Table of Contents

1. INTRODUCTION ............................................................................................................... 4
   1.1 Purpose of the Study .................................................................................................. 4
   1.2 Methodology ........................................................................................................... 4

2. BACKGROUND REVIEW ................................................................................................. 5
   2.1 Literature Review .................................................................................................... 5
      2.1.1 Recreation and Open Space Policy 2007 ......................................................... 5
      2.1.2 Yarraman Park Master Plan 2008 ................................................................. 5
      2.1.3 Council Policy: Recreation Facilities, 2011 .................................................. 7
      2.1.4 Other Documents ........................................................................................... 7
   2.2 Demographics .......................................................................................................... 8
      2.2.1 What this means for Yarraman Park ............................................................. 8
   2.3 Participation ............................................................................................................ 9
      2.3.1 Gymnastics ...................................................................................................... 9
      2.3.2 Equestrian ...................................................................................................... 9

3. YARRAMAN PARK ............................................................................................................ 10
   3.1 Crown land status .................................................................................................. 10
   3.2 Planning Scheme ................................................................................................... 10
   3.3 Yarraman Park User Groups ................................................................................ 11
   3.4 Other potential Park activities and users ............................................................... 12

4. COMMUNITY CONSULTATION .................................................................................. 14
   4.1 Outline of consultation process ............................................................................. 14
   4.2 Issues raised during consultation ........................................................................ 15
   4.3 Findings ................................................................................................................ 16

5. THE FEASIBILITY OF A MULTIPURPOSE FACILITY .............................................. 18
   5.1 Vision and concept ................................................................................................. 18
   5.2 Potential Users of a Facility .................................................................................. 19
   5.3 Economic Benefit ................................................................................................. 19

6. PROPOSED MULTIPURPOSE FACILITY ................................................................ 20
   6.1 Objectives .............................................................................................................. 20
   6.2 Design principles .................................................................................................. 20
   6.3 Concept design ..................................................................................................... 20
   6.4 Indicative Costs .................................................................................................... 22
   6.5 Critical Partners and Options for delivery and funding streams ......................... 25
   6.6 Governance and Management models ............................................................... 27
   6.7 Management principles for equitable multi-use access ....................................... 28

7. RECOMMENDATIONS ................................................................................................. 29
1. **INTRODUCTION**

Yarraman Park is a Crown land reserve to the south of Portland township, which was formally reserved for Public Recreation in August 1960. The site is managed by the Glenelg Shire Council as Committee of Management, appointed under the Crown Land (Reserves) Act 1978. Other smaller parcels have been added since then, and the total area of the park is recorded as 28.5 hectares.

Yarraman Park is home for a range of activities and users. It has a harness training track, open green space used for a variety of activities including polocrosse, gymkhanas, horse shows, swap meets, etc, an indoor riding arena, a gymnastics venue (shed), a Go-Kart track, a public toilet/shower block and a variety of other buildings used as club offices and storage. The temporary Secretary's Office which previously supplied meeting, kitchen and toilet facilities for user groups and casual hirers of the park was condemned in 2011 and recently demolished by Council. The removal of this facility leaves the park with no such facility for many of the park users.

Glenelg Shire Council prepared a Recreation and Open Space Strategy in 2007. The Strategy, amongst other things, reviewed the provision of parks and recreation in the Shire, and recommended the development of a set of Master Plans that included Yarraman Park.

This Master Plan was completed in 2008 and identified that Yarraman Park was used by a wide range of community groups but suffered from run-down facilities which were not up to contemporary standards. The Master Plan recommended the development of a multipurpose facility, with a flexible design that is capable of adapting to different activities and changing user group requirements. This would provide a facility that Council policy considers to be a minimum standard for park users.

1.1 **Purpose of the Study**

The purpose of this Study is to assess the potential for the development of a multipurpose facility at Yarraman Park. It is intended to provide Council with evidence for or against the provision of such a building. The Study addresses:

- A vision and concept of the facility;
- Concept designs and indicative costs;
- Validation of potential uses and users;
- Critical partners and options for delivery, including funding streams; and
- Governance and management models.

1.2 **Methodology**

The following methodology has been used in the preparation of the Yarraman Park Multipurpose Facility Feasibility Study. The project has been broken into five stages:

**Stage 1 – Project Inception**
- Confirmation of project requirements
- Literature review and research

**Stage 2 – Initial Engagement**
- Site Visit
- Interviews with key people and questionnaires of users
- Council briefing

**Stage 3 – Consultation Phase**
- Public forum involving key user groups
- Submissions sought from the community

**Stage 4 – Drafting the Report**
- Analysis of key issues and feasibility of facility
- Concept development with cost estimates
- Key partners and management options

**Stage 5 - Finalisation**
- Draft Report finalised
- Council Presentation
- **Public Exhibition Period (yet to occur)**
- **Finalisation of Feasibility Study and Report (yet to occur)**
2. BACKGROUND REVIEW

This section of the report provides an overview of the planning and policy context considered in the preparation of the Yarraman Park Multipurpose facility Feasibility Study. It includes details and implications arising from the literature review and the area’s demographic profile.

2.1 Literature Review

A number of documents were reviewed to provide background information about Yarraman Park, and to ensure the feasibility study is consistent with Council’s strategic directions and planning processes.

2.1.1 Recreation and Open Space Policy 2007

The Vision driving the Glenelg Shire Recreation and Open Space Strategy is:

“Glenelg Shire Council will facilitate opportunities for residents to participate in a diverse range of sporting, recreation and physical activities through the equitable and accessible provision of appropriate facilities and open space, as well as through support for community infrastructure (i.e. clubs and community groups) that deliver suitable programs and services for residents of all ages, skill levels, cultures and abilities.”

Key Objectives of the Policy that support achievement and delivery of the Vision are:

A. Provide a diversity of recreation facilities and opportunities.
B. Provide facilities and infrastructure that can support high levels of community use.
C. Encourage and support community involvement in sustainable club management and development.
D. Facilitate diverse recreation programs and participation opportunities (either directly by Council or external providers).
E. Provide effective recreation and open space planning, management and leadership.

The Policy also encourages shared use of existing facilities and venues in preference to the development (or retention) of single purpose facilities or venues. It also suggests that sports traditionally played by girls and young women require particular attention to ensure that female participation is both encouraged and supported.

There is a specific recommendation to develop a Master Plan for the site [completed in 2008] to guide its future use and development. The Master Plan was intended to clarify the level of use and opportunities for demolition of existing disused or under used facilities/structure in preference for a new multi-purpose, shared use facility including consideration of the needs of gymnastics for a permanently established space.

2.1.2 Yarraman Park Master Plan 2008

The Master Plan document covered Hanlon Park, Cavalier Park and Yarraman Park.

User groups at Yarraman Park were identified as Polo Cross; Adult Riding Club; Pigeon Racing Club; Go Kart Club; Pony Club; Gymnastics Club; Judo Club; and Light Harness Club. It is noted that there is also a Poultry Club and that the Judo Club is no longer located at the park.

