



COLAC OTWAY SHIRE

2006-2010

RECREATION STRATEGY

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EXECUTIVE SUMMARY

The 2006-2010 Colac Otway Recreation Strategy has identified that Council's Recreation Unit is currently faced with many opportunities to strengthen the strategic development of recreation facilities and services throughout the region. Since the Unit's inception in 1997 Council and the community have acknowledged the importance of sport and recreation within the Colac Otway community. There are in excess of 120 sporting and recreation clubs and organisations within the Shire and residents and visitors have the opportunity to actively participate in a wide range of activities in their leisure time on a regular basis.

The aims for the development of the 2006-2010 Colac Otway Recreation Strategy are:

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To ensure maximum input to the development of the 2006-2010 Colac Otway Recreation Strategy a range of market research strategies were implemented including:

- Twenty-seven **previous research** documents were reviewed to ascertain the findings and current status of endorsed planning across the organisation pertaining to recreation.
- 126 Clubs invited to complete a **Club Surveys**. 56 surveys were completed and returned for analysis.
- Five **public forums** were conducted across the Colac Otway region to enable the general public to have input to the Strategy development.
- Thirty **key informant interviews** were conducted with a wide range of local, regional and state organisation representatives. Many of these key informants have had a direct connection with Council's Recreation Services or have potential to be a key partner in the future.
- Nine **public submissions** were received further to the public invitation for interested persons to contribute to the development of the strategy.

In summary the key findings of the strategy development identified:

- The Colac Otway Shire has an aging population which impacts the future planning and development of sport and recreation facilities and services.
- Clubs and associations play a critical role in the delivery of sporting and recreation options within the Colac Otway region.
- Clubs consider it Council's role to provide and maintain facilities, provide current information, resources, funding and access to alternative funding streams.
- Volunteer burden and fatigue is increasing, however it is evident various initiatives have been introduced locally to encourage, retain and train volunteers. Club access to specific areas of expertise such as financial planning, law and governance is limited but identified as a priority.
- There is a strong need for a collaborative approach towards facility maintenance and development and club/sport development to make best use of the limited resources within Council and the community.

The proposed recommendations have been developed in response to the market research undertaken and outlined for implementation over the coming four year period. It is anticipated that the ongoing review of the Strategy would be the responsibility of Council's Recreation Unit and any significant changes to be made would be considered by Council.

The Strategy recommendations encompass:

- Recreation Unit Mission
- Club/Sport Development
- Playgrounds

- Aquatic Facilities
- Indoor Stadiums
- Public Halls
- Playing Fields and Courts
- Shared Pathways
- Specialist Facilities
- Information and Communication.

1. INTRODUCTION

Sport and recreation are significant contributors to the social fabric of Colac Otway region. The Shire offers a significant range of sporting opportunities including football, netball, basketball and bowling with well maintained and equipped reserves, skate parks, stadiums, pools and gyms. Colac specifically offers a large range of sporting facilities including Bluewater Fitness Centre, which boasts a 6-lane, 25-metre indoor swimming pool a fully equipped gymnasium, dry program and meeting rooms and a two court indoor stadium.

There are eighteen recreation reserves across the Shire, all of which are available for community use and typically include a sports oval, netball and/or tennis courts, pavilion and public amenities.

The Shire is also home to four golf courses and a turf racecourse. Gun and Field and Game clubs also have their own ranges. There are also a number of lawn and all weather tennis courts. Lake Colac provides fishing, water skiing, rowing, boating and yachting. The Great Ocean Road coast offers some of the best beaches in Australia for swimming, surfing, fishing, water activities and other ecotourism activities. These beaches include Kennett and Wye River, Skenes Creek, Apollo Bay, Marengo, and Johanna.

The Otways lends itself to bird watching, fishing, hiking and mountain bike riding. Wonderful for bush walking, the regions national parks, features include cascading waterfalls, nature trails, rainforests, picnic spots and native wild life abounding amongst the tree ferns of the rainforest and tall timber. The municipality also has a large number of caravan and camping parks.

Sport and recreation activities and groups thrive across the Colac Otway region. There are over 120 sporting clubs and many organisations associated with recreational and sporting pursuits.

Council funding is available to these organisations on an annual basis to assist our community to develop recreational activities. With a policy of "Access for All" the Council ensures that people of all abilities have access to facilities and recreational interests.

Colac Otway Shire – Council Plan

The Colac Otway Shire **Vision** is:

Colac Otway be recognised as a progressive community, proud of its achievements in using a triple bottom line approach in creating balanced social, economic and environmental conditions that generate growth in employment and improve quality of life.

The Colac Otway Shire **Mission** is:

Colac Otway operates according to good governance principles and emphasises the importance of service, people and business in:

- *Providing community development and support services*
- *Managing Council's infrastructure and the natural environment*
- *Facilitating strategic economic development*

The purpose of providing these services and activities is to enhance the quality of life of our residents and visitors, now and into the future.

The Colac Otway Shire **Values** are:

Partnership

We will work in partnership with the community to achieve agreed goals.

Consultation

We will undertake genuine consultation on key issues as part of our decision-making processes to improve the quality, accountability and transparency of those decisions.

Service

We will promote a culture in which our services respond to community needs and aspirations.

At a glance within the four year (2005-2009) priorities Council has identified that within Health Recreation and Community Services Council will:

Provide and promote quality health, recreation and community services by working in partnership with local health, aged care, welfare, youth, housing, education providers, sporting groups and employment organisations to promote community wellbeing.

Colac Otway Shire Organisation Structure

Throughout the course of developing this Recreation Strategy the Colac Otway Shire undertook a redevelopment of the organisation structure. Within the new organisation structure the Recreation and Arts Unit is located within Council's Corporate and Community Services. The organisation's structure plan is as follows outlining where the Recreation and Arts Unit is positioned within the organisation.

The organisation structure introduced in July 2006 created the position of Manager Recreation, Arts and Culture which includes the following direct reports:

- Recreation and Arts Co-ordinator
- Events Co-ordinator
- COPACC Manager
- Bluewater Fitness Centre Manager
- Executive Assistant

This position of Manager Recreation, Arts and Culture encourages and enables greater strategic links within the Unit and across the organisation specifically with projects that are connected.

Background to the Colac Otway 2006-2010 Recreation Strategy

The identification of local recreation needs by Councillors led to the instigation of the Colac Otway Shire Recreation Unit in May 1997 with the employment of a Recreation and Cultural Coordinator. The Council decision to formally develop the Recreation and Culture Unit led to the Colac Otway Shire Recreation Needs Study and Strategic Plan which commenced in May 1997. Michael King and Associates were engaged and undertook this Study which was completed in October 1997. The Recreation Needs Study also included a Facility Inventory which formed the first documentation of the community sporting and recreation facilities and resources within the Shire.

The purpose of this plan was to identify and address the recreation needs of the community within the Colac Otway Shire. A key feature of the study was to identify current and future needs of the Colac Otway Shire communities and an action strategy for short, medium and long term development.

This 1997 Colac Otway Shire Recreation Needs Study and the subsequent Strategic Plan effectively paved the undertakings of the Recreation Unit for the coming eight years. The specific recommendations from the 1997 Plan and their current status are further detailed in the Previous Research section of the Appendix to this document. It was identified in 2005 that the implementation of the then current strategic plan was nearing completion and a new plan needed to be developed.

In 1999 the Recreation and Culture Unit further developed with the split of the Recreation and Cultural Coordinator position to two positions: Recreation Coordinator and Arts and Cultural Officer. The Recreation Coordinators position effectively worked within the directions of the adopted Colac Otway Shire Recreation Strategic Plan which set the course until 2003.

Funding support was sourced through the 2005-2006 Sport and Recreation Victoria Community Facilities Planning Category Funding Program to develop a plan that steers the Colac Otway Shire recreation planning for the coming four years.

In the development of the project brief for the Colac Otway 2006-2010 Recreation Strategy it was identified that the Colac Otway community had participated in significant consultation and a significant volume of strategic planning had occurred across the organisation. There was an opportunity to acknowledge the strategic planning that had occurred and further test, with the community, the implications for the future recreation planning.

Project Aim and Objectives

The Colac Otway 2006-2010 Recreation Strategy project **Aim** is to:

Provide direction through a detailed Strategic Plan which clearly defines objectives, strategies and actions, in response to identified sporting and recreation needs and issues, for the Colac Otway Shire for the coming four years 2006 –2010 recognising demographic, geographic, social and economic factors specific to the area.

The **Objectives** of the Colac Otway 2006-2010 Recreation Strategy are:

1. To develop an agreed definition of sport and recreation as it applies to the Colac Otway region which is retained throughout the Strategy development.
2. To ascertain and quantify current sporting and recreation trends and needs within the Colac Otway Shire through thorough community and key stakeholder consultation and previous research review and analysis including but limited to the two G21 Sport and Recreation Pillar projects.

3. To analyse the needs identified with regards to Council resources, community and key stakeholder capacity, local and state government trends, demographic trends and projections.
4. Review and ascertain the equity of fees and charges related to sporting and recreation facilities and services within the Colac Otway Shire, specifically addressing discrepancies between Colac City and Shire wide provisions.
5. Review current sporting and recreation facility provisions and ascertain future facility needs.
6. Review the Recreation Unit in light of role and responsibilities and the Strategic mission and vision to ascertain the appropriateness, resources and future opportunities.
7. Develop a Recreation Charter, which defines the scope of the Colac Otway Shire Recreation Services reflective of Council's Plan including Council's Mission and Objectives. The Charter is to include a vision and mission for the Recreation Unit within Council.
8. Develop a detailed strategic action plan for implementation by the Council's Recreation Unit.
9. Develop a mechanism to ensure review strategies are undertaken appropriately ensuring the Strategic Plan remains active.

Project Methodology

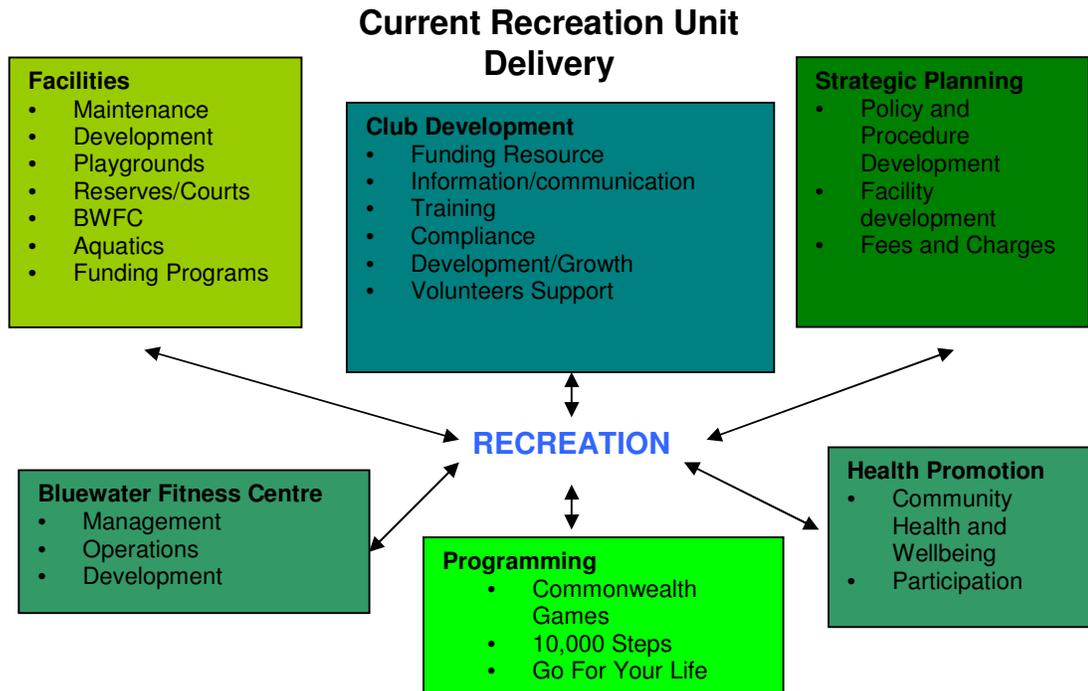
The agreed methodology for this project is as detailed in the following table. This methodology was reviewed throughout the life of the project to ensure the appropriateness of the methodology approach.

Methodology	How
<p>1. Identify what is the current situation. This refers to:</p> <ul style="list-style-type: none"> - What is the environment for the plan? - What is the current demographic analysis indicating? - What is known from previous research? - What is the current community sporting and recreation facility provision? - Who are the stakeholders who are actively involved in the delivery of recreational services and what is their role? - What was the historic and what is the current Council recreation budget provision? - What is the level of achievement from previous documented objectives? 	<ul style="list-style-type: none"> • Introductory in-house workshop with Council Officers and Councilors. What is recreation now, future and issues? <ul style="list-style-type: none"> • Literature review: review, status and achievement to date. • Identify key stakeholders and partners. • Budget review (planned and actual) • G21 most recent (trend) findings
<p>2. Needs Identification. This refers to:</p> <ul style="list-style-type: none"> - Interviews with relevant Council Officers and Councilors regarding what they consider key needs in the future 4 years. - Consult with all Committees of sporting and recreation clubs and facilities regarding future needs. - Conduct on a township or sub regional basis to ascertain the future needs for specific areas within the Colac Otway Shire. - Develop a Club survey to test clubs current needs, challenges and future plans. 	<ul style="list-style-type: none"> • Based on Stage 1 test issues through focus areas. <ul style="list-style-type: none"> • Market research (survey to ascertain informal leisure trends and needs). • Township (or focus area) testing for draft recommendations.
<p>3. Needs Analysis and Strategic Plan This refers to:</p>	<ul style="list-style-type: none"> • If township specific mapping/master planning maybe

Methodology	How
<ul style="list-style-type: none"> - Development of the needs as identified into a draft strategic plan, which details the priority, timelines, relevant issues, budget and funding considerations, environmental factors and necessary course of action. - A detailed Strategic Plan, which outlines recommendations for Council's Recreation Unit to lead over the period 2006-2010. 	required to feed to/from structure plans.
4. Assessment and Implementation This refers to: <ul style="list-style-type: none"> - Presentation of the Draft Strategic Plan to the community and Council for consideration and endorsement. - Further to any necessary amendments present Plan for final adoption and approval to implement. 	<ul style="list-style-type: none"> • Release of the Draft Strategic Plan consistent with Council's Public Consultation Policy and Procedures
5. Review (Ongoing)	<ul style="list-style-type: none"> • Release of the developed workplan which steers the planning/development and implementation of Recreation during 2006 – 2010.

