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TREDWELL

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1 Introduction

1 Introduction

This section provides background information relevant to the project including project context, objectives and desired outcomes, site history and a succinct overview of the methodology.

Background & Objectives

The Glenelg Shire Council engaged Tredwell Management to develop a Master Plan for Alexandra Park.

The Master Plan will assist Council to take a whole of sport, leisure and recreation approach to planning across the Glenelg Shire and ensure future development of facilities that supports the vision for increasing participation and meeting current and future needs at Alexandra Park.

Alexandra Park is located in the west of Portland. The reserve is owned by Department of Environment, Land, Water and Planning (DELWP) with Council being the Land Manager, and is home to 5 sporting clubs:

- Westerns Football Netball Club Inc.
- West Portland Junior Football Club Inc.
- Gorae Portland Cricket Club Inc.
- Portland BMX Club Inc.
- Portland Greyhound Club Inc.

This is the only recreation reserve in Portland which is home to senior football and netball, junior football and netball and senior and junior cricket clubs.

Alexandra Park was first used in 1970 for junior football; West Portland Junior Football has since been the main junior club using the park.

Cricket was also played at Alexandra Park in the 1969/70 season under the banner of the Portland Cricket Club up until 1984 when they combined with Gorae Cricket Club to form Gorae Portland CC. The cricket clubrooms is a Council owned facility that is also used as change facilities during football season.

Westerns Football Netball Club Inc. has been playing at Alexandra Park since 1989.

Netballers / umpires use an old portable located near the netball courts as change facilities and equipment storage unit. There are no toilets/showers in the change rooms. The portable and the Westerns Football Netball Club function rooms are owned by the club.

The two netball courts at Alexandra Park were built around 1990 and a recent audit identified many non-compliance features.

The BMX club was relocated to Alexandra Park in 2005 due to a redevelopment of the track to enable them to host the State finals. The club's portable facilities include kitchen, clubhouse and toilet amenities.

Local greyhound trainers use a one lane fenced track to exercise greyhounds on a daily basis.

Alexandra Park's oval drainage system was upgraded in 2014 to improve playing conditions for both football and cricket games. Pavement works have also been undertaken to improve parking and access into the reserve.

During the 2016/17 financial year Council committed \$250K to support a funding application through Sports Recreation Victoria for the redevelopment of netball courts at Alexandra Park, however the funding application was unsuccessful due to further planning of the reserve being required.

The objectives of this project are to provide a Master Plan for Alexandra Park that will capture the sport and recreation needs, address co-location issues, interdependency considerations and aspirations of clubs/organisations using Alexandra Park.

The Master Plan will provide directions and priorities for the provision of facilities and services that will be supported by strong policy and strategic work. The Master Plan will also assist Council and users to prioritise projects, activities and funding programs.

Methodology

Phase 1: Identify, consult, and assess

- Review key documents to understand the strategic priorities have in relation to community infrastructure, community wellbeing, sport and recreation
- Develop a participation and demographic profile for Alexandra Park, including current and future trends
- Undertake consultation with key stakeholders
- Conduct a detailed assessment of the strengths, weaknesses, opportunities and threats (SWOT Analysis) for Alexandra Park

Outcome: Preliminary Concept Plan

Phase 2: Analyse, guide and recommend

- Develop guiding principles to assist Council in making decisions and establishing priorities for the Precinct
- Develop recommendations and framework for the future management, use and development of the Precinct
- Provide a graphic representation of the Master Plan

Outcome: Master Plan report



2 Literature Review

2 Literature Review

A wide range of strategic documents and policy positions are relevant to the development of sport, recreation and open space facilities at Alexandra Park.

Various State, regional and local level documents are reviewed in this section, with key visions, strategies and policies relevant to the future development of Alexandra Park outlined.

State Level Documents

Active Victoria – A strategic framework for sport and recreation in Victoria 2017-2021

This strategic framework identifies the following outcomes of sport and active recreation:

- Healthier Victorians
- Economic growth and jobs
- Community cohesion
- Liveability

Strategic Directions include:

Meeting demand

- Increase the capacity of sport and active recreation infrastructure
- Create flexible and innovative participation options

Broader and more inclusive participation

- Build inclusion into the system
- Continue investment in female participation
- Provide support and flexible participation options for other under-represented communities including people with disability, LGBTI people and disengaged youth

Additional focus on active recreation

- Invest in infrastructure that enables active recreation
- Support non-organised and unstructured physical activity

Build system resilience and capacity

- Support volunteers and the sport and active recreation workforce
- Encourage good governance and diverse leadership

Connect investment in events, high performance and infrastructure

- Invest in state and regional facilities that underpin Victoria's event calendar
- Strengthen linkages between events and high performance sport and grassroots sport
- Develop pathways to excellence

Work together for shared outcomes

- Develop agreed priorities for collaborative action
- Ensure complementary investment to create collective impact

Valuing Sport & Recreation December 2016, Victorian Government

This Paper asserts that sport and recreation is an integral part of Victoria's social and economic life, and identifies that there are opportunities to increase participation in sport and active recreation and specific changes that must be addressed.

The Paper identifies a number of key changes that would both strengthen sport and active recreation in Victoria and further contribute to Victoria's liveability including:

- a higher rate of participation in sport and active recreation
- broader, more inclusive, participation across our community
- a robust and sustainable sector
- flexible options and choices for participants
- efficient, multi-use of current, upgraded and new infrastructure
- infrastructure and programs that more effectively meet demand
- community and high performance sectors connected to maximise results

Sport and Recreation Victoria Facility Development Guides

Sport and Recreation Victoria have developed a range of development guides to inform sport and recreation facility development, including:

- Design for Everyone: A Guide to Sport and Recreation Settings
- Female Friendly Sport Infrastructure Guidelines
- Community Facility Lighting Guide

These guides will inform the design development processes associated with this Master Plan and subsequent detail design stages.

Regional Level Documents

Great South Coast Regional Growth Plan 2014

The Great South Coast Regional Growth Plan:

- establishes a framework for strategic land use and sustainable settlement planning
- identifies important economic, environmental, social & cultural resources to be maintained or developed
- provides direction for accommodating growth and change including residential, employment, industrial, commercial, agriculture activities
- identifies opportunities for supporting regional level infrastructure, providing an essential contribution to the long-term sustainability of the region.

Future key directions for regional growth include:

2. Attract more people to the region
 - Promote liveability as a key attribute of the region
 - Build on the diversity of lifestyle choices within the region
7. Enhance equity of access to infrastructure, facilities and services
 - Provide well-located, flexible and accessible social infrastructure

Local Level Documents

Glenelg Shire Council Plan (2017-2021)

Five key themes form the foundation of this plan:

- 1 Growing Glenelg** – sustaining and growing a diverse economy and social prosperity
- 2 Connecting Glenelg** – connecting people, places and spaces
- 3 Liveable Glenelg** – embracing inclusive, health, sustainable and diverse cultures
- 4 Creative Glenelg** – Creative, inspired, forward thinking and action orientated
- 5 Leading Glenelg** – Create shared visions within the community ensuring agreed outcomes.

Of particular relevance to this project:

2 Connecting Glenelg

Strategic Objective: Improve connection of public places within the shire

Strategies/Actions: Create places that enhance active engagement of people with community.

Strategic Objective: Support the creation of all abilities access in the Shire

Strategies/Actions: Enhance inclusive and equitable communities where people feel safe, supported and connected to others

3 Liveable Glenelg

Strategic Objective: Promote a welcoming, caring and participative community

Strategies/Actions: Improve attractiveness and accessibility of local facilities & Improve appearance of public spaces and streetscapes within townships

Strategic Objective: Improve health outcomes for all ages

Strategies/Actions: Support the creation and maintenance of good quality sport, recreational and leisure facilities

Strategic Objective: Council demonstrates leadership in environmental sustainability

Strategies/Actions: Reduce Council's water usage & Protect Environmental Assets

Glenelg Planning Scheme Review 2014

The vision of the Glenelg Planning Scheme Review is to create a planning scheme that is streamlined, contemporary and reflects best practice industry standards.

The Review outlines issues and identifies policy gaps that the Glenelg Planning Scheme needs to address.

Alexandra Park lies within the Public Park and Recreation Zone. The stated Purpose of this zone includes:

- To recognise areas for public recreation and open space
- To protect and conserve areas of significance where appropriate
- To provide for commercial uses where appropriate

Portland Integrated Growth Plan 2011

This Plan focuses primarily on the Portland CBD and immediate context, but recognises Alexandra Park as an important open space within the wider context of the town.

Although not specifically targeted at Alexandra Park, urban design and public realm recommendations included in the Plan are equally relevant to any future development opportunities at Alexandra Park, including:

- improved pedestrian and cycling connectivity
- adoption of a high standard of building design
- incorporation of Water Sensitive Urban Design (WSUD) principles
- application of Crime Prevention Through Environmental Design (CPTED) principles

Glenelg Environment Strategy 2010-2020

The guiding principle of this strategy is to protect, manage and enhance the local environment while making a contribution to regional, state and national objectives.

The Strategy recognises the environmental and biodiversity values associated with active sporting facilities, including Alexandra Park, noting the presence of indigenous vegetation that provides habitat for indigenous flora and fauna and enhances local amenity.

3. BIODIVERSITY

Aim: Continue to improve management and advocacy for protecting biodiversity of the natural assets in Glenelg Shire to ensure in the long term a robust environment resilient and adaptable to change. Reverse the current rate of decline in the extent and quality of biodiversity in Glenelg Shire.

Strategy 3.1 Council to value and appropriately manage biodiversity and environmental values of Council managed land.

Glenelg Strategic Futures Plan 2009

The objectives of the GSFP include:

- development of a detailed sustainable land use and development policy framework that provides for future industrial, residential, commercial and community development
- plan for the orderly and sequential development of industry, housing, commercial, and community uses based on the need to accommodate diverse needs over the planning horizon

The Plan notes that areas including and surrounding Alexandra Park comprise fragmented rural residential development that is difficult to service.

The Plan also notes that there are very strong flow paths surrounding Wattle Hill Creek, with low lying parts of Alexandra Park and adjoining areas prone to flooding.

