



Mildura Rural City Council

**INDOOR SPORTS FACILITY
PROVISION ASSESSMENT
REPORT**

SUPPORTED BY



PREPARED BY



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TABLE OF CONTENTS

Executive Summary	3
1. Recreation Planning Principles.....	6
2. Facility Provision and Use.....	8
2.1 Introduction.....	8
2.2 School Facilities	10
2.3 Community Facilities.....	11
2.4 Other Facilities.....	12
3. Issues Discussion	13
4. Demand Analysis.....	16
5. Future Provision Criteria	18
6. Future Provision Options.....	20

EXECUTIVE SUMMARY

This report was commissioned to provide Mildura Rural City Council guidance on how to best provide for the future needs of a range of indoor sports in Mildura and to identify a number of provision options that could be considered for a detailed financial analysis.

Basketball, badminton, gymnastics, table tennis and volleyball were the primary focus for the project.

The report provides an overview of:

- facilities that are available for use (including those that are to come online) in and around Mildura;
- the likely demand for additional facilities into the future; and
- 4 development options.

The indoor sporting community has expressed frustration for some time about the lack of appropriate indoor court space; the need to address opportunities relating to sport development and Mildura as a location for regional and interstate events.

It should be noted that this report concentrates on Mildura and immediate surrounding townships. Ouyen's indoor facilities have not been included in this report due to the distance and subsequent lack of accessibility for the majority of Mildura residents.

The Rural City of Mildura has eight indoor sporting venues which contain between them a total of thirteen courts. The Midway Centre in New South Wales is also used by clubs and associations from Mildura. Seven of the Mildura venues are single court venues, one of which is a $\frac{3}{4}$ basketball court. In addition nine courts are unable to accommodate netball competition because they do not comply with regulations e.g. adequate court 'run-off'.

Six of these venues are located on school grounds (DE&T and private), one is on Council owned land (Irymple) and one is owned/managed by a sporting organisation.

The project identified that there is significant 'peak time' court space available in Mildura. However, much of this space is at single court or undersized venues and therefore unlikely to be filled.

Unfortunately there has been a history of developing indoor stadiums without an overall plan as to how best to provide for the indoor sporting needs of the community. As a result Mildura has a legacy of stand alone facilities that are:

- inefficient to manage;
- difficult to integrate into a competition program;
- are often inadequate in terms of size and configuration and
- do not cater for the operational needs and demands associated with indoor sport e.g. volunteer involvement.

Most of the indoor sports that were part of this review identified significant growth in participation numbers when the St. Joseph's College stadium was online. This growth reflects the commitment of clubs and associations to sport development programs.

However growth has also been achieved because sports have been able to program their activities so as not to coincide with other sports. While this minimises the competition between different sports for participants, it is not a responsible or sustainable basis on which to develop more court space.

Four courts (netball size) are generally considered a minimum industry standard for achieving financial viability, sport management and development outcomes, and opportunities to host domestic and event competitions. Financial viability also depends significantly on the management and fee structure (e.g. court hire vs. centre based programming) adopted. Viability would also depend on associated facilities to maximize use and secondary spending such as crèche and café.

Only the MBA (Mildura Basketball Association) stadium currently has four courts. Any future development of facilities in Mildura should maximise opportunities to co-locate a minimum of four courts.

This report identifies that the equivalent of 4 additional courts (this includes the equivalent of 1.5 - 2 courts for gymnastics) will be required in the medium to longer term to accommodate court sports and gymnastics. The actual number will however depend on the number of courts co-located on any one site.

An additional consideration relating to ballet emerged part way through the project. Currently the Ballet Club has sole occupancy of one of the spaces at the Arts Centre. The proposed redevelopment of the Arts Centre does not include a space for ballet.

Opportunities that emerged during the normal course of the project to accommodate ballet were to be noted. As a result, opportunities with the Chaffey Secondary College have been identified and recommended for further consideration.

The College is redeveloping its former multi-purpose hall into a performing arts facility which may present opportunities for the integration of ballet.

Four provision options were identified in this report for further detailed consideration. The number of options that involved the St. Joseph's College stadium was reduced because the College re-considered its position part way through the project. The College does not now have the same level of interest in expanding facilities to cater for increased use of the stadium by the broader community which was indicated in discussions with the College Principal who advised that the College does not rely on community use and any such use would need to cover costs to the College.

This project has had extensive consultation with indoor sports groups and these groups have continually stated the difficulties of being co-located with schools. Historically, groups have had restricted usage, little control over the management of facility and some had concerns with the fees that schools have charged. The groups have stated their preference would be a stand alone facility, not co-located with schools.

The four development options discussed in detail in the project are as follows:

Option	Summary of the Option
Option 1	The equivalent of 4 to 6 sports courts and squash courts at the green field site on the corner of 16 th Street and Deakin Avenue to accommodate court sports, gymnastics, table tennis and squash.
Option 2	The equivalent of 1.5 - 2 courts at Chaffey Secondary College (in addition to the court planned for construction in 2008 by the college) to accommodate gymnastics and possibly table tennis. (An option will be to retain table tennis and / or squash at the Irymple Stadium with upgraded facilities).
	3 to 4* new netball size courts and squash courts on the corner of 16 th Street and

Deakin Avenue.

Option 3 The equivalent of 1.5 - 2 courts at Chaffey Secondary College (in addition to the court planned for construction in 2007/08 by the College) to accommodate gymnastics and potentially table tennis. (An option will be to retain table tennis and the Irymple Stadium with upgraded facilities).

2 additional courts at the Mildura Basketball Association Stadium to accommodate court sports.

The expansion of squash facilities at Irymple Stadium.

Option 4 The equivalent of 1.5 - 2 courts at Chaffey Secondary College to accommodate gymnastics and possibly table tennis. (An option will be to retain table tennis and the Irymple Stadium with upgraded facilities).

2 additional multi-purpose courts at St. Joseph's College stadium.

The expansion of squash facilities at Irymple Stadium.

A more detailed discussion of each of the options including advantages and disadvantages has been noted in section 6 of the report. Note that the number of courts e.g. netball/basketball courts, squash courts and their final location can only be determined following detailed financial evaluation.

It is critical that the detailed financial analysis consider opportunities that maximise the social, environmental and economic benefits to the community. To do this the analysis will need to consider benefits associated with:

- Gymnastics being located at the Chaffey Secondary College (dedicated space) and not at the green field site. This is on the basis that there are significant synergies between the arts/dance programs being developed at the school; that the school has a history of community use and a willingness to continue this; that there are potential sport development benefits for gymnastics to be based at a school; and that any 'joint partnership agreement' addresses community access and sport management needs of gymnastics and the broader community.
- Table Tennis remaining at the Irymple Stadium (with upgraded provision).
- Squash remaining at the Irymple Stadium (with upgraded provision)

The financial analysis will also identify the number of courts and/or spaces to be included in the development at any given site. It will also consider the nature of these spaces that is, whether they are dedicated/permanent spaces or whether they are multi-purpose.