Current Council Recreation Service Provision

The current Council Recreation Unit service delivery is portrayed in the following diagram:



This diagram overviews the current Council's Recreation Unit delivery which is further detailed in the following:

Club Development

For the purposes of this Strategy the term Club Development is used in reference to the assistance provided or assistance sought by community sporting and recreation groups from various organisations such as local and state government, state sporting associations, regional sports assemblies and the like. It is evident that the Club Development demands on Council are increasing and becoming more complex.

It is estimated that Club Development currently equates to forty percent of Council's Recreation Co-ordinator's workload. With increased demand on volunteer community sporting and recreation organisations the demand and complexity of the club development resources has also increased. However it is evident that the club development requests do not differ significantly across the region or state. It is for this reason that Council's Recreation Unit has partnered where possible to address these issues consistently. There are many resources at hand for clubs and Council's Recreation Unit has endeavoured to simplify and improve access to the information. Club development associated requests tend to be the majority of the telephone, customer service or written requests that are received directly to the Recreation Co-ordinator.

In 2004 Council's Recreation Unit partnered with Leisure Networks, Corangamite Shire and City of Greater Geelong to develop and produce the *Club Resource Kit*. This kit continues to be a valuable resource for community sporting and recreation organisations and covers such topics as financial planning, marketing, committee structures, risk management, inclusiveness, compliance, legalities and local government. The success of this Kit has been determined on the evidence of use by community organisations and the ongoing demand for the information contained within it.

Primarily in partnership with Leisure Networks, Council have provided various tools and resources to assist local and regional community sporting and recreation clubs, associations and organisations with specific club development issues. In 2004 Leisure Networks introduced the *Club Network* concept to the Colac Otway region and currently there are an estimated 71 member clubs registered with the Colac Otway Club Network. (It should be noted that not all 71 member clubs are active members). The intention of Club Network is to provide a free regular forum for Club representatives to meet to discuss topical issues or opportunities. The agendas are developed and facilitated by Leisure Networks and Council's Recreation Unit further to issues as identified by Clubs, Council and/or Leisure Networks. Club Network often engages other organisation representatives or experts to deliver information on specific topics of interest. As a result of Club Network many clubs have undertaken dedicated training on specific issues such as strategic and business planning. The consistent average attendance for the Colac Otway Club Network is 35 persons which is considered to be encouraging and demonstrating that Club Network services a need within the sport and recreation sector.

Club Network has also established *E-News* which is an electronic monthly newsletter for all registered Club Network members. This newsletter includes current funding, training or program opportunities, updates from local government and state sporting associations and future Club Network agenda items. Such information is also included in the Council monthly media column.

Council's Recreation Co-ordinator is also represented on various external committees' such as Apollo Bay Leisure Centre, Premier Recreation Reserve, Cliff Young and Community Recreation Centre and Bluewater Fitness Centre Advisory Committees. Participation on these Committees has been intermittent which is reflective of priorities and availability. Council's Recreation Co-ordinator is also represented on various informal project or network Committees such as *Sportshouse*, Regional Physical Activity Network, Barwon South West Recreation Network Forum and G21 Planning Projects Committees. Again participation on these Committees has been intermittent which is

reflective of priorities and availability; however participation is invaluable to link with resources and opportunities otherwise not available to Council's Recreation Unit and therefore the Colac Otway community.

Facilities

Strategic planning has occurred over recent years specifically for Recreation Cycling, Aquatics in Apollo Bay, Council's Playgrounds, Tennis Facilities, Bluewater Fitness Centre, Regional Recreation Reserves and Colac's Premier Recreation Reserve Central Reserve. These various plans have contributed to the development of various Council recreation facilities and provisions throughout the Shire. These specific plans for such facilities as Tennis Facilities and Regional Recreation Reserves has ensured specific dedicated planning for the future of these facilities. Proposals have been submitted under the 2006/2007 Council budget process to establish dedicated budget and facility improvement programs for Council's tennis facilities and the regional recreation reserves.

Council currently has a Playground Maintenance and Improvement Program with a dedicated budget. This program includes two independent audits on all Council playgrounds each year from which a maintenance and improvement work plan is developed. In the first instance the audit and associated workplan address compliance and risk issues and secondarily options for future improvement or development of the playgrounds and their specific facilities or infrastructure.

In 2005, Council in partnership with Colac Neighbourhood Renewal sourced additional funding from the Department of Human Services to develop master plans for the six playgrounds within the Colac Neighbourhood Renewal area and undertake the redevelopment of the Robertson Street Colac Playground. The master plans were completed and endorsed by Council and the upgrade of the Robertson Street, Colac playground was completed in June 2006.

Council secured funding from Sport and Recreation Victoria under the 2006/2007 Community Facilities Funding Program to implement the playground works as proposed in the master plans for the remaining five playgrounds within the Colac Neighbourhood Renewal area. This project will be undertaken within the 2006/2007 financial year and will specifically include improvements to the following playgrounds:

- Ball Street Colac
- Donaldson Street, Colac
- Inglis Court Colac
- Lawrence Court Colac

In 2004 Council engaged Tennis Victoria to undertake an audit of all tennis facilities within the Colac Otway Shire. The findings from this audit have contributed significantly to the development of the Tennis Facilities Maintenance Program which is a three year program. This program project brief and budget request have been submitted under the 2006/2007 Council budget planning process. This program encourages a strategic direction for disused and extinct tennis facilities within the Shire and acknowledges active facilities that require maintenance works and also identifies possible tennis court sites suitable for future significant development.

Further to the 2004 Sustainable Recreation Reserves Planning Study a Regional Reserves Contribution Program has been developed. This program has also been presented for consideration under the 2006/2007 budget process. There has not been any strategic planning specifically for the regional recreation reserves in recent years. One requirement of this proposed program is for the development of a reserve master plan (for each reserve) to then assist the resident clubs and Committees of Management in their works over the coming 3-5 years. This proposal also ensures the formal

development of agreements between the Committees of Management and Council and between the Committees of Management and the User Groups.

Council has submitted in partnership with local clubs applications under the Sport and Recreation Victoria's Country Football Netball Program specifically to improve netball facilities. To date the Apollo Bay Netball Court Redevelopment project received funding under this program and the Irrewarra – Beeac Netball Court Redevelopment Project was unsuccessful but is to be resubmitted. It is likely this funding program will be approached for other identified projects currently being further developed.

In 2000 Council engaged external consultants to undertake the Premier Recreation Reserve Planning Study and the Central Reserve Masterplan. These two projects have been integral in the strategic planning of Colac's Premier Recreation Reserve, Central Reserve and continue to steer the planning for this facility and its associated infrastructure. A Central Reserve Advisory Committee was established to provide input to the implementation of the Central Reserve Masterplan and to ensure communication between Council and the Reserve regular user groups.

Further details regarding previous research are provided within the appendix attached to this report.

Bluewater Fitness Centre

Specific to the Bluewater Fitness Centre it was Council's Recreation Coordinator's responsibility to:

- Direct supervision of the Blue Water Fitness Centre Business Unit and continually assess facility management options.
- Supervise the preparation of a marketing strategy for the Bluewater Fitness Centre in conjunction with other facilities managed by the Business and Community Development Department.
- Ensure adherence to budget programs and policies of Council as they relate to the Bluewater Fitness Centre and Recreation.

However as a result of the organisation structure introduced in July 2006 the Bluewater Fitness Centre Manager directly reports to the Manager Recreation, Arts and Culture.

In 2002 Council undertook a Best Value Review on the Bluewater Fitness Centre. This review instigated the formal establishment of the Centre's Organisation Structure which was developed by Council's Recreation Coordinator in collaboration with Centre Management and staff and Council's Human Resource Unit. The development of the Centre's Organisation Structure responds to the identified need for:

- dedicated programming positions;
- development of full time and permanent part time positions as opposed to casual engagement across the Centre;
- implementation of full time gymnasium supervision;
- a dedicated children's services role;
- development of a Centre Marketing Plan.

The Centre's Organisation Structure was formally introduced in December 2005.

Numerous programming, partnership, facility development and strategic development opportunities exist for the Centre. The recent establishment of the Centre's Organisation Structure better positions the Centre and staff to scope, develop and implement such opportunities.

Programming

Traditionally it has been the role of Council's Recreation Unit to facilitate community sporting and recreation activities and programs as opposed to leading such activities. Over recent years Council's Recreation Coordinator has facilitated such programs as *10,000 Steps, Be Active Eat Well and the Commonwealth Games Getting Involved Program*. Generally such programs are instigated from Federal or State Government initiatives and associated funding. Council's involvement in the *Commonwealth Games Getting Involved Program* enabled the engagement and funding of a dedicated program officer to facilitate and implement the specific Council and Colac Otway community activities.

In considering such programming initiatives Council's Recreation Unit assesses the value and appropriateness of the programs for the Colac Otway community. Where possible Council links such programs to local associations, clubs and organisations to encourage program sustainability, club development, participation and partnerships.

Health Promotion

The World Health Organisation defines Health Promotion as the process of enabling people to increase control over and improve their health. Health promotion is part of the role of many health professionals and encompasses a wide range of activities from local initiatives to interacting with the global community. At the local level strategies may involve lobbying government for better roads or parklands.¹

The Victorian Department of Human Services uses the term integrated health promotion which refers to agencies and organisations from a wide range of sectors and communities in a catchment working in a collaborative manner using a mix of health promotion interventions and capacity building strategies to address priority health and wellbeing issues.

The Integrated Health Promotion Framework includes three key features:

- Effective partnerships
- A mix of interventions and common planning framework
- A broad range of sectors

Council's Recreation Unit has a role in developing and implementing strategies that indirectly have positive health promotion impacts. Recreation professionals are not directly classified as health professionals but the work of recreation professionals provides facilities, activities, programs and services that lead to participation in physical activity and healthy lifestyles, therefore promoting the importance of healthy lifestyle choices.

The Otway Health, Health Promotion Plan 2005/2006 defines *health promotion can be regarded as a combination of education, organizational, economic and political actions designed with consumer participation, to enable individuals, groups and whole communities to increase control over and to improve their health through attitudinal, behavioral, social and environmental changes.*

Colac Area Health defines Health promotion as a strategy for improving the health of the population by providing individuals, groups and communities with the tools to make informed decisions about their well-being. Moving beyond the traditional treatment of illness and injury, health promotion efforts are centred primarily on the social, physical,

¹ Source Community Health and Wellness, Anne McMurray, 2004.

economical and political factors that affect health, and include such activities as the promotion of physical fitness, healthy living and good nutrition. Emphasis is placed on collaborative work with other sectors.

At the local level both definitions connect with Council's commitment to providing and promoting quality health, recreation and community services by working partnership with local health, aged care, welfare, youth, housing, education providers, sporting groups and employment organisations to promote community wellbeing.

This commitment is delivered through many of Council's units and services. Council's Health and Community Services, Aged Care, Recreation, Environment, Events, Tourism and Arts and Culture all directly have an integral role in community health promotion.

Professional Affiliations and Networks

Council's Recreation Unit is currently represented on various regional projects and networks and is a member of various sport and recreation industry organisations. Participation in these networks ensures that Council's Recreation Unit is included and actively contributes to regional planning. Specifically the two recent G21 Planning Projects (Regional Sports Development Plan and the Regional Infrastructure Development Plan) enabled the Colac Otway Shire to be included in this planning which otherwise may not have been possible.

Council's Recreation Unit is also an active member of the Barwon South West Recreation Network Forum which includes representatives from the nine local government authorities and the two Regional Sports Assembly/Access for All Abilities Service Providers within the region. Meeting each second month the Network discusses current happenings within the region and industry topical issues. This Network proves a significant benefit particularly to the rural local government authority representatives in assisting with current information, resources and connections.

The Barwon South West Recreation Network Forum also convenes an annual conference. The purpose of this conference is to develop a program which provides industry information or representatives pertinent to current issues or future opportunities. A representation of the forum co-ordinates the conference with input from forum members. As with the Network Forum the regional conference is invaluable for the Colac Otway Shire Recreation Unit in ensuring access to current relevant information.

The Recreation Unit is a member of Parks Leisure Australia and Aquatics and Recreation Victoria Inc both are industry leaders representative of both the private and public sectors. Membership in these organisations enables the Unit has access to current industry trends, initiatives and information regarding topical issues.

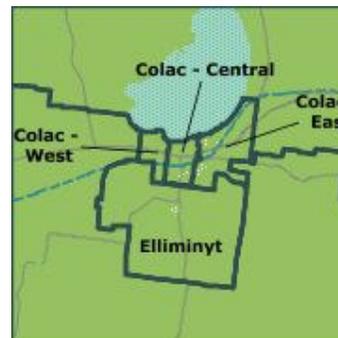
2. DEMOGRAPHIC PROFILE

The purpose of the 2006-2010 Recreation Strategy is to develop a plan for the future planning and development of sporting and recreation facilities and services for the Colac Otway region. An understanding of the current and projected demographic details is integral in developing a strategy that truly reflects the community for which it is planned. The following demographic data has been sourced from forecast.id®.

The 2006-2010 Recreation Strategy specifically relates to the Colac Otway Shire which is located in the south west of Victoria, about 160 kilometres from the Melbourne GPO. The Shire is bounded by Golden Plains Shire in the north, Surf Coast Shire in the east, the Southern Ocean in the south and Corangamite Shire in the west.