The Plan also identifies a number of opportunities to enhance liveability in the Shire, including:

- developing Portland's profile as a retirement destination
- improving education/training sector opportunities

Indoor Recreation Facility Feasibility Study May 2010

This project was commissioned in order to investigate the indoor facility needs of Portland sporting and recreational clubs.

The research and consultation undertaken as part of the project confirmed that there is justifiable demand for the development of additional indoor courts to accommodate known and future recreation participation needs of Portland and surrounding communities.

Establishment of a three court venue, capable of multi-sport use, is considered necessary to meet identified demands.

A range of possible sites were investigated throughout Portland for the possible establishment of a new three court venue, each site assessed against a range of criteria.

Redeveloping the current site of the basketball stadium, including use of adjacent land) was identified as the preferred option.

Alexandra Park was identified as the preferred alternative location, ahead of six other potential sites considered as part of the study.

Glenelg Shire Council Recreation & Open Space Strategy 2007-2017

The Recreation and Open Space Plan 2007 provides a strategic framework to direct open space planning and recreation management to 2017. Shire-wide analysis identified the following topics potentially relevant to this project:

- Lack of diversity and accessibility in playground provision
- Lack of connectivity between subdivisions and open spaces
- Water costs and availability
- The need to consider emerging sports and activities
- Demand for ongoing support for traditional sports is expected to remain a priority
- Ensure balanced support for male and female sports and activities
- Ensure there is balanced support for organised and non-organised participation in recreation
- Sustainability of existing infrastructure (including shared use of existing facilities)
- Ageing infrastructure, limited size of facilities, lack of appropriate public toilets and lack of storage facilities
- Deteriorating hard court surfaces

Identified strengths associated with Alexandra Park included:

- Size and location
- Oval surface, netball courts, BMX track and pavilion
- Native vegetation/trees

Identified weaknesses included:

- Limited run off between the oval boundary and fencing
- Overall maintenance is poor (roads need grading, vegetation maintenance, rubbish collection)
- Disjointed outbuildings, not all appear to be used.
- Training lights may require upgrading
- Pavilion may require upgrading

Discussion Points raised included:

- Improve road surfaces
- Improve vegetation maintenance and general clean up
- Formalise/establish path connections between key infrastructure
- Re-line the oval boundary to allow sufficient run off
- Review the level of use of existing buildings, demolish any facilities that are not used and in poor repair

Alexandra Park Netball Facility Condition & Compliance Audit Report (January 2016)

The report found that both netball courts are non-compliant with contemporary facility standards, specifically in relation to:

- insufficient baseline and sideline runoff zones
- insufficient distances and inappropriate surfaces between courts (steep gradients and potentially slippery)
- court dimensions too narrow/ too wide
- goal ring heights too high
- obstacles (eg drainage channels, lighting) within runoff zones

In addition, lighting facilities are rated as poor and do not meet required LUX levels. Accessibility is also rated as poor, due to limited provision of connecting pathways and steep terrain.

The report notes that the compliance issues identified are considered serious hazards and should be addressed by reconstructing the courts as soon as possible to reduce the risk to player and umpire safety.

Alexandra Park Oval Survey and Upgrade Design (June 2012)

The aim of this project was to provide a comprehensive design for the provision, management and life cycle costs of a grassed playing surface at Alexandra Park.

The recommended proposed upgrade works included:

- Install a subsoil drainage system in an 8 m x 8 m grid formation across the entire Oval
- Remove the existing hard wicket cricket pitch and relocate and replace with a new hard wicket cricket pitch
- Undertake and implement a Subsoil Drainage Maintenance Management Plan and Turf
- Maintenance Management Plan for the Oval
- Remove blockages to the perimeter drainage system caused by un-formalised access points and replace with formalised access points for Oval users
- Remove any blockages in the pipe in the swale on the western side of the access road.

It is understood that these works were implemented in 2014.

Peak Bodies Documents

Growing the Heartland, Football Facilities Development Strategy 2017–2022, AFL Victoria

This Strategy outlines AFL Victoria's planned approach to the provision of infrastructure across Victoria. The following strategic priorities are relevant to Alexandra Park:

- Increase the quality/functionality and maximise the carrying capacity of existing facilities.
- Capitalise on opportunities to create Administration Centres/ regional hubs, provide venues for talent pathway programs and competitions and protect landmark sites in key locations.
- Ensure facilities are catering for the diversity of participants, particularly female participants, attracted to our game.
- Continue to enhance our relationship with Government (particularly Local Government) in the planning and provision of facilities.

The AFL has published *Preferred Facilities Guidelines*, outlining the favoured specifications for football facility developments, including an addendum with guidance for the design of unisex amenities.

Our Strategic Plan for Success 2014–2018, Netball Victoria

This Strategic Plan outlines Netball Victoria's plan to promote the growth of netball across the state. The strategic pillars are:

- Build the capacity of netball to grow
- Grow netball by having more people participating more often
- Promote health and wellbeing in Victorian communities through netball
- Increase the netball facility footprint and presence in sporting facilities
- Attract new revenue to allow for more investment in netball
- Strive to be the best, on and off the court

Netball Australia's *National Facilities Policy* and Netball Victoria's *Facilities Manual* provide guidance with netball facility planning and outline the technical requirements of netball facilities.

Common Ground, A Unified Plan for Victorian Cricket Facilities Development, Cricket Victoria (2014)

This plan provides direction to the development of cricket facilities across Victoria with the following facilities development priorities:

- Game and practice facilities
- Regional centres
- Female cricket
- Multi-use facilities
- Planning and investment

A key element of this Plan is to ensure the efficient use of resources by, where appropriate, seeking viable facilities sharing solutions with other sports and community groups.

Cricket Australia has published *Community Cricket Facility Guidelines* which provide direction and technical information for the development of community cricket facilities.

Cycling Victoria State Facilities Strategy 2016 – 2026

This Strategy has been developed by Cycling Victoria in collaboration with Mountain Bike Australia and BMX Victoria to improve the planning and maintenance of facilities across the state.

A prioritised implementation plan is provided which generally supports plans which:

- Incorporate Universal Design Principles
- Develop Women's Changeroom and Toilet Facilities at cycling facilities
- Develop partnerships between sporting and community clubs to provide club rooms for cycling clubs (particularly Portland, as well as others)

This Strategy also outlines the BMX Facility Hierarchy which identifies the BMX track at Alexandra Park as a "municipal level" facility.

The *BMX Australia Track Guidelines* provide direction for the development of new and existing BMX tracks, outlining the specifications and technical requirements of track developments, particularly the starting hill.



3 Trends Analysis

3 Trends Analysis

Emerging demographic and participation trends relevant to the development of sport, recreation and open space facilities at Alexandra Park are considered in this section.

Trends are considered at a global, state, regional and local level to inform the development of the Master Plan, acknowledging the broader influences of global trends, whilst recognising that local sporting and recreation preferences will have a significant bearing on the specific needs of the local community and outcomes for Alexandra Park.

This section also outlines the broader, strategic support for the development of community hub complexes, optimising the shared use of facilities and minimising facility duplication with the intention of delivering sustainable, fit-for-purpose, accessible facilities for all members of the local community, including its sport and recreation clubs and groups.

Global Mega Trends

The CSIRO's report entitled *The Future of Australian Sport (2013)* identified six global sporting 'megatrends' that will likely influence the Australian sport sector over the next 30 years.

1. A Perfect Fit

The increasing popularity of individualised sport and fitness activities such as yoga, gym, aerobics and jogging.

Individual fitness pursuits allow people to align their fitness activities with their increasingly busy lifestyles.

2. From Extreme to Mainstream

'Adventure', 'Lifestyle', 'Extreme' and 'Alternative' sports are increasing in popularity, specifically among younger people as they are more likely to be attracted to these forms of sport and recreation through generational change and increased awareness through online content.

3. Everybody's Game

Sporting activities are becoming more geared towards the ageing and more culturally diverse Australian population. This will change both the types of sports we play and how we play them, with indications that more Australians are embracing sport well into their old age.

Australia is becoming more culturally diverse, and as the population ages, the sports preferences of the nation are likely to change as a result.

4. More than Sport

Governments (at federal, state and local level) and companies are increasing their utilisation of sport to achieve their policy objectives. Governments are increasingly incorporating sport into various policies to tackle a range of issues from childhood obesity through to community wellbeing.

Furthermore, local governments associated with marginalised communities are trending towards the utilisation of sport as a means of building social capital within their community.

5. New Wealth New Talent

Growth of Asian countries (in terms of both population and income). This trend will see the creation of a more competitive sporting arena for Australians, both on the sports field and in the sports business environment.

The growth of disposable income amongst Asian countries is resulting in an increased interest in sport as people have more money to spend on sport, leisure and recreation activities. This could also potentially create new markets for sports television, sports tourism, sports equipment, services and events.

6. Tracksuit to Business Suit

Some sports are receiving much higher salaries for elite athletes than other sports. Currently more people are trending towards sports that receive a higher salary at the elite level which places pressures on less financially backed sports. Market forces are also putting greater pressures on loosely organised community sporting clubs to become organisations with corporate structures and formal forms of governance; a challenging task for many.

A secondary point to this trend is the acknowledgment of the rising cost of sport participation which is now becoming a barrier for some members of the community.

Participation Rates

In line with the global trends in sport, the 2016 AusPlay participation survey found that the top five activities among Victorian adults are primarily individual fitness pursuits, such as recreational walking, which fit into increasingly busy lifestyles.

Three of the organised sports catered for at Alexandra Park (Australian rules football, cricket, netball) feature in the top fifteen sports and physical activities for adults and feature in the top seven sports and physical activities for children.

While adults are more likely to participate in “self-organised” physical activities, children have higher participation rates in sports clubs/associations.

A report entitled *Active Victoria, A strategic framework for Sport and Recreation in Victoria 2017-2021* provides insights into the AusPlay 2016 participation data which distinguishes between genders.