The Master Plan reviewed levels of participation from state and national data and found:

- Equestrian participation and demand appears relatively stable; and
- Participation in junior level gymnastics is relatively stable with some increases evident, while senior participation is low and declining.

In relation to Yarraman Park, community consultation showed that respondents liked the range of different recreation activities provided. The shower and toilet facilities were also well used and valued by park users. However, there was clear feedback that facilities were outdated and in some cases in need of replacement. Users were keen to have better office/clubrooms and meeting spaces, with kitchen facilities, suitable and flexible for use by a range of groups.

The Master Plan map is shown on the next page.
2.1.3 Council Policy: Recreation Facilities, 2011

This policy provides direction for the provision and support of active recreation facilities in Glenelg Shire. The policy was developed in accordance with the key strategic objectives for recreation and open space, identified in the Glenelg Shire Council Recreation and Open Space Strategy.

- Multi-use: To encourage users of active recreation reserves to share facilities with other users and the general community.
- Quality: To ensure that facilities are well designed, constructed and maintained.
- Sustainability: To ensure that all facilities in active recreation reserves are developed to an appropriate standard that can be maintained within budgetary constraints, with preference for eco-friendly materials and products.
- Access & Equity: To provide safe and convenient access to active recreation facilities for all people including those with special needs.
- Safety: To give consideration to user and public safety in the design and development of all active recreation facilities.

Some of the specific development guidelines for active recreation reserves are:

- All built infrastructure will be multi-use in design and function and shared spaces will be encouraged. Accessible facilities (that are DDA compliant) for both males and females will also be provided in all future facilities.
- The development of facilities for active recreation / sport should be balanced by some facilities and infrastructure for informal and casual recreation activities for the general community.

Yarraman Park is classified as a Township Park in the policy hierarchy.

In all of these documents, Yarraman Park is considered to be significant open space parkland that offers potential for recreation uses that will complement those currently available at other sites in Glenelg Shire.

2.1.4 Other Documents

Other documents that were reviewed as part of this project included:

- Council Plan 2013-2017, in particular Theme 1 – Engaged, healthy, connected and proud community and Theme 3 – Manage and sustain our natural and built assets
  - Shared vision, goals and objectives and a positive approach
  - Collaboration through partnerships
  - Community participation and ownership
  - Responsiveness to local need based on evidence and the lived experience
  - Accountability for results and resources
- Special Conditions for Use of GSC Recreation Reserves and Facilities 2004
2.2 Demographics

The current official population of Glenelg Shire as of June 2012 was 19,777. Since the 2001 census, the population has remained fairly stable. The following table summarises population for the Shire and Portland more specifically across the last three census periods.

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2006</th>
<th>2011</th>
<th>% change 01/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Glenelg Shire</td>
<td>19,685</td>
<td>19,758</td>
<td>19,578</td>
<td>-0.55%</td>
</tr>
<tr>
<td>Portland Central</td>
<td>4,359</td>
<td>4,624</td>
<td>4,393</td>
<td>+0.77%</td>
</tr>
<tr>
<td>Portland South</td>
<td>4,770</td>
<td>4,881</td>
<td>5,230</td>
<td>+9.64%</td>
</tr>
<tr>
<td>Portland Total</td>
<td>9,129</td>
<td>9,505</td>
<td>9,623</td>
<td>+5.41%</td>
</tr>
</tbody>
</table>

Source: ABS 2011 Census of Population and Housing quoted in Glenelg Shire Community Profile

Key observations about the demographic profile of Glenelg Shire are:

- There is a lower proportion of pre-schoolers and the same proportion of post-retirement age than regional Victoria.
- All age groups are either stable or in slight decline up to 50 years of age where increases between 2006 and 2011 are evident. The comparison between key age groups in Glenelg Shire and Regional Victoria is illustrated in the chart below.
- The gender split across the population is exactly 50% male and 50% female.

The Glenelg Shire population is forecast to increase to 23,153 by 2031 (DPCD Victoria in Future 2012). It is anticipated that an increasing proportion of the population will be in the older age groups even though all age groups will experience some increase.

2.2.1 What this means for Yarraman Park

With stable population and demand from all age groups for sport and recreation activities, Yarraman Park plays an important role in particularly providing for female sport in the areas of gymnastics and equestrian activities. Given the limited opportunities for these activities elsewhere in the shire, it is important that Council’s support and provision of facilities focusses on these ‘minor’ sports as well as the mainstream and more ‘male-dominated’ sports.

In addition, Yarraman Park currently provides well for the full range of horse training, poultry, pigeon and go-karting interests which cater for diverse ages and interests. With a good level of shared multipurpose facilities, Yarraman Park can provide for a potentially increasing number of participants, spectators and volunteers which in turn enhances the health and wellbeing of the community.
2.3 Participation

The benefits of participation in physical activity are well defined in Council Plan 2013-2017, the Glenelg Shire Municipal Public Health and Wellbeing Plan 2013-2017 and Council’s Recreation and Open Space Strategy 2007. Council and the community have strongly endorsed the need to provide opportunities for people of all gender, ability and interest for the benefit of healthy individuals and communities. The goals of the health and wellbeing plan summarise this very well:

- Our community will lead active and healthy lives;
- Our community will feel safe, connected and be able to access and participate in community life;
- Lifelong learning is a way of life in the Glenelg Shire;
- Our community will be resilient, prepared, and will use resources in a sustainable way.

Participation trends in gymnastics and equestrian activities are of interest in determining the future demand for facility provision at Yarraman Park.

2.3.1 Gymnastics

National data (2010) for participation in gymnastics indicates that 0.2% of the population over 15yrs participate. State ABS data (2012) for Victoria suggests that 5.4% of people aged under 15 years participate in gymnastics. If these percentages are applied to the Glenelg population, it may be suggested that up to 230 people could participate in the sport.

Gymnastics Victoria reports that membership in gymnastics across the state is increasing at a rate of 8 percent per year and that 57% of clubs have waiting lists, being unable to respond to the full extent of demand.

The peak bodies for gymnastics (Gymnastics Australia and Gymnastics Victoria) are actively promoting the sport as being able to address the high level of poor skills in ‘fundamental movement’ reported in recent national data. The ability of gymnastics to increase physical development levels is particularly relevant for girls but also applicable to boys, school children, people with disabilities, pre-school children and adults.

It is noted that a preferred location for a gymnastics facility for Portland is central and ideally co-located with other indoor sports. However, all attempts to date to consider alternate sites have not succeeded. At this point, the gymnastics facility location remains at Yarraman Park and the facility that is provided must be of a higher quality than current and compliant with safety, height and size requirements.