The Colac Otway Shire includes the townships and rural localities of Aire Valley, Alvie, Apollo Bay, Balintore, Barongarook, Barongarook West, Barramunga, Barwon Downs, Barunah Plains, Beeac, Beech Forest, Birregurra (part), Bungador, Cape Otway, Carlisle River (part), Carpendeit (part), Chapple Vale, Colac, Colac East, Colac West, Coragulac, Cororooke, Corunnun, Cressy (part), Cundare, Cundare North (part), Dreeite, Dreeite South, Elliminyt, Eurack, Ferguson, Forrest, Gellibrand, Gellibrand Lower (part), Gerangamete, Glenaire, Hordern Vale, Irrewarra, Irrewillipe, Irrewillipe East, Jancourt East (part), Johanna, Kawarren, Kennett River, Larpent, Lavers Hill, Marengo, Mt Sabine, Murroon, Nalangil, Ombersley (part), Ondit, Pennyroyal (part), Petticoat Creek, Pirron Yallock (part), Separation Creek, Simpson (part), Skenes Creek, Skenes Creek North, Stonyford (part), Sugarloaf, Swan Marsh, Tanybryn, Warncoort, Warrion, Weeaproinah, Weering, Whoorel Winchelsea (part), Wingeel (part), Wongarra, Wool Wool, Wyelangta, Wye River, Yeo, Yeodene and Yuulong (part).

Map of the Colac-Otway Shire



Land Area:
3,432.70 km² | 343,270
hectares

Density:
0.06 people per hectare
(2001)

How many people live here?

Key statistics (summary statistics)	2001		1996		Change
	number	%	number	%	
			Barwon		

			Statistical Division %		Statistical Division %	Statistical Division %	1996 to 2001
POPULATION							
Total population*	19,997	100.0	100.0	19,643	100.0	100.0	354
Males*	9,966	49.8	49.0	9,742	49.6	49.1	224
Females*	10,031	50.2	51.0	9,901	50.4	50.9	130
Infants 0 to 4 years	1,296	6.5	6.5	1,452	7.4	7.1	-156
Children 5 to 17 years	4,104	20.5	19.1	4,164	21.2	19.7	-60
Adults 18 to 64 years	11,477	57.4	59.9	11,037	56.3	59.5	440
Mature adults 65 to 84 years	2,756	13.8	12.8	2,707	13.8	12.5	49
Senior citizens 85 years and over	364	1.8	1.7	253	1.3	1.3	111

What is our total population going to be?

These detailed projections replace the projections published in 2000 by the Department of Infrastructure in the publication "Victoria in Future" 2000 issued by the Department of Sustainability and Environment dated 16th June 2003 and interim projections based on preliminary estimates from the 2001 Census.

Population Projections	2001	2006	2011	2021	2031
Estimated Resident Population	21,005	21,511	21,750	22,065	22,374

How old are we?

Age structure age group (years)	2001			1996		
	number	%	Barwon Statistical Division %	number	%	Barwon Statistical Division %
0 to 4	1,296	6.5	6.5	1,452	7.4	7.1
5 to 11	2,185	10.9	10.2	2,243	11.4	10.5
12 to 17	1,919	9.6	8.9	1,921	9.8	9.2
18 to 24	1,406	7.0	8.7	1,439	7.3	9.7
25 to 34	2,333	11.7	13.1	2,472	12.6	13.7
35 to 49	4,336	21.7	22.1	4,308	22.0	22.3
50 to 59	2,465	12.3	11.8	1,973	10.1	9.7
60 to 69	1,728	8.6	8.1	1,716	8.8	8.2
70 to 84	1,965	9.8	9.0	1,836	9.4	8.3
85 and over	364	1.8	1.7	253	1.3	1.3
Total	19,997	100.0	100.0	19,614	100.0	100.0

Source: Australian Bureau of Statistics, Census of Population and Housing, 1991, 1996 and 2001.

NOTE: Table totals may not equate with other similar tables due to randomisation of small numbers. Please refer to the [specific data notes](#) for more information.

How old are we going to be?

Age group (Males)	2001	2006	2011	2021	2031
0-4	687	639	585	554	533
5-9	856	792	752	653	629
10-14	769	794	744	661	597
15-19	560	590	604	517	451
20-24	612	586	585	538	486
25-29	632	664	621	632	553
30-34	712	683	697	658	618
35-39	784	741	699	671	693
40-44	777	789	734	704	675
45-49	786	739	687	610	600
50-54	713	804	797	696	673
55-59	596	775	839	770	747
60-64	501	595	772	830	740
65-69	413	469	575	822	776
70-74	437	349	419	707	785
75-79	334	366	304	481	717
80-84	188	248	288	313	553
85+	129	142	202	282	447
Total Males	10,486	10,765	10,904	11,099	11,274

Age group (Females)	2001	2006	2011	2021	2031
0-4	644	611	560	531	512
5-9	780	711	675	602	594
10-14	787	787	725	643	622
15-19	674	694	713	623	564
20-24	473	480	485	450	400
25-29	550	531	518	527	474
30-34	647	592	560	548	520
35-39	716	676	604	557	571
40-44	775	741	694	591	587
45-49	720	753	716	601	567
50-54	726	729	753	669	574
55-59	588	799	771	748	643
60-64	508	586	802	796	720
65-69	468	514	602	799	792
70-74	459	436	493	806	817
75-79	433	400	393	546	748
80-84	317	367	350	409	691

85+	254	338	433	520	706
Total Females	10,519	10,746	10,846	10,967	11,100

Age group (Persons)	2001	2006	2011	2021	2031
0-4	1,331	1,250	1,145	1,084	1,045
5-9	1,566	1,450	1,362	1,212	1,194
10-14	1,643	1,579	1,477	1,296	1,252
15-19	1,443	1,487	1,457	1,284	1,161
20-24	1,033	1,070	1,089	967	851
25-29	1,162	1,117	1,103	1,065	960
30-34	1,279	1,256	1,181	1,180	1,073
35-39	1,428	1,359	1,301	1,215	1,190
40-44	1,559	1,482	1,394	1,261	1,279
45-49	1,497	1,542	1,450	1,306	1,242
50-54	1,439	1,533	1,550	1,365	1,248
55-59	1,184	1,575	1,609	1,518	1,390
60-64	1,009	1,181	1,574	1,626	1,460
65-69	881	983	1,177	1,622	1,567
70-74	896	785	912	1,513	1,602
75-79	767	766	697	1,027	1,464
80-84	505	615	638	722	1,244
85+	383	480	635	802	1,153
Total Persons	21,005	21,511	21,750	22,065	22,374

How many households will there be?

Household Projections	2001	2006	2011	2021	2031
Occupied Private Dwellings	8,386	8,894	9,342	10,172	10,680

What are our occupations?

The Occupation data identifies the occupations in which the residents of an area work (this may be within the residing area or elsewhere). The occupational structure of the work force is an important indicator of the characteristics of the labour force. With other indicators, such as Educational Qualifications and Income, Occupation is a key component of evaluating the socio-economic status and skill base of an area. The occupations held by a workforce are linked to a range of factors including:

- the economic base and employment opportunities available in the area;
- the educational qualification levels of the population; and
- the working and social aspirations of the population.

Occupation (employed persons)	2001	1996
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	number	%	Barwon Statistical Division %	number	%	Barwon Statistical Division %
Managers and administrators	1,431	16.4	8.0	1,385	17.5	8.2
Professionals	1,144	13.1	16.8	981	12.4	15.8
Associate professionals	991	11.3	11.6	910	11.5	11.5
Tradespersons	1,084	12.4	14.6	956	12.0	14.9
Clerical, sales and service	1,920	22.0	28.4	1,692	21.3	27.3
Production and transport	742	8.5	9.2	676	8.5	10.4
Labourers	1,214	13.9	9.4	1,104	13.9	9.1
Inadequately described and not stated	214	2.4	2.0	233	2.9	2.8
Total	8,740	100.0	100.0	7,938	100.0	100.0

Source: Australian Bureau of Statistics, Census of Population and Housing, 1991, 1996 and 2001. NOTE: Table totals may not equate with other similar tables due to [randomisation](#) of small numbers. Please refer to the [specific data notes](#) for more information.

The largest occupations in Colac Otway Shire in 2001 included clerical, sales and service workers, managers and administrators and labourers. This occupational structure implies a relatively diverse employment base, with a mix of both higher and lower skill occupations.

The major differences in the occupational composition in 2001 between Colac Otway Shire when compared to the Barwon Statistical Division included:

- a substantially higher share of managers and administrators (+8.4%);
- a considerably lower share of clerical, sales and service workers (-6.4%);
- a higher share of labourers (+4.5%).

There were significant changes in the numbers of persons employed by occupation between 1996 and 2001. The largest net changes were experienced in:

- clerical, sales and service workers (+228);
- professionals (+163);
- tradespersons (+128);
- labourers (+110).

Household income

Household Income is one of the most important indicators of socio-economic status. With other data sources, such as Educational Qualifications and Occupation, it helps to evaluate the economic opportunities and socio-economic status of an area. The amount of income a household generates is linked to a number of factors:

- the number of workers in the household;
- the percentage of people unemployed or on other income support benefits; and

- the type of employment undertaken by the household members.

Note: It is important to remember that households vary in size, so that some areas have a greater number of dependents per income generated than others.

To enable a comparison of Household Income levels of an area over time, Household Income quartiles have been calculated and presented below (see explanatory notes below).

Weekly household income income groups (households)	2001		
	number	%	Barwon Statistical Division %
Nil income	51	0.7	0.5
\$1 to \$199	362	4.8	4.5
\$200 to \$299	755	10.0	9.0
\$300 to \$399	809	10.8	10.3
\$400 to \$499	725	9.6	8.4
\$500 to \$599	468	6.2	5.6
\$600 to \$699	598	8.0	6.7
\$700 to \$799	408	5.4	4.9
\$800 to \$999	723	9.6	9.5
\$1,000 to \$1,199	570	7.6	7.7
\$1,200 to \$1,499	523	7.0	8.2
\$1,500 to \$1,999	428	5.7	8.0
\$2,000 or more	239	3.2	5.2
Not stated	861	11.4	11.4
Total	7,520	100.0	100.0

Source: Australian Bureau of Statistics, Census of Population and Housing, 1991, 1996 and 2001. NOTE: Table totals may not equate with other similar tables due to randomisation of small numbers. Please refer to the [specific data notes](#) for more information.

How many cars do we own?

The ability of the population to source services and employment is strongly influenced by access to transport. The number of motor vehicles per household quantifies access to private transport. There are three major reasons for a different share of motor vehicles per household:

- the age structure of the population and household type, which influences the size of the household and the number of adults present;
- access to public transport; and
- household income, which can influence the amount of money available to purchase motor vehicles.

Cars owned (vehicles per household)	2001			1996		
	number	%	Barwon Statistical Division %	number	%	Barwon Statistical Division %
No vehicles	628	8.1	8.2	698	9.4	9.6
1 vehicle	2,825	36.4	36.2	2,785	37.5	38.2
2 vehicles	2,680	34.5	36.1	2,617	35.3	35.4
3 vehicles or more	1,269	16.3	14.2	978	13.2	11.9
Not stated	365	4.7	5.2	346	4.7	4.9
Total	7,767	100.0	100.0	7,423	100.0	100.0

Source: Australian Bureau of Statistics, Census of Population and Housing, 1991, 1996 and 2001.

Participation in Exercise, Recreation and Sport

From the demographic data presented as above it is difficult to determine current participation levels in Exercise, Recreation and Sport specifically within the Colac Otway Shire. However, the Australian Government annually publish the Exercise, Recreation and Sport Survey (ERASS) collections which is a joint initiative of the Australian Sports Commission and state and territory departments of sport and recreation. This was first conducted in 2001 and the following findings are from the fourth annual ERASS collected which was conducted in 2004.

ERASS collects information on the frequency, nature and type of activities of persons aged 15 years and over for exercise, recreation and sport during the 12 months prior to interview. Participation means active 'playing' participation and does not include coaching, refereeing and spectating or activities related to work or household chores.

The total participation rate in physical activity for exercise, recreation and sport reported does not reflect the number of persons who are physically active on a regular basis; it refers to the number of persons who have undertaken exercise, recreation and sport during the previous 12 months. The frequency data provide an indication of the number of persons who are regularly active.

Overall participation

During the 12 months prior to interview in 2004, an estimated 13.1 million persons aged 15 years and over participated in at least one physical activity for exercise, recreation and sport, a participation rate of 82.8%. Household or garden chores or activities that were part of work were not included.

However, the participation rate drops markedly when frequency of involvement is considered. An estimated 4.3 million persons aged 15 years and over exercised five or more times per week (27.5%). A total of 2.7 million persons did not participate in any physical activity for exercise, recreation and sport in the 12 months prior to interview. A total of 11.1 million persons (70.5%) participated at least once per week.

Age and Sex

The overall participation for males (83%) and females (82.6%) was similar.

People aged 15-24 years had the highest participation rate (91.7%, declining to 71.6% for those aged 65 years and over.

States and Territories

Across Australia and within all states and territories participation in exercise, recreation and sport has remained stable from 2003 to 2004. Percentage participation rates for Victoria specifically are reflected as follows:

	2001	2002	2003	2004
Males	79.8%	79.5%	84.3%	85.3%
Females	75.0%	77.6%	84.7%	84.9%
Persons Total	77.4%	78.5%	84.5%	85.1%

Labour Force Status

Those not in the labour force, including students and retired persons, had a significantly lower participation rate (76.0%) than those employed (86.1%) and unemployed (83.1%). It is important to consider, however, that almost half (42.7%) of those not in the labour force are aged 65 years and over, which may affect participation rates.

Education

Participation rates increased with level of educational attainment, from 73.3% for those that did not complete secondary school to 91.3% for those with a university degree. The highest participation rate was for those persons still at secondary school (95.7%) and the lowest participation rate was for those persons who never attended school (56.9%).

Type of Activity

Walking consistently remains the highest participation activity (39%) followed by aerobics/fitness (17.1%), swimming (16.5%), cycling (10.5%) and tennis (8.4%).

Walking had the highest participation rate for both males and females and across all age groups with the exception of the 15 to 24 year age group (aerobics/fitness).

