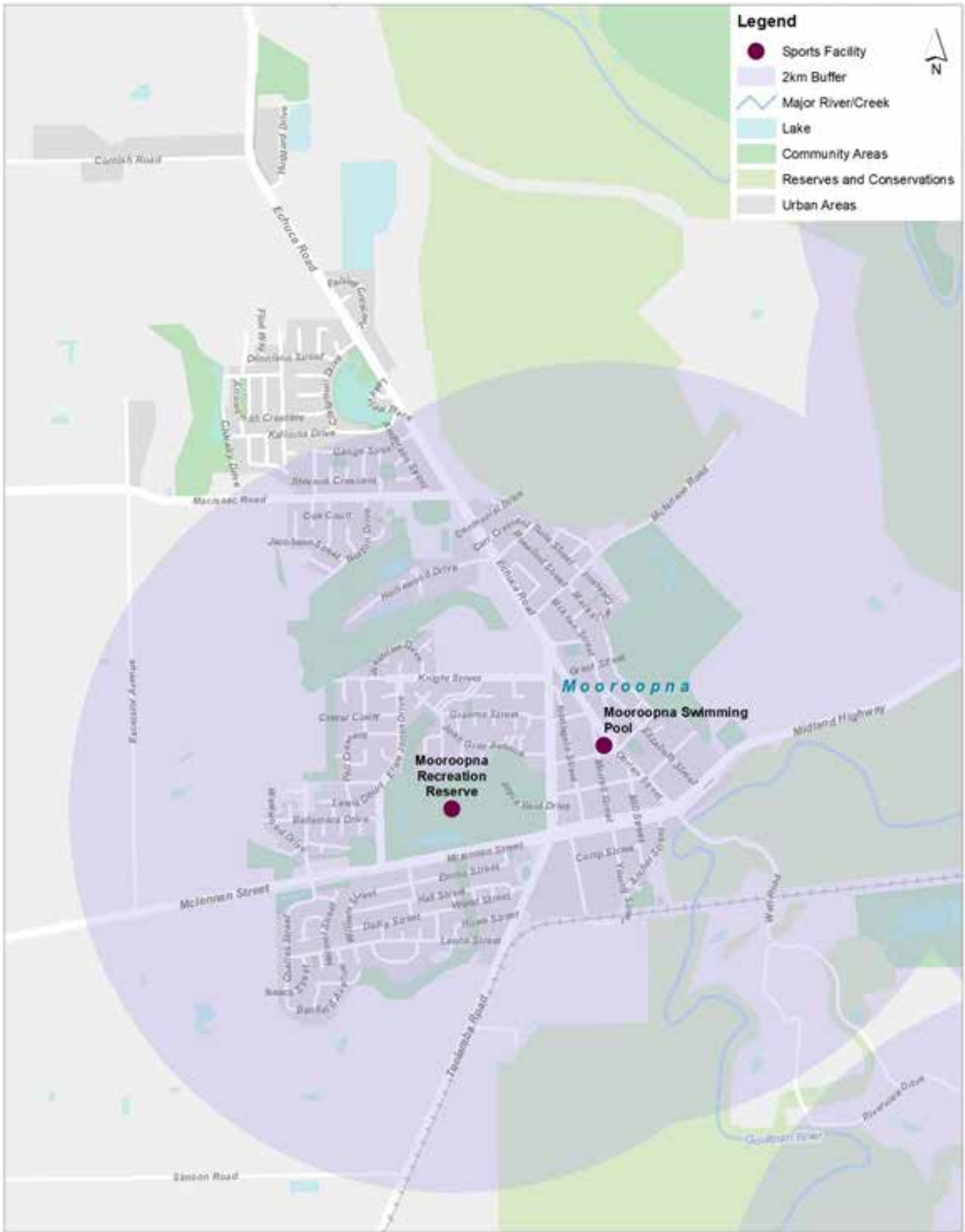
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**Greater Shepparton Sports Facility Locations**

**Kialla**

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**Greater Shepparton Sports Facility Locations**