2.3.2 Equestrian

National data (2010) for participation in equestrian activities indicates that for people over 15 years, 0.8% participate in a range of horse riding and other equestrian activities. For young people under 15 years of age, ABS (2012) data indicates that 1.1% of young people across Australia participate. If these percentages are applied to the Portland population it may be estimated that approximately 100 people participate. This is reflected in current membership numbers of the equestrian activities at Yarraman Park and it is assumed that this level of participation will continue particularly given the rural setting of the park.
3. YARRAMAN PARK

3.1 Crown land status

According to Glenelg Online Mapping, Yarraman Park is comprised of five parcels of Crown land:

<table>
<thead>
<tr>
<th>Crown Allotment</th>
<th>Section</th>
<th>Township of Portland</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>60P</td>
<td>D</td>
<td>Township of Portland</td>
<td>Main part of Yarraman Park</td>
</tr>
<tr>
<td>60L</td>
<td>D</td>
<td>Township of Portland</td>
<td>Vegetated land</td>
</tr>
<tr>
<td>60M</td>
<td>D</td>
<td>Township of Portland</td>
<td>Vegetated land</td>
</tr>
<tr>
<td>5A</td>
<td>10</td>
<td>Township of Portland</td>
<td>Discontinued road</td>
</tr>
<tr>
<td>3H</td>
<td>13</td>
<td>Township of Portland</td>
<td>Discontinued road</td>
</tr>
</tbody>
</table>

For the purposes of this study, it is assumed that any development of Yarraman Park will be confined to Crown Allotment 60P.

Crown Allotment 60P Section D in the Township of Portland was reserved for Public Recreation (temporary) by Order-in-Council on 16 August 1960. The area of the reserve shown in the gazettal is 65 acres or 26.3 hectares. In Glenelg Online Mapping, the area is shown as 23.4 ha. The construction of a multi-purpose recreation facility would broadly fall within the gazetted purpose of Public Recreation.

There appears to be some boundary and zoning anomalies with the smaller parcels. These could have implications for the management of natural values or risk management for any activities undertaken on those parcels. Further work could be done to resolve these matters, but at this time it is outside the scope of this feasibility study.

3.2 Planning Scheme

Yarraman Park is zoned Public Park and Recreation Zone (PPRZ) in the Glenelg Planning Scheme. There are no planning scheme overlays affecting the land. Under the PPRZ, a permit is not required for any use or any works carried out.

Works carried out by another organisation not covered by this provision could be (at worst) prohibited, or require a planning permit. However, it is anticipated that at Yarraman Park, Council would be the proponent for a multipurpose recreation facility, and in the absence of any planning scheme overlays, no planning permit would be required.
3.3 Yarraman Park User Groups

The following information about current Park user groups was sourced primarily from surveys sent out to groups in October 2013. Additional information was gathered from Council records, including the Annual Recreational Facilities Booking Form submitted by each organisation. Groups also provided further material at the Public Forum in November 2013.

Membership information was checked against information provided for the Master Plan document in 2008, and most recent data held by the Council. While there are some minor discrepancies in membership numbers, the information is generally consistent.

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Members</th>
<th>Events</th>
<th>Facilities</th>
<th>Usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Portland and District Adult Riding Club</td>
<td>60</td>
<td>Fortnightly rallies</td>
<td>Indoor arena</td>
<td>Daily</td>
</tr>
<tr>
<td>Portland and District Karting Club</td>
<td>45</td>
<td>Country Series; Victorian Titles</td>
<td>Go Kart track; Club rooms; indoor arena once a year</td>
<td>Monthly</td>
</tr>
<tr>
<td>Portland Gymnastics Club</td>
<td>133</td>
<td>Annual competition</td>
<td>Gym Shed, kitchen/toilets</td>
<td>Daily</td>
</tr>
<tr>
<td>Portland and District Pony Club</td>
<td>28</td>
<td>Annual Show</td>
<td>Whole of Park; Indoor arena</td>
<td>Monthly</td>
</tr>
<tr>
<td>Portland Racing Pigeon Club</td>
<td>50</td>
<td>Club and Race Days every Sat &amp; Sun June-Oct</td>
<td>Club rooms</td>
<td>Monthly</td>
</tr>
<tr>
<td>Portland Light Harness Club</td>
<td>18</td>
<td>nil</td>
<td>Trotting track, stables</td>
<td>Daily</td>
</tr>
<tr>
<td>Portland and Heywood Poultry Club</td>
<td>Not provided</td>
<td>Two Shows and two sale days annually</td>
<td>Poultry pavilion</td>
<td>Monthly</td>
</tr>
<tr>
<td>Portland Polocrosse Club</td>
<td>Not provided</td>
<td>Annual event</td>
<td>Fields Kitchen/toilets</td>
<td></td>
</tr>
<tr>
<td>Local schools</td>
<td>N/A</td>
<td>Occasional</td>
<td>Tracks for cross-country runs; Gym shed; Kitchen/toilets</td>
<td>Occasional</td>
</tr>
</tbody>
</table>
3.4 Other potential Park activities and users

During the consultation process, many ideas were put forward about other potential Park activities and users. Several of them are worth pursuing, but none have been developed beyond early concepts. It is not within the scope of this feasibility study to undertake this development work. However, as far as possible, the feasibility study should anticipate what these future needs might be, and present a concept which could be used by new groups as well as for new events.

Council’s Economic Development team were consulted during the project, and identified that Portland lacks a large and flexible conference/convention space. Existing conference rooms in the township can provide for conferences up to 50 people, and the Golf Club is a popular venue for weddings and other functions. Some hotels in town provide some conference facilities. Other than that, there are few options for conferences in Portland. It is possible that a multi-purpose facility at Yarraman Park could provide part of the answer.

Advantages include:
- provision of a large and flexible indoor space;
- this is the only reserve with green space suitable for outdoor trade fairs, farmers markets and similar activities within the Portland township;
- potential temporary expansion of indoor space through the addition of marquees;
- space for associated activities (e.g. temporary stabling/agistment for horses);
- capacity for camping on-site; and
- virtually unlimited car parking.

Disadvantages include:
- disconnection from the centre of town and public transport;
- lack of nearby large-scale roofed accommodation;
- the site will not attract people wanting five-star events;
- full-scale commercial catering facilities would be prohibitively expensive for the small number of potential events.

However, for conferences with a rural, agricultural or outdoor theme, and which are not seeking five-star quality, such a venue could be quite attractive.

Several people mentioned the possible revival of the Portland Show. The Park certainly has the space to accommodate a Show and car parking, and a well-designed multi-purpose facility would be an important adjunct. However, for towns around the size of Portland, shows are increasingly hard work, with a declining and ageing volunteer base.

The Queensland Chamber of Agricultural Societies prepared the study An Economic & Social Impact Study of Australian Agricultural Shows in 2012. This study found that “agricultural shows create tangible economic and social benefits for communities. Shows are strongly connected to local communities through volunteerism and the educational, competitive and cultural experiences they provide”.

Some country towns have done well with specialised events such as the Hamilton P&A Society Sheepvention, a Yarra Valley wine festival called Shedfest, the Kilcunda Lobster Festival, and the Ouyen Vanilla Slice competition (now held at Merbein). Swapmeets, Field Days or tradeshows are other common variations.