For males, activities with the highest participation rates were walking (26.6%), swimming (14.7%), cycling (14.0%), golf (13.1%) and aerobics/fitness (12.8%).

For females, activities with the highest participation rates were walking (51.3%), aerobics/fitness (21.3%), swimming (18.3%), tennis (8.0%) and cycling (7.1%).

In the youngest age group, 15 to 24 year olds, the activities that attracted the most participants were aerobics/fitness (22.8%), walking (17.9%) and swimming (17.8%). For the oldest age group, 65 years and over, walking (47.6%), aerobics/fitness (12.1%) and golf (8.6%) attracted the most participants.

The activity that participants most frequently participate in is walking, where half of all persons who participated in walking did so 156 times or more a year — equating to 3.0 times per week. Other activities participated in frequently were aerobics/fitness, boxing, rowing and weight training (2.0 times per week) and running (1.9 times per week). Participants took part in an average (mean) of 2.2 different sports or activities in the 12 months prior to interview. This ranged from 2.6 different activities for the 15 to 24 year age group to 1.6 different activities for those aged 65 years and over. Males participated in an average of 2.3 different activities compared to an average of 2.1 different activities for female participants

Organised participation

Overview

During the 12 months prior to interview in 2004, an estimated 6.8 million persons aged 15 years and over participated in at least one activity that was organised by a club, association, fitness centre or other type of organisation. This represents a participation rate of 42.7%. It also represents over half (51.6%) of the 13.1 million persons who participated in a physical activity for exercise, recreation and sport.

In terms of frequency, 9 million persons (57.3%) did not participate in organised physical activities during 2004, while 2.1 million (13.2%) participated less than once a week, 2.9 million (18.2%) participated once or twice a week, 1.2 million (7.4%) participated three or four times and 625,300 (4.0%) participated five times or more.

Age and sex

Of the 6.8 million persons who participated in organised physical activity for exercise, recreation and sport, participation was higher for males (44.7%) than for females (40.8%).

Organised participation rates were highest in the 15 to 24 year age group (66.1%), and declined steadily with age to 30.7% for persons aged 65 years and over.

States and territories

Across Australia, the participation rate for organised sport and physical activities remained stable from 2003 to 2004 in all states and territories.

Type of activity

The organised activity with the highest participation rate was aerobics/fitness (8.8%). An estimated 1.4 million persons aged 15 years and over participated in this activity in an organised environment at least once in the 12 months prior to interview. Other sports and physical activities that had high numbers of people participating in an organised environment were golf (4.3%), tennis (3.8%), netball (3.2%), soccer — outdoor (2.8%) and swimming (2.8%).

Participants in organised physical activities for exercise, recreation and sport engaged in an average (mean) of 1.5 different organised activities in the 12 months prior to interview.

Organisation of the activity

An estimated 4.7 million persons participated in activities that were organised by a 'sport or recreation club or association'. An estimated 2.7 million persons participated in activities that were organised by a 'fitness, leisure or indoor sports centre'.

Organised versus non-organised participation

Activities that were commonly participated in where participation is most often organised by a club, association, fitness centre or other organisation include softball (97% of softball participants engaged at least once in organised softball), lawn bowls (95%), rugby union (92%), outdoor hockey (91%), netball and triathlon (90%).

Activities least likely to be organised include walking (only 2% of walking participants engaged in organised walking), waterskiing/power boating and fishing (4%), cycling (8%), roller sports and surf sports (9%).

Comparisons over time

Overall participation

Across Australia and within all states and territories, participation in exercise, recreation and sport remained stable from 2003 to 2004. Participation for males and females and across all age groups also remained stable, as did the frequency of participation.

While participation rates and frequency of participation have remained stable from 2003 to 2004, the number of persons participating in at least one activity has increased by 1.3 million since 2001 when ERASS data was first collected.

Perhaps more importantly, the number of persons participating in exercise, recreation and sport at least three times a week has increased by 1.8 million since 2001. This represents an increase from 37.2% of the population in 2001 to 47.2% in 2004 (26.9% increase).

The physical activities that comprise the 'top ten' activities participated in by the population at least once for exercise, recreation and sport have remained unchanged from 2001 to 2004. Walking has enjoyed the largest increase since 2001, with the number participating in walking at least once during the 12 months prior to interview rising from 4.4 million persons in 2001 to 6.2 million in 2004 (41.7% increase).

Other activities in the 'top ten' to experience significant increases since 2001 include aerobics/fitness (37.6% increase), running (21.0% increase), and cycling (15.3% increase).

Organised participation

As for overall participation, across Australia and in all states and territories, participation at least once in exercise, recreation and sport that is organised has remained stable from 2003 to 2004.

Organised participation for males and females and across all age groups also remained stable, as did the frequency of organised participation from 2003 to 2004. However, as for overall participation, participation in organised activities and frequency of that participation also increased from 2001 to 2004.

During this period, participation increased by 721,600 persons. In addition, the number of persons participating in organised activities at least three times a week increased by 374,500. This represents an increase from 9.4% of the population in 2001 to 11.3% of the population in 2004 (20.8% increase).

The composition of the 'top ten' organised activities participated in by the Australian population at least once for exercise, recreation and sport has changed slightly from 2001 to 2004. In 2003, touch football was replaced by yoga in the 'top ten' organised activities. Of the current 'top ten' organised activities, yoga has experienced the largest increase (up from 153,100 participants in 2001 to 380,500 participants in 2004, representing a 148.5% increase since 2001).

After sitting just outside of the 'top ten' since 2001, Australian football has edged into tenth place with 342,100 participants in 2004 (increasing from 272,500 participants in 2001, which represents a 25.5% increase). Basketball has left the 'top ten' for the first time since 2001 (with a 6.4% decrease from 2001).

What does this mean for future recreation planning within the Colac Otway Shire?

From the demographic and participation trend information the following assumptions can be made:

- Population growth within the Colac Otway Shire over the coming twenty five years will be slight but steady with an ageing population. An increase of 863 persons over the coming twenty five years is specifically projected.
- There will be fewer people in all age categories below 54 years by 2031 compared to the 2001 age profile. In terms of sport and recreation facility needs the anticipated demographic changes suggest that facilities ought to be capable of accommodating the needs of older adults, recognising older adults are less inclined to participate in formal, competitive, organised activities compared to younger age groups..
- Generally people over 50 years engage in recreation activities more than their predecessors did, therefore the use of public recreation facilities is unlikely to decline significantly as the population grows older, rather programs and services will need to be modified to cater for this significant population segment.
- The traditionally active people of 0-35 years remain a significant proportion of the Colac Otway Shire population.

As a result of general changes in leisure interests and lifestyle trends, it can be expected that sport, recreation and physical activity behaviour will be influenced in the following ways:

- There will be a need for a greater emphasis on non-competitive, passive and informal recreation opportunities as a result of changing employment patterns, hence the need for evening, day-time and weekend opportunities.
- Conversely, the community is now generally more aware of facility standards and have higher expectations than in times past, therefore there will also be demand for elite level performance facilities and participation opportunities for specific sections of the community.
- There will be an increasing reliance on facility managers and sporting clubs to provide facilitated participation opportunities on a casual basis, without the need for long-term personal commitment or membership.
- Community expectations in terms of facility (and program) quality and safety will continue to increase.
- Facilities need to be sympathetic to their setting, be sustainable and be environmentally appropriate.
- Indoor facilities need to employ flexible designs that facilitate multi (and changing) use.
- Open space reserves should cater for a range of age groups and family activities in the one location (assuming adequate space is available). These should also capitalise on significant environmental and geographic features including waterways, bushland and natural areas.

3. MARKET RESEARCH

Various strategies were implemented to undertake the necessary market research required to develop the 2006-2010 Colac Otway Recreation Strategy. These strategies included:

- Review of Previous Research
- Club Surveys
- Public Forums
- Key Informant Interviews
- Public Submissions

An overview of the findings from each of these market research strategies has been developed as follows, however specific details and findings are included in the appendices attached to this report.

3a. Review of previous research:

Over recent years Council has participated in numerous studies and investigations undertaken across the region. Many of the findings and outcomes from this previous research relates to the current planning and future opportunities for Council's Recreation Unit. Those documents deemed most relevant to the development of the 2006-2010 Recreation Strategy have been included in this section.

Throughout the key informant interviews as a part of the market research various external documents have been referred to. It should be noted that external documents have not been included within the Previous Research but rather identified throughout the discussions as detailed within the Market Research section of this strategy.

The Previous Research appendix outlines the author and date of the document, specific recommendations or issues pertaining to recreation and an overview of the current status of the document or recommendations.

3b. Club Surveys

There are an estimated 120 sporting and recreation clubs within the Colac Otway Shire. These clubs are the main deliverer of activities and programs, access Council facilities, programs and services and provide significantly for the Colac Otway residents and visitors. Each club was invited to complete a survey and a total 59 were returned completed and have been analysed.

Council engaged The University of Ballarat Performance Marketing Unit to develop and analyse a club survey. The purpose of the club survey was to gain input directly from the clubs to the development of the Strategy. The club survey sought information regarding:

- Fees
- User/member numbers
- Nature of the facility
- Condition of the facility
- Volunteers
- Communication of information
- Future challenges and solutions

A copy of the Club Survey is included within the appendices attached to this report.

A copy of the survey was sent to each of the clubs registered on Council's Recreation database. Opportunity was also made available for clubs previously not listed to receive a survey and be included on Council's database. There are currently in excess of 126

incorporated sporting and recreation clubs operating within the Colac Otway Shire. These clubs represents the following activities:

Archery	Little Athletics
Angling	Netball
Australian Rules Football	Motor Sport
Badminton	Mountain Bike Riding
Basketball	Pigeon Racing
Baseball	Racquetball
Board Riders	Rowing
Cricket	Sailing
Croquet	Shooting
Cycling	Skateboarding
Equestrian (Pony Club, Adult and Riding for the Disabled)	Snooker/Pool/ 8 Ball
Golf	Surf Life Saving
Hockey	Super Rules
Horse Racing (Harness, Trotting, Turf)	Soccer
Lawn Bowls	Swimming
Leisure Runners	Table Tennis
	Tennis
	Walkers

In addition to the various sporting and recreation incorporated clubs there are several sporting and recreation activities which are informally undertaken as personal recreation pursuits or are available within the Colac Otway Shire through private providers. These activities include:

Aero / Parachuting	Hang Gliding
Aerobics	Martial Arts
Bush Walking	Motor Bikes
Camel Riding	Mountain Bike Tours
Canoeing/Kayaking	Scuba Diving
Dance (Rock and Roll / Old Time / Break)	Surf Fishing
Equestrian (Beach Riding)	Surfing / Board riding
Fly Fishing	Squash
Gymnastics	Ten Pin Bowling

Club Survey Analysis

Of the 126 surveys sent out a total of 59 surveys were appropriately completed and were included for analysis, this represents a 46% return rate which is considered an excellent response.

The data for the closed ended questions was analysed using the SPSS statistical software package. Descriptive statistics were used to analyse the data, with graphs, tables and textual explanations. Open ended questions were analysed qualitatively. The most significant findings to be identified in this research were:

- Approximately 70% of recreation clubs/organisations in the Shire have a membership of 100 or less, and approximately 20% have a membership in excess of 150
- Approximately 66% of facilities are used in summer and at least one other season, with winter being the season of least use
- Approximately 90% of the Shire's recreation facilities are outdoor facilities, and 10% are indoor facilities

- Almost all recreation clubs/organisations in the Shire charge yearly fees, and almost half of them charge some other form of fee as well
- When questioned on the quality of different facility components, on a scale between *very poor* and *very good*, the responses indicated a curve that was skewed towards the positive (*good/very good*) end. The exceptions were the facility fences, and the change rooms, both of which had a higher percentage of dissatisfied respondents than the other components
- When questioned about management and marketing issues, and their satisfaction with the Shire's recreation efforts, on a scale between *strongly disagree* and *strongly agree*, the responses indicated a curve that was skewed towards the positive (*agree/strongly agree*) end. There were however, quite a number of *neutral* responses to most questions
- The most popular training days for facilities in the Shire are, in order of priority, Thursday, Wednesday and Tuesday
- The most popular competition days for facilities in the Shire are, in order of priority, Saturday, Sunday, and Thursday/Friday
- Approximately 84% of clubs play a role in their facility maintenance, while the Council plays a role in 25%
- Approximately 57% of clubs in the Shire share their facilities with other regular tenants
- The perceptions of recreation stakeholders are that the main roles of the Shire are, in no particular order, (i) to be a key supporter and promoter of clubs and recreational activities in the Shire; (ii) to provide appropriate funding to the clubs and organisations; (iii) to provide the knowledge required for club administrators to access grants and benefits from government organisations; and (iv) to contribute to the development and maintenance of recreational facilities.

The survey included a series of open ended questions seeking club representative comments. The following is an overview of the topics and responses received.

Tenancy Agreements

The main findings for question 11 (What is your tenancy agreement?) include:

- Seven clubs/organisations stated their tenancy agreement was for a six month period.
- Six clubs/organisations answered that their tenancy agreements were renewed on a seasonal basis.
- Five clubs/organisations stated that they had no formal tenancy agreement.
- Seven responses were left blank for this question.

Along with the above answers, the following responses concerning tenancy arrangements were also listed:

- 12 month lease (2)
- Joint Tenants (2)
- Leased with committee of management (2)
- Private land (2)
- 99 year lease (2)
- 16 week periods (1)
- 20 year access to clubrooms (1)
- one night a week lease (1)
- Regular User Agreement (1)
- Affiliated with the Colac Otway Shire (1)
- Church Group (1)

- Verbal Agreement (1)
- Crown Lease (1)
- Process of freehold (1)
- Yearly through DSE (1)
- Lease with council (1)
- Flexible (1)
- Ground used for cricket only (1)

Role of Council in Sport and Recreation

It was identified that the most common perceptions of the Shire's role in recreation were as follows:

- To be a key supporter of all clubs in the Colac Otway Shire,
- To provide appropriate funding to the sporting clubs in the region,
- To be seen to be promoting sport and recreational activities within the surrounding areas; and
- To provide the knowledge required for accessing grants and benefits from government.