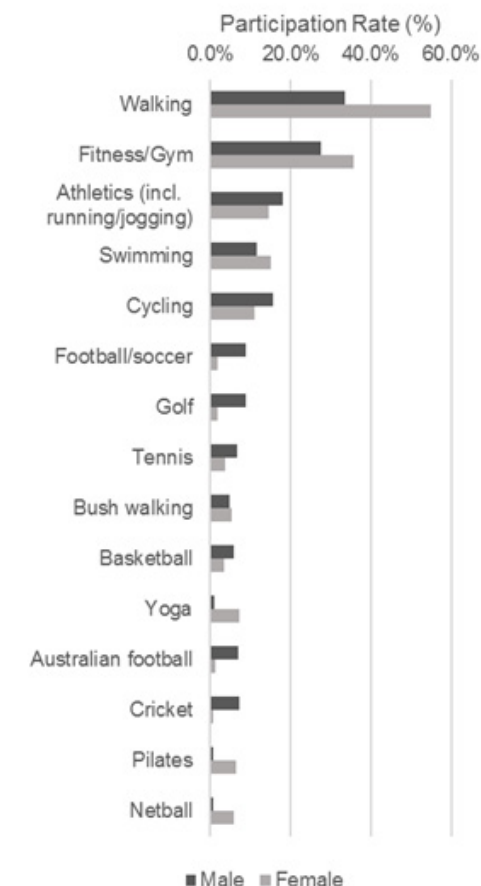
According to the analysis, 20% of Victorian males and 10% of Victorian females participate in sport.

The popularity of activities varies between genders, although Fitness/Gym and Walking for Exercise are the most popular among both men and women.

Top Activities - Victorian Adults

Rank	Activity	Participation
1	Walking (recreational)	44.5%
2	Fitness/Gym	31.6%
3	Athletics, track and field (includes jogging and running)	16.3%
4	Swimming	13.4%
5	Cycling (does not include BMX)	13.3%
6	Football/soccer	5.3%
7	Golf	5.3%
8	Tennis	5.2%
9	Bush walking	5.2%
10	Basketball	4.6%
11	Yoga	4.2%
12	Australian football	4.1%
13	Cricket	4.0%
14	Pilates	3.6%
15	Netball	3.3%

Top Activities - Victorian Adults (by gender)



Top Activities - Victorian Children

Rank	Activity	Participation
1	Swimming	33.1%
2	Australian football	13.6%
3	Basketball	12.2%
4	Netball	9.7%
5	Tennis	8.7%
6	Football/soccer	8.2%
7	Cricket	8.1%
8	Dancing (recreational)	7.9%
9	Gymnastics	7.1%
10	Athletics, track and field (includes jogging and running)	4.3%

Demographic Analysis

An analysis of Portland and the Glenelg Shire's demographic indicators was conducted to gauge trends that are relevant to the planning and provision of sport, recreational and open space facilities and services.

The report entitled *Victoria in Future* (2016) projected that the population of the Glenelg Shire Council area would decrease at an average annual rate of 0.45% from 19,800 in 2011 to 18,300 people by 2031.

The 2016 Census reported a population of 19,726 which demonstrated a decline of 0.6% since 2011.

At the time of the 2016 Census, the town of Portland had a population of 9,730 people. 32.5% of households had at least one child, 6.7% of residents were born outside of Australia, 7.6% of the population reported needing help in their day-to-day lives due to disability.

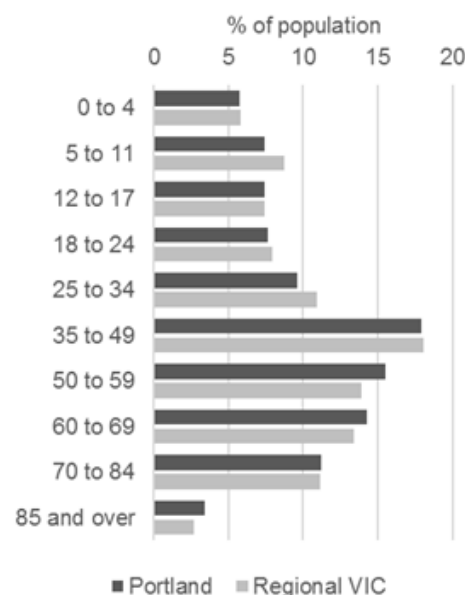
In line with the trend for volunteering to be more common in regional areas of Victoria, 26% of Portland residents were engaged in voluntary work in 2016, which is higher than the Victorian average of 19.2%.

Comparisons between population age structures show that relative

to Regional Victoria, the Portland population has a larger percentage of people aged 50 years and above and a smaller percentage of people aged below 50 years. Between the 2011 and 2016 Census dates, the population of Portland increased by 117 people (1.2%).

The age group which experienced the largest number of new residents were Empty nesters and retirees (60 to 69) with an additional 392 people.

The most significant decline was among Parents and homebuilders (35 to 49) with 238 less people falling within this age group in 2016 than in 2011.



In terms of relative socio-economic disadvantage (indicated by the SEIFA index derived from the 2011 Census), Portland's SEIFA index score of 941.7 was lower than the index scores for the Glenelg Shire (960.2) and for Regional Victoria (977.7).

This indicates that residents of Portland generally experience a higher level of socio-economic disadvantage than the average across the Shire and other regional areas of the state.

With a population experiencing growth in the proportion of older residents, decline in the proportion of younger residents, high levels of volunteerism and high relative socio-economic disadvantage, it is important to provide sport and recreation opportunities which:

- facilitate active ageing;
- encourage retention and participation of young people;
- are accessible and affordable;
- embrace and support volunteers in the community; and
- will sustainably cater for changing community needs into the future.

Community Sporting Hubs

Community expectations and demand for accessible, integrated and well-designed sporting facilities are increasing across Victoria and the nation. National and State Governments, as well as other funding bodies, are encouraging the development of multi-use, shared and co-located facilities to achieve various policy objectives and high returns on investment. A Community Sporting Hub is a model where progressive sports clubs cooperate to achieve best-practice outcomes for their members and the wider community. Community Sporting Hub models offer opportunities for:

- provision of best-practice sporting facilities tailored to the needs of the local community
- increased facility development budgets, leveraging off various funding objectives
- reduced facility maintenance and operational costs for each club
- cooperation and networking between sporting organisations
- enhanced infrastructure which is accessible, adaptable to changing community needs and incorporates universal design
- shared community spaces to facilitate programs that develop community capacity/connectivity



4 Site Analysis

4 Site Analysis

This section considers the site and its context and the key existing features relevant to the future development of Alexandra Park, including:

- surrounding land use
- topography
- open space character
- sports facilities
- access and circulation
- built infrastructure

Site Context

The plan opposite identifies the location of Alexandra Park alongside other sport, recreation, open space and community facilities that are considered particularly relevant to the development of this Master Plan:

Key Sports Facilities

- Flinders Park
- Bowling Club
- Indoor Recreation Centre
- Hanlon Park
- Friendly Society Reserve
- Henty Park
- Bowling Club
- Yarraman Park
- Nelson Park
- Cavalier Park
- Golf Club

Key Open Space Facilities

- Portland Bay Foreshore
- Fawthrop Lagoon

Education Institutions

- Portland North Primary School
- Portland Primary School
- St John's Lutheran Primary School
- Bundarra Primary School
- All Saints Parish School
- Portland Secondary College
- Bayview College
- SW TAFE Campus

Site Overview

Alexandra Park is located in the west of Portland on approximately 15 hectares at 13 Park Street, Portland.

The reserve is owned by the Department of Environment, Land, Water and Planning (DELWP), with Council responsible as Land Manager. The Park is zoned as a Public Park & Recreation Zone.

The reserve performs an important sport and recreation function for the community, hosting a variety of active and passive activities including football, cricket, netball, BMX, greyhound racing (training), walking and dog walking.

The reserve is also important from an environmental and biodiversity perspective.

The Park is bound to the north by Park Street and residential development beyond. To the east, the Park is bound by the A200 Henty Highway and further residential development beyond. To the west lies a single residential dwelling, larger rural residential blocks and open paddocks. To the south, the reserve is bound, in part, by Wattle Hill Creek and associated vegetation, with larger rural residential blocks and open paddocks further to the south.



Topography

The Park can broadly be divided into two distinct areas; significant parts of the northern areas of the Park are relatively flat and well suited to the provision of formal sports playing surfaces. Land generally rises to a high point in the vicinity of the BMX facility with a requirement for retaining walls around the netball courts to accommodate level changes. A belt of indigenous vegetation lies on steeply sloping land that falls down to the Wattle Hill Creek floodplain, comprising an open paddock and further vegetation.

Open Spaces & Features

The Park can be further divided into four distinct open space character areas, (excluding land utilised primarily for the purposes of sport):

- Open Space West
- Open Space East
- Indigenous Vegetation
- Open Paddock

These spaces provide an established green setting to the Park and its sports facilities, comprising areas of amenity grass and significant individual trees and tree groups.

There is limited existing infrastructure to support passive/informal recreation activities (e.g. playground, shelters).

Sports Facilities

Sports facilities include:

- football/cricket oval
- netball courts
- cricket nets
- greyhound track
- BMX track

The football/cricket oval is serviceable, and benefits from recent upgrades to the drainage. It is noted that the oval is not optimally oriented, and falls short of preferred dimensions in terms of overall length.

The previously undertaken audit of the netball facilities highlights that these facilities are in need of significant redevelopment to address a range of compliance issues.

Whilst the cricket nets are in reasonable condition, there is a clear issue in terms of this facility location and its proximity to the main access road and car park.

Training practices associated with the greyhound track and the use of vehicles to 'encourage' the dog to race presents a clear safety concern, which need to be addressed.

The BMX track is in good condition and well maintained, however, it no longer meets the required standards to host State-level competition.

Access & Circulation

There are two vehicular access points into the Park, plus a third access point for pedestrians only. There is also a network of bitumised and unsealed roads and tracks across the Park.

Car parking comprises a centrally located main car park near the football clubrooms and a second informal car park near the BMX facility. Car parking also occurs informally in the vicinity of the netball courts (on grassed areas).

Formalised footpaths in and around the Park are limited and, together with localised topography variations, present a range of accessibility issues.

There are significant opportunities to improve vehicle access and management around the Park.

Main Built Infrastructure

Main built infrastructure in the Park includes clubrooms and changeroom structures associated with the sports facilities and a public toilet block.

Much of this infrastructure is ageing and, in some instances, is no longer fit for purpose to meet the challenges associated with changing participation trends, the need to provide appropriate facilities for female/junior participants and promote inclusive access, plus increasing expectations of standards for community infrastructure.