Farmers Markets have sprung up in many places around Victoria, often based on local specialties such as wine or cheese, but also catering for a wider range of produce. Yarraman Park is one of the only venues in Portland which offers enough room for a Farmers market as well as car parking. A multi-purpose facility would provide not only indoor space for inclement weather; but also space for marquees on the more protected (trotting track) side of the building; and associated facilities such as kitchen and toilets within the same building. It is understood that some funding sources exist for Farmers Markets.

Other markets such as Trash and Treasure, Craft or Antiques also continue in country towns.
Other user groups have also expressed interest in using a multi-purpose facility at Yarraman Park. During the consultation, Scouting groups were involved, and have enquired about using Yarraman Park. Their possible involvement could be as little as using the Park for a range of scouting activities and training, through to establishing a base at the Park. At this time, there is no resolved proposal, but the Scout Troops could be interested in anything from storage space through to regular use of a shared hall in a multi-purpose facility.

Nearby Schools already use Yarraman Park on an occasional basis, mainly for cross-country runs. Portland Bay School, a school for students with special needs, is located 400m from the Park entrance. The School has limited grounds and recreational space for students. Yarraman Park is within walking distance, saving the cost and organising of buses. A proper gymnastics facility with all-abilities access would be a valuable resource for the school.

One submission mentioned possible use by a model aircraft club. However, no club made contact during the feasibility consultation. Groups with an interest in this activity have previously met with Council and have been referred to a site in Heywood. Yarraman Park has been found to be unsuitable for model aircraft as there are town planning issues and residential areas are too close to the park for this activity to be possible.
4. COMMUNITY CONSULTATION

4.1 Outline of consultation process

All the current user groups at Yarraman Park were contacted by phone during October 2013, and advised of the consultation process for the feasibility study. A questionnaire was distributed by email, seeking information about each group, its use of the park and likely future requirements of any multipurpose facility. The Annual Recreational Facilities Booking Form submitted by each organisation was also reviewed.

On 7 November 2013, a public forum was held at the Council Chambers. All user groups and the wider community were invited to hear about the feasibility study, and participate in discussions about the amenities which could be provided in such a facility.

All attendees had the opportunity to:

- Participate in discussion with Council officers, the project team and each other
- Write notes, submissions or complete a survey form;
- Draw concept designs on maps or aerial photos of the site to indicate what the requirements of a building would be.

Nineteen people, representing eight different organisations, attended the forum. In addition a further five Council officers also attended.

There were also separate interviews with the Scouts, the YMCA as managers of the Gymnastics program, and with various sporting bodies.

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Completed survey</th>
<th>Attended Forum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Portland and District Adult Riding Club</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Portland and District Karting Club</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Portland Gymnastics Club</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Portland and District Pony Club</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Portland Racing Pigeon Club</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Portland Light Harness Club</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Portland and Heywood Poultry Club</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Portland Polocrosse Club</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Scouts (1st and 2/3 Portland, and District)</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Portland Bay School</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

Participants at Public Forum November 2013
### 4.2 Issues raised during consultation

<table>
<thead>
<tr>
<th>Theme</th>
<th>Issues</th>
</tr>
</thead>
</table>
| Vision for Yarraman Park     | - Groups generally expressed complementary ideas around their vision for the proposed multipurpose facility at Yarraman Park.  
- Several groups suggested that there could be wider community use of the Park (e.g. tradeshows, swap meets, markets).  
- The Park is capable of accommodating a variety of groups and activities, with a need for good cooperation between the clubs.  
- Groups already host regional and state-wide events. Several groups mentioned the possibility for the Park and a multi-purpose facility to host larger events, with increased tourism potential.  
- The Park’s advantages are wide open spaces, available for different groups on different days, and its ability to connect Portland with its rural base and agricultural-related activities.                                                                                                                                                                                                 |
| Group membership             | - Groups reported steady membership levels, consistent with demographic trends for Glenelg.  
- The Gymnastics Club reported the highest membership (133) with other groups generally below 50.  
- Club membership was mainly Portland-based, but some members were reported to come from as far afield as Heywood, Warrnambool and Hamilton.                                                                                                                                                                                                 |
| Facility usage               | - Groups such as the Gymnastics Club and the Light Harness Club report almost daily usage, with others weekly or monthly.  
- Several groups (Gymnastics; Go Karts; Polocrosse and Adult Riding) have annual or more frequent events and competitions attracting between 100 and 400 spectators and competitors.  
- The Pony Club reported holding their annual gymkhana at Yarraman Park in conjunction with Riding for the Disabled. This event provides great benefit for the community.  
- Several groups reported the potential for expanded event with greater participation if there was a good quality multipurpose facility.                                                                                                                                                                                                 |
| Facility issues              | - Most groups commented on the inadequacy of current facilities at Yarraman Park.  
- Issues included poor condition of toilets, lack of suitable kitchen and meeting facilities, heating/cooling, weather extremes, leaking roofs, damaged roller doors, and ingress by mice, birds and snakes.  
- Some of the issues raised (such as the condition of the road, drainage around existing buildings and conflict over the gate policy) are outside the scope of this study, but impact on the operation of groups in the Park.                                                                                                                                                                                                 |
| Amenities required in a new facility | **Overall...**  
- There was very strong and quite consistent feedback about amenities required in a new facility.  

**Amenities required**  
- There was general agreement that most of these amenities could be successfully shared by user groups.  
- Groups wanted a kitchen/canteen; meeting rooms; well-formed and drained parking areas; toilets/showers/change facilities suitable for hosting larger events; event management office/first aid, all of which could be shared.  

Some groups wanted their own dedicated meeting rooms. However, several suggestions were made for lockable shelving for individual groups, but in a shared office space. Most groups wanted their own storage facilities, some with vehicle access and trailer storage.

**Sustainable design**

- Several groups asked for sustainable design features such as water tanks, solar panels, verandahs and insulation.
- Extreme weather conditions were mentioned by several groups, including designing for very hot and very cold conditions.
- Wind is notorious in this location. Windbreak planting was advocated, with careful design orientation for wind, rain and sun.

**Specific design requirements**

- Some groups mentioned problems with roller doors and barn-type doors in high wind, with sliding doors preferred.
- Several groups mentioned safety and security issues, including lighting and prevention of vandalism.
- Several groups require disability access.
- The Gymnastics Club has some specific requirements, such as a higher roof for at least part of the facility, and the ability to leave some items of equipment in place semi-permanently.

### 4.3 Findings

There is strong agreement that the facility should include

- kitchen/canteen;
- meeting rooms;
- well-formed and drained parking areas;
- toilets/showers/change facilities suitable for hosting larger events; and
- event management office/first aid,

all of which could be shared.

It seems feasible that, in line with the frequency of club meetings reported by the groups, office accommodation and a Committee Room could easily be shared, but with separate lockable shelving and filing space for each organisation. This Committee Room could also double as the Event Management office when a major event is on in the Park.