Improvement of Shire Services or Support

There were several different responses for this question, with a number of main themes emerging. These main themes include:

- Financial support/more grants (17)
- Contribute to maintenance (15)
- Better communication between organisations/ keep organisations informed about grants etc. (7)
- Promotion/advertising assistance (4)
- Happy with current situation (4)

Other findings that did not fit within these themes include:

- Consult with user groups before modifying facilities (1)
- Mark roads with adequate signs (1)
- More support in general (1)
- Improve facilities (1)
- Respond quicker to club requests (1)
- Develop community website with sport and recreation events (1)
- Rates subsidy or reduction
- Have sporting people talk to youth
- Provide staff for assistance in administration (eg. financial records) (1)
- Paid management for pool and leisure centre complex in Apollo Bay (1)
- More involvement and follow up (1)
- Provide education and training (1)
- Dollar for dollar funding (1)
- Help clubs in small towns (1)
- Provide forums with new ethnic group arrivals (1)

The Club Survey proved a key market research tool to ascertain club perspectives on facility and service provision, membership trends, issues of concern and proposed actions over coming years. Generally the issues are consistent across the sport and recreation community specifically with regard to facility maintenance, information and communication with Council and access to funding.

3c. Public Forums

Council engaged The University of Ballarat Performance Marketing Unit to develop and facilitate the Recreation Strategy Public Forums. The purpose of engaging the Performance Marketing Unit was to enable independent facilitation and analysis of the community consultation. From the Performance Marketing Unit perspective this was an opportunity for students to be actively involved in local government planning which specifically relates to their area of training and expertise being Sports Management and Human Movement.

Five community forums were conducted in February 2006 to enable local residents the opportunity to provide input to the Colac Otway 2006 - 2010 Recreation Strategy. The forums held were:

Monday 13 February 2006
5.30pm
Colac Visitor Information Centre
17 attendees

Monday 13 February 2006
8pm
Birregurra Hall
16 attendees

Tuesday 14 February 2006
5.30pm
Gellibrand Hall
7 attendees

Tuesday 14 February 2006
8pm
Lavers Hill Hall
4 attendees

Wednesday 15 February 2006
7pm
Apollo Bay Surf Life Saving Club
28 attendees

The community forums were analysed qualitatively, using triangulations and theme searches. It was found that the main concerns of stakeholders were:

- A widely held concern about the **quality, maintenance and development of facilities**. There was an evenly divided concern about new facilities, with group participants wondering about their and the Shire's role, and there was a lot of dissatisfaction with old facilities.
- **Funding** was the second most dominant concern. There was a lack of knowledge about how to apply for funding, with participants having no idea if there was funding available, or how to apply for it. Participants were also wary of the red tape involved in submitting applications for funding.
- There was concern in three of the forums about a **lack of volunteers**. It seemed that, in most clubs there are volunteers that carry out a number of roles, and these people are the backbone of sport and recreation in their communities. There was also concern that these volunteers were overworked and under-trained. The solution, agreed on where the topic was raised, was for a Shire appointed sports administration expert that would be available to help all sport and recreation organisations in each community.
- There was widespread agreement that a **sports administration expert** was needed in all communities in the Shire. This person would have expertise in the legal, commercial financial and governance issues of club administration.

What is Important in Sport and Recreation?

Facilities

The overriding concern, at all forums, was about facilities. The concern over facilities was pretty much evenly divided, between a desire for new facilities, and dissatisfaction with old facilities. However the need for better (interpreted as meaning “more”) facilities for juniors was also mentioned in two of the four forums (Colac and Apollo Bay).

In the eyes of the forum participants, practically all issues of member participation and club survival came down to the existence and quality of sport and recreation facilities. It was the most important sport and recreation priority in the Colac Otway Shire.

Common facility concerns revolved around:

- Renovation of old facilities
- Replacement of old facilities that were beyond renovation
- Rules, regulations and red tape of facility construction and development.

Funding

In four of the five sessions, comments were passed about how a lot of the sport and recreation funding seemed to go to organisations in Colac, and that the rest of the region missed out. The researchers were unsure as to whether this was an erroneous perception.

There was also a lack of knowledge about how to apply for funding. This lack of knowledge seemed to take two forms:

- Participants had mixed knowledge of the funding available.
- Participants were scared off by the red tape involved in submitting applications for funding.

Volunteers

The second issue above was part of a larger problem regarding the lack of dedicated volunteers. It seemed that at most of the forums there were participants that wore several sport and recreation hats, and these people were the backbone of sport and recreation in their communities.

In all of the Forums (excluding Lavers Hill) the concern was voiced that too many jobs were carried out by too few volunteers; that these volunteers were overworked and under-trained.

The solution, agreed on in all four forums where the topic was raised, was for a Shire appointed sports administration expert that would be available to help all sport and recreation organisations in each community.

Sports Administration

There was widespread agreement that a sports administration expert was needed in all communities in the Shire. This person would have expertise in the legal, commercial financial and governance issues of club administration.

Coaching Assistance

There were a number of forum participants that labeled access to quality coaches as a high priority.

Although tennis coaching was identified as a priority, and swimming on one occasion, this was largely due to the fact that there was significant representation from tennis and swimming at three of the five forums (Apollo Bay, Colac and Gellibrand).

Communications

Communication from the Shire to the clubs was generally seen as being very satisfactory, with Council’s Recreation Coordinator having a good reputation for accessibility and an open door policy.

However, there were separate concerns mentioned at two forums (Apollo Bay and Colac), that much of the Shire money gets spent in Colac, and that the outlying communities are missing out. From this assertion, it was concluded that some form of regular communication is needed to remove the perception of inequity in spending.

Participation

It was widely believed that there was no problem with participation rates throughout the Shire. Although there was some concern expressed about the competition for participants, the overall impression was of a high level of physical activity throughout the Shire.

However, there was a frequently expressed concern about the participation rate of volunteers, with too many volunteer tasks falling on the shoulders of a small number of willing workers.

Sports Organisations as Crèches

In three of the five forums (Apollo Bay, Birregurra and Colac), it was said that a number of parents used the sporting clubs as crèches. These parents would drop their children off at for example football, netball and basketball and then disappear for the day or the afternoon or evening, and leave the sporting club to care for their children.

Although this was mentioned as a problem in Birregurra, it was also stated at that forum that the problem had been partially solved. Clubs have introduced and developed weekly rosters for specific tasks for parents to undertake. This initiative has encouraged parents to participate in the club activities and become more involved in their child's sport.

It appears that parents in this community, that had been using the sporting club as a crèche, saw that they had a duty to assist the club that was assisting them. This strategy could well be used in other communities.

Leisure Networks

The Shire has established a partnership with Leisure Networks. This Geelong based Regional Sporting Association is held in high esteem by many volunteers, however, the anecdotal evidence (word of mouth at two of the forums) was that a number of clubs that have a need for the service and information provided by Leisure Network were not using it.

3d. Key Informant interviews

A total of thirty key stakeholder interviews were conducted to ascertain the current sporting and recreation issues and future opportunities as identified by various State, regional and local organisation representatives. The summaries provided in the appendices attached to this report are not listed in any preference or priority order but rather sequence of meeting.

3e. Public Submissions

In seeking community input to the development of the Colac Otway Shire 2006-2010 Recreation Strategy public submissions were invited. A total of nine public submissions were submitted and have been taken into consideration towards the development of the strategy: It should be noted that these submissions have been included as submitted, without any editing changes.

Specific details of each of the market research sectors are included in the appendices attached to this report.

Summary of Market Research Findings

In summary the market research findings indicates for each section the following:

TOPIC AREA	MARKET RESEARCH FINDINGS
Recreation Unit Mission	<ul style="list-style-type: none"> • Community sporting and recreation clubs and organisations have a mixed understanding of Council's Recreation Services mission, objectives or guiding principles. • Increased awareness of the Unit's mission within the organisation and with external partners will assist in the development of recreation services across the region and collaborations. • The establishment of an agreed Unit Mission provides the Unit with clear direction and guidance as to future planning and development of Recreation Services. • Opportunities exist to further promote the Unit's Mission which establishes the strategic direction of the Unit consistent with Council's and the Corporate and Community Services Unit objectives.
Club/Sport Development	<ul style="list-style-type: none"> • Clubs source information from a wide range of networks including local and state government, regional and state sporting associations, regional sport assemblies and other. However, clubs identified that Council plays an important role in providing such information. • The Club Network initiative is well supported and enables club representatives the opportunity to network with others, an opportunity they may otherwise not have. • There are Clubs within the region that are currently not accessing the Club Network initiative that have identified their need for such resources and network opportunities. • Clubs have identified the need for greater access to expertise pertaining to law, commercial finance and governance. • There is a high level of participation in physical activity across the Shire; however there is an opportunity for improved quality of competition within the region. • Access to quality coaches was also identified as a priority particularly for tennis.
Playgrounds	<ul style="list-style-type: none"> • Council's provision of open space and playgrounds is vital in ensuring access to informal recreation opportunities particularly for families. • There is need to improve the presentation and promotions of Council's open space to further encourage awareness and participation. • The independent audit of Council's playgrounds is an invaluable tool to ensure facility compliance and industry benchmarking. • Opportunity exists to strategically plan for the future redevelopment of playgrounds to encourage increased use and therefore improve community participation in physical activity. • Opportunity exists to link playgrounds with community open space and shared pathways, therefore encouraging active transport options and increased participation. • Opportunity exists to link recreation planning with township or urban planning to ensure such land provisions are made available and link appropriately with shared pathways or open space.

Aquatic Facilities	<ul style="list-style-type: none"> • The current possible secondary college merge development creates a significant opportunity for the Bluewater Fitness Centre to review the Centre's capacity and future demand particularly for stadium use regardless of the proposed merge outcomes. • The current Bluewater Fitness Centre amenities, specifically the changerooms, family and accessible changerooms, crèche and meeting rooms do not adequately cater for current demands and expectations. • Programming opportunities exist for the Bluewater Fitness Centre to meet community needs and encourage increased participation. • Opportunities exist for the Bluewater Fitness Centre to instigate, develop and implement training packages for other aquatic facilities within the region, particularly in partnership with the Apollo Bay and Lavers Hill Community Pools and the Surfcoast Shire. • The Centre has not been included in any independent review over recent years and therefore is possibly not best capitalising on industry, community and economic opportunities.
Indoor Stadiums	<ul style="list-style-type: none"> • The Bluewater Fitness Centre Stadium does not adequately cater for current indoor sport demands and restricts programming and event opportunities. • The recently introduced Bluewater Fitness Centre Stadium Maintenance Works Program has been developed to address overdue maintenance in partnership with the Colac College in accordance with the current agreement. • Opportunity exists to investigate future development options for the Bluewater Fitness Centre Stadium as a result of the current potential secondary school merge discussions. • Within the Shire 90% of sport and recreation facilities are outdoors. The remaining 10% are important assets specifically catering for significant participation in such activities as basketball, netball, swimming, badminton, tennis and squash. • The Apollo Bay and Lavers Hill stadiums are valuable facilities providing indoor sporting and recreation options for the community. However opportunity exists to upgrade these facilities to meet current community needs.
Public Halls	<ul style="list-style-type: none"> • There is a lack of centralised, consistent details regarding management, maintenance, use and future demands on public halls. • The Central Reserve Masterplan identified the need for a redevelopment of the Colac Youth and Recreation Centre to a community facility to cater for the specific needs of the Central Reserve User Groups and other community groups with similar needs. • The current lease agreement between Council and the Colac Youth and Recreation Centre Committee ceases as at 31 August 2006. • The recent Colac Youth and Recreation Centre Asbestos Assessment, Access Audits and User Group Surveys indicate the facility is in need of significant capital works to address building compliance and access issues. Access specifically refers to the physical access to and within the Centre and broader use of the centre by current reserve stakeholders and other community groups that have indicated interest. This is further supported by the

	<p>Disability Discrimination Act legislation.</p> <ul style="list-style-type: none"> • Current Central Reserve User Groups have identified lack of female amenities at Central Reserve and the inadequate access to the Colac Youth and Recreation Centre for such use as a significant issue.
Playing Fields and Courts	<ul style="list-style-type: none"> • There is inequity between the regional recreation reserves and Colac city reserves specifically with reference to the fees and charges collected and Council contribution through reserve maintenance. • Council's Premier Recreation Reserve, Central Reserve Colac does not have any dedicated budget or programmed capital works to ensure the ongoing development of this reserve as the premier facility. • There is a mixed response to the level of works achieved to date from the Central Reserve Masterplan. • The five Colac city reserves are maintained from a mix of works from reserve user groups, Cosworks, Infrastructure and Recreation Unit. Each of the Council units has various budget allocations specifically for reserve maintenance. • Significant participation in outdoor sports within the region further supports the needs and demands on the provision and upkeep of recreation reserves and court facilities.
Shared Pathways	<ul style="list-style-type: none"> • The development of the Beechy Line Rail Trail together with the Great Ocean Walk has established a <i>spine</i> of a shared pathway from Colac to Beech Forest with the potential to link to the coast. This now establishes the opportunity to develop networks of shared pathways throughout the Colac Otway region linking with established infrastructure and features such as the Beechy Line and Forrest Mountain Bike facility. • Typically it is considered there are four tiers of shared pathways, they being: <ul style="list-style-type: none"> - Dedicated Bicycle Lanes: marked or signed on roads shared with general motorised traffic. - Local: enable walking and cycling access from homes to local provisions ie. shops, schools. - Recreational: encourages active transport or increased participation in physical activity through longer route choices. Often link with features and can be circuit based. - Regional: shared pathways that link with specific features or facilities that people travel to access ie, Beechy Line, Great Ocean Road, Otway Ranges, Forrest Mountain Bike facility etc. • There is a lack of consistency in the co-ordination of the planning, development and implementation of shared pathways throughout the region. • The Old Beechy Rail Trail has elements which are currently incomplete. Realignment of the trail off road in two particular sections, a pedestrian underpass at Gellibrand and interpretive signage along the trail remain incomplete and funding is currently being sought for these items. • The Friends of the Beechy Line together with the Beechy Line Committee have identified the intention to undertake Stage 2; an extension of the Colac to Beech Forest Rail Trail from Beech Forrest to Apollo Bay.