In addition, the relationships between play surfaces/facilities and associated support facilities (e.g. clubrooms/changerooms) are not ideal in terms of general outlook, accessibility and potential safety concerns relating to vehicle circulation.

Other Infrastructure

Other infrastructure within the Park includes perimeter fencing and smaller built structures associated with the sports facilities, such as the ticket booth, scoreboard, interchange benches and storage sheds.

Further detailed analysis of these features are provided on the following pages.



Site Features Plan

A Open Spaces & Features

- A. Open Space - West
- B. Open Space - East
- C. Indigenous Vegetation
- D. Open Paddock

E Sports Facilities

- E. Football/cricket oval
- F. Netball courts
- G. Cricket nets
- H. Greyhound Track
- I. BMX Track

1 Access & Circulation

- 1. Main access
- 2. Secondary access
- 3. Pedestrian access
- 4. Main sealed access road
- 5. Main sealed car park
- 6. Secondary access road (unsealed)
- 7. Internal access track
- 8. Internal access track
- 9. Internal access track
- 10. Internal access road
- 11. Informal car parking
- 12. Turning circle

13 Main Built Infrastructure

- 13. Changerooms, kitchen, kiosk (Council-owned)
- 14. Football Clubrooms
- 15. Netball Clubrooms
- 16. BMX Clubrooms
- 17. Public toilets

18 Other Infrastructure

- 18. Ticket booth
- 19. Coaches boxes / Interchange benches
- 20. Scoreboard
- 21. Outdoor bar & storage shed
- 22. Greyhound starting box
- 23. Netball interchange benches
- 24. BMX entry box and storage shed
- 25. BMX start hill & tower
- 26. Perimeter fencing

Open Spaces & Features

Open Space - West (A)

The north west corner of the Park comprises flat areas of amenity grass and a significant number of established trees, which provide shade and a green setting to the Park.

There is limited understorey vegetation allowing free pedestrian circulation and views across the space.

With the exception of internal access roads there is limited built infrastructure/ public amenities in this area.

Open Space - East (B)

Land to the east of the main access road comprises open areas of generally flat but undulating amenity grass, with individual established trees, bound by indigenous vegetation belts along the Park's east and south boundaries.

Indigenous vegetation (C)

A significant belt of indigenous vegetation divides the Park, separating northern areas comprising sports and recreation facilities from lower lying inaccessible areas of the Park.

This vegetation belt is located on significantly sloping land, with no formal access currently promoted, although several goat tracks exist throughout this area.

Open Paddock (D)

Southeastern-most areas of the site comprise a flat open paddock, currently used for grazing.

This area is bounded by Wattle Hill Creek and is subject to periodic flooding and inundation.

As a result it is considered that this area offers limited opportunity to enhance Alexandra Park from a sport or recreation perspective.

However, there may be opportunities for stormwater capture and re-use within the Park.



F. Open Space - West



H. Indigenous vegetation



G. Open Space - East



I. Open Paddock

Sports Facilities

Football/Cricket Oval (E)

The oval provides the primary playing surface for football and cricket training and competition activities and is located centrally in the Park.

The oval is broadly oriented east-west and dimensions measure at around 150x125m, which does not meet preferred facility standards. Recent upgrades to surfacing and drainage infrastructure have significantly improved historic issues relating to poor surface condition, although it is understood some issues remain.

Current flood lighting infrastructure facilitates evening football training, however clubs advise that lighting capacity is inadequate and presents a safety risk.

An increase in the overall size of the oval to meet preferred football oval standards would increase capacity to program senior and junior football training sessions and may alleviate any potential conflicts between football and cricket season overlaps.

Netball Courts (F)

The 2 netball courts are located to the rear of the existing football clubrooms.

A recent audit of these facilities identified multiple issues that require attention, including:

- insufficient distances and inappropriate surfaces between courts (steep gradients and potentially slippery)
- court dimensions too narrow/ too wide
- goal ring heights too high
- obstacles (eg drainage channels, lighting) within runoff zones

Cricket Nets (G)

This facility comprises 2no. nets/ bays, located to the east of the changeroom facility. The nets have rear, side, dividing and roof mesh nets and synthetic grass surfaces. A low retaining wall integrates the facility with the surrounding ground levels.

The nets are in reasonable condition and are fit for purpose, however, current orientation presents safety concerns due to the proximity and location of the main access road and car park, with batsmen hitting balls in the direction of the access road and car park.

Facility standards recommend the provision of 3no. nets for this type of community facility, although this has not been raised specifically as an issue or a need by the club.



E. Football/cricket oval



F. Netball courts



G. Cricket nets



H. Greyhound Training Track

Greyhound Training Track (H)

The greyhound training track is located to the rear of the netball courts and cricket nets and is bound to the south by a significant block of indigenous vegetation.

Club representatives advise that the track is of a high standard and is suitable for training purposes. The track is 300m in length and, when allowance is made for elevational changes, the track effectively equates to a running distance of 450m.

The track is enclosed by post and wire fencing and is accessible via a padlocked gate; only club members have a key and this space is not available for use by general members of the public.

Club members 'encourage' dogs along the training track by pursuing the dog in a vehicle on the adjacent access track. It is considered that this arrangement presents a safety issue, in the context of other user groups in the Park, and Council reserve speed restrictions of 10kmph.



I. BMX Track

BMX Track (I)

The BMX track is located towards the Park's western boundary.

The track comprises a start ramp, 4no. straights, 3no. turns and finish area, constructed of a crushed stone surface material.

The track is constructed in and around established trees; padding is used on trees located immediately adjacent to the track during competition meets to minimise safety issues.

The track has previously hosted State level competition (2005), however, facility standard requirements have subsequently changed and the track is no longer suitable to host such events.

Access & Circulation

Main access (1)

The main access point into Alexandra Park is located on Park Street, approximately 100m west of the main intersection of Park Street and Henty Highway.

This provides open access for vehicles and pedestrians, with no gated control.

Secondary access (2)

A second gated vehicle and pedestrian access point is located further to the west along Park Street, providing alternative access into the Park when the gates are open.

Pedestrian access (3)

A third access point towards the western boundary of the Park provides access for pedestrians only, with no formal footpath or cycleway provision.

Main access road (4)

The main access road provides access to the clubroom and changeroom facilities and primary car parking area.

This road was relatively recently bitumised and is in good condition.

Main car park (5)

The main car park is bitumised and comprises 35no. car park bays plus 4no. accessible car park bays.

Reserved areas between car parking bays enable pedestrian circulation between the clubrooms, changerooms and oval through the car park, although this route is not particularly well defined.

Secondary access road (6)

A secondary access road (unsealed) provides alternative access between Park Street and the main car park.



1. Main access



4. Main access road (sealed)



2. Secondary access



5. Main car park (sealed)



3. Pedestrian access



6. Secondary access road (unsealed)



7. Internal access track (unsealed)



10. Internal access road (unsealed)



8. Internal access track (unsealed)



11. Informal car parking (unsealed)



9. Internal access track (unsealed)



12. Vehicle turning circle (unsealed)

Internal access track (7)

This track provides alternative access between the secondary access road and the main car park via the western end of the oval.

Internal access track (8)

This track provides access from the secondary access road towards the western Park boundary and the BMX facility. The track leads round the BMX facility where it loses alignment definition and is replaced by amenity grass, suggesting only occasional use.

Internal access track (9)

Another track links the secondary access road with the BMX facility, running to the west of the existing netball courts.

Internal access road (10)

Running from the main sealed access road, this unsealed road provides primary access to the BMX facility.

This road is also currently utilised by members of the Greyhound Club as part of their current training practices.

A gate across the road can be closed to restrict greyhound training activities whilst the BMX facility is in use.

This informal arrangement has been agreed to by both clubs as a way of minimising potential user conflict.

Informal car parking (11)

Car parking area formed of crushed aggregate and provides car parking adjacent to the BMX facility.

Vehicle turning circle (12)

Informal turning circle at the end of internal access road (10), primarily utilised by the Greyhound Club.

Main Built Infrastructure

Changerooms, kitchen, kiosk (13)

This is a Council-owned facility and comprises home and away changerooms with shared showers and toilets, kitchen/kiosk space, backroom storage and time-keepers box on a second level. The changerooms also serve as clubrooms for the cricket club and junior football club.

The facility is ageing and provides for only the essential requirements of each of the clubs that use this facility. The current layout does not offer dedicated changerooms for female or junior participants, and presents issues around public access to toilet amenities (including people with a disability), treatment for injury of junior and female participants (currently undertaken in the main changeroom) and general lack of storage space.

There are also issues around food preparation and service as the kitchen/kiosk space is non-compliant in this regard.

Football Clubrooms (14)

Westerns Football Netball Club built the clubrooms as an extension to the changerooms in 1994.

Key components of the current clubrooms include bar and events space (including tables and chairs), games area (pool table) and toilet amenities.

Whilst the clubrooms are well maintained by the club, the nature of its staged construction over the years has resulted in a sub-optimal layout that does not necessarily make best use of the overall space available. Level changes, steps and ramps serve to further divide the main space.

The clubrooms are also separated from the oval by the main car park, through which players and spectators must cross to access the oval.



13. Changerooms, kitchen, kiosk



14. Football Clubrooms



15. Netball Clubrooms



16. BMX Clubrooms

Netball Clubrooms (15)

This facility is owned by the Football Netball Club and is located to the south west of one of the netball courts.

The portable clubroom/changeroom facilities are ageing and are no longer fit for purpose, currently utilised primarily for storage.

There are no female toilets or showers with support amenities only available through accessing the football clubrooms (and only when this facility is open).



17. Public toilets

BMX Clubrooms (16)

The BMX clubrooms and adjoining facilities have been developed over a number of years, with significant improvement made to infrastructure ahead of the hosting of State Title event in 2005.

The club advises that the existing clubroom facilities meet their requirements, comprising small office and meeting space, storage and canteen/kiosk area.

Public toilets (17)

A public toilet block is located at the main entrance to the Park, somewhat separated from other built infrastructure at the Park.

The facility is considered serviceable, but usage levels are unknown.