Separate storage facilities would be required by the Pony Club and the Portland Racing Pigeon Club, as their buildings are to be demolished when the new facility is built. Most storage needs can be accommodated in the currently underutilised storage shed to the north of the Gymnastics shed. If a Scout troop was to relocate completely to Yarraman Park, further storage space may be required. If possible most storage areas should have the ability to permit vehicular access.

A person with a disability has a right to have access to places used by the public. Under the Commonwealth Disability Discrimination Act 1992 it is against the law for public places to be inaccessible to people with a disability. The present Gymnastics shed is currently not compliant in several ways. The most significant of these is the toilets, which are poorly designed, cramped and on a different level to the floor with no ramp access. A new facility should resolve all of these issues.

A well designed Gymnastics facility would require about the same floor area as is available in the current building, which is approximately 768m². Part of the facility would require a ceiling of six metres height from the floor to allow safe participation in most gymnastics at the level of the Portland Club. There is a need for a vault run-up of about 35m length, but the run-up does not require a higher ceiling. The current Gymnastics shed houses a sprung floor of 14m x 14m which would need to be accommodated in a new facility.
Other than the gymnastics facility, which would require new construction with a higher roof, all other required activities could be accommodated within the shell of the existing Gymnastics shed. Considerable work would be required to provide internal walls, cladding and insulation of external walls, all services, and sustainability features such as verandahs, solar panels and stormwater collection and re-utilisation.

The site is very exposed to weather conditions - wind, rain, and heat and cold. All these factors will have to be taken into account in a final design of the multi-purpose facility.

The current Gymnastics shed has some basic skylights, but otherwise has very poor natural lighting. If the existing building is to be partly adapted as the new multi-purpose facility, it would need new windows installed on east and west walls in any shared hall area, with protection from direct sunlight. In some areas of the building, this expense can be avoided – for example, storage areas, occasional meeting rooms and toilets and shower areas. Kitchen and Event management areas should have windows which can be used as hatches for food servery (in the case of the kitchen) or communication with people outside the building.
5. THE FEASIBILITY OF A MULTIPURPOSE FACILITY

5.1 Vision and concept

The vision for a multi-purpose facility Yarraman Park was developed through discussions with Councillors and Council officers, and consultation with user groups and the wider community.

The Park’s advantages were seen to be its wide open spaces, available for different groups on different days, and its ability to connect Portland with its rural base and agricultural-related activities.

The consultation process revealed that even though there are some minor tensions between different groups who use the Park, all groups see that Yarraman Park should continue to be a multi-organisation community place, striving for harmonious cooperation. Virtually all groups saw the need for a multi-purpose facility that would give the Park an attractive, contemporary and sustainable look.

Groups indicated in the survey that they were keen to encourage more events, such as tradeshows, swapmeets and markets, and other activities at the Park, and for there to be more opportunities for participation. Several groups indicated that their own events could be expanded or held more frequently if there was a well-equipped multi-purpose facility.

One of the features of the Park is the diversity of user groups, and its capacity to extend a connection to a wider community. To sum up, a vision for a multi-purpose facility Yarraman Park would be:

Connecting the Portland community to the country, the outdoors and physical wellbeing.

The consideration of a multipurpose facility for Yarraman Park has raised the following key advantages and disadvantages:

Advantages of improving Yarraman Park by developing a multipurpose facility:
- Connect Portland township to its rural base – reinforce equestrian/agricultural focus at Yarraman Park.
- Some population growth is occurring in Portland South where Yarraman Park is situated.
- There would be an option to host a revitalised Portland Show; Field Days; conferences/events/training requiring outdoor/open space context.
- The park provides good facilities for some non-mainstream recreation activities, therefore meeting principles of equity and access
- The park adds to the breadth of recreation options in the Shire to help encourage families to stay in Portland, rather than moving to other regional or city areas.
- Yarraman Park offers sport/recreation options which have relatively higher participation by young women and girls (eg equestrian; gymnastics).
- The development of a multipurpose facility will address the health, safety and asset management issues that make the current gymnastics shed non-compliant and at times unsafe.
- Many other gymnastics facilities across Australia are located in similar shed-type facilities.

Disadvantages of placing a multipurpose facility at Yarraman Park:
- Yarraman Park is somewhat disconnected from the main part of town and the park can be a bit isolated.
- A gymnastics facility should ideally be located central in Portland and with other like indoor sporting activities (however another location has not yet been identified)
- The incompatibility with horses in the park (and the safety requirements for the front gates to be shut) with the movement of cars in and out of the park for the other activities that occur.

All considered, the development of a multipurpose facility in Yarraman Park is considered viable, well-supported by all users and of significant benefit to the Portland and Glenelg community.
5.2 Potential Users of a Facility

The existing user groups of Yarraman Park have expressed varying levels of interest in a multipurpose facility ranging from very keen to mildly interested. The following table summarises both existing and potential uses of a multipurpose facility to provide a picture of its potential level of utilisation.

<table>
<thead>
<tr>
<th>Name of Organisation / Activity</th>
<th>Current User / Use</th>
<th>Potential Use of Multipurpose Facility</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Portland Gymnastics Club (YMCA)</td>
<td>Yes Existing building</td>
<td>At least 2 days per week for kinder gym, school and gentle exercise programs. 3-4 evenings per week from 4pm for gymnastics programs.</td>
<td>There would be potential for the gymnastics program to further expand into more days for schools, weekends for birthday parties, competitions, etc.</td>
</tr>
<tr>
<td>Portland &amp; District Adult Riding Club</td>
<td>Yes Indoor Arena Only</td>
<td>Possible occasional use for events / meetings.</td>
<td></td>
</tr>
<tr>
<td>Portland Light Harness Club</td>
<td>Yes Park Only</td>
<td>Kitchen, toilet, meeting rooms.</td>
<td>Use of these facilities to be determined – periodic.</td>
</tr>
<tr>
<td>Portland Polocrosse Club</td>
<td>Yes Park &amp; Existing building</td>
<td>Annual event – use for administration, canteen and shelter.</td>
<td>To be confirmed by the polocrosse club.</td>
</tr>
<tr>
<td>Portland &amp; District Pony Club</td>
<td>Yes Park &amp; Separate Shed</td>
<td>At least monthly use for rallies and events. Annual show. Storage area to be provided.</td>
<td>Existing facility is proposed to be demolished as part of redevelopment.</td>
</tr>
<tr>
<td>Portland &amp; District Karting Club</td>
<td>Yes Own Facility and Fenced Track</td>
<td>Limited / no use – happy with existing facility.</td>
<td></td>
</tr>
<tr>
<td>Portland and Heywood Poultry Club</td>
<td>Yes Own Enclosure</td>
<td>Limited / no use – happy with existing facility.</td>
<td></td>
</tr>
<tr>
<td>Portland Racing Pigeon Club</td>
<td>Yes Separate Shed</td>
<td>Club and race days on weekends plus monthly meetings. Use of multipurpose facility for meeting space, kitchen, toilets. Allocated use of portion of northern storage shed for pigeon activities.</td>
<td>Existing facility is proposed to be demolished as part of redevelopment.</td>
</tr>
<tr>
<td>Scouts (Glenelg District; 1st Portland; 2/3 Portland)</td>
<td>No</td>
<td>Potential of site to allow for relocation of one or more troop.</td>
<td>To be discussed further.</td>
</tr>
<tr>
<td>Portland Bay School</td>
<td>Limited use of Gymnastics shed</td>
<td>Use of Gymnastics facility; toilets</td>
<td>Currently non-DDA compliant toilets are a major limitation</td>
</tr>
<tr>
<td>Conference activities</td>
<td>No</td>
<td>Occasional.</td>
<td>To be further examined.</td>
</tr>
<tr>
<td>Farmers Markets</td>
<td>No</td>
<td>Potential monthly market of some type.</td>
<td>Currently does not exist – would need to be initiated by the community with support from Council’s Economic Development Unit.</td>
</tr>
</tbody>
</table>