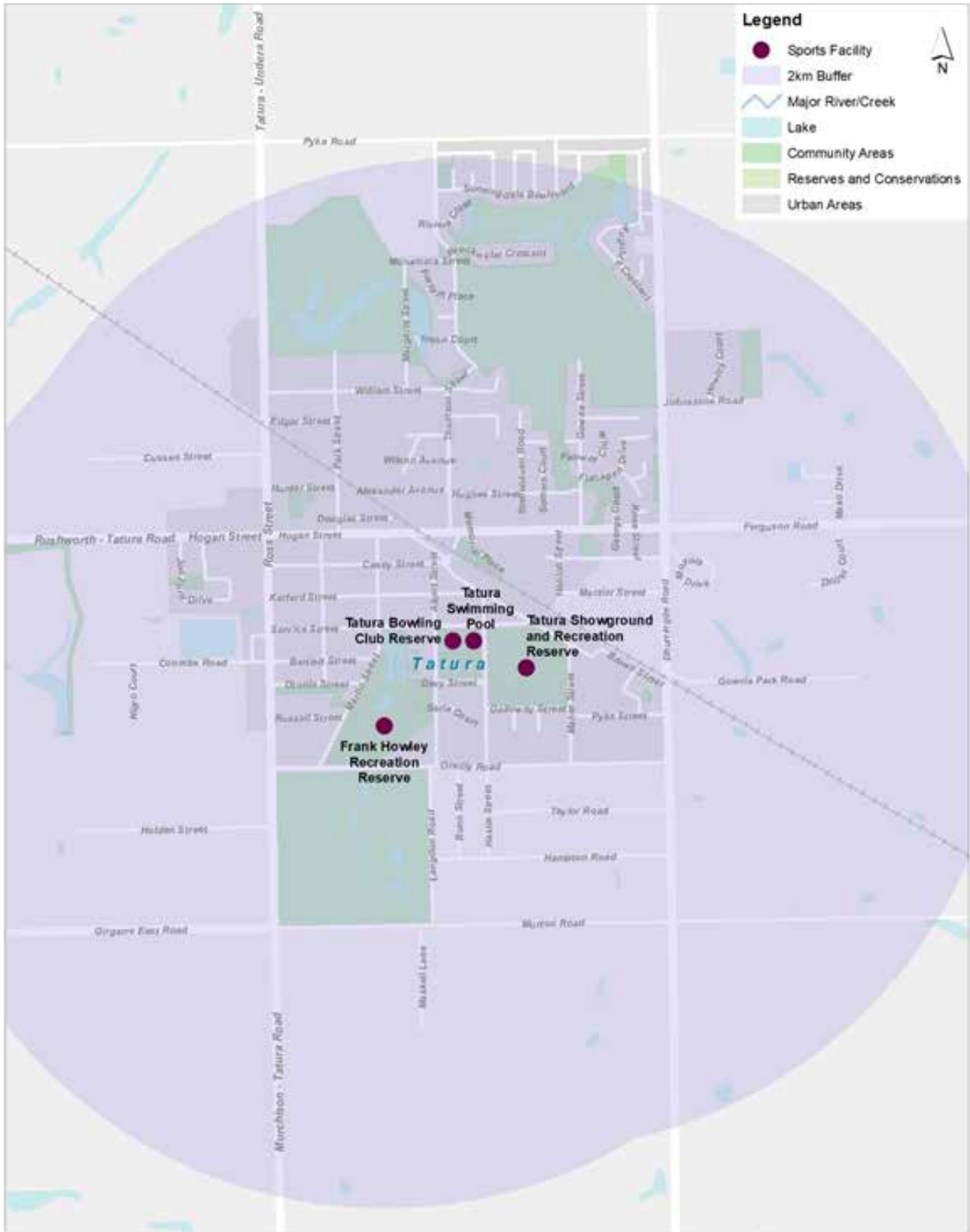
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