Other Infrastructure

Ticket/entry booth (18)

Facilitates access control on football competition days, carnivals etc - serviceable condition

Interchange benches (19)

Support infrastructure for football - serviceable condition

Scoreboard (20)

Support infrastructure for football - safety concern/requires replacement

Outdoor bar & storage shed (21)

Additional amenities for spectators on match days and additional storage space

Greyhound starting box (22)

Support infrastructure for race track

Netball interchange benches (23)

Support infrastructure for netball - serviceable condition

BMX entry box & storage shed (24)

Support infrastructure for BMX - serviceable condition

BMX start hill & tower (25)

Support infrastructure for BMX - serviceable condition

Perimeter fencing (26)

Perimeter fencing defines space available to community access for recreation - serviceable condition



18. Ticket booth



21. Outdoor bar & storage shed



24. BMX entry box and storage shed



19. Coaches boxes / Interchange benches



22. Greyhound starting box



25. BMX start hill & tower



20. Scoreboard



23. Netball interchange benches



26. Perimeter fencing



5 Clubs/User Groups

5 Clubs/User Groups

This section provides a summary profile of the existing clubs and user groups that are currently based at Alexandra Park.

Existing Clubs/User Groups include:

- Westerns Football Netball Club
- West Portland Junior Football Club
- Gorae Portland Cricket Club
- Portland BMX Club
- Portland Greyhound Club
- Local community members (walkers, runners, dog walkers)

Future potential clubs and user groups are also considered, subject to the provision of upgraded and/or additional facility provision.

Existing Club/User Groups

Westerns Football Netball Club

The Westerns Football Netball Club was established at Alexandra Park in 1949. The Club plays in the South West District Football Netball League which consists of 8 football and netball clubs and one umpire's body.

Games are held on Saturdays in the Home and Away competition. The Club has approximately 50 footballers and 80 netballers, fielding two senior football teams and six netball teams (4 x senior, 1 x 15's and under and 1 x 13's and under) and about 30 regular volunteers.

The Football Netball Club utilises the oval, the netball courts, the onsite clubroom, storage and the Council-owned facilities adjacent the oval and the courts.

The Club built the clubrooms as an extension to the changerooms in 1994 and this space is currently used by the Club and is also hired as a function space.

Western Portland Junior Football Club

The West Portland Junior Football Club has 63 active members fielding three junior teams (U12, U14 and U16) in the Portland Junior Football Association as well as 12 regular volunteers.

Games are held on Sundays in the Home and Away competition. The Club uses the oval and the Council-owned facilities at Alexandra Park (changerooms and canteen) and does not have access to a clubroom facility.

Gorae Portland Cricket Club

The Gorae Portland Cricket Club was established in 1984 and currently has 63 active members fielding two senior teams and one U16's team playing in the Portland and District Cricket Association. The Club has three female players and 12 regular volunteers. The association consists of 8 cricket clubs with games held on Saturdays across the cricket season.

The Club utilises the oval, cricket nets and the Council-owned facilities at Alexandra Park (changerooms and canteen) and does not have access to a clubroom facility.

Portland BMX Club

The Portland BMX Club was relocated from a location in South Portland to Alexandra Park in 2005. The relocation allowed for the development of a track which hosted the 2005 State Titles.

The Club currently has 29 riders, including males and females of varying ages, and 10 regular volunteers.

Regular training and club races are held and the Club hosts "Open Meets", inviting riders from other clubs to compete. A number of riders from the Portland BMX Club travel to compete at various levels across the state and nation.

The BMX track and associated facilities have been developed by the club and rely heavily on volunteer involvement to maintain facilities to a high standard.

Greyhound Racing Club

The Portland Greyhound Racing Club was relocated to Alexandra Park from a private facility in the late 1980's.

The Club currently has 11 members and 3 regular volunteers. The Club uses the greyhound track and associated starting box, fencing and vehicle track at Alexandra Park. The track surface is maintained by Council and the Club has paid for upgrades and maintenance to facilities such as fencing.

Members are encouraged to utilise the facility when other clubs are not using Alexandra Park.

Greyhound owners exercise their dogs at this site to keep them fit and prepared for racing at venues such as Mt Gambier, Warnambool or Shepparton. The greyhounds are generally syndicated and bring interest beyond the Club members.

Local Community Members

Consultation with the community demonstrated that Alexandra Park is commonly used for active recreational activities such as walking, dog walking and jogging.

Findings from the online community survey (see Section 6) suggested that many of the users from the wider community are also involved in organised sporting clubs at the park.

	Westerns Football Netball	West Portland Junior Football	Gorae Portland Cricket	Portland BMX	Portland Greyhound
Affiliation	AFL Victoria Netball Victoria	AFL Victoria Country	Cricket Victoria	BMX Victoria	Greyhound Racing Victoria
Season	Winter	Winter	Summer	All year round	All year round
Current Membership	Netball: 80 Football: 50	63	63	29	11
Membership projection 2018/19	Increase in numbers	Numbers to remain stable	Increase in numbers	Increase in numbers	Numbers to remain stable
Regular Volunteers	30	12	10	10	3
Primary activities	Football and netball training and competition Clubrooms used and hired out for social functions	Football training and competition	Cricket training and competitions	BMX racing and training	Training of greyhounds
Facility Usage	Tuesday pm Thursday pm Saturday am Saturday pm	Tuesday pm Thursday pm Sunday am Sunday pm	Monday pm Tuesday pm Wednesday pm Thursday pm Saturday pm	Tuesday pm Wednesday pm Saturday am Sunday am	Monday am Tuesday am Wednesday am Thursday am Friday am Saturday am Sunday am

Potential Club/User Groups

Other Recreational Users

Dependent on the outcomes of the Master Plan process, and the nature of additional facilities developed, additional recreational users may be attracted to the Park to use potential future facilities, including:

- Picnics/BBQ
- Walking trail
- Inclusive Access Playground
- Exercise Loop (& fitness station)
- Community events/gatherings



6 Consultation

6 Consultation

This section outlines the key findings from the consultation process.

The following mechanisms were utilised to engage with the community and key stakeholders:

- Online & hard copy community survey
- Online club survey
- Club meetings
- Telephone interviews (government agencies, peak bodies/associations)
- Council staff and project team meetings

The community survey, available in hard copy and online via YourSay Glenelg, provided a platform for the community to share their opinions including the identification of existing issues and potential development opportunities at Alexandra Park.

Government Agencies, Peak Bodies / Associations

Department of Environment, Land, Water and Planning (DELWP)

- The land is zoned for recreational use and DELWP is broadly supportive of enhancing facilities for this purpose (e.g. playgrounds, upgraded courts/oval) and to improve the site's amenity (e.g. revegetation).
- DELWP would need to consider any proposal for the land to be used for additional uses.
- The wetland area to the south of Alexandra Park is of high value as a stormwater catchment facility and is not suitable for recreational access.
- There have been previous discussions regarding trees and earthworks at the site of the BMX track. Any proposals in relation to the trees would require permits and a Cultural Heritage Management Plan.
- Any earthworks and/or tree removal will require land owner consent and a Cultural Heritage Management Plan
- If a permit to remove native vegetation were granted, an offset that makes an equivalent contribution to biodiversity would be required.

Sport and Recreation Victoria

- Planning for Alexandra Park needs a coordinated approach to ensure compliance and sustainability of the site's infrastructure.
- Rather than building additional facilities for netball, the opportunity to enhance the existing pavilion to cater for all site users should be explored. Female facilities are required for netball and could also provide for female football players.
- Access roads and car parking is an important consideration for this site, the relocation of facilities (e.g. courts) might impact on this
- Other projects will provide insights into the strategic position of Alexandra Park. These include Great South Coast Regional AFL, Cricket and Netball Strategy (anticipated draft over next few months) and Glenelg Shire Sport and Recreation Strategy (funding dependent).

Netball Victoria

- The netball courts are not compliant due to surface condition and location (i.e. insufficient run-off).
- If relocated, the netball courts need to be accessible from amenities and main pavilion (ideally within 100m).
- It is desired that courts would be orientated north-south, however this is not essential.
- Netball Victoria would support a plan for sharing of clubrooms/amenities with other clubs.
- Traffic management/parking could be enhanced at the reserve. Current informal parking arrangements are not sufficient at peak times.
- Where pathways provide pedestrian access to netball facilities, sealed surfaces would help to reduce dirt dragged onto courts, therefore prolonging the life of the surfaces.
- The netball courts require training lights. Night competitions are not common and if competition lighting is required, Hanlon Park would likely be the appropriate facility for this.

AFL Victoria

- AFL Victoria is supportive of community hub approach for facilities. Government agencies are unlikely to invest in facilities without broad community use.
- With the growth of female football, any enhancements to the oval which may increase ground capacity (e.g. drainage works, increasing oval size if necessary) will likely be supported.
- North-south is the preferred oval orientation.
- Any investment in lighting infrastructure should be developed to be able to accommodate competition standard lighting. In cases where competition lighting is not required/not within budget, it is important to consider that this may be required into the future and for infrastructure to be designed with capacity for this.
- Best practice lighting technology is LED. This allows club volunteers to control the lighting from their phone and also requires less power supply capacity.

Cricket Victoria

- There are no suitable facilities for the cricket club to use as a clubroom or social space. Ideally, clubs would have a shared-use facility which could cater for all
- There are no suitable female amenities for players and/or spectators, this may be restricting the club from fielding female teams
- Informal car parking is not ideal. There are positives (view) and negatives (damage to cars) to having car parking around the oval.
- Existing two cricket nets are sufficient, however three would be ideal at any site. Although, two high quality cricket nets is better than three poor cricket nets.
- Existing location of cricket nets is not compliant with safety regulations (balls hit into car park).

BMX Victoria

- Portland BMX Club is currently identified as a Municipal Facility. In order to enhance the facility to Regional or State, the start hill needs to be 2.5m+ above ground, the track surface enhanced (i.e. bitumised berms) and ensure that track length is 400m+.
- The club hosts many juniors and so it may not be appropriate to make the track more difficult through creating “pro straights”. Other facilities have done this to enhance facilities for competition.
- Lighting may enhance the facility but unsure of the demand/requirement for this at the site.
- The trees adjacent the BMX track pose a safety risk to riders and spectators. This is partly mitigated through the use of padding on trees, however, removal of trees would be preferred if possible.