5.3 Economic Benefit

The value of sport is not just realised for the individual – there are often direct and indirect benefits that sport events bring to a community. These benefits can include direct income from entry and spectator fees and sale of food and merchandise. Indirect economic benefit that is experienced in the broader community is defined by the spending of (non-local) people who attend an event and includes: accommodation, fuel, food and other hospitality and tourism spending while ‘in town’

Economic benefits can also be derived from conferences, special events and regular market style events that attract people to the park and the town. For each of these examples a business case should be developed to clearly examine the merit and benefit of any future initiative.
6. PROPOSED MULTIPURPOSE FACILITY

6.1 Objectives
These objectives were derived from the community consultation process, and also pick up on themes reflected in the Brief for the feasibility study. The vision for the facility also influences the objectives.

- Strengthen the connection between Portland township and its rural and agricultural hinterland
- Maximise the triple bottom line benefit (economic, environmental, community) for Glenelg Shire
- Maximise community benefit for the largest number of people and the widest range of groups
- Achieve value-for-money for ratepayers

6.2 Design principles
The following design principles once again derive from the consultation process and incorporate Council’s expressed aspirations in the Recreation Facilities Policy 2011 (bold headings).

- Quality: To ensure that facilities are well designed, constructed and maintained.
- Low maintenance costs
- Low running costs
- Access & Equity: To provide safe and convenient access to active recreation facilities for all people including those with special needs.
- Access compliant with Disability Discrimination Act 1992
- Sustainability: To ensure that all facilities in active recreation reserves are developed to an appropriate standard that can be maintained within budgetary constraints, with preference for ecofriendly materials and products.
- Design with environmental principles (passive heating and cooling, water recycling, sustainable materials, renewable energy, natural light etc.)
- Where possible, source building materials locally
- Safety: To give consideration to user and public safety in the design and development of all active recreation facilities.
- Maximise safety and security for children as well as adults
- Maximise building security
- Minimise vandalism
- Multi-use: To encourage users of active recreation reserves to share facilities with other users and the general community.
- The facility should be multi-use in design and function and shared spaces will be encouraged.
- The facility will provide for infrastructure for informal and casual recreation activities for the general community as well as for active recreation / sport

6.3 Concept design

- Flexibility in internal layout
- Ability to create single multi-purpose space or subdivide, with dividers easily and quickly reconfigured
- Flexibility to open the building up to large groups; use contiguous exterior spaces; and add temporary marquees.
- Large, flexible kitchen suitable for small or large groups
- Changing, showering and toilet facilities. Option to access toilets from inside or outside the building
- Limited storage for user groups
- Aesthetically attractive building
- Pleasant views from inside the building to outside

The proposed concept design is shown over the page.
6.4 Indicative Costs

The following table outlines the components of the multipurpose facility in greater detail. The functional relationship indicates the important connections in the facility to be taken into account in detailed design. The unit costs have been developed as assumptions based on similar constructions – all costs should be reviewed prior to construction once the precise design, dimensions, materials and finishes are known. All estimates are GST excl and design and escalations have not been allowed for.