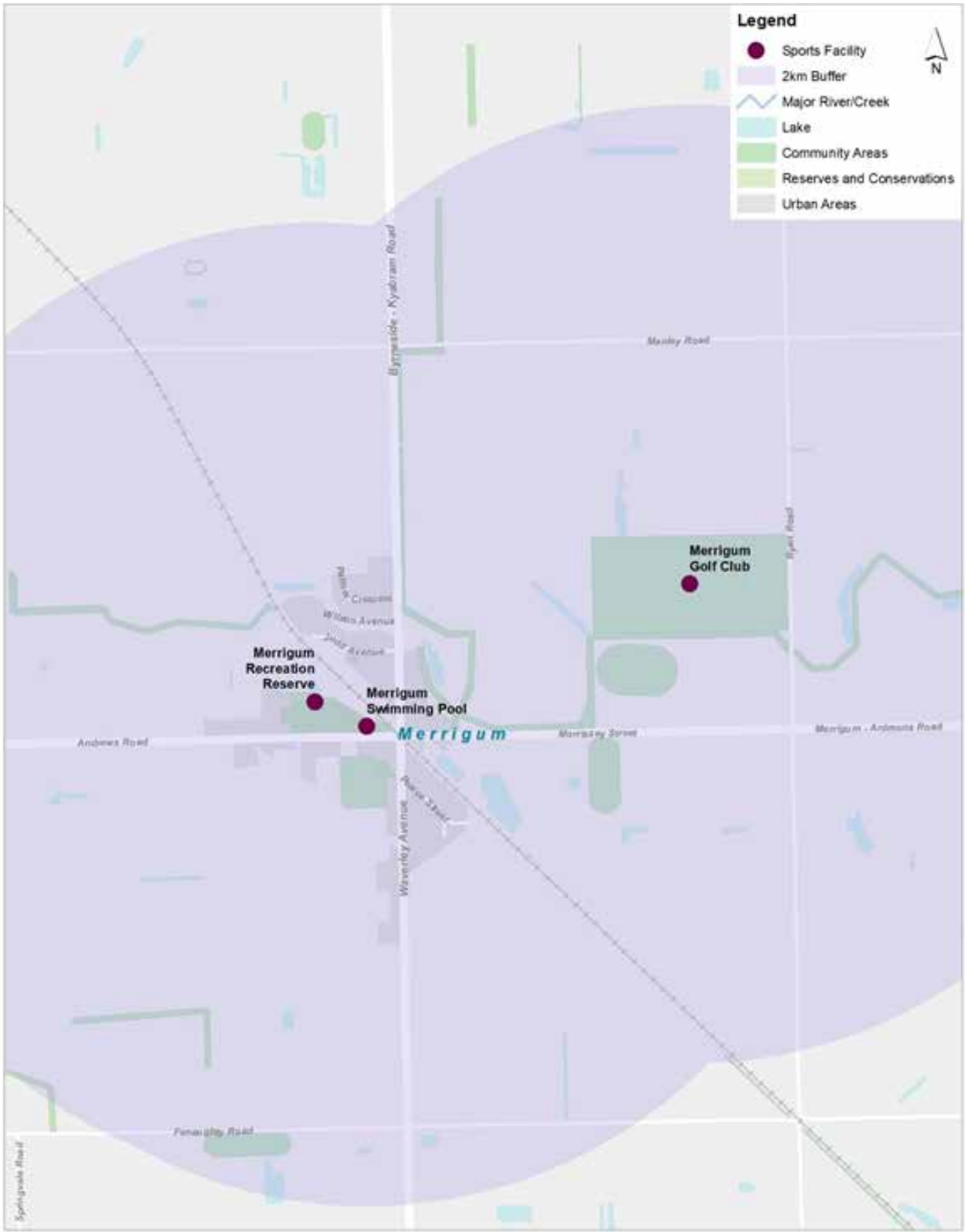