Greyhound Racing Victoria

- Pedestrian/vehicle interface is a common safety issue at facilities with an adjacent vehicle track.
- Driving a vehicle alongside the track to encourage the dog is common, although not best practice.
- One option to mitigate the issue relating to use of vehicles at the track may be to install a lure, however this would likely be costly. All lures need to be compliant with GRV standards.
- The state government’s Code of Practice for the keeping of Racing Greyhounds is currently in draft form for consultation*. When this is finalised, GRV will likely review the facilities across the state to determine value and need of minor facilities.

* The Code of Practice for the keeping of Racing Greyhounds (the Code) was approved by the Minister for Agriculture on 23 April 2018. The Code will commence on 1 January 2020.

Portland Junior Football Association

- Drainage issues on the oval remain despite recent significant drainage works.
- Drainage issues could potentially be overcome with relocation of oval.
- Super Saturday events cannot be held at Alexandra Park due to poor oval condition (i.e. drainage) and no competition standard lights.
- Lighting upgrades are restricted due to interference with neighbouring residents. Reorientation of the oval could potentially mitigate this.

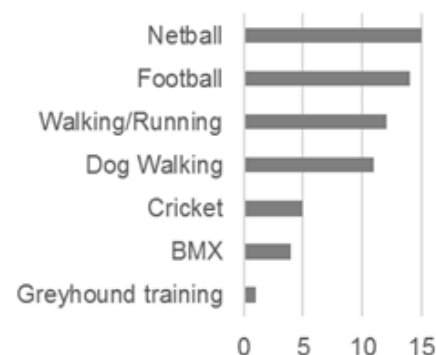
Broader Community

Community Survey

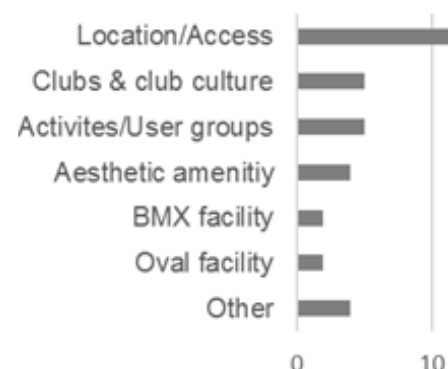
A total of 30 community members responded to the survey.

Of the 30 respondents, 25 live locally in Portland West, Portland or Portland North and 20 are members of at least one club based at Alexandra Park.

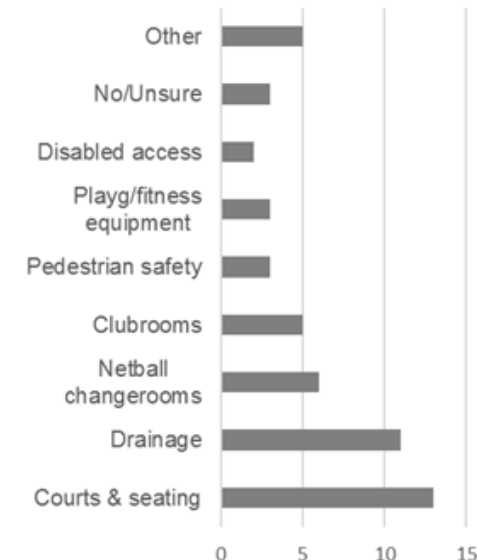
What activity do you participate in at the park?



What do you value about the Park?

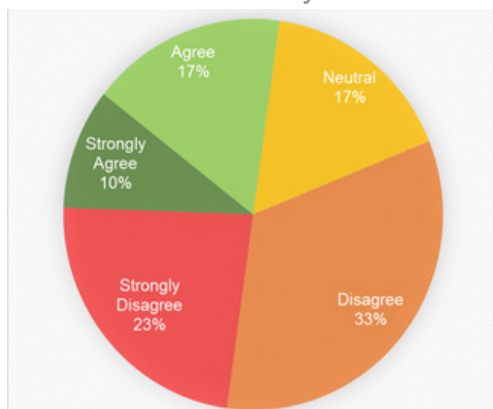


Are there areas of the reserve that require enhancement?



Do you agree or disagree?

“Alexandra Park currently meets the needs of the community”



“Space so close to town”

“Where it is and the potential for growth for more sports to use it”

“Its great that so many clubs use this space”

“That it services such a range of sporting / recreation activities”.

“The culture that surrounds all of the clubs there is fantastic”

“My whole family through the generations have been involved out at Alexandra park whether it be footy or cricket”

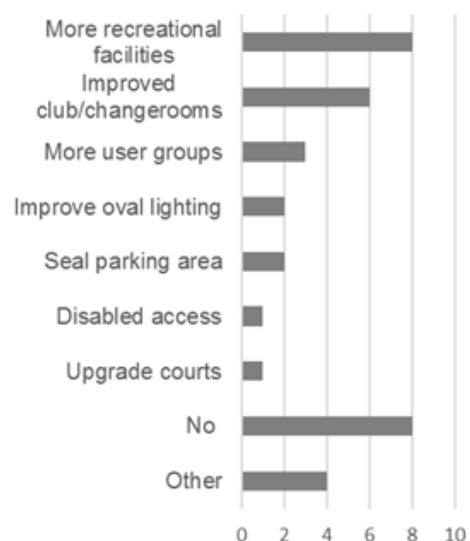
“The netball courts and facilities desperately need to be upgraded”

“The drainage. Its used predominantly in winter and thats when its at its worst!”

“Safer / less boggy areas to park around the netball”

“The greyhound track is too close to other users, trainers speed up and down the road in their cars”

Do you know of any future opportunities or ideas for the reserve?



“BBQ Area” “Picnic areas”

“Walking track around the park”

“Off lead fenced in dog park”

“Play equipment suitable for children / people with disabilities”

“Fitness trail with equipment”

“Pump track, dirt jumps and MTB skills area”

	Westerns Football Netball	West Portland Junior Football	Gorae Portland Cricket	Portland BMX	Portland Greyhound
Highest Club Priorities	Netball court resurface	Improved oval drainage	Female and junior change-rooms	Bituminised berms on BMX track	Relocation of vehicle track (to the south of greyhound track)
	Lighting on oval and courts	Upgrades to clubrooms & change-rooms	Upgrades to clubrooms	BMX track lighting	Improved fencing
	Upgraded amenities	Canteen upgrade	Canteen upgrade	Improved electricity supply	Convert track to sand base
Additional Club Priorities	Canteen upgrade	Lighting on oval	Relocation of car park		
	Scoreboard upgrade	Storage	Electronic score board	Removal of trees near track	
	Spectator seating	Relocation of cricket nets		Increased height & length of start hill	
	Disabled access	Spectator seating		Enhanced parking/ access	
	Relocation of cricket nets				
In-principle support for additional site users	Yes	No	Yes	Yes	Unsure
In-principle support for shared facilities	Yes	Yes	Yes	Yes	Unsure



7 SWOT Analysis

7 SWOT Analysis

The Strengths, Weaknesses, Opportunities and Threats associated with the future development of Alexandra Park are identified in this section.

These attributes are derived from the key findings of the preceding sections of this document and consider the implications associated with:

- strategic policy documents and policy positions (local, regional, state government and peak bodies)
- emerging participation trends
- demographic analysis
- site analysis
- community consultation
- sport/recreation club needs and wants

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Accessible location; proximity to Town Centre, schools and residential areas	Lack of changeroom and toilet facilities to cater for players, administrators and umpires (male, female, junior, inclusive access)	Identified demand for additional indoor courts within Portland	Decline in the proportion of younger (<50 years) residents in Portland and the wider region
Established green setting with high aesthetic value, including significant indigenous vegetation	Limited passive/informal recreation facilities (e.g. footpath/cycleway, shelters, seating, playground)	User groups/clubs seeking clubroom facilities	Decreasing participation rates in organised sport
The only recreation reserve in Portland which is home to senior and junior football, cricket and netball	Lack of universal access facilities	Community support for enhancements at Alexandra Park	Perception of future impacts to adjacent residential areas
Provision of Portland’s only BMX facility	Vehicle management/safety issues around the Park generally and specifically in relation to greyhound track/training practices	Increasing participation rates in active/informal recreation	High costs of facility construction, operating and maintenance
Stable land tenure and lease/license arrangements	Variable condition and layout of access roads	Increasing female participation in traditionally male sports	Limitations associated with governance models of shared facilities
Cooperative and supportive existing user groups, many with: <ul style="list-style-type: none">• significant histories• strong membership bases and club cultures• high levels of volunteer involvement• in-principle support for concept of shared facilities• in-principle support for additional user groups	Poor pedestrian connectivity between key site infrastructure	Potential for stormwater storage and re-use	Limited current budget/funding commitments to the development project
	Limited/inadequate car parking provision adjacent to certain facilities	External funding opportunities through government and peak bodies	Competing budget/funding priorities
	Key relationships between playing surfaces/facilities and support infrastructure (e.g. clubrooms, changerooms)	Potential to achieve multiple policy objectives and leverage off various funding sources	
	Non-compliant / sub-optimal sports playing surfaces/facilities	Alignment with government and peak body strategic directions such as: <ul style="list-style-type: none">• increasing participation,• capacity building,• flexible and innovative design,• multi-use of facilities and• enabling active recreation	
	Inequitable facility access arrangements (existing user groups without access to clubroom facilities)	Protection, enhancement and promotion of environmental assets (including use of interpretation signage)	
	Element of facility duplication		
	Ageing infrastructure		





8 Master Plan

8 Master Plan

The Master Plan has been developed to illustrate a recommended approach that meets the core requirements of the original brief, together with addressing additional issues and opportunities identified during the development of this document.

This approach includes consideration of the development of a community hub complex, with optimal shared use of facilities, and the identified needs of the various clubs and user groups.

A clear rationale is outlined for each of the identified components of the Master Plan, together with the potential outcomes and benefits of this approach.

Staging of the development is considered, alongside future management considerations for the facilities, including the shared use clbroom / changeroom facility.