<table>
<thead>
<tr>
<th>Space</th>
<th>Functional Relationship</th>
<th>Dimension</th>
<th>Area</th>
<th>Unit Cost</th>
<th>Estimated Cost</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Construction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gymnastics Facility</td>
<td>Connection to shared hall for opening up more space for gymnastics.</td>
<td>23m x 25m</td>
<td>575m²</td>
<td>$1,000m²</td>
<td>$575,000</td>
<td>Gymnastic facility 575m² plus Shared Hall A 240m² is a total of 815m². (Existing shed area is 768m²) Roof is required to be a height of 6 metres New building to be lined and insulated, with heating, cooling, light and power. Gymnastic facility fit-out to be the responsibility of the Gymnastics Club/YMCA. Gymnastics area mostly for use of the Gymnastics Club only, but potentially available for occasional (other) use by negotiation, as set up and take down of gym equipment would be time consuming.</td>
</tr>
<tr>
<td></td>
<td>Incorporation of storage within this facility for close and easy access to equipment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Requires good external access via roller doors.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Connection to the Gymnastics Facility to expand this area for general use.</td>
<td>Shared Hall A 15x16=240m²</td>
<td>400m²</td>
<td>$500m²</td>
<td>$200,000</td>
<td>The Hall should have heating, cooling, lining and insulation, light and power. The Hall should have large windows/sliding doors to east and west for natural light, cross-ventilation, and so that the building can be opened up for pedestrian circulation during events. Verandas 3m wide should be provided on east and west to provide shelter from rain and solar protection. <strong>Shared Hall A</strong> would be used regularly by the Gymnastics Club, as no other groups appear to have regular or substantial clashing requirements. However, gymnastics equipment would need to be packed away when the Hall is required for another group or booking. The larger Hall could accommodate a conference of 160 people seated theatre-style, and approximately 80 seated at tables banquet style. <strong>Shared Hall B</strong> would be generally available to all groups and for external bookings. The smaller Hall could accommodate a conference of 100 people seated theatre-style, and approximately 50 seated at tables banquet style.</td>
</tr>
<tr>
<td></td>
<td>Two shared spaces adjoining with partitioning for separation or opening up as one space. The shared hall must be adjacent to the kitchen and within close proximity to the toilets.</td>
<td>Shared Hall B 10x16=160m²</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Space</td>
<td>Functional Relationship</td>
<td>Dimension</td>
<td>Area</td>
<td>Unit Cost</td>
<td>Estimated Cost</td>
<td>Comment</td>
</tr>
<tr>
<td>------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
<td>-----------</td>
<td>----------</td>
<td>-----------</td>
<td>----------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Committee Room:</td>
<td>Meeting and office space; Event Management</td>
<td>11mx6m</td>
<td>66m²</td>
<td>$500m²</td>
<td>$33,000</td>
<td>Main committee meeting space available for groups at Yarraman Park. On the long wall, there is adequate space for a long set of lockable cupboard shelving, allocated to groups. When shelving is unlocked, a wider shelf at table height can function as temporary office desk space for each group. Shelving could allow space for a filing cabinet for each group. Event management could take over all or part of the meeting room if desired. If so, temporary room partitioning may be required. The room should have an external door as well as a window/counter for people to access directly without going through the main building. Heating, cooling, lining and insulation, light and power. Internet connection desirable.</td>
</tr>
<tr>
<td>Meeting Rooms</td>
<td>Should be close to kitchen and toilets with easy access from entrance.</td>
<td>5mx5m</td>
<td>25m²</td>
<td>$500m²</td>
<td>$25,000</td>
<td>Two meeting rooms available for groups or for hire. The rooms could have a divider wall between them so they could be opened into a larger space.</td>
</tr>
<tr>
<td>Kitchen</td>
<td>Must be centrally placed in the building able to serve out the front of the building and also to the shared hall. Must be close to toilets.</td>
<td>5mx9m</td>
<td>45m²</td>
<td>$1,000m²</td>
<td>$45,000</td>
<td>Allows for kitchen/canteen, plus pantry, preparation area, cupboards, fridges, oven, stove etc. Preparation area can double as an informal meeting area for very small groups when not required for food preparation. Heating, cooling, lining and insulation, all kitchen services.</td>
</tr>
<tr>
<td>Toilets and Showers</td>
<td>Must be located centrally and on the front of the building to be public amenities when required for events. Lockable external doors and internal access from within the facility. Centrally located.</td>
<td>12mx9m</td>
<td>108m²</td>
<td>$1,000m²</td>
<td>$108,000</td>
<td>Based on 5 toilet cubicles and 3 shower stalls for female and male. Includes allowance for disability shower/toilet. Different floor configurations are possible. Dimensions are generous – some storage possible for cleaning equipment etc. Heating, cooling, lining and insulation.</td>
</tr>
<tr>
<td>Space</td>
<td>Functional Relationship</td>
<td>Dimension</td>
<td>Area</td>
<td>Unit Cost</td>
<td>Estimated Cost</td>
<td>Comment</td>
</tr>
<tr>
<td>---------------</td>
<td>-------------------------</td>
<td>-----------</td>
<td>----------</td>
<td>-----------</td>
<td>----------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Storage</td>
<td>Rear of building – does not require access to front of building.</td>
<td>4x5=20m² 9x5=45m²</td>
<td>65m²</td>
<td>$250m²</td>
<td>$16,250</td>
<td>The smaller storage area is available for storing chairs and tables when not required in the Shared Hall. Storage areas have potential for internal and external access. Storage partitioning as simple as possible. Shed to be weatherproofed and rodent-proofed as far as practicable. No lining, insulation, heating, cooling, or plumbing required. Power and light to be available to each storage area.</td>
</tr>
<tr>
<td>Corridor</td>
<td>Connector between spaces.</td>
<td>17mx2m</td>
<td>34m²</td>
<td>$500m²</td>
<td>$17,000</td>
<td></td>
</tr>
<tr>
<td><strong>Sub-total existing shed</strong></td>
<td></td>
<td></td>
<td>768m²</td>
<td></td>
<td>$444,250</td>
<td></td>
</tr>
<tr>
<td><strong>External</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Verandah</td>
<td></td>
<td>48mx3m 30mx3m</td>
<td>234m²</td>
<td>$250m²</td>
<td>$58,500</td>
<td>A wide verandah is proposed on east and west of the existing shed for protection from rain, as well as solar protection in summer. The verandah also shelters external access to toilets and the Committee Room.</td>
</tr>
<tr>
<td>Car parking</td>
<td></td>
<td>24mx7m</td>
<td>168m²</td>
<td>$45m²</td>
<td>$7,560</td>
<td>Six parking spaces plus 3 disability spaces – total 9 spaces - provided outside the Shared Hall.</td>
</tr>
<tr>
<td>Informal car parking</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Informal car parking is available to the south of the new Gymnastics building. No cost allowance has been made for this in the feasibility study.</td>
</tr>
<tr>
<td>Concrete pathway</td>
<td></td>
<td>48mx1.5m</td>
<td>72lm</td>
<td>$45lm²</td>
<td>$3,240</td>
<td>A concrete pathway is provided along the full length of the east side of the existing shed for disability access to building entry, toilets and Committee Room.</td>
</tr>
<tr>
<td>Rainwater tanks</td>
<td></td>
<td>2x10,000L</td>
<td>20,000L</td>
<td></td>
<td>$20,000</td>
<td>Two 10,000L rainwater tanks located on the west side of the existing shed.</td>
</tr>
<tr>
<td>Demolition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$5,000</td>
<td>Existing Pony Club/Racing Pigeons shed to be demolished/removed from site. Existing playground to be demolished.</td>
</tr>
<tr>
<td>Playground</td>
<td></td>
<td></td>
<td>$30,000</td>
<td></td>
<td></td>
<td>New playground to be developed in a location to be agreed.</td>
</tr>
<tr>
<td><strong>Sub-total existing shed</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$124,300</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,143,550</td>
<td></td>
</tr>
</tbody>
</table>
6.5 Critical Partners and Options for delivery and funding streams

Given the limited resources available to Council, realistically the State Government is the main potential funding source to assist with delivery of this facility. However, other sources should not be ignored, and may be capable of minor but significant contributions to the project.

Regional Development Victoria
The RDV website says:

- The Regional Growth Fund will provide $1 billion over the next eight years to build strong vibrant cities and country communities.
- The Regional Growth Fund will support major strategic infrastructure and community-led local initiatives that improve both the competitiveness and livability of regional and rural Victoria, creating more jobs and better career opportunities.
- In administering the Regional Growth Fund, Regional Development Victoria will work with business and community sectors. The Government is also committed to fostering local decision-making through partnerships with the five Victorian non-metropolitan Regional Development Australia Committees and local government.

Guidelines for the Local Government Infrastructure Program indicate that the LGIP:
- ...aims to provide regional and rural councils with certainty to plan for and build new infrastructure or renew assets.
- The LGIP will have the flexibility to support a range of local council initiatives including roads, bridges, new community assets such as halls and theatres, sporting grounds, grandstands, pools, libraries, and upgrading existing facilities. In order to ensure the maximum degree of certainty, each council will be allocated a notional four-year total for projects nominated from its Forward Capital Works Plan.

Sport and Recreation Victoria
Part of the Department of Transport, Planning and Local Infrastructure, Sport and Recreation Victoria provides funding of up to $650,000 for community sport and recreation facilities through the Community Facility Funding Program, under the Major Facilities program. SRV says:

- The Community Facility Funding Program helps provide high quality, accessible community sport and recreation facilities across Victoria by encouraging:
  - increased sport and recreation participation
  - increased access to sport and recreation opportunities
  - better planning of sport and recreation facilities
  - innovative sport and recreation facilities
  - environmentally sustainable facilities
  - universally designed facilities

The Community Facility Funding Program provides grants for planning and building new and improving existing facilities where communities meet, interact and participate in sport and recreation.
Regional Development Australia

Regional Development Australia (RDA) is a partnership between the Australian, state and territory and local governments to support the growth and development of Australia’s regions. The website says:

A national network of 55 RDA committees has been established to provide a strategic framework for economic growth in each region.