	<ul style="list-style-type: none"> • The majority of works endorsed within the Council's Bicycle Strategy have been completed however the current Strategy requires review. • Opportunity exists to develop Shared Pathway guidelines to outline style and design aspects, ensuring consistency and accessibility. • Specifically within areas such as Wye River, Skenes Creek and Kennett River there is no dedicated shared pathway provisions and subsequently pedestrians have no option but to use the road, in this case the majority link to the Great Ocean Road. • Concept designs have been completed for the proposed shared pathway between Apollo Bay and Skenes Creek, however funding remains unsecured for detail design and construction. • Paddy's Path could be an excellent example of a coastal township link enabling access for pedestrians between Wye River and Separation Creek. However pathway standards result in limited access and limited use particularly for pram or wheelchair users. • Further opportunity exists to develop a complete pathway loop of Lake Colac to further enhance pathways developed to date on the Lake Foreshore and further compliment opportunities at Ross' Point and Meredith Park. • Council's neighbouring local government authorities, Surfcoast and Corangamite Shires have recently or are in the process of undertaking pathway strategies. It is evident that both municipalities have identified the need for future planning to link with VicRoads and Parks Victoria future directions with regard to south west Victoria pathway planning.
<p>Specialist Facilities</p>	<ul style="list-style-type: none"> • Participation trends indicate a shift in preference towards unstructured, informal participation in physical activity. • The Colac Otway Shire population projections indicate an aging population and therefore the change in sporting and recreation facilities, services and provisions. • The Lake Colac precinct redevelopment is strongly supported by the broader community to ensure open space retention and provision for informal recreation opportunities. • The Colac Otway region has the capacity to host specialist events because of the specialist facility provision and opportunities.
<p>Information and Communication</p>	<ul style="list-style-type: none"> • The Club survey highlighted that the majority of community sporting and recreation clubs and organisations are unaware of their tenancy arrangements. • There are inconsistent communication channels between some community sporting and recreation clubs and organisations and Council. • Clubs are challenged by promoting their activities, facilities are services. • There is inconsistent communication and collaboration within the organisation regarding the planning, development and implementation of recreation facilities and service. • Opportunities exist to explore alternative methods of communication between Council and the sporting and recreation community.

4. COLAC OTWAY 2006 – 2010 RECREATION STRATEGY GUIDING PRINCIPLES

Further to the 1998 Recreation Needs Study and Strategic Plan mission and objectives the following Recreation Planning Guiding Principles have been established to assist in both planning and implementation of Council's recreation services. These principles have been established to ensure the Recreation Strategy framework is reflective of current needs and issues. The Colac Otway 2006-2010 Recreation Strategy recommendations have been developed on these principles.

Accessibility: Equitable provision and the opportunities to participate in recreation are to be accessible to all regardless of age or ability.

Partnerships: The Recreation Unit will initiate and develop partnerships within and beyond the community to ensure the ongoing provision of recreation facilities and services. Clubs and organisations will be encouraged to share facilities, services and recreation resources to capitalise on availability.

Risk management: The Recreation Unit will maintain awareness and manage risk with a preventative approach as opposed to a reactive approach. Council's collaboration with State and Federal Government, State Associations and clubs will ensure consistent planning for risk and avoid unnecessary duplication of risk management procedure requirements.

Financial Sustainability: Resources will be made available to all sporting and recreation committees to develop effective financial management strategies to reduce direct nett cost to Council.

Flexible multi purpose approach: Formal joint use arrangements will be developed and the Recreation Unit will support facilities on the basis of maximum use. Planning of new facilities or redevelopment of existing will require consideration of flexible multi purpose capacities.

Cross organisational input: Discussions and planning across various Colac Otway Shire Units will be encouraged to ensure awareness and consistency with Council's 2006-2010 Recreation Strategy and other relevant endorsed planning.

These guiding principles are based on the premise that:

- Everyone has the right to participate in recreation activities of their choice.
- Many of the facilities and recreation land within the Colac Otway Shire are controlled by a range of government and community organisations.
- Given the range of sporting and recreation choices, no one organisation can be responsible for the provision of recreation services. However in partnership Council, regional and local organisations, clubs and associations can support a wide range of options.
- Not everyone has the same access to recreation services or interests because of financial, social, cultural, religious, gender or physical barriers.
- The provision of sporting and recreation activities and services are reliant upon self help and volunteer contributions.
- Sport and recreation are integral contributors to the health and wellbeing of the community and the quality of life of residents and visitors.
- Recreation planning has a responsibility to sustainable environmental preservation and protection practices and sustainable energy and water use.

The proposed Colac Otway 2006-2010 Recreation Services **Mission** is:
Colac Otway Shire Council Recreation Services Mission supports the equitable provision of facilities and services that enable residents and visitors of all ages and interests, access and opportunity to participate in a diverse range of recreation activities.

These will be developed, operated, managed and resourced through shared responsibilities and partnerships between Council, federal and state authorities, Committees of Management, local organisations, clubs and users.

The proposed Colac Otway 2006-2010 Recreation Services **Objectives** are:

1. Council acknowledges the importance of sport and recreation within the Colac Otway Shire as important contributors to the health and wellbeing of the community and quality of life for both residents and visitors.
2. Council will support existing facilities, programs and services that can improve use and financial viability. Community need, area populations, residential growth trends, high use of existing facilities, facility audits and sustainable energy and water use will steer Council's support towards such projects.
3. Council will work in partnership with relevant State Authorities, Committees of Management, recreation organisations and clubs to plan, develop and operate facilities programs and services which will provide residents and visitors with recreation opportunities and enhance the image and amenity throughout the Shire.
4. Council will work in partnership with Committees of Management to maintain recreation assets efficiently and effectively. Council will support Committees of Management that efficiently and effectively manage facilities, programs or services and that involve local groups and users who share the cost of provision.
5. Council will encourage and work in partnership with the community recognising volunteer involvement in the provision of recreation facilities, programs and services, assisting the ongoing development of local groups and organisations.
6. Council will maximise financial, physical and human resource contributions for recreation facilities, programs and services by supporting as a priority, projects that encourage maximum and multi function use and non duplication of facilities and programs.
7. Council will actively pursue funding resources for recreation projects that meet the needs of Colac Otway residents and visitors.
8. Council will develop effective information dissemination strategies to promote the recreation options and resources available to residents and visitors.
9. Council will support projects that promote the Shire's natural assets and outdoor recreation attractions to ensure access to high quality environment experiences continues. These projects will be developed consistent with preferred sustainable environmental preservation and protection practices.

5. STRATEGY RECOMMENDATIONS

The following recommendations have been detailed and prioritised. These recommendations form the basis of the action plan which follows this section. These recommendations have been developed further to the information collected through the market research, consultation and review of the demographic and participation data.

The recommendation tables include:

- *Recommendation Number*: for future reference.
- *Recommendation details*.
- *Financial requirements*: where a recommendation can be undertaken with existing recreation unit budgets the term 'existing line item' is used. Where there are no financial resources currently available to complete the recommendation the term 'no existing line item' is used. Where there is an opportunity to source external funds to undertake the recommendation this has been specified.
- *Officer Resource Requirements*: indicates which Council Units would be involved in the implementation of the recommendation, with varying degrees of involvement.
- *Priority/Timeframe*: recognising this Strategy is for the period 2006 – 2010 High Priority refers to the coming 12 -18 months, Medium Priority refers to the following 2-3 years and Low priority refers to 3 years plus. It should be noted that alterations to resource allocations priority and timeframes will alter. Where possible on committed project specific timeframes have been included.

5.1 Recreation Unit Mission

The current Recreation Unit mission developed as a part of the 1998 Recreation Needs Strategy has appropriately steered the Unit for the past eight years. The proposed mission does not differ greatly but opportunity exists to further promote the Unit's mission, guiding principles and objectives to the community sporting and recreation clubs within the Colac Otway region. The promotion and improved understanding of the mission will assist the further strategic development of sport and recreation throughout the region.

The market research undertaken in the development of the 2006-2010 Colac Otway Recreation Strategy identified:

- Community sporting and recreation clubs and organisations have a mixed understanding of Council's Recreation Services mission, objectives or guiding principles.
- Increased awareness of the Unit's mission within the organisation and with external partners will assist in the development of recreation services across the region and collaborations.
- The establishment of an agreed Unit Mission provides the Unit with clear direction and guidance as to future planning and development of Recreation Services.
- Opportunities exist to further promote the Unit's Mission which establishes the strategic direction of the Unit consistent with Council's and the Corporate and Community Services Unit objectives.

Recreation Unit Mission				
Rec No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/ Timeframe
1.	<p>Adopt and promote the Recreation Unit Mission as:</p> <p><i>Colac Otway Shire Council Recreation Services Mission supports the equitable provision of facilities and services that enable residents and visitors of all ages and interests, access and opportunity to participate in a diverse range of recreation activities.</i></p> <p><i>These will be developed, operated, managed and resourced through shared responsibilities and partnerships between Council, federal and state authorities, Committees of Management, local organisations, clubs and users.</i></p>	Existing line item.	Recreation – Recreation and Arts Co-ordinator	High
2.	<p>Adopt and promote the Recreation Unit planning guiding principles as:</p> <ul style="list-style-type: none"> • Accessibility • Partnerships • Risk Management • Financial Sustainability • Flexible multi purpose approach • Cross organisation collaboration 	Existing line item.	Recreation – Recreation and Arts	High
3.	<p>Adopt and promote the Recreation Unit's planning objectives:</p> <p>1. Council acknowledges the importance of sport and recreation within the Colac Otway Shire as important contributors to the health and wellbeing of the community and quality of life for both residents and visitors.</p> <p>2. Council will support existing facilities, programs and services that can improve use and financial. Community need, area populations, residential growth trends, high</p>	Existing line item.	Recreation – Recreation and Arts Co-ordinator	High

Recreation Unit Mission				
Rec No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/ Timeframe
	<p>use of existing facilities, facility audits and sustainable energy and water use will steer Council's support towards such projects.</p> <p>3. Council will work in partnership with relevant State Authorities, Committees of Management, recreation organisations and clubs to plan, develop and operate facilities programs and services which will provide residents and visitors with recreation opportunities and enhance the image and amenity throughout the Shire.</p> <p>4. Council will work in partnership with Committee's of Management to maintain recreation assets efficiently and effectively. Council will support Committee's of Management that efficiently and effectively manage facilities, programs or services and that involve local groups and users who share the cost of provision.</p> <p>5. Council will encourage and work in partnership with the community recognising volunteer involvement in the provision of recreation facilities, programs and services, assisting the ongoing development of local groups and organisations.</p> <p>6. Council will maximise financial, physical and human resource contributions for recreation facilities, programs and services by supporting as a priority projects that encourage maximum and multi function use and non duplication of facilities and programs.</p> <p>7. Council will actively pursue funding resources for recreation projects that meet the needs of Colac Otway residents and visitors.</p> <p>8. Council will develop effective information dissemination strategies to promote the recreation options and resources available to residents and visitors.</p> <p>9. Council will support projects that promote the Shire's natural assets and outdoor recreation attractions to ensure access to high quality environment experiences continues. These projects will be developed consistent with preferred sustainable environmental preservation and protection practices.</p>			

5.2 Club/Sport Development

The development of sporting and recreation opportunities within the Colac Otway region is the Council's Recreation Unit primary mandate and this equates to a significant proportion of the current workload and outputs.

Club and sport development takes on many facets and is an ongoing deliverable as issues arise and opportunities present themselves. The response to club and sport development issues often relies on collaborations with other Council Units such as Risk Management, Planning and Environment and Local Laws and other partnership organisations such as Leisure Networks, State Sporting Associations and Department for Victorian Communities.

The market research undertaken in the development of the 2006-2010 Colac Otway Recreation Strategy identified:

- Clubs source information from a wide range of networks including local and state government, regional and state sporting associations, regional sport assemblies and other. However, clubs identified that Council plays an important role in providing such information.
- The Club Network initiative is well supported and enables club representatives the opportunity to network with others, an opportunity they may otherwise not have.
- There are Clubs within the region that are currently not accessing the Club Network initiative that have identified their need for such resources and network opportunities.
- Clubs have identified the need for greater access to expertise pertaining to law, commercial finance and governance.
- There is a high level of participation in physical activity across the Shire; however there is an opportunity for improved quality of competition within the region.
- Access to quality coaches was also identified as a priority.