Guiding Principles

The following principles have been developed to guide the design and development processes at Alexandra Park:

Facilities:

Shared use of facilities will be encouraged wherever possible with a focus on provision of quality, fit for purpose facilities, that limits duplication of facilities as far as possible

Accessibility:

Opportunities to improve accessibility across the Park should be taken, including adherence to inclusive access principles, with enhanced pedestrian connectivity achieved through improved relationships between key facilities and appropriate vehicle management that reduces potential conflict points

Design:

Design principles are embedded within the delivery of future upgrades to the Park, including Environmentally Sensitive Design (ESD), Water Sensitive Urban Design (WSUD), Crime Prevention through Environmental Design (CPTED)

Amenity:

Open spaces should be flexible and welcoming to all members of the community whether they are active or passive recreation users, providing a safe environment that showcases the environmental values of the Park

Sustainability:

The Master Plan will deliver a vision for the Park to secure the long term viability of clubs and user groups, and individual club identity is maintained, whilst ensuring all activities at the Park are fully compatible, appropriate to the site context and welcoming to the broader community

Management:

Improved collaboration and the formalisation of shared use agreements are advocated to optimise use of the facilities and minimise ongoing maintenance/management burdens to the benefit of all clubs and user groups



MASTER PLAN COMPONENTS	
1	New Netball Courts
2	Realigned Access Road
3	Relocated Cricket Nets
4	Review Electricity Supply
5	New Shared Use Clubroom & Changeroom Facility
6	New Car Park & Road Layout
7	Main Oval Lighting Upgrade
8	Provision for Overflow Car Parking
9	Upgraded Main Oval Scoreboard
10	Additional Storage Structure
11	Bitumise BMX Track Berms
12	BMX Track Lighting
13	Upgraded BMX Start Hill
A	Cessation of greyhound training activities

COMPONENT		RATIONALE
1	New Netball Courts Relocate 2no. outdoor courts, with adjacent shelter and lighting for training	<p>A previously undertaken audit of the netball facilities highlights that these facilities are in need of significant redevelopment to address a range of compliance issues. A recent audit of these facilities identified multiple issues that require attention, including:</p> <ul style="list-style-type: none"> • insufficient distances and inappropriate surfaces between courts (steep gradients and potentially slippery) • court dimensions too narrow/ too wide • goal ring heights too high • obstacles (eg drainage channels, lighting) within runoff zones <p>There is an urgent need to address these compliance issues, and also an opportunity to improve court orientation and relationship with upgraded clubroom and changeroom facilities. Relocating the netball courts is contingent on the delivery of a new shared use facility, and the removal of existing clubrooms, changerooms and car parking. As with all other components of the master plan, this proposal will also be contingent on securing appropriate funding.</p>
2	Realigned Access Road Re-alignment of main access road to maintain access to existing car park	<p>As part of a planned and staged development process, there will be a need to realign the Park's main access road to maintain access to the existing main car park from the main entrance (necessitating the removal on one small tree). Realignment at this initial stage should carefully consider future works proposed for this area as part of Stage 2, including the provision of a new car park, to minimise abortive work.</p>
3	Relocated Cricket Nets Re-located with provision for 2 nets	<p>Whilst the cricket nets are in reasonable condition, there is a clear issue in terms of this facility location and its proximity to the main access road and car park, with batsmen hitting balls in the direction of the access road and car park. Irrespective of any other future development, these nets should be relocated on safety grounds.</p>
4	Review Electricity Supply Review electricity supply to ensure it meets the needs of the reserve's user groups	<p>Clubs and user groups advised that there are occasions when they experience power supply reliability issues, particularly at times of peak demand. Given that recommendation include upgrading existing sport field and court lighting, plus the potential introduction of additional lighting, there will be a need to review current power supply to ensure future demand is met.</p>
5	New Shared Use Clubroom & Changeroom Facility 1 storey shared use facilities: female friendly changerooms, clubrooms/ social area, canteen/ kiosk, accessible amenities & storage	<p>Much of the built infrastructure across the Park is ageing and, in some instances, is no longer fit for purpose to meet the challenges associated with changing participation trends, the need to provide appropriate facilities for female/junior participants and promote inclusive access, plus increasing expectations of standards for community infrastructure. In addition, the relationships between play surfaces/facilities and associated support facilities (e.g. clubrooms/ changerooms) are not ideal in terms of general outlook, accessibility and potential safety concerns relating to vehicle circulation.</p> <p>The existing changerooms, kitchen and kiosk (Council-owned) does not offer dedicated changerooms for female or junior participants and presents issues around public access to toilet amenities (including people with a disability), treatment for injury of junior and female participants (currently undertaken in the main changeroom) and general lack of storage space. There are also issues around food preparation and service as the kitchen/kiosk space is non-compliant in this regard.</p>

COMPONENT		RATIONALE
		<p>The Football Netball Club clubrooms are well maintained by the club, however the nature of its staged construction over the years has resulted in a sub-optimal layout that does not necessarily make best use of the overall space available. Level changes, steps and ramps serve to further divide the main space.</p> <p>Community Sporting Hub models offer (amongst other things) opportunities for provision of best-practice sporting facilities tailored to the needs of the local community, reduced facility maintenance and operational costs, enhanced infrastructure which is accessible, adaptable to changing community needs, and shared community spaces to facilitate programs that develop community capacity/connectivity.</p> <p>A new shared use clubroom and changeroom facility (that meets AFL facility standards) would address many of these issues, comprising clubrooms/social space, kiosk and store, 2no female friendly changerooms, separate netball and umpire changerooms and inclusive access amenities. Spectator viewing would be greatly improved with covered verandah and social spaces with views across both the oval and relocated netball courts.</p>
6	New Car Park & Road Layout Construct car parking to south of new Shared Use Facility (~80no. spaces) and consider formalising car parking adjacent to BMX Clubrooms	<p>Site analysis identified that there are significant opportunities to improve vehicle access and management around the Park. Current issues relate to the network of sealed and unsealed roads that run through the Park.</p> <p>Car parking serving the netball courts and BMX facility are currently limited, with informal parking of cars on adjacent grassed areas creating maintenance issues</p> <p>In addition, the existing main car park is poorly designed and separates the oval from the clubrooms and changerooms, meaning participants and volunteers must navigate through the car park and across access roads.</p> <p>A revised car park and road layout, together with relocated clubrooms/changerooms will go some way to improving this situation, both for vehicle and pedestrian circulation.</p>
7	Main Oval Lighting Upgrade New lighting (suitable for football training) on main oval	<p>Current flood lighting infrastructure facilitates evening football training, however clubs advise that lighting capacity is inadequate and presents a safety risk. As such, lighting on the main oval should be upgrade to meet minimum standards for training.</p>
8	Provision for Overflow Car Parking Convert existing netball courts for overflow car parking (~50no. spaces)	<p>With the envisaged relocation of netball courts the existing courts provide the opportunity to serve as overflow car parking and could economically be used for this purpose through connection onto the internal road layout and line marking.</p>
9	Upgraded Main Oval Scoreboard Upgrade existing scoreboard at similar location	<p>The existing scoreboard on the north side of the oval is ageing. Both football and cricket clubs have indicated the upgrade of the scoreboard as one of their priorities.</p>

COMPONENT		RATIONALE
10	Additional Storage Structure Provide additional storage shed	Storage was identified as a significant issue for many of the clubs on site, with the need for storing equipment, kit and machinery. Additional storage structure is proposed in the vicinity of the existing storage shed to the rear of the can bar.
11	Bitumise BMX Track Berms Consider bitumising BMX track berms (in consultation with DELWP)	<p>The BMX track is in good condition and well maintained, however, it no longer meets the required standards to host State-level competition. The club have aspirations to continue progressively upgrading their facilities, with the intention of improving and expanding their current program offer and ultimately meeting State-level competition requirements once more.</p> <p>In order to action some of the identified items for upgrade, further consultation will be required with DELWP and BMX Victoria, in particular to address issues around existing established trees.</p> <p>As a longer term goal, future consideration to be given to further developing Alexandra Park as a Cycling Precinct.</p>
12	BMX Track Lighting Review viability of installing lighting on the BMX track	
13	Upgraded BMX Start Hill Increase height and length of BMX Start Hill	
A	Cessation of greyhound training activities Greyhound training activities to cease at Alexandra Park	<p>The current greyhound racing training facility comprises a linear track 300m in length. At present, club members 'encourage' dogs along the training track by pursuing the dog in a vehicle on the adjacent access track. It is considered that this arrangement presents a significant safety issue, in the context of other user groups in the Park, and contravenes Council reserve speed restrictions of 10kmph.</p> <p>Greyhound Racing Victoria advises that:</p> <ul style="list-style-type: none"> • Driving a vehicle alongside the track to 'encourage' the dog is common, although not a best practice approach. • Pedestrian/vehicle interface is a common safety issue at facilities with an adjacent vehicle track. <p>It is acknowledged that the club has operated at Alexandra Park for around 30 years, however, it is considered that the current greyhound training practices are incompatible with other types of recreational activities participated in across Alexandra Park, including organised active sports activities and passive activities such as dog walking.</p> <p>It is considered that the only appropriate course of action to address these concerns is to cease greyhound training activities at Alexandra Park. Consideration of the need to provide alternative facilities should be reviewed as part of the development of the Active Your Way Glenelg Sport & Recreation Plan, specifically in the context of how this activity would meet broader social objectives (as outlined in Council's Health & Wellbeing Plan), associated costs and Council's capacity to fund the development, Greyhound Racing Victoria's infrastructure development standards and the recently approved Code of Practice</p>

Outcomes & Benefits of the Master Plan

The table opposite outlines the outcomes and benefits associated with the future development of Alexandra Park, in line with the Master Plan.