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**Greater Shepparton Sports Facility Locations**  
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**Greater Shepparton Sports Facility Locations**

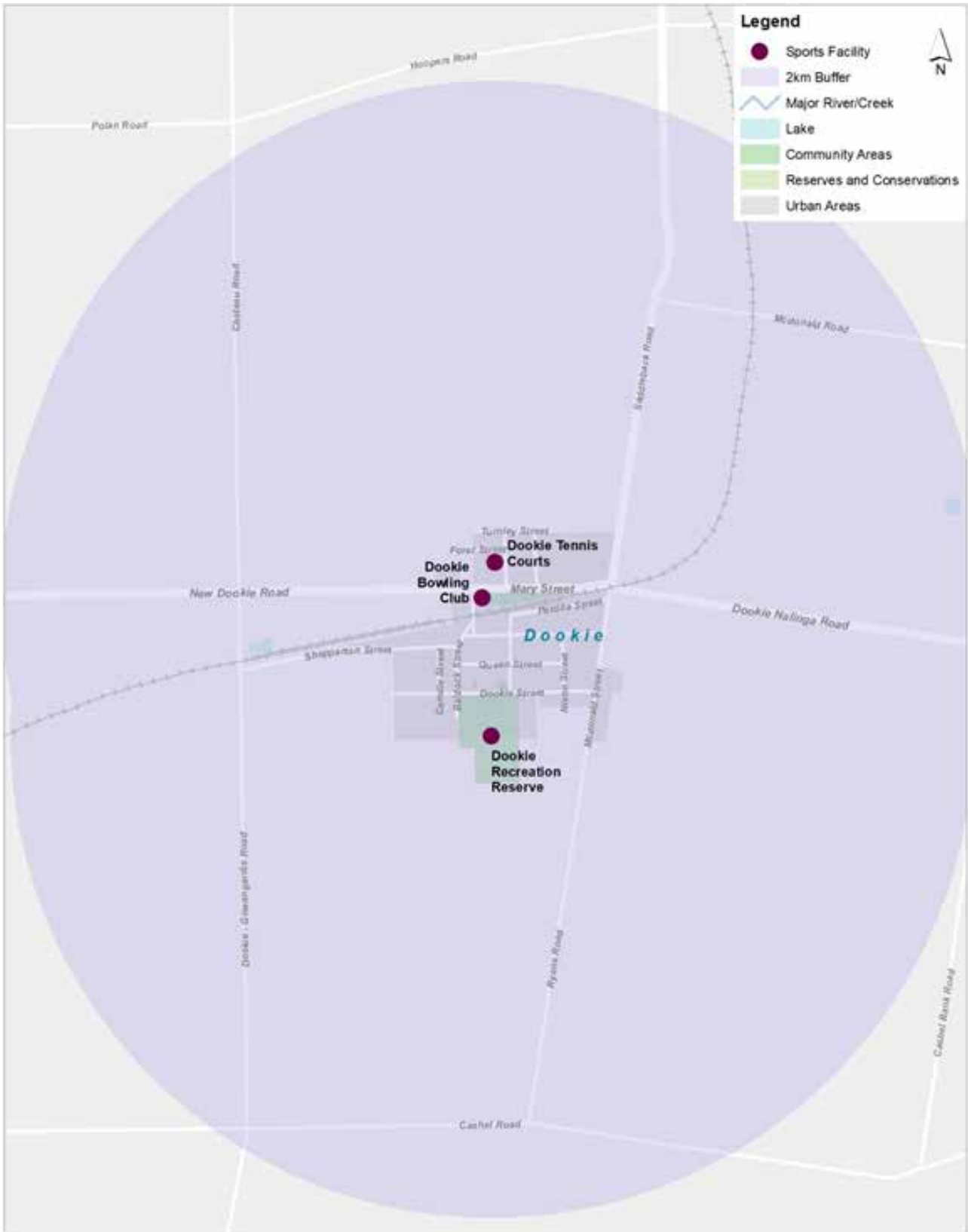
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**Greater Shepparton Sports Facility Locations**