Club and Sport Development				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/ Timeframe
4.	Maintain and further develop the partnership with Leisure Networks, specifically for Club Network to investigate, develop, implement and review club development tools and resources in response to current issues and opportunities. Develop a Service Level Agreement as per the G21 Sports Development Plan.	Existing line item. Opportunity to explore grants.	Recreation – Recreation and Arts Co-ordinator	High
5.	Source and develop partnerships throughout the industry to access information, tools and resources to assist club and sport development.	Existing line item. Opportunity to explore grants.	Recreation – Recreation and Arts Co-ordinator	High
6.	Investigate Federal, State and local physical activity and healthy lifestyle programs or initiatives on behalf of the Colac Otway region.	Existing line item. Opportunity to explore grants.	Recreation – Recreation and Arts Co-ordinator	High
7.	Implement physical activity and healthy lifestyle programs and/or initiatives in partnership.	Existing line item. Opportunity to explore grants.	- Recreation – Recreation and Arts Co-ordinator - Bluewater Fitness Centre - Health and Community Services	Medium

Club and Sport Development				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/ Timeframe
8.	Develop in partnership with Cricket Victoria and the Colac and District Cricket Association, a Cricket Strategic Plan to scope and address current issues including facility maintenance and development, junior and female participation, and Association and Club committee development.	Existing line item	Recreation – Manager Recreation, Arts and Culture.	High (Complete)
9.	Specifically identify and develop works plan of Council responsibility areas from within the Cricket Strategic Plan. (Cross reference to Regional Playing Fields and Courts)	Existing line item. Opportunity to explore grants.	Recreation – Recreation and Arts Co-ordinator Infrastructure	Medium
10.	In partnership with Netball Victoria ensure ongoing netball development. Establish a works plan to address the netball court facilities across the Colac Otway region including players and officials infrastructure consistent with Netball Victoria's current Regional Infrastructure Project .	Existing line item	Recreation - Recreation and Arts Co-ordinator	High
11.	Implement Netball Infrastructure works plan (Cross reference to Regional Playing Fields and Courts)	Existing line item and opportunity to explore grants.	Recreation – Recreation and Arts Co-ordinator Infrastructure Building	Medium
12.	Implement the 3 year Tennis Facilities Program which was developed in response to the 2004 Tennis Victoria, Tennis Facilities Audit Report.	Proposed 2006/2007 budget	Recreation – Recreation and Arts Co-ordinator	High
13.	In partnership with Cosworks develop, implement and review Sports Field and Court Playability and Suitability Standards ensuring consistency with Council, State Sporting Associations and Council insurers guidelines and preferences.	Existing line item.	Recreation – Recreation and Arts Co-ordinator Cosworks Risk Management	Medium
14.	Promote the various resources available to community sporting and recreation clubs through Council's Recreation Unit via: <ul style="list-style-type: none"> - regular local media - foyer displays at Customer Services Centre, Bluewater Fitness Centre, Library etc. - <i>E news Newsletter</i> - Regular club correspondence Colac/Apollo Bay Agriculture Shows and other community events where Colac Otway Shire may be represented.	Existing line item	Recreation – Recreation and Arts Co-ordinator Communications	High
15.	Continue to promote, develop, implement and review the	Existing line item	Recreation – Recreation and Arts Co-ordinator	Medium

Club and Sport Development				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/ Timeframe
	Council Community Grants Program. - Ensure the program acknowledges and reflects current issues and opportunities. - Ensure the program is appropriately promoted to gain maximum exposure and interest.		Recreation, Arts and Culture Administrators	
16.	Investigate the interest and options in Centralised Administration for a range or group of sports.	Existing line item. Opportunity to source funding to activate	Recreation – Recreation and Arts Co-ordinator	Medium

5.3 Playgrounds

Council currently maintains twenty two playgrounds across the Colac Otway Shire. Since 2002 Council's Playground Maintenance and Improvement Program has been co-ordinated by the Recreation Unit in collaboration with Cosworks Parks and Gardens Team Leader. Council engages an independent audit of the playgrounds twice annually which forms the basis of the maintenance works plan.

The redevelopment of the Robertson Street Colac Playground undertaken in collaboration with Colac Neighbourhood Renewal is an excellent example of the community actively involved in the redevelopment of these important community spaces. This approach can be further implemented to ensure the future development of Council playgrounds reflect community needs and aspirations.

The market research undertaken in the development of the 2006-2010 Colac Otway Recreation Strategy identified:

- Council's provision of open space and playgrounds is vital in ensuring access to informal recreation opportunities particularly for families.
- There is need to improve the presentation and promotions of Council's open space to further encourage awareness and participation.
- The independent audit of Council's playgrounds is an invaluable tool to ensure facility compliance and industry benchmarking.
- Opportunity exists to strategically plan for the future redevelopment of playgrounds to encourage increased use and therefore improve community participation in physical activity.
- Opportunity exists to link playgrounds with community open space and shared pathways, therefore encouraging active transport options and increased participation.
- Opportunity exists to link recreation planning with township or urban planning to ensure such land provisions are made available and link appropriately with shared pathways or open space.

Playgrounds				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/ Timeframe
17.	Project manage the implementation of the Neighbourhood Renewal Playground Development Project (subject to 2006/2007 Sport and Recreation Victoria funding)	Confirmed 2006/2007 budget and SRV funding	Recreation – Recreation and Arts Co-ordinator Infrastructure	High 2006/07
18.	Continue to retain the independent audit of Council's Playgrounds twice annually to ensure playgrounds are audited in accordance with Australian Standards and Playgrounds Recreation Association Victoria Guidelines.	Existing line item	Recreation – Recreation and Arts Co-ordinator Parks and Gardens	High
19.	Retain the current Playgrounds Maintenance and Improvement Procedure Policy which forms the basis for the development of the maintenance works plan.	Existing line item and opportunity to source external funding	Recreation – Recreation and Arts Co-ordinator Parks and Gardens	High
20.	Participate and contribute to the development of the Small Town Masterplans where playgrounds are included or proposed to ensure consistency and compliance.	Existing line item and opportunity to source external funding	Economic Development Recreation – Recreation and Arts Co-ordinator	
21.	Undertake the redevelopment of the Selwyn Brown Playground	Existing line item 2006/2007	Recreation – Recreation and	Medium

Playgrounds				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/ Timeframe
			Arts Co-ordinator Infrastructure	
22.	Participate in the development of the Birregurra Park Masterplan to specifically reassess local playground and informal recreation needs and aspirations.	Economic Development 2006/2007 proposed budget	Economic Development Recreation – Recreation and Arts Co-ordinator	High
23.	Ensure there is an opportunity for community input to the development of playgrounds where significant changes to equipment, infrastructure or design are likely or timely	Existing line item and opportunity to source external funding	Recreation – Recreation and Arts Co-ordinator Parks and Gardens	Medium
24.	Actively participate in playground development opportunities particularly for new residential development areas or where appropriate in new planning initiatives.	Existing line item and opportunity to source external funding	Recreation – Recreation and Arts Co-ordinator Planning and Environment	Medium
25.	Actively encourage improved access to Council playgrounds	Existing line item and opportunity to source external funding.	Recreation – Recreation and Arts Co-ordinator	High

5.4 Aquatic Facilities

Council's Recreation Co-ordinator currently supervises the Bluewater Fitness Centre Council business unit and partners with both the Apollo Bay and Lavers Hill P-12 Colleges for the maintenance of their community aquatic and stadium facilities. Significant opportunity exists to further develop the Bluewater Fitness Centre and Council's role within the current provision and future roles of the Lavers Hill and Apollo Bay community aquatic facilities.

Given that Bluewater Fitness Centre is its own business unit of Council and is significantly subsidised by Council there is need for consistency and implementation of the Centre's strategic direction. Over recent years it has become evident that the link between Council's Recreation Unit and the Bluewater Fitness Centre Management is integral and needs to be further maintained.

The market research undertaken in the development of the 2006-2010 Colac Otway Recreation Strategy identified:

- The current possible secondary college merge development creates a significant opportunity for the Bluewater Fitness Centre to review the Centre's capacity and future demand particularly for stadium use regardless of the proposed merge outcomes.
- The current Bluewater Fitness Centre amenities, specifically the changerooms, family and accessible changerooms, crèche and meeting rooms do not adequately cater for current demands and expectations.
- Programming opportunities exist for the Bluewater Fitness Centre to meet community needs and encourage increased participation.
- Opportunities exist for the Bluewater Fitness Centre to instigate, develop and implement training packages for other aquatic facilities within the region, particularly in partnership with the Apollo Bay and Lavers Community Pools and the Surfcoast Shire.
- The Centre has not been included in any independent review over recent years and therefore is possibly not best capitalising on industry, community and economic opportunities.

Aquatic Facilities				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/ Timeframe
Bluewater Fitness Centre				
26.	Actively participate in the Department of Education, Colac College and Colac High School discussions regarding the merge and identify implications for the Bluewater Fitness Centre site and facility long term options.	Existing line item. Opportunity to source funding.	CEO Recreation – Manager Recreation, Arts and Culture	High
27.	In response to the College merge outcome undertake development feasibility and designs to ensure facility future development meets demands and aspirations.	Opportunity to source funding	Recreation-Manager Recreation, Arts and Culture	High
28.	Continue to develop the Centre's Organisation Structure to further develop and improve Centre programs, operations and developments.	Existing line item.	Recreation – Manager Recreation, Arts and Culture BWFC Human Resources	High
29.	In partnership with community organisations, private sector and others continue to explore programming options to make greater use of the Bluewater Fitness Centre facilities and services.	Existing line item. Opportunity to source funding.	Bluewater Fitness Centre – Centre Management Team	High
30.	Instigate discussions with Surf Coast	Existing line item.	Bluewater Fitness	High

Aquatic Facilities				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/Timeframe
	Shire to ascertain opportunities to collaborate and develop a training or services package by the Bluewater Fitness Centre to address training and/or supervision of the Winchelsea Outdoor Swimming Pool.		Centre - Centre Management Team	
31.	Engage a Life Saving Victoria audit (Swimming Pool Assessment) of the Bluewater Fitness Centre each second year to ensure the Centre's aquatic facilities are externally audited in response to the Victorian standards and guidelines. The audit findings to be linked with Council budget processes and by auditing each second year, works can be programmed and completed.	Proposed budget bid 2006/2007	Bluewater Fitness Centre – Centre Management Team	2006/2007
32.	Engage an independent business auditor to review and identify improvement opportunities for the Bluewater Fitness Centre business unit. This would be undertaken further to Department of Education announcing the outcomes of the potential Colac College merge to ensure impacts to Bluewater Fitness Centre are included in the review. This review needs to include partner and community consultation.	Opportunity to source funding.	Recreation BWFC – Centre Management Team	Medium
Apollo Bay Community Pool				
33.	In partnership with the Apollo Bay Pool Committee secure external funding to undertake significant facility maintenance as identified by the Pool Committee.	Proposed 2006/2007 and 2007/2008 budgets	Recreation – Manager Recreation, Arts and Culture	High
34.	In partnership with Bluewater Fitness Centre explore, develop and implement training options for local persons to act as Pool Life Guards and/or Swimming Instructors in response to identified needs.	Existing line item	BWFC – Centre Management Team	High
35.	Acknowledge Council's duty of care by partnering with the Apollo Bay Pool Committee and Life Saving Victoria to undertake regular Swimming Pool Assessment Audits.	No existing line item	Recreation-Manager Recreation, Arts and Culture BWFC	Medium
36.	Assist the Apollo Bay Pool Committee to develop a Facility Business Plan to identify necessary facility maintenance works, programming options, and operational improvements recognising the Swimming Pool Assessment findings.	No existing line item	Recreation and Bluewater Fitness Centre	Medium
37.	Remain actively aware of potential community aquatic facility development options as a part of the Apollo Bay Harbour redevelopment, likely timelines of such development and necessary course of action for the current community pool.	No existing line item but opportunity to source funding.	CEO Recreation – Manager Recreation Arts and Culture	Medium

Lavers Hill Community Pool				
38.	In partnership with Bluewater Fitness Centre explore, develop and implement training options for local persons to act as Pool Life Guards and/or Swimming Instructors in response to identified needs.	Existing budgets	Recreation BWFC – Centre Management Team	High
39.	Acknowledge Council's duty of care by partnering with the Lavers Hill Pool Committee and Life Saving Victoria to undertake regular Swimming Pool Assessment Audits.	Proposed 2006/2007 budget	Recreation – Manager Recreation, Arts and Culture	Medium
40.	Assist the Lavers Hill Pool Committee to develop a Facility Business Plan to identify necessary facility maintenance works, programming options, and operational improvements recognising the Swimming Pool Assessment findings.	Existing line item	Recreation – Manager Recreation, Arts and Culture	Medium

5.5. Indoor Stadiums

The 1997 Recreation Strategy identified that the Bluewater Fitness Centre was the main stadium facility within the Colac Otway Shire and that both the Lavers Hill and Apollo Bay stadium facilities cater for local level sporting and recreation provisions. While this remains the case, the community value of these facilities can not be underestimated.

Each of the three stadium facilities have been constructed at a time when demand was less than is currently being experienced. These facilities, particularly the Bluewater Fitness Centre stadium, are in need of significant maintenance and improvements to ensure they best cater for the community sport and recreation demands and growth opportunities.

The market research undertaken in the development of the 2006-2010 Colac Otway Recreation Strategy identified:

- The Bluewater Fitness Centre Stadium does not adequately cater for current indoor sport demands and restricts programming and event opportunities.
- The recently introduced Bluewater Fitness Centre Stadium Maintenance Works Program has been developed to address overdue maintenance in partnership with the Colac College in accordance with the current agreement.
- Opportunity exists to investigate future development options for the Bluewater Fitness Centre Stadium as a result of the current potential secondary school merge discussions.
- Within the Shire 90% of sport and recreation facilities cater for outdoor based activities. The remaining 10% of facilities are important assets specifically catering for significant participation in such activities as basketball, netball, swimming, badminton, tennis and squash.
- The Central Reserve Masterplan identified the need for a redevelopment of the Colac Youth and Recreation Centre to a community facility to cater for the specific needs of the Central Reserve User Groups and other community groups with similar needs.
 - The current lease agreement between Council and the Colac Youth and Recreation Centre Committee ceases as at 31 August 2006.
 - The recent Colac Youth and Recreation Centre Asbestos Assessment, Access Audits and User Group Surveys indicate the facility is in need of significant capital works to address building compliance and access issues. Access specifically refers to the physical access to and within the Centre and broader use of the centre by current reserve stakeholders and other community groups that have indicated interest. This is further supported by the Disability Discrimination Act legislation.
 - Current Central Reserve User Groups have identified lack of female amenities at Central Reserve and the inadequate access to the Colac Youth and Recreation Centre for such use as a significant issue.
 - The Apollo Bay and Lavers Hill stadiums are valuable facilities providing indoor sporting and recreation options for the community. However opportunity exists to upgrade these facilities to meet current community needs.