The mix of commercial and community activities, the nature of investment by project partners and the management structure will also have an impact on the viability of any new facility.

The recreation planning principles developed as part of the Recreation Strategy have guided the evaluation process to this point and will continue to guide the next phase of the project – the detailed financial evaluation of options. These principles are detailed in Section 1.

1.0 Recreation Planning Principles

The following principles have been developed as part of the Recreation Strategy to guide decision-making in relation to the development and management of recreation services and infrastructure.

No.	TOPIC	PRINCIPLE
1	Regional Context	<ul style="list-style-type: none"> ▪ Provision of recreation services and facilities takes into account the central role that Mildura plays in the broader region and the cross boundary participation that makes this area unique.
2	Benefits of Recreation	<ul style="list-style-type: none"> ▪ Support is provided to recreation in recognition of the personal, social, environmental and economic benefits that it returns to the community.
3	Sustainability	<ul style="list-style-type: none"> ▪ Provision for recreation will be based on: <ul style="list-style-type: none"> - substantiated community need; - environmentally sustainable practices and principles; - viable solutions; - a consideration of both establishment costs and ongoing resourcing demands; - partnership opportunities; and - flexibility to respond to issues, innovations and challenges as they arise.
4	Integrated Planning	<ul style="list-style-type: none"> ▪ The effective planning and delivery of recreation services will require a well integrated 'whole of Council' approach: <ul style="list-style-type: none"> - given the range of service areas that will be involved in implementing the Plan; - to ensure consistent advice and information is provided to the community; - maximise opportunities to achieve multiple service outcomes e.g. health and wellbeing, environmental, community service; and - to incorporate information from research and other community planning processes.
5	Infrastructure Development	<ul style="list-style-type: none"> ▪ Priority will be given to recreation development proposals that: <ul style="list-style-type: none"> - maximise co-location of activities and facilities; - are designed to address a range of compatible uses; - minimise management and asset maintenance imposts on the community; - form part of a community hub or are part of a strategy to establish a community hub; - reflect desired standard and quality of provision; and - have secondary benefits e.g. tourism benefits
6	Infrastructure Maintenance	<ul style="list-style-type: none"> ▪ Maintenance of buildings will: <ul style="list-style-type: none"> - be in accordance with determined standards and agreements with relevant parties; and - generally be a priority over the development of new buildings.
7	Council's Role & Partnerships	<ul style="list-style-type: none"> ▪ Council is one of a number of providers of recreation opportunities in the community and its role will be clearly defined.
8	Equity of Provision	<ul style="list-style-type: none"> ▪ Groups providing recreation opportunities will be treated equitably and according to clear criteria in funding programs and provision of services.
9	Access to Opportunities	<ul style="list-style-type: none"> ▪ Council will seek to: <ul style="list-style-type: none"> - minimise social, information, physical, economic, and geographic barriers to participation; and - promote inclusive environments, greater diversity of participation and improved access to opportunities for people with special needs.

The key implications of these principles for the Indoor Sports Facility Assessment Report are as follows:

- Principle 1 - Mildura's role as a regional City may have more significant benefits for some sports than it does for others. For example it cannot be assumed that all sports will have the capacity to attract the same level of competition and associated benefits to any stadium development and the City.

- Principle 3 – The preferred development option will be the one that best satisfies all key sustainability criteria. The criteria will include those outlined in principle 3 above and others that emerge through the detailed financial evaluation phase of the project.
- Principle 5 – The preferred development option will be the one that best addresses infrastructure development priorities. The priorities include those identified in principle 5 above and others that emerge through the detailed financial evaluation phase of the project.
- Principle 7 – Council will expect that the development of any new infrastructure for indoor sport will involve a number of key project partners.
- Principle 9 – Council will need to be satisfied that any development proposal maximises opportunities for all sectors of the community to access facilities and associated programs on an equitable basis.

2. Facility Provision and Use

2.1 Introduction

This section provides an overview of the availability of indoor/court space in Mildura and how effectively this space provides for the current and future needs of indoor sport.

The overview includes the two St. Joseph's courts that will come back online early in 2008 and the new court at Chaffey Secondary College that will come online at the end of 2008 in the mix of available court space.

Evaluation of the usage levels of the available indoor court space in Mildura would indicate that occupancy of facilities is not at capacity and that there are some key timeslots that are likely to be available for use.

It is recognised that some courts have limitations in terms of their size and height and as a consequence their ability to provide for the needs of club competition.

Because of the need to maximise the number of courts at any one venue some sports have been operating on undersized courts, or on courts that do not have the required run-off. This study allocates court space to a facility only where that facility can accommodate a full sized court that complies with regulations (club level) for a given sport.

The following table provides an overview of the court space in Mildura, timeslots remaining available and activities currently at the facility.

Facility	Court Space and Alternative Formats	Potential Availability of Times	Regular Users
Chaffey Secondary College	1 Netball Court (35m x 19m) 1 Basketball Court 3 Badminton Courts 1 Volleyball Court 1 Futsal Court	Stadium yet to be constructed.	
Irymple Stadium	1 Basketball Court 1 Netball Court (training) 1 Volleyball Court 3 Badminton Courts 1 Futsal Court	Available between 3.30pm and 5.00pm of weekdays, Friday afternoon/evening, Saturday afternoon/ evening and Sunday evening.	Irymple Secondary College Sunraysia Table Tennis Assoc. Sunraysia Volleyball Assoc. Sunraysia Badminton Assoc. Sunraysia Academy Sport - Volleyball Irymple Basketball Association Irymple Basketball Club
Merbein Secondary College	1 Basketball Court (training only) 3 Badminton Courts 1 Volleyball Court 1 Futsal Court	Used on a casual basis only. Available for use after 3.30pm most days and on weekends.	
Midway Stadium	1 Basketball Court 2 Badminton Courts 1 Volleyball Court 1 Futsal Court	Used occasionally by schools during the day. Available on Monday afternoon until 6.30pm, Tuesday afternoons until 5.30pm, Wednesday's until 6.00pm, Thursday until 6.30pm, Friday until 5.30am. Also available on	Mildura Basketball Association - Mildura Heat Rhee – Tae Kwon Do