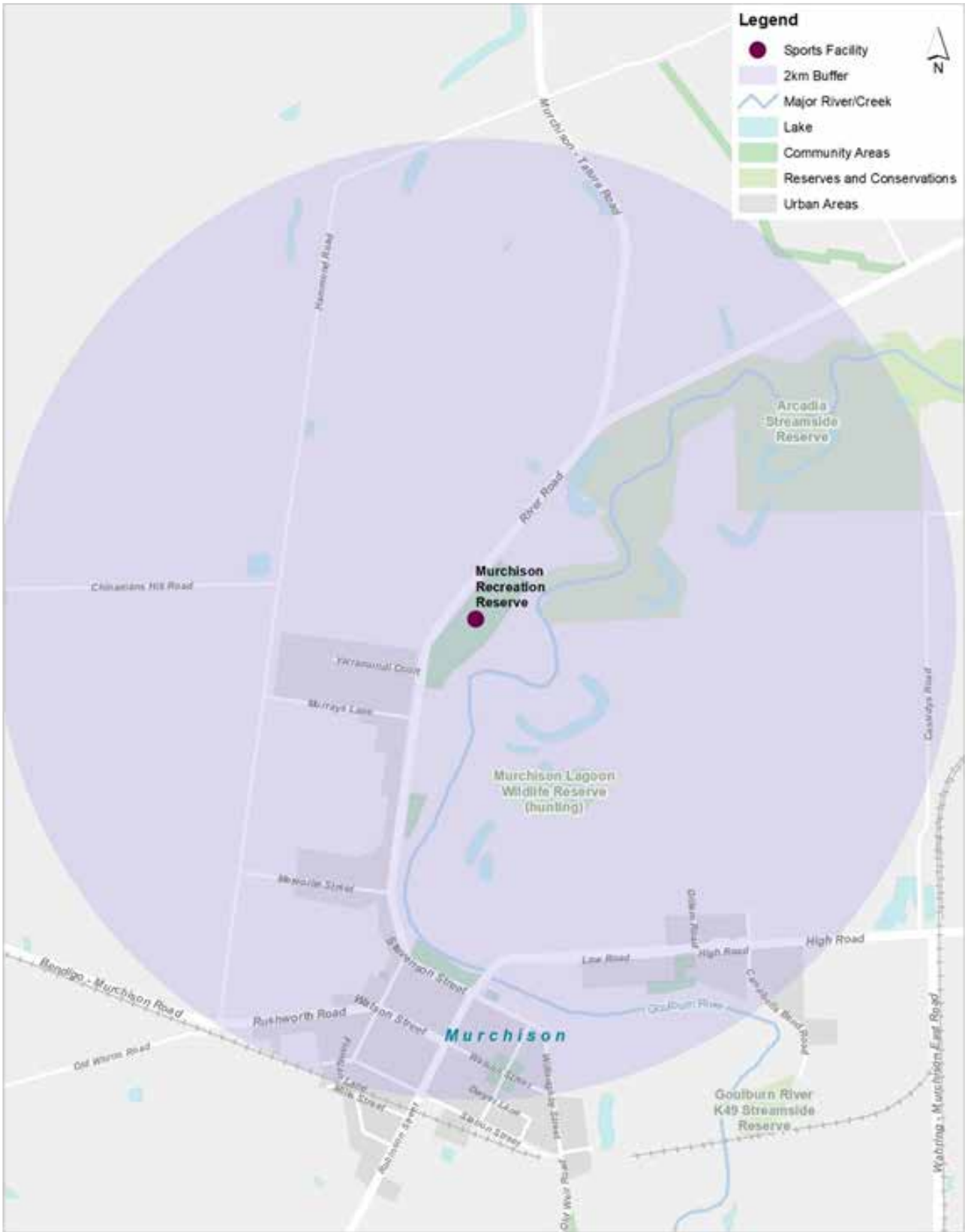
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**Greater Shepparton Sports Facility Locations**

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## Appendix 4: Criteria for Prioritising Capital Works

### Location/ equitable distribution

Question / information requirement	Yes	No
Does it provide sport facilities for a new residential development area not currently served?		
If the development serves a town other than Shepparton is the development in a hub or at a school site?		
Does it lead to a more equitable distribution of facilities throughout the location (City/town)?		
Does it lead to a more equitable distribution of facilities throughout the Greater Shepparton region?		
Is the site flood prone?		
The works are dependant on the purpose of the reserve setting – i.e. for sport and physical recreation if on a sports and recreation reserve		