Outcomes / Benefits	
Core Components from the Brief	
Netball courts upgrade to latest standards	■
Netball courts lighting upgrade	■
Football oval lighting upgrade (for training)	■
Provision of female friendly / junior/umpire changerooms	■
Shared Clubrooms (cricket, football, netball)	■
Address vehicle management issues	■
Strategic Considerations	
Community Hub Concept Facility duplication minimised Optimal usage & accessibility	■
Recent investment in upgrades to the access road & oval drainage unaffected (for the most part)	■
Improved relationship between clubroom/changerooms and sports playing surfaces	■
Reduced potential for vehicle/pedestrian conflict	■
Fit-for purpose facilities for all participants of all abilities	■
Facilities accessible to/shared with all clubs/groups/community members	■
Opportunities to improve building energy efficiency	■
Broadly maintained relationship between facilities and adjacent residential areas	■
No significant material change to site traffic levels	■

Outcomes / Benefits	
Additional Considerations/Requests	
Football (Senior) & Netball	
Competition oval lighting	■
Increased oval size	■
Enhanced spectator facilities	■
All abilities access	■
Canteen facility upgrade	■
Football (Junior) & Cricket	
New clubrooms/access to clubrooms	■
Female/junior changerooms	■
Canteen facility upgrade	■
Netball	
Court upgrades to meet current standards (surfacing, dimensions, runoff)	■
Court lighting upgrade	■
BMX	
Bituminise Berms	■
Upgraded Start Hill	■
Track lighting	■
Formalised vehicle access & car parking	■
Future potential to host State-level competition	■
Greyhound Racing	
Retain current facility & presence at Park	■
Relocate access road to south side of track	■

■ Outcome Achieved
■ Outcome Not Achieved

Staged Development Approach

A staged approach to the future development of Alexandra Park is recommended considering the practicalities of delivering new fit for purpose facilities in an orderly and timely fashion, and addressing those components considered to be the most urgent. As and when funding for a particular component is secured the next stage of development can commence. Core items/components identified in the project brief and through this Master Plan development process will be prioritised, alongside those components that address identified key strategic considerations (refer table on previous page).

The cessation of greyhound training activities (A) should be actioned as a matter of priority, for safety reasons outlined previously in this section.

Stage 1 components are:

- 1 New Netball Courts
- 2 Realigned Access Road
- 3 Relocated Cricket Nets
- 4 Review Electricity Supply

Stage 2 components are:

- 5 New Shared Use Clubroom & Changeroom Facility
- 6 New Car Park & Road Layout
- 7 Main Oval Lighting Upgrade

All these priority components are considered to be in line with the Guiding Principles established as part of the Master Plan process and will assist existing clubs and user groups to meet their critical needs and the core requirements of their members.

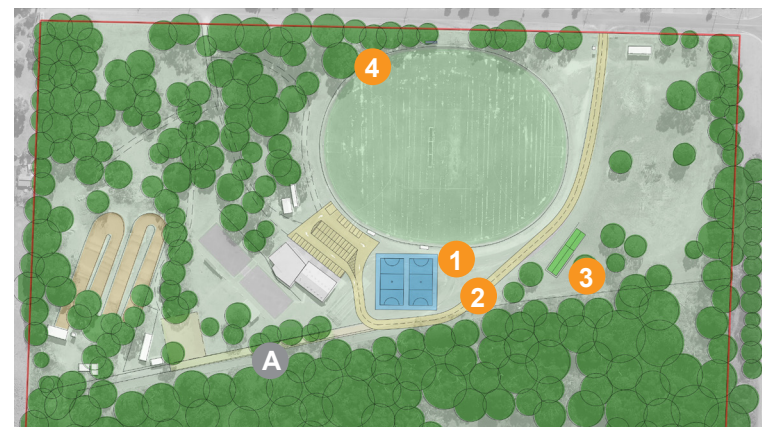
Other identified components of the Master Plan are also considered to be in line with the Master Plan's Guiding Principles. Whilst not considered to be a top priority development, these items will enhance the functionality and amenity of Alexandra Park and will support the onward development of individual clubs and user groups to achieve their goals.

A number of these other components can be progressed independently of the identified Stage 1 and Stage 2 projects, as they are not dependent on, and would not compromise the viability of, any of the identified priority projects.

These other components include:

- 8 Provision for Overflow Car Parking
- 9 Upgraded Main Oval Scoreboard
- 10 Additional Storage Structure
- 11 Bitumise BMX Track Berms
- 12 BMX Track Lighting
- 13 Upgraded BMX Start Hill

Stage 1
Components



Stage 2
Components



Other
Components





9 Management Options

9 Management Options

In relation to the governance and management models of public sport and leisure facilities such as the shared-use facility (clubrooms/changerooms) proposed there are three common management structures. They are:

Direct Management where the local government retains total control and accountability for the operation of its facility through directly employed staff.

Indirect Management where the operation of the facility is placed at 'arms lengths' from the local government, while retaining effective control through the terms of its membership of a 'body corporate' formed to manage the facility.

Independent Management where the local government leases the facility to a private operator or independent organisation (usually with conditions for access, user charges etc.).

The table on the following page presents an overview of the options available to Council and also an analysis of these options.

Direct Management 'in house'	Indirect Management 'arm's length'	Independent Management 'outside'
A. Managed and operated directly by Council employees	D. Managed by an incorporated association (or a Company Limited by Guarantee) comprising representatives of Council and user groups	G. Managed by private (commercial) individual or organisation through a lease
B. Managed by a Committee under the Local Government Act using employees	E. Managed in partnership with Council via an incorporated association (or a Company Limited by Guarantee) comprising representatives of Council and specialist management agency	H. Managed by single or composite user group (sporting or community organisation) through a lease
C. Managed by a Committee under Local Government Act using contract labour and support services	F. Managed by specialist management agency which has a management services agreement with Council	I. Managed by a specialist management agency through a lease

There are a number of options for the Council to consider in the future management of the facility:

- The new facility can be directly managed by Council Staff.
- The new facility may be placed at 'arms length' through Indirect Management under a management agreement arrangement with an organisation e.g. a specialist management group.
- The new facility may be leased to an organisation (Independent Management) such as a sports club or similar.

The table on the following page presents benefits and constraints associated with each management option.

Management Option	Benefits	Constraints
Direct Management	<ul style="list-style-type: none"> • The facility owner has complete control over centre operations • Most suitable option if there is a need to provide social services/ programs that may need financial support 	<ul style="list-style-type: none"> • Recreation administrators and program staff often work evenings and weekends. Overtime and penalty rates set by awards can result in higher staffing costs. These increases may be avoidable where alternative management structures are used • Where only a few staff are employed at the facility, the owner may need to provide administrative support for the centre manager (banking, financial reports, assistance with taking bookings and key collection, secretarial, IT and mail services)
Indirect Management	<ul style="list-style-type: none"> • The owner has less administrative responsibility • Management 'freed up' to operate independently of the owner organisation. This may present opportunities to improve operational efficiency and adopt a more commercial approach • The contract can be structured so as to increase the reliability of the centre's operating budget • Where financial performance falls short of budget projections the contractor would normally be liable for the loss. Where an operational surplus is realised, the contractor normally retains the excess, or it may be reserved for capital purchases or improvements • Financial incentives are often built into the contract to encourage the operator to succeed 	<ul style="list-style-type: none"> • Owner has minimal control over day to- day operations • Potential for reduced social benefit - contractor may only offer profitable programs and competitions and may disregard the social needs of the broader community • Facility owner is usually required to pay a management fee to the contractor
Independent Management	<ul style="list-style-type: none"> • The owner has no day-to-day administrative responsibility • The owner has minimal financial risk • Lessee may invest funds in the facility if they have sufficient tenure to generate an acceptable return on their investment 	<ul style="list-style-type: none"> • Difficult to lease a centre that projects an operating deficit • The degree of control that the facility owner has over centre operations is limited by the way the lease agreement is structured • Broader community benefits sought by the facility owner must be specified in the lease agreement • The Lessee retains operational profits • Difficult for either party to withdraw from or change the terms of the lease without the consent of both parties

In terms of their ability to satisfy the objectives held by most Councils, each of the three broad options outlined in the previous table have both advantages and disadvantages.

These are further summarised in the table on this page, which illustrates the capacity of each option to meet prime council objectives of financial efficiency, access to the whole community and stewardship of facilities.

In general terms, facilities operated directly by Councils tend to be hampered in their operating performance by local government regulations and practices and inappropriate financial, staffing and reporting systems. They can also be susceptible to the influence of dominant user groups and local political pressures.

Facilities leased to private operators or independent community groups are often not properly maintained. The financial objectives of the operator are often in conflict with Council's aims for access, equity and facility stewardship. Whereas an 'Indirect Management' structure tends to allow all Council objectives to be achieved to a satisfactory level.

Council Objectives	Direct Management (controlled by Council)	Indirect Management (under auspices of Council)	Independent Management (controlled externally)
Reduce or eliminate deficit funding	DIFFICULT <ul style="list-style-type: none"> Limited sense of competition and accountability Slow to exploit opportunities Politically vulnerable Inflexible industrial arrangements 	ACHIEVABLE <ul style="list-style-type: none"> Body corporate is nimble and independently accountable Flexible industrial arrangements Staff encouraged to become entrepreneurial by way of incentives Management agency can provide specialist experience 	EASIER <ul style="list-style-type: none"> Lessee operators able to make economies on labour, goods and services Limited political considerations when setting fees, timetables
Maintain a significant degree of control	EASIER <ul style="list-style-type: none"> Management by Council Staff Regular reports to Council Elected Members have opportunities for ongoing input 	ACHIEVABLE <ul style="list-style-type: none"> Qualified lease/licence to body corporate gives Council ultimate control Council is significant partner in the body corporate Regular reports to Council re use, fees, finance and administration 	DIFFICULT <ul style="list-style-type: none"> Control usually via mid to long term lease with no provision for change in local circumstances Usually no opportunity for Council to participate in management
Keep assets in good repair (building and equipment)	EASIER <ul style="list-style-type: none"> Maintained by Council Staff to Council standards and budget provisions Prompt response and care by Council's own maintenance staff 	ACHIEVABLE <ul style="list-style-type: none"> Formal commitment built into management agreement for maintenance and refurbishment Monitored by Council through its partnership in the body corporate 	DIFFICULT <ul style="list-style-type: none"> Financial objective (profit or providing funds for other ventures) often causes conflict in decision making related to appropriate maintenance of buildings and equipment
Gain optimum use and flexibility (multi-use)	ACHIEVABLE <ul style="list-style-type: none"> Vocal minority groups may be allowed to dominate peak times Most use by hire only (little or no promotion of regular weekly activities) 	ACHIEVABLE <ul style="list-style-type: none"> No one sport favoured Direct promotion of regular activities (not just hire) Incentive to replace failing programs as soon as possible Management agency can apply specialist experience 	DIFFICULT <ul style="list-style-type: none"> One sport often favoured Usually focus on 'cash cow' activities Membership restrictions often apply