Facility	Court Space and Alternative Formats	Potential Availability of Times	Regular Users
		Saturdays and Sundays with the exception of a 1 hours booking on both days.	
Mildura Basketball Stadium	4 Basketball Courts <i>1 Netball Court (competition), 4 Netball Courts (training) 12 Badminton Courts 6 Volleyball Court 4 - 6 Futsal Courts</i>	Heavily utilised in the afternoon and evenings. Low usage on weekdays before 3.30pm	Mildura Basketball Association Mildura Netball Association
Mildura Senior College	1 Basketball Court <i>2 Badminton Courts 1 Volleyball Court 1 Futsal Court</i>	Used by the school and nearby schools until 3.30pm. Available at other times with the exception of Tuesday night after 6.00pm and on Saturdays.	Irymple Basketball Assoc.
Nichols Point	1 Netball Court <i>1 Basketball Court 3 Badminton Courts 1 Volleyball Court (height issues) 1 Futsal Court</i>	Used by the school until 3.30pm on weekdays. Available on Wednesday afternoon/evening, Friday afternoon evening and Sundays.	Sunraysia Badminton Assoc. Sunraysia Tae Kwon Do Imperials Netball Club
Ranfurly Primary School	$\frac{3}{4}$ Size Basketball Court <i>1 Badminton Court 1 Futsal Court</i>	Used by the school until 3.30pm on weekdays. Available at other times	
Red Cliffs Secondary College	1 Basketball Court <i>2 Badminton Courts 1 Volleyball Court 1 Futsal Court</i>	Used by the school until 3.30pm on weekdays. Available between 3.30pm and 6.00pm on weekdays and Tuesday, Wednesday and Friday evenings. Also available on Saturdays and Sunday until 5.00pm	Sunraysia Volleyball Assoc Sunraysia Academy Sport - Volleyball Red Cliffs Basketball Assoc
St Josephs College	2 Basketball Courts <i>2 Netball Courts (training) 6 Badminton Courts 3 Volleyball Court 1 Futsal Court</i>	Based on historical use, once the facility is reconfigured time is likely to be available between 3.30pm and 5.30pm most weekday evenings. Time on Saturday afternoon and evening and Sunday until 5.00pm	Previous Users Sunraysia Volleyball Assoc Sunraysia Academy of Sport Mildura Badminton Association Irymple Basketball Association
Lifestyle Plus	2 undersized netball Courts 1 Beach Volleyball Court		Gymnastics –Artistic Gymnastics, Kindagym, General, Disability Indoor netball (reduced size) Indoor cricket Indoor Beach Volleyball
Red Cliffs Gynastics Centre			Artistic gymnastics (both male and female), General gymnastics

2.2 School Facilities

St. Joseph's College Stadium

Prior to the St. Joseph's courts being temporarily decommissioned there were a number of key timeslots that were still available for use. These included weekdays 4.00pm to 7.00pm, Friday nights, and Saturday and Sunday afternoons.

It is understood that Friday nights became available after the folding of the Mavericks Basketball Team, and that if the team was to reform then it would be looking for a training and competition base. Initial indications are that the team may affiliate with the Mildura Basketball Association.

Information provided by St. Joseph's College indicates that there were only 2 timeslots when all 3 courts were used by the one club or association. These were Wednesday evenings during which all three courts were used by the Sunraysia Volleyball Association and Sunday evenings when the facility was used by the Irymple Basketball Association. It is noted that neither of these groups used the centre from January to April 2006.

A number of clubs/associations have submitted expressions of interest to resume use of the stadium once it comes back on line in January 2008. These include the Sunraysia Badminton Association, the Irymple Basketball Association and the Sunraysia Volleyball Association.

Anecdotal information received through the project suggests that in the past clubs/associations competed for preferred timeslots and would not take-up the less favourable timeslots. The College will be looking to consolidate timeslots as much as possible to maximise the occupancy of the centre and to create opportunities for other activities or expanded opportunities for existing activities.

The College suggests that more effective use of the centre could be made if clubs/organisations work together to program activities rather than compete against each other for preferred timeslots.

At the start of the consultation process the College advised it was open to any future development partnerships but due to recent expansion of the arts component of the centre would be restricted in what could be done. However, since then the College has advised that the College does not rely on community use and any such use would need to cover costs to the College.

Other Schools

There are a significant number of schools that have single court stadiums some of which are undersized and/or accommodate a basketball sized court (not netball sized court) only. The additional width and length dimensions of a netball court allows for additional volleyball and badminton courts.

Both Chaffey Secondary College and Mildura Secondary College have made an approach to Council regarding potential Council/ school partnership development of indoor courts.

Chaffey Secondary College is undergoing an extensive upgrade that will include the addition of an indoor court. The site has the capacity to accommodate the equivalent of 4 courts. The development of a 3 to 4 court stadium and associated amenities may require the relocation of the bike sheds and gas tanks. Detailed planning would determine the capacity of the site in relation to car parking, bus parking and traffic management generally.

The college has an existing hall however this hall does not cater for indoor sport. The court is not competition size and the roof height is inadequate for indoor sport.

The Mildura Secondary College has a single court stadium that is currently used on a limited basis only because of the condition of the floor. The school is considering a range of medium to longer term development options for the hall including the addition of a stage and storage facilities. There is limited opportunity for the expansion of the stadium to accommodate additional courts. The existing court has height limitations in relation to volleyball. The stadium is also located at the rear of the school with no direct road access.

The College made an approach to Council for the upgrade of the floor so that it would provide an additional court while the St. Joseph's courts were offline and is currently in discussions with the Irymple Basketball Association who are looking to contribute to the upgrade of the floor so that it can be used for basketball.

The Merbein Secondary College stadium is available for community use on a limited basis. The College indicates that the facility is rarely used by the community for indoor sport and the floor would need to be upgraded if community use was to be extended.

The Red Cliffs Secondary College, which has a single basketball court, also has a number of key timeslots available including Tuesday, Wednesday and Friday evenings and Saturday and Sunday.

The newly developed Nichols Point Primary School facility currently has Wednesday and Friday afternoon and evening timeslots available and all day Sunday.

2.3 Community Facilities

Mildura Basketball Association Stadium

Programs occurring at the Mildura Basketball Association stadium exceeds capacity. It is apparent that the growth at this stadium has been accommodated by decreasing game times in some junior competitions, modifying game rules relating to timeouts and warm-up periods and playing games later into the evening.

The above issues together with the potential reforming of the Maverick Basketball Team (National League) and the continuing increase in participation will potentially result in netball having to relocate to another venue. Netball currently use all 4 courts at the stadium two nights of the week during their winter season. There is not the capacity to accommodate this competition in another venue without splitting the competition and moving the competition to different days of the week.

When the management of the Mildura Basketball stadium was handed over to the basketball association, there was no formal or informal agreement that required the association to maintain or provide access for any other indoor sports.

As a result the number of sports operating from the centre has decreased as participation in basketball has increased and required more court space. This has been the case with volleyball which has not been able to get access to the facility for seven years.

Other Community Facilities

The Irymple Stadium which has a single basketball court, currently has Friday evening, Saturday afternoon and evening and Sunday evening timeslots available. When the Sunraysia Badminton Association returns to the St. Joseph's Stadium an additional court (basketball) will again be available.