### Demand

Question / information requirement	Yes	No
Is the development supported by demand projections and participation figure trends within the club or Greater Shepparton location?		
Is there potential for the sport to grow in relation to market potential (i.e. is the sport increasing in number of participants, or participation rates - local, Victoria, Nationally)?		
Does it increase the number of users and decrease the need for other facilities (i.e. does it enable a larger club to develop or mean another asset is not required through a merger of clubs)?		
The development supports the creation of better pathways from foundation to junior, senior and high performance?		
The development supports social non-club sports participation, especially by older adults?		
If the development proposal is for a regional facility to serve events predominantly, will the development/works also serve residents as well for general sport and recreation purposes?		
Is the extent and type of development commensurate with the stage of development and maturity of the sport/s it is proposed for, and its most likely ultimate rate of participation?		

### Viability/cost effective management

Question / information requirement	Yes	No
Does the facility have a catchment population around the facility that can support it (is it a tier 1,2, or 3, town as described in the Section 3.6)?		
Does the facility add to the number of playing surfaces at an existing site and reduce the need for additional buildings (i.e. increase the ratio of fields to buildings)?		
Does the facility enhance the sustainability of the reserve rather than providing a new location in an area already served by other similar facilities?		
Will the development decrease the number of buildings (will it enable consolidation of indoor assets to make them more functional and cost effective to manage)?		
Does the development enable sharing of an asset and hence increase use of an existing asset?		
Does the development extend the life of, and renew an existing asset (increase by 15 years)?		



**Diversity of opportunity/accessibility**

Question / information requirement	Yes	No
Does the development add to the number of sports available to residents where there is a demand?		
Does the development make the assets accessible to a wider range of sports or user groups?		
Does the development meet the needs of people with a disability or people from non-English speaking backgrounds?		
Does the development provide female friendly facilities and support sport opportunities for women and girls in sport?		
Does the development apply Universal Design principles?		
Does the development address safety issues by incorporating Crime Prevention through Environment Design (CPTED) principles?		
Does the development take into consideration the respective sport/s Facility Guidelines or Policy (i.e. AFL Preferred Facility Guidelines, Netball Australia National Facilities Policy)		
Is the facility open to the public (i.e. not exclusively used or leased to one organisation)?		

**Likelihood of funding the works or delivering the project in the short term**

Question / information requirement	Yes	No
Will the nature of the development attract funds from external partners?		
Does the proposed site have any of the following issues which may impact on development, project funding and the development costs?:		
• Replanning issues		
• Legal rights		
• Resident opposition		
• Land management		
• Contamination		
• Occupancy agreements		
• Require replacement of the land as open space to be resolved before construction can start		
Does the proposed development require external approvals?		
Does the proposed development have policy/strategy support from Council?		
Does the proposed development have policy/strategy support from the sports' governing body/ies (i.e. regional, State and National level)?		
Is the proposed development currently in the Council capital works plan?		

**Planning and Design** (refer to the following source for further, more detailed information: Section 1: Planning and Design - Sport and Recreation Victoria)

Question / information requirement	Yes	No
Are there significant design challenges associated with the proposed development?		
Does the proposed development already have designs for further consideration?		
Is the proposed development 'shovel-ready'?		
Is the proposed development likely to require significant approvals (i.e. Building Approval, Development Application, Environmental Approvals etc.)		
Is there a preliminary Project Plan in existence for the proposed development?		
Does the proposal have a robust feasibility study accompanying it?		

#### Asset Management based considerations

Question / information requirement	Yes	No
Is the project required to reduce or eliminate a hazard or address safety issues that may otherwise present legal implications to council?		
Is the project needed to remedy the effects of accident, infrastructure failure or natural disaster?		
Is the project a renewal of an existing asset?		
Once the project is completed, will there be minimal or no ongoing maintenance cost?		
Is there a cost risk of not proceeding with this project?		
Does the project improve the level of service provision?		
Does the project improve environmental outcomes such as: reduced greenhouse emissions, energy consumption, water consumption, resource use or waste generation?		
Is the project listed in an approved asset management plan?		
Will the project result in reduced asset lifecycle costs?		

<b>Tally:</b>	<b>Total Yes answers:</b>	<b>Total No answers:</b>
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