The RDA committees work to:

- support informed regional planning
- consult and engage with the community on economic, social and environmental issues, solutions and priorities
- liaise with governments and local communities about government programs, services, grants and initiatives for regional development
- contribute to business growth plans and investment strategies, environmental solutions and social inclusion strategies in their region.

There are nine RDA committees in Victoria.

Local industries

Within the region, local industries such as Alcoa Australia have a strong presence. It may be possible for companies like Alcoa to donate or provide construction materials at cost, in recognition of their part in communities such as Portland. It is important in this situation that the construction materials are those required, and that they do not impose additional unexpected costs on the project.

If such an agreement could be reached, it may be possible to offer a company some naming rights over the facility, commensurate with the contribution.
6.6 Governance and Management models

Several different management models have been canvassed for the management of a multi-purpose facility. Some of these models may be appropriate in the future. However, for the time being it is recommended that Council retain full control of the Park and facilities, including any new building. When the new building is fully established, it may be appropriate to revisit the management model for the Park and the multi-purpose facility.

Option 1 (recommended): Council continue as Crown land Committee of Management for Yarraman Park, and directly manage all bookings, maintenance and facility issues. All current user groups have Crown Land Licence Agreements with Council.

This option gives maximum control and accountability to Council. Particularly at this stage, it allows Council to set a clear culture of cooperation and sharing between groups, and maximises transparency in tenancy dealings. While some delegation of responsibility may be desirable in the future, this option allows Council to ‘bed down’ the new facility and deal with changes and issues arising out of the construction period.

Option 2: Council continue as Crown land Committee of Management for Yarraman Park, informed by an Advisory Committee incorporated under the Associations Incorporation Reform Act 2012. The Advisory Committee could manage day-to-day bookings of the multi-purpose facility and advise the Council in relation to management issues.

This option would be dependent on the evolution of a strong, competent Advisory Committee with the ability to manage fairly the interests of different groups. Such an incorporated Committee, however, is only responsible to its members and not to the Council. Council’s only power is its ability to withdraw its agreement for the Committee to manage these functions. At present, the current Yarraman Park Development Committee does not appear to be structured to play a role like this.

Option 3: Council continue as Crown land Committee of Management for Yarraman Park, with management responsibility formally delegated to a S86 Local Government Act 1989 Committee.

It is understood that Council is wary of using this model of management. It is fair to say that S86 Committees actually require more oversight than often anticipated, as they are actually a part of Council and have no separate corporate existence. Section 86 Committees are nevertheless a useful tool, but require Committee members to work responsibly and with sophistication, recognising that they are an arm of Council, rather than having different interests to Council.

Option 4: Council continue as Crown land Committee of Management for Yarraman Park, with management responsibility tendered out to a commercial or not-for-profit entity.

This option is often used for complex sporting facilities serving large populations, where specialist staff may be required, sometimes with extensive use of contract or casual employment roles. It is also useful where a commercial return is an important part of the recurrent funding mix. It would probably not work particularly well in this situation at present.

Option 5: Council relinquish its role as Crown land Committee of Management in favour of a “Three or more persons” Committee of Management appointed by the Minister for Environment and Climate Change under S14 Crown Land (Reserves) Act 1978.

This option is unlikely to be acceptable to Council as it would be difficult to find the right people prepared to commit their time to this responsibility, who would also have the confidence of all user groups in the Park.
6.7 Management principles for equitable multi-use access

Some management principles for equitable multi-use access have been developed through the consultation process, and from existing adopted Council policies and plans, such as the Special Conditions for Use of GSC Recreation Reserves and Facilities 2004.

Ultimate accountability and management control of the multi-purpose facility rests with Glenelg Shire Council

As discussed in the previous section of the report, it is recommended that for the time being it is recommended that Council retain full control of the park and facilities, including any new building. The Special Conditions for Use of GSC Recreation Reserves and Facilities 2004 spell out the responsibilities of Council as landlord, and the responsibilities of tenants. There is an additional level of complexity with the multipurpose venue, as there will be a main tenant (the YMCA managing the Gymnastics Club) and a range of groups who will require access to different parts of the building from time to time. Management of access and security will require cooperation and clear agreements between Council and user groups. This could be managed through the User Group Licence Agreements.

Maximise access for the largest number of people to enjoy the Reserve

During the consultation process, most existing user groups have welcomed the idea that other new groups and other events could be incorporated into the park. There appears to be a good understanding that more groups and more people will assist the Park to establish a positive profile in the Portland and district community. Already, it is well understood that the Park needs to be shared in time and space – so already various areas of the Park are shared between different groups, at different times.

Open and transparent process for allocating time and space to groups

The current good understanding of the need to share time and space will be strengthened and reinforced by a continuation of an open and transparent process for allocating Park resources to different groups. The existing Yarraman Park Development Committee can play an important role in communications between Councils and the user groups.

The northern storage shed will need to have partitioning, roller doors and access for groups provided as part of this redevelopment project, particularly for the pigeon racing club and the pony club who will lose their existing ‘home base’ to make way for the multipurpose facility.

User groups to have maximum freedom to self-manage in line with agreed principles

The Special Conditions for Use of GSC Recreation Reserves and Facilities 2004 set out the responsibilities of Council and tenant groups, and this should be the continuing basis for management in the future. It is likely, though, that a new multi-purpose facility may require some amendment to these conditions. It may be worth revisiting these conditions when the facility is built and established. Within this framework, however, groups should be encouraged to cooperate and share facilities, as is the case currently.
7. RECOMMENDATIONS

The development of a multi-purpose facility for Yarraman Park is a feasible and well-supported concept. Existing user groups are currently using sub-standard facilities which are not compliant with legislation, particularly in relation to disability access.

Community consultation has added weight to this view, and there is a high level of agreement about the facilities required in the Park. From the consultation process, a vision was developed for Yarraman Park and the proposed Multi-purpose facility … connecting the Portland community to the country, the outdoors and physical wellbeing.

The redevelopment and extension of the existing Gymnastics shed is a good use of the existing building, and offers the Shire the opportunity to develop new uses and activities in the Park. The location has some strong benefits in providing a modest but flexible conference facility in Portland.

It is recommended that:

1. Council release this feasibility study for community feedback as soon as possible.
2. Following consideration of community submissions on the draft study, that Council adopt the final feasibility study as a basis for preparing funding applications as soon as possible.
3. Council make provision in its capital works program funding for the construction of the multipurpose facility taking into consideration external funding that is anticipated.
4. Council adopt governance model Option 1 (direct management by Council) as the preferred model for management of the proposed multipurpose facility.
5. Council factor in other capital works (such as re-fitting the storage shed to the north and improving the park entry) into the capital program.