There is an opportunity to increase programming at the stadium on Saturdays, particularly in winter. Currently visiting football teams use the stadium change rooms. It is not possible for change rooms

to accommodate both outdoor and indoor activities. Maximising the programming of this facility will require additional change facilities for visiting football teams or within the stadium.

In addition, access to the stadium is made difficult given that the local football club charges an entry fee at the reserve gates. It is inappropriate to expect stadium users to have to park in the adjoining streets while football is on or pay an entry fee to access the grounds.

The Midway Centre which is across the border in the Shire of Wentworth is one of the more utilised facilities in the region being used every night of the week. This having been said it is generally used only until 8.30pm and has very little use on the weekend.

2.4 Other Facilities

The Mildura Gymnastics Club has a unique history of operation and should not be disadvantaged in terms of future provision because of the initiative that has been taken by the club's founders. The club is an incorporated group that has been financially backed by its head coaches who take no financial remuneration for their work.

Most gymnastics clubs operate either on a community basis or on a commercial basis. Those that operate on a commercial basis are generally located in major cities where there is a significant catchment.

Lifestyle Plus

Lifestyle Plus is a privately owned sports centre that runs a number of domestic netball, beach volleyball and indoor cricket competitions. It also hosts a range of gymnastic programs including women's artistic, kinda gym, recreational gymnastics and disability gymnastics.

3. Issues Discussion

Providing for the future indoor sporting needs of the Mildura community has a number of challenges and issues to address, none of which can be considered in isolation. These relate to:

Declining Number of Volunteers

This is one of the most significant drivers that will influence how indoor sport is catered for in Mildura into the future. The majority of sports are reporting a declining number of volunteers that are prepared to take up sport management and development roles such as coaching, umpiring and administration (e.g. fee collection). This means that every opportunity to consolidate the operation of sport at a defined number of sites should be maximised so that existing volunteers can carry out multiple tasks at the one site or alternatively can manage a larger number of participants for specific activities (e.g. training). It also means that volunteers do not have to travel between a number of sites unnecessarily.

This issues also needs to be addressed through sport development initiatives that encourage volunteering, particularly by young people.

Usage of Courts (Peak and Off-Peak)

Indoor sports in Mildura have been able to program their domestic competition to minimise any conflict or competition for players between different sports.

The availability of court space in a central location has allowed this to occur. It has meant that minor sports have not had to compete with major sports to the same extent as happens in metropolitan Melbourne and in some other regional cities.

While this has meant that sports and particularly minor sports have been able to flourish it has also meant that key timeslots at some facilities have not been taken up. This is particularly the case in relation to weekend times when minor sports would be in competition with the more traditional sports, and Friday night timeslots that compete with social and family activities.

Continuing to develop facilities based on this principle may result in the continued growth of sport but will result in fewer viable facilities.

Distance Barriers

It is apparent that there is a 10 to 12 minute 'travel barrier' beyond which a significant component of the indoor sporting community in Mildura is reluctant to travel. This is reinforced by anecdotal information received through the project and by the Sunraysia Volleyball Association (SVA). The SVA report that their numbers have decreased by 50% this season. Competition relocated to the Red Cliffs Secondary College with the closure of the St. Joseph's courts. Some members have informed the Association that the distance to the venue at Red Cliffs was the key determinant for their withdrawal from the competition.

Similar reaction is received in relation to the site of the Merbein Secondary College.

Viability of Existing Facilities

It is important that the viability of existing facilities is not undermined by any future major facility development. In fact future development should identify opportunities to improve the viability of existing facilities to ensure that their longevity is maximised (e.g. they generate funds to ensure upkeep and upgrade requirements are met)

The Location of Mildura

Mildura has attracted a number of key sporting events because of the strong sporting culture in the City. It is important to attract events and competition to the City so that people involved in sport, particularly young people, have the opportunity to participate in major tournaments locally. These events also raise the profile of sports and promote participation in both social and competitive sport.

Anecdotal feedback would suggest that state associations are supportive of local clubs and associations and of taking major events to the Mildura because of the commitment of local organisations and the profile of sport in the City. Local clubs have indicated that they have had to turn down offers from state sporting associations to host events because of the inability to access appropriate facilities.

The extent to which future provision caters for major events has to be weighed up against the capital and maintenance costs, priorities for the space and the potential 'cost' of providing amenities e.g. showcourt seating vs. additional court space.

The number of single court and often under sized facilities that have been developed.

The way in which many of these facilities have been planned and developed means that there is limited opportunity to address indoor sport short-comings by extending these facilities. It is recognised that many of these facilities would have been developed anyway given that their primary purpose is to provide for school requirements.

Appropriate planning may have meant that they more effectively provide for indoor sporting needs. In addition, any new development has the potential to undermine the viability of these existing facilities if clubs, associations and facility owners/managers do not work together to effectively program facilities.

Community Expectation and Equity of Provision

How indoor sport is catered for in Mildura has been an ongoing issue for a lengthy period of time and has become an even more sensitive issue with the two St Josephs courts coming off line.

As a result there is a level of emotion associated with the issue and expectations by some parties that are unsustainable and unrealistic. There is also the perception that there should be parity between the level of Council investment in indoor sport facilities and outdoor facilities. This will always be a point of lengthy debate and must not undermine the need to responsibly and effectively address all considerations relating to future development of indoor facilities.

This study does recognise that the planning for indoor sporting facilities could have been more effective and capitalised on some past opportunities, however this must not result in an over compensation that is not sustainable.

Ownership of Facilities

There is also a level of sensitivity relating to the control of indoor sporting facilities being in the hands of 'non-Council' organisations that have the potential to make decisions about sport access to facilities.

There is currently no major facility in Mildura that is on Council owned and/or managed land (directly or indirectly) by Council. This means that Council has little influence over decision making relating to the management and development of facilities.

Any future development that takes place on non-Council owned land must be subject to appropriate agreements and understandings.

Major Events

Major events including sporting, festival, display and convention events have the potential to compete with local sport for indoor space. It is not the purpose of this paper to identify how events may be integrated with sporting demands for indoor space however programming must ensure that events do not jeopardise sport access to indoor facilities.

All clubs and associations indicate that the region is missing opportunities to host major events because of a lack of appropriate facilities. Any future development should build on existing sites that have the capacity (including car parking, appropriate standard of facilities) to host major events and where possible not duplicate facilities.

The benefit of attracting major events to the region cannot be underestimated. These benefits relate to the local economy, the development of local sport and providing opportunities for local sports people to compete in their local community.

Ballet

An additional consideration relating to ballet emerged part way through the project. Currently the Ballet Club has sole occupancy of one of the spaces at the Arts Centre. The proposed redevelopment of the Arts Centre does not include a space for ballet.

Opportunities that emerged during the normal course of the project to accommodate ballet were to be noted. As a result, opportunities with the Chaffey Secondary College have been identified and recommended for further consideration.

The College is redeveloping its former multi-purpose hall into a performing arts facility which may present opportunities for the integration of ballet.

4. Demand Analysis

Mildura is home to a variety of indoor sports that are played on both a competition (including social competition) and casual basis. This section of the report provides a snapshot of the indoor sports that were assessed in terms of their existing and potential demand for space.

The following table provides a snapshot of the trends relating to indoor sports that may influence the level and type of provision into the future. Details can be found in Volume 3 of the Recreation Planning Study.

Sport	Participation Trends	Comments
Basketball	↑	2 Associations experiencing an increase in participation (prior to St. Joseph's coming off line).
	<i>Results of Analysis: Provision of an additional 2 courts (netball size) on at least a weekly basis as part of a multi-purpose facility that consolidates an existing facility, and that has the potential to accommodate additional seating capacity (e.g. retractable seating) for major events.</i>	
Badminton	State - Social participation ↑ Competition – Static Local – slight ↑	May become a Sunraysia Sports Academy sport in 2007/08.
	<i>Results of Analysis: Provision for an additional 2-3 on at least a weekly basis as part of a multi-purpose facility that consolidates an existing facility. (Longer term)</i>	
Gymnastics	State ↑ Local ↑ (significant ↑ in boys)	Caters for artistic gymnastics only because of a lack of space. Significant demand for other forms of gymnastics including cheerleading, rhythmic, adults gymnastics. 'Not for profit'/private (non-commercial) operation. Centralised location would increase participation.
	<i>Results of Analysis: Provision of a dedicated (multi-use) facility is required to cater for a diverse range of gymnastics disciplines, plus other compatible activities (such as trampolining etc.). Should be co-located with other court space.</i>	
Netball	State ↑ Local - static	Local growth likely to be limited by the number of volunteers available to manage/run the sport. Winter demand for indoor space. May be under threat in current venue (MBA stadium).
	<i>Results of Analysis: Provision for an additional 3-4 courts on at least a weekly basis is required as part of a multi-purpose facility that consolidates an existing facility</i>	
Table Tennis	State ↑ Local – slight ↑	Local growth likely to be limited by the number of volunteers available to manage/run the sport. Need to look at more effective storage and equipment management options
	<i>Results of Analysis: Access to multi-purpose space with appropriate storage and equipment moving/setup options.</i>	

Sport	Participation Trends	Comments	Number of Indoor Facilities in Mildura
Futsal (Indoor Soccer)	↑ (70% 2006-Vict))	Growth in the State is off a low base however drought conditions and the rapid growth in soccer in Mildura may increase demand. Currently no formal structure for the sport in Mildura. Local competition currently played at Lifestyle Plus.	
	<i>Results of Analysis: Local and regional provision needs to be accommodated within multi-use facilities to cater for both recreation and competition levels into the future.</i>		
Volleyball	Overall ↑	A Sunraysia Sports Academy sport. Strong administration, sports development program. Future growth likely to be limited if cannot develop junior program and if volunteers are not available to manage/run the sport.	
	<i>Results of Analysis: Provision for an additional 2-3 additional courts as part of a multi-purpose facility that consolidates an existing facility.</i>		
Wheelchair Sports	Figures not available		N/A
	<i>Results of Analysis: Ensuring disabled access to indoor sports facilities and to court level needs to a priority for all facility providers. Competition and recreational wheelchair sports needs to be catered for within multi-purpose facilities.</i>		

5. Future Provision Criteria

The following criteria were developed to assess the suitability of sites to accommodate any future indoor facility proposal. The following table provides a brief description of that criteria.

	CRITERIA	DOES THE OPTION SATISFY THE FOLLOWING REQUIREMENTS?
Site Considerations		
1	Space to accommodate/ integrate design components	Does the site have the room to accommodate the facility components and in a configuration that maximises management efficiencies? Will the amenity of the site be impacted on?
2	Further expansion	What is the capacity of the site to accommodate any expansion of facility beyond the current proposal (if required)? Does the site have the space to accommodate expansion beyond this proposal?
3	Land ownership	Are there any negative implications relating to ownership of the land. This may relate to delays in approvals associated with DE&T land or College Lease Land.
4	Impact on Adjoining Land uses	What is the likely impact on adjoining land uses (e.g. noise, visual) or on the amenity of the neighbourhood?
5	Existing activities/uses	Does the proposal option compatible with existing uses of the site? Might the development add to opportunities for existing users of the site?
6	Access to services	Are services already available on the site or will there be significant costs associated with connection to services?
7	Car parking	Does the site and adjoining streets have the capacity to accommodate the required levels of car parking (including bus parking if required).
8	Traffic Management.	Does the site have the capacity to handle traffic movement effectively? Will significant works be required to integrate the site with the local road network?
Management		
9	Management/agreement requirements.	What project and/or management agreements are required? Will the negotiation of these have an impact on project timelines and will the nature of the agreements impact on the viability of the facility.
10	Ongoing management	What will be the management implications of the project? Will there be implications in terms of the cost of management?
11	Council policies.	Does the project support Council policy or planning directions?
12	Planning Approvals	Are there likely to be permit requirements that will impact on the project?
13	Perceptions	Are there any sensitivities, beliefs, historical factors that may impact e.g. travel thresholds, development on school land.
Accessibility		
14	Proximity to wider Mildura community.	Is the facility well positioned to cater for the broader Mildura and cross boarder communities.
15	Profile.	Does the proposed site have a high profile (e.g. main road)?
16	Catchment	Does the site cater well for existing users (if any)? Will the project provide for a catchment that is currently not well serviced or will the project overlap with the catchment of existing facilities?
17	Public transport.	Does the proposed site maximise opportunities to access the facility by public transport?
18	Growth areas	How well is the facility placed to address future growth areas?
Economic		
19	Capital development	What benefits does proposal offer in terms of initial development costs? Does the proposal offer the opportunity to minimise capital developments costs?
20	Ongoing management	What benefits does the proposal offer in terms of ongoing management and maintenance costs? Can these costs be distributed over a number of project partners?
21	Potential for shared development	What partnerships are available to the project to assist with dispersing project development costs and ongoing management costs?

	CRITERIA	DOES THE OPTION SATISFY THE FOLLOWING REQUIREMENTS?
22	Potential to maximise funding	To what extent does the proposal offer opportunities to attract funding?
23	Potential to capitalise on major sporting events	Does the proposal offer opportunities to attract major sporting events to Mildura, including regional, Victorian interstate events.
24	Potential to maximise use	Does the proposal increase opportunities for maximising use of the facility e.g. daytime, weekend.
25	Potential to address community need	How will the proposal option address issues raised by clubs seeking additional indoor sports facilities?
26	Timelines	Are there timelines/processes that may impact on achieving the desired project outcomes.

6. Future Provision Options

This section provides an outline of 4 options that can address current and future indoor stadium provision needs for Mildura. Each option includes a brief description of the type of facilities included, an assessment of the option using the criteria described in Section 5, and some concluding comments about the options.

Facility	No. of Existing Courts	Opportunity for expansion	Option 1	Option 2	Option 3	Option 4
Chaffey Secondary College	1	3+		<ul style="list-style-type: none"> ▪ Equivalent of 1.5-2 courts (gymnastics & potentially table tennis * 	<ul style="list-style-type: none"> ▪ Equivalent of 1.5-2 courts (Gymnastics & potentially table tennis (*)) 	<ul style="list-style-type: none"> ▪ Equivalent of 1.5-2 courts (gymnastics & potentially table tennis *
Cnr Deakin/16 th St.	0	4+	<ul style="list-style-type: none"> ▪ 3-4 courts (court sports), ▪ Equivalent of 1.5-2 courts (gymnastics & potentially table tennis). ▪ Squash * <p><i>* Option to retain table tennis at the Irymple Stadium with upgraded facilities.</i></p>	<ul style="list-style-type: none"> ▪ 3-4 courts (court sports) ▪ Squash 		
Irymple Stadium	1	0		<p><i>* Option to retain table tennis at the Irymple Stadium with upgraded facilities.</i></p>	<ul style="list-style-type: none"> ▪ Expansion of squash facilities <p><i>* Option to retain table tennis at the Irymple Stadium with upgraded facilities but will have restricted space and won't have areas for viewing.</i></p>	<ul style="list-style-type: none"> ▪ Expansion of squash facilities <p><i>* Option to retain table tennis at the Irymple Stadium with upgraded facilities.</i></p>
Merbein Secondary College	1	0				
Midway Stadium	1	0				
Mildura Basketball Stadium	4	2			<ul style="list-style-type: none"> ▪ 2 courts 	
Mildura Secondary College	1	1				
Nichols Point	1	0				

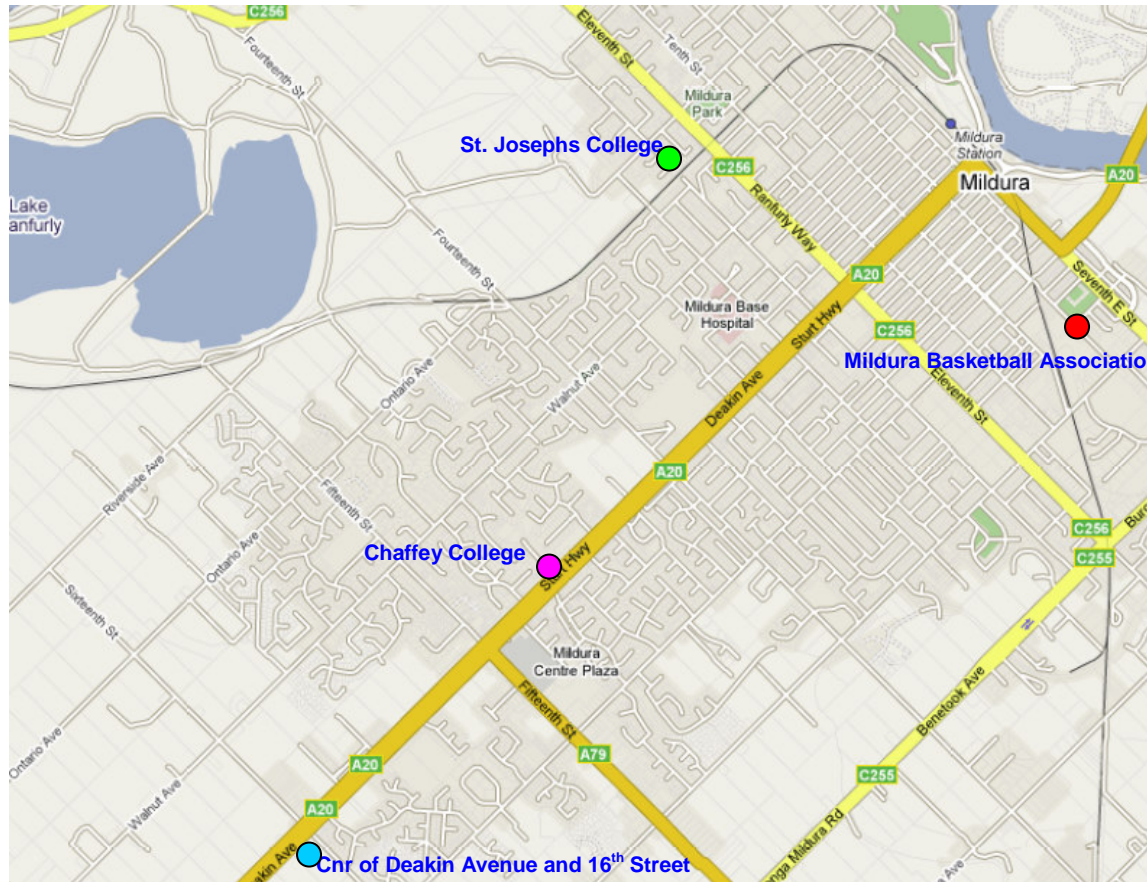
Red Cliffs Secondary College	1	0				
St Josephs College	2	3+				▪ 2 courts

Note that the number of courts e.g. netball/basketball courts, squash courts and their final location can only be determined following detailed financial evaluation.

Future provision options have been prepared based on the following considerations:

- that Council policy does not eliminate partnership opportunities with schools;
- that a priority is to maximise opportunities to consolidate indoor stadium infrastructure;
- that a priority is to locate facilities in a location that is central within the region.

The following map identifies the location of each facility and site discussed in the project, and the distance by road between these locations.



Estimated Distances

- Between St. Joseph's College and Mildura Basketball Association – 2.6km.
- Between Chaffey College and Mildura Basketball Association – 4.3km.
- Between Chaffey College and St. Joseph's College – 3.4km.
- Between the corner of 16th Street and Deakin Avenue and Chaffey College – 2.5km.

OPTION 1: COUNCIL LAND DEVELOPMENT

Location	Development Proposal	Partnership Opportunities
Cnr of Deakin and 16 th Street	Development of a multi-purpose indoor recreation centre* that accommodates: <ul style="list-style-type: none"> - 4 – 6* courts - Table tennis+) Equivalent of - Gymnastics+) 1.5 - 2 courts - Squash+ 	Council / Sporting Clubs and Associations / private sector
+ Option to retain Table Tennis and/or Squash at the Irymple Stadium with upgraded facilities, and to locate Gymnastics at the Chaffey Secondary College.		

ASSESSMENT OF THE OPTION

Facility	Criteria (Refer criteria reference in section 5)																										
	Space to accommodate/ integrate design components	Further expansion	Land ownership	Impact on Adjoining Land Uses	Existing activities/uses	Services onsite / in proximity	Car parking	Traffic Management.	Management/agreement requirements.	Ongoing management	Council policies.	Planning Approvals	Perceptions	Proximity to wider Mildura community.	Profile.	Catchment	Public transport.	Growth areas	Capital development	Ongoing management	Potential for shared development	Potential to maximise funding	Potential to capitalise on major sporting events	Potential to maximise use	Potential to address community need	Timelines	
CNR. 16 TH ST. & DEAKIN AVE.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
✓ = Option meets and/or exceeds criteria ✓ = Option partially meets criteria ✗ = Option does not satisfy criteria, some concerns exist																											

* Note that the size of components and number of courts etc. will be dependent on the outcome of a detailed financial analysis of the options which will follow this project.

COMMENTS

General Comments

- The site is well located in terms of the growth areas of Mildura.
- Has the potential to be a significant indoor and outdoor sporting hub in South Mildura
- An unencumbered site on which to layout a stadium and associated amenities.
- Council owned site so not subject to another party's requirements.
- As an unencumbered site (management and land ownership) there is greater potential for involvement by the private sector.
- Developer contributions are a source of funding given the site is in a growth area.
- Provides opportunities for further expansion.
- Makes the squash courts at the Irymple Stadium redundant / available for other uses, or re-development for other sports
- Would not be capable of attracting the level of daytime use that school sites will attract but would make the facilities available for community use ie modified sports for specific target groups.
- The inclusion of court space as part of a development on the site may impact on the viability of existing facilities e.g. Mildura Basketball Association stadium, St. Joseph's stadium.
- Will take up land that has been set aside to provide for Mildura's future open space requirements.
- May be limitations on development at the site because of drainage requirements.
- There will be costs associated with the site because it is a green field site e.g. providing services to the site, providing road works and car parking etc.
- This will result in an additional indoor facility in Mildura.
- Suitable for South Mildura Primary School to use
- Flexibility for additional programs for certain target groups such as Older Adults, People with Disabilities etc



OPTION 2: SCHOOL/COUNCIL PARTNERSHIP

Location	Development Proposal	Partnership Opportunities
Chaffey Secondary College	Gymnastics) Equivalent of 1.5-2 Table Tennis+) courts	Council / School / State Government
Cnr. Deakin and 16 th Street	3 – 4* Multi-purpose courts Squash courts	Council / Sporting Clubs and Associations / private sector
+Option to retain Table Tennis at the Irymple Stadium with upgraded facilities.		

ASSESSMENT OF THE OPTION

Facility	Criteria (Refer criteria reference in section 5)																										
	Space to accommodate/integrate design components	Further expansion	Land ownership	Impact on Adjoining Land uses	Existing activities/uses	Services onsite	Car parking	Traffic Management.	Management/agreement requirements.	Ongoing management	Council policies.	Planning Approvals	Perceptions	Proximity to wider Mildura community.	Profile.	Catchment	Public transport.	Growth areas	Capital development	Ongoing management	Potential for shared development	Potential to maximise funding	Potential to capitalise on major sporting events	Potential to maximise use	Potential to address community need	Timelines	
CHAFFEY SECONDARY COLLEGE	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
CNR. 16 TH ST. & DEAKIN AVE.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
✓ = Option meets and/or exceeds criteria ✓ = Option partially meets criteria ✗ = Option does not satisfy criteria, some concerns exist																											

* Note that the size of components and number of courts etc. will be dependent on the outcome of a detailed financial analysis of the options which will follow this project.

COMMENTS

General Comments

- Establishes the basis for a major sporting hub in the growth area of Mildura.
- Will establish 2 significant multi-court hubs in Mildura i.e. the Mildura Basketball Association (MBA) Stadium and a new hub on the corner of Deakin Avenue and 16th Street.
- Does not address the need to upgrade / modernise the MBA stadium if it is to cater for future basketball needs.
- Makes the squash courts at the Irymple Stadium redundant / available for other uses.

Chaffey Secondary College (CSC)

- Maximises gymnastics growth and development opportunities because of a schools to club participation pathway.
- Allows for the possibility of shared use of space if gymnastics does not require all allocated space.
- The addition of 2 courts to accommodate gymnastics and / or table tennis means that some of the space can be converted to courts if demand for gymnastics does not meet expectations. It is anticipated that an area the equivalent to 1.5-2 courts would be required for gymnastics at this time with the remaining area available for other compatible activities e.g. dance or for expanded gymnastics activities.
- The school has a proven commitment to community access to school facilities and has formally expressed an interest in partnership opportunities relating to sporting infrastructure.

Cnr of Deakin Avenue and 16th Street

- The site is well located in terms of the growth areas of Mildura.
- Has the potential to be a significant indoor and outdoor sporting hub in South Mildura
- An unencumbered site on which to layout a stadium and associated amenities.
- Council owned site so not subject to another party's requirements.
- As an unencumbered site (management and land ownership) there is greater potential for involvement by the private sector.
- Developer contributions are a possible source of funding given the site is in a growth area.

Considerations that may restrict type and level of development:

- Town Planning requirements relating to the CSC site e.g. number of on site car parking spaces required, restrictions re street parking, siting and impact of the new / extended stadium building on adjoining properties, other traffic management considerations e.g. bus access.
- Requirements of any 'access agreement' between Council, DE&T and the school.
- This option will decrease the earning capacity and reduce the financial sustainability of the 'Greenfields site' at 16th Street and Deakin Avenue



OPTION 3: SCHOOL/COUNCIL PARTNERSHIP & MILDURA BASKETBALL ASSOCIATION/COUNCIL PARTNERSHIP

Location	Development Proposal	Partnership Opportunities
Chaffey College	Dedicated multi-use gymnastics facility. (Equivalent of 1.5-2 courts)	Council / School / State Government
Mildura Basketball Association / College Lease Land Committee	2 Multi-purpose courts.	Council / Mildura Basketball Association / State Government
Irymple Stadium	Expansion of Squash facilities. Upgraded Table Tennis amenities.	Council / Squash Association / State Government / School



ASSESSMENT OF THE OPTION

Facility	Criteria (Refer criteria reference in section 5)																										
	Space to accommodate/integrate design components	Further expansion	Land ownership	Impact on Adjoining Land uses	Existing activities/uses	Services onsite	Car parking	Traffic Management.	Management/agreement requirements.	Ongoing management	Council policies.	Planning Approvals	Perceptions	Proximity to wider Mildura community.	Profile.	Catchment	Public transport.	Growth areas	Capital development	Ongoing management	Potential for shared development	Potential to maximise funding	Potential to capitalise on major sporting events	Potential to maximise use	Potential to address community need	Timelines	
CHAFFEY SECONDARY COLLEGE	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
MILDURA BASKETBALL ASSOCIATION STADIUM	✓	✓	✓	✓	✓	✓	✗	✗	✗	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
IRYMPLE STADIUM	Expansion of squash facilities to accommodate additional squash needs																										
✓ = Option meets and/or exceeds criteria ✓ = Option partially meets criteria ✗ = Option does not satisfy criteria, some concerns exist																											

Note that the size of components and number of courts etc. will be dependent on the outcome of a detailed financial analysis of the options which will follow this project.

COMMENTS

- Consolidates facilities at existing venues and the Mildura Basketball Association (MBA) Stadium and Chaffey Secondary College as the indoor court centres for the City.
- Does not undermine the viability of existing venues.
- Development proposals for this option are all on non-Council owned land.

MBA Stadium

- MBA Venue is ageing and will need considerable upgrade of existing facilities over the next few years.
- Increased activity will exacerbate existing problems relating to parking and traffic management.
- The site and building has poor amenity and presentation.
- Duplicates space dedicated to major event seating (MBA with 500 seats and St. Joseph’s with 1200 seats) if the addition includes a larger show-court with spectator seating.
- The current lease/management arrangements do not require the MBA to provide ongoing access for other sports. If Council/State Government were to contribute to any development then a more equitable management and access agreement would need to be negotiated.

Chaffey Secondary College

- Maximises gymnastics growth and development opportunities because of a schools to club participation pathway.
- Allows for the possibility of shared use of space if gymnastics does not require all allocated space.
- The addition of 2 courts to accommodate gymnastics and / or table tennis means that some of the space can be converted to courts if demand for gymnastics does not meet expectations. It is anticipated that an area the equivalent to 1.5-2 courts would be required for gymnastics at this time with the remaining area available for other compatible activities e.g. dance or for expanded gymnastics activities.
- The school has a proven commitment to community access to school facilities and has formally expressed an interest in partnership opportunities relating to sporting infrastructure.

Irymple Stadium

- Opportunity to expand on existing squash facilities.
- Daytime and casual access restricted because of the nature of the facility (a significant consideration for squash growth and development).
- Site probably cannot cater for the future growth of the sport.

Considerations that may restrict type and level of development:

- Town Planning requirements relating to the CSC site e.g. number of on site car parking spaces required, restrictions re street parking, siting and impact of the new / extended stadium building on adjoining properties, other traffic management considerations e.g. bus access.
- Agreement between Council, the school and DE&T re community access requirements.
- Agreement between Council, user groups and MBA about access requirements.
- Town Planning requirements relating to the MBA site e.g. number of on site car parking spaces required, restrictions re street parking, restrictions relating to street parking,
 - opportunities to share parking e.g. shared use with the indoor bowling facility.



OPTION 4: SCHOOL/COUNCIL PARTNERSHIPS

Location	Development Proposal	Partnership Opportunities
Chaffey Secondary College	Gymnastics) Equivalent of Table Tennis+) 1.5-2 courts	Council / School / Sports Associations
St. Joseph’s College	2 multi-purpose courts	Council / School / Sports Associations
Irymple Stadium	Expansion of Squash facilities	Council / Squash Association / State Government / School
+ Option to retain Table Tennis at the Irymple Stadium with upgraded facilities.		

ASSESSMENT OF THE OPTION

Facility	Criteria (Refer criteria reference in section 5)																									
	Space to accommodate/integrate design components	Further expansion	Land ownership	Impact on Adjoining Land uses	Existing activities/uses	Services onsite	Car parking	Traffic Management.	Management/agreement requirements.	Ongoing management	Council policies.	Planning Approvals	Perceptions	Proximity to wider Mildura community.	Profile.	Catchment	Public transport.	Growth areas	Capital development	Ongoing management	Potential for shared development	Potential to maximise funding	Potential to capitalise on major sporting events	Potential to maximise use	Potential to address community need	Timelines
CHAFFEY SECONDARY COLLEGE	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ST. JOSEPH'S SCHOOL STADIUM	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓
IRYMPLE STADIUM	Expansion of squash facilities to accommodate additional squash needs																									
✓ = Option meets and/or exceeds criteria ✓ = Option partially meets criteria ✗ = Option does not satisfy criteria, some concerns exist																										

Note that the size of components and number of courts etc. will be dependent on the outcome of a detailed financial analysis of the options which will follow this project.

COMMENTS

General Comments

- Consolidates indoor court sports at two venues – the St. Joseph’s College stadium and the Mildura Basketball Association Stadium (MBA) and does not create another stadium facility.
- Does not undermine the viability of existing venues.
- There is still the capacity to extend indoor court space at St. Joseph’s College and at the Mildura Basketball Stadium (depending on town planning requirements) to cater for future demand if required.
- Development proposals for this option are all on non-Council owned land.
- Does not address the need to upgrade / modernise the MBA stadium if it is to cater for future basketball needs.

Chaffey Secondary College

- Maximises gymnastics growth and development opportunities because of a schools to club participation pathway.
- Allows for the possibility of shared use of space if gymnastics does not require all allocated space.
- The addition of 2 courts to accommodate gymnastics and / or table tennis means that some of the space can be converted to courts if demand for gymnastics does not meet expectations. It is anticipated that an area the equivalent to 1.5-2 courts would be required for gymnastics at this time with the remaining area available for other compatible activities e.g. dance or for expanded gymnastics activities.
- The school has a proven commitment to community access to school facilities and has formally expressed an interest in partnership opportunities relating to sporting infrastructure.

St. Joseph’s

- Builds on an existing high quality venue that has the capacity to cater for major events with a combination of existing permanent and temporary seating.
- Does not duplicate (at other venues) space dedicated to spectator seating.
- Extensive car parking on the site.

Irymple Stadium

- Adds to existing courts that are currently not used.
- The facility is not easily accessible during daytime which is a requirement for squash.

Considerations that may restrict type and level of development:

- Town Planning requirements relating to the CSC site e.g. number of on site car parking spaces required, restrictions re street parking, siting and impact of the new / extended stadium building on adjoining properties, other traffic management considerations e.g. bus access.
- Requirements of any ‘access agreement’ between Council, DE&T and schools.



7. Forward Plan

This section briefly outlines the steps that need to be taken to address the findings of this report.

- 1) Council accept presentation of the report as a framework to guide future discussions and decision-making.
- 2) Council release the document for general community information on the options being considered.
- 3) Council undertake detailed financial analysis to formulate costings and feasibility for the four options.

At a minimum this analysis will need to:

- consider the capital costs and ongoing operational costs,
 - identify a preferred management model based on determined criteria,
 - identify project partners from the community, private and public sectors,
 - identify the type and level of financial commitment that should be reasonably expected from potential funding partners,
 - identify timelines
- 4) Establish a process to ensure that all stakeholders are informed and engaged e.g. communication plan, reference group
 - 5) Consider Expressions of Interest from private companies and liaise or consider other potential partners, including governments.
 - 6) Council adopt the preferred model.
 - 7) Establish a working group to implement adopt strategies.
-