Indoor Stadiums				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/Timeframe
Colac Youth and Recreation Centre				
41.	Investigate management and use options in the immediate (short term post 31/8/06) for the Colac Youth and Recreation Centre to contribute to the Centre's Feasibility Study in collaboration with the current Colac Youth and Recreation Centre Committee.	Existing line and opportunity to source funding.	Recreation – Manager Recreation Arts and Culture	High

Indoor Stadiums				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/ Timeframe
42.	Source funding and undertake a Centre Feasibility Assessment to investigate: <ul style="list-style-type: none"> - Management models - Use requirements and demands - Facility development options 	Opportunity to source funding.	Recreation – Manager Recreation Arts and Culture Infrastructure	Medium
43.	Source funding and undertake detail design consistent with endorsed option improvement works to the Centre to improve access, cater for community use needs and comply with current building codes in light of the Colac Recreation, Education and Community Precinct development.	Opportunity to source funding.	Recreation – Manager Recreation, Arts and Culture Infrastructure	Medium
Bluewater Fitness Centre Stadium				
44.	Actively participate in the Department of Education, Colac College and Colac High School discussions regarding the merge and identify implications for the Bluewater Fitness Centre site and facility long term options considering the development of partnership options such as Trustees and Foundation.	Existing line item and opportunity to source funding.	CEO Recreation	High
45.	Further to defined outcomes of the merge identify specific implications for the Bluewater Fitness Centre Stadium given current compliance and programming limitations of current 2 court facility. Develop a facility Business Plan which reflects the Department of Education's future site directions and includes community and regular stadium user group input.	Existing line item and opportunity to source funding.	Recreation – Manager Recreation Arts and Culture	High
46.	Continue to develop the Centre's Organisation Structure to further develop and improve Centre programs, operations and developments.	Existing line item.	BWFC	High
47.	In partnership with community organisations, private sector and others continue to explore programming options to make greater use of the Bluewater Fitness Centre facilities and services.	Existing line item.	BWFC – Centre Management Team	High
48.	Engage an independent business auditor to review and identify improvement opportunities for the Bluewater Fitness Centre business unit. This would be undertaken further to Department of Education announcing the	No existing line item, opportunity to source external funding	Recreation – Manager Recreation Arts and Culture	High

Indoor Stadiums				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/Timeframe
	outcomes of the Colac College merge to ensure impacts to Bluewater Fitness Centre are included in the review. This review needs to include partner and community consultation.			
Apollo Bay Leisure Centre (Stadium)				
49.	Assist the Apollo Bay Leisure Centre Committee to develop a Facility Business Plan to identify necessary facility maintenance works, programming options, and operational improvements recognising opportunities previously identified.	No existing line item.	Recreation – Manager Recreation Arts and Culture	Medium
Lavers Hill Community Stadium (Cliff Young Centre)				
50.	Assist the Lavers Hill Cliff Young Centre Committee to develop a Facility Business Plan to identify necessary facility maintenance works, programming options, and operational improvements recognising opportunities previously identified.	No existing line item.	Recreation – Manager Recreation Arts and Culture	Medium

5.6 Public Halls

It is evident there has been an inconsistent approach towards public halls from Council's perspective particularly regarding the management, maintenance and operations of Council owned Public Halls.

Over recent years the demand on and community aspirations regarding public halls has changed. The community need for halls differs significantly in 2006 to those needs of the past. It is evident there is a need to review the viability and feasibility of the future of public halls throughout the region. It is important that up to date data is available on all halls with respect to usage, financial details and other information. This will assist both the Council and the communities to assess the future direction of these facilities.

The market research undertaken in the development of the 2006-2010 Colac Otway Recreation Strategy identified:

Public Halls				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/ Timeframe
51	Further investigate the status of all public halls within the Colac Otway region to determine needs, use, aspirations and longterm viability.	Existing Budget line item	Recreation	Medium
52	Develop a centralised database of all Public Halls within the Colac Otway Shire including current Committee of Management information.	Existing Budget line item	Recreation	Medium
53	Develop a Halls Strategy clearly identifying the roles and responsibilities for Council Units.	Existing budget line item with opportunity to source external funding	Recreation	Medium

5.7 Playing Fields and Courts

There are eighteen playing fields (Recreation Reserves) throughout the Colac Otway Shire with the majority housing netball courts. There are also some 114 tennis courts throughout the Shire. Ownership, management, maintenance and capital development of these facilities differs as a result of historical arrangements, funding capacity of clubs and committee's of management and Council input.

Significant planning has taken place over recent years to address the inequity across the recreation reserves throughout the Shire. However further planning is required to specifically address fees and charges, maintenance and capital development specifically with regard to the five Colac based reserves.

The market research undertaken in the development of the 2006-2010 Colac Otway Recreation Strategy identified:

- There is inequity between the regional recreation reserves and Colac city reserves specifically with reference to the fees and charges collected and Council contribution through reserve maintenance.
- Council's Premier Recreation Reserve, Central Reserve Colac does not have any dedicated budget or programmed capital works to ensure the ongoing development of this reserve as the premier facility.
- There is a mixed response to the level of works achieved to date from the Central Reserve Masterplan.
- The five Colac city reserves are maintained from a mix of works from reserve user groups, Cosworks, Infrastructure and Recreation Unit. Each of the Council units has various budget allocations specifically for reserve maintenance.
- Significant participation in outdoor sports within the region further supports the needs and demands on the provision and upkeep of recreation reserves and court facilities.

Playing Fields and Courts				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/ Timeframe
54.	Project manage and implement the Irrewarra Netball Court Improvement Project (subject to Sport and Recreation Victoria 2006/2007 funding)	Confirmed 2006/2007 budget and SRV Funds	Recreation – Recreation and Arts Co-ordinator Infrastructure	High
55.	Implement Regional Recreation Reserves Contribution Program as per approved program presented to Council May 2006.	Confirmed 2006/2007 budget.	Recreation – Recreation and Arts Co-ordinator Infrastructure	High
56.	Implement Regional Recreation Reserve Agreements	Existing line item.	Recreation – Recreation and Arts Co-ordinator	High
57.	Develop and implement Regional Recreation Reserve master plans	Proposed 2006/2007 budget	Recreation – Recreation and Arts Co-ordinator Infrastructure	High
58.	Establish master plan work plans and funding requirements	Proposed 2006/2007 budget	Recreation Infrastructure	High
59.	Investigate funding options for Regional Recreation Reserve master plans and works plans.	Opportunity to source external funding	Recreation	Medium
60.	In partnership with Netball Victoria develop a works plan to address the netball	Existing line item with opportunity to explore grants.	Recreation	High

Playing Fields and Courts				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/ Timeframe
	court facilities across the Colac Otway region including players and officials infrastructure consistent with the Netball Victoria's current Regional Infrastructure Project .			
61.	Implement Netball Infrastructure works plan (Cross reference to Sport/Club development)	Existing line item and opportunity to explore grants.	Recreation Infrastructure Building	Medium
62..	Introduce and implement the Tennis Facilities 3 year Plan	Subject to 2006/2007 budget request.	Recreation Infrastructure	High
63.	Specifically identify and develop works plan of Council responsibility areas from within the Cricket Strategic Plan. (Cross reference to Sport/Club Development)	Existing line item. Opportunity to explore grants.	Recreation Infrastructure	Medium
64.	Develop costings, identify funding sources and implement Cricket Strategic works plan.	Existing line item. Opportunity to explore grants.	Recreation Infrastructure	Medium
65.	Implement user agreements across all Council city reserves and courts.	Existing line item	Recreation	High
66.	Develop a Colac City Reserves Maintenance Program and implement through one consolidated City Reserves Maintenance budget line item.	Existing line item.	Recreation Infrastructure Cosworks	High
67.	Investigate and develop a grounds maintenance agreement with regular user groups and Cosworks to ensure an effective co-ordinated approach to maintenance of the City Reserves. Need to identify both short and long term maintenance needs. Specific maintenance needs and works to be identified throughout Master plan process.	Existing line item	Recreation Cosworks (Parks and Gardens)	High
68.	In partnership with the Central Reserve Advisory Committee establish a four year rolling capital works program for the Colac Central Reserve based on the endorsed master plan.	Existing line item	Recreation Infrastructure	High
69.	Source appropriate funding to undertake detailed design and construction of these endorsed capital works at Central Reserve.	No existing line item. Need to source funding	Recreation	High
70.	Source funding and	No existing line item.	Recreation	Medium

Playing Fields and Courts				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/ Timeframe
	undertake Master plans for each of the four City Reserves (excludes Central Reserve which currently has a Masterplan) including the capacity to redevelop reserve surfaces (specifically Eastern Reserve Oval).	Need to source additional funds	Infrastructure	
71.	Participate in Council's Sustainable Water Use Plan to identify opportunities for improved sustainable energy use.	Existing line items	Recreation Environment	High
72.	Investigate other improved sustainable energy use and practices.	No existing budget line	Recreation Infrastructure	Low
73.	Review and develop a Fees and Charges Policy applicable to all City Based Playing Fields and Courts.	Existing line item	Recreation	Medium
74.	Investigate and scope options for the development of a formal active recreation precinct including Bluewater Fitness Centre and Central Reserve Colac.	No existing budget line	Recreation Infrastructure	Low
75.	Investigate capacity and options for the development of an additional active sports field within Colac. a) Investigate the Bruce Street Landfill site capacity and suitability in light of the site's history. b) Investigate the community need/interest areas in light of the Bruce Street capacity assessment, the progress of the Colac Recreation, Education and Community Precinct Project and the Colac Lake Masterplan. c) Investigate partnership and funding options for consideration. d)	No existing budget line	Recreation Infrastructure	High Medium Medium
76.	Introduce and implement the Tennis Facilities 3 year Plan	Subject to 2006/2007 budget request.	Recreation Infrastructure	High

5.7 Shared Pathways²

The Shire does not have a specific Open Space Strategy, however elements of an Open Space planning are being captured within current plans such as the Apollo Bay, Colac and coastal town Structure Plans and Small Town Plans. Opportunity exists to formally co-ordinate the planning, development and implementation of Shared Pathway and Trails which is traditionally one of the Open Space Strategy elements.

The establishment of the Beechy Line Rail Trail from Colac to Beech Forest has created a significant local and tourism asset with opportunity to further develop this trail as the main spine within a series of shared pathway networks and linkages.

The development of shared pathways throughout the region has also been and continues to be undertaken by various agencies such as Parks Victoria, Department of Sustainability and Environment as well as the Colac Otway Shire. In the past there have been minimal partnerships between such agencies in the planning and/or development of shared pathways within the region.

The market research undertaken in the development of the 2006-2010 Colac Otway Recreation Strategy identified:

- The development of the Beechy Line Rail Trail together with the Great Ocean Walk has established a *spine* of a shared pathway from Colac to Beech Forest with the potential to link to the coast. This now establishes the opportunity to develop networks of shared pathways throughout the Colac Otway region linking with established infrastructure and features such as the Beechy Line and Forrest Mountain Bike facility.
- Typically it is considered there are four tiers of shared pathways, they being:
 - Dedicated Bicycle Lanes: marked or signed on roads shared with general motorised traffic.
 - Local: enable walking and cycling access from homes to local provisions ie. shops, schools.
 - Recreational: encourages active transport or increased participation in physical activity through longer route choices. Often link with features and can be circuit based.
 - Regional: shared pathways that link with specific features or facilities that people travel to access ie, Beechy Line, Great Ocean Road, Otway Ranges, Forrest Mountain Bike facility etc.
- There is a lack of consistency in the co-ordination of the planning, development and implementation of shared pathways throughout the region.
- The Old Beechy Rail Trail has elements which are currently incomplete. Realignment of the trail off road in two particular sections, a pedestrian underpass at Gellibrand and interpretive signage along the trail remain incomplete and funding is currently being sought for these items.
- The Friends of the Beechy Line together with the Beechy Line Committee have identified the intention to undertake Stage 2; an extension of the Colac to Beech Forest Rail Trail from Beech Forrest to Apollo Bay.
- The majority of works endorsed within the Council's Bicycle Strategy have been completed however the current Strategy requires review.
- Opportunity exists to develop Shared Pathway guidelines to outline style and design aspects, ensuring consistency and accessibility.
- Specifically within areas such as Wye River, Skenes Creek and Kennett River there is no dedicated shared pathway provisions and subsequently pedestrians have no option but to use the road, in this case the majority link to the Great Ocean Road.

² For the purposes of this report the term shared pathways refers to tracks, trails, paths that have the ability to cater for both walkers and cyclists. These facilities are not necessarily sealed and vary in quality, size and degree of difficulty.

- Concept designs have been completed for the proposed shared pathway between Apollo Bay and Skenes Creek, however funding remains unsecured for detail design and construction.
- Further opportunity exists to develop a complete pathway loop of Lake Colac to further enhance pathways developed to date on the Lake Foreshore and further compliment opportunities at Ross' Point and Meredith Park.
- Paddy's Path could be an excellent example of a coastal township link enabling access for pedestrians between Wye River and Separation Creek. However pathway standards result in limited access and limited use particularly for pram or wheelchair users.
- Council's neighbouring local government authorities, Surfcoast and Corangamite Shires have recently or are in the process of undertaking pathway strategies. It is evident that both municipalities have identified the need for future planning to link with VicRoads and Parks Victoria future directions with regard to south west Victoria pathway planning.

Shared Pathways				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/Timeframe
77.	Determine the most appropriate Council Unit to co-ordinate shared pathways within the organisation acknowledging capacity to deliver and need for cross organisation input	Not required	Recreation – Manager Recreation Arts and Culture Infrastructure Economic Development Planning	High
78.	Undertake the development of a Colac Otway Bicycle Strategy to identify shared pathway opportunities throughout the Shire. Strategy to include: <ul style="list-style-type: none"> - Bicycle lane provisions - Local shared pathway provisions, needs and development options - Recreation cycle/walk provisions, needs and development options - Regional shared pathways development options. 	Opportunity to source external funding	Recreation – Recreation and Arts Co-ordinator Infrastructure	High
79.	Undertake detailed design for Beechy Line Stage 2.	No existing budget allocation.	Recreation – Manager Recreation Arts and Culture Planning and Infrastructure Economic Develop	Medium
80.	Source funding for the detailed design and construction of the Beechy Line Stage 2.	Opportunity to source external funding	Recreation – Manager Recreation Arts and Culture	Medium
81.	In collaboration with the	Opportunity to source	Recreation –	Medium

Shared Pathways				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/ Timeframe
	Apollo Bay Kennett River Public Reserves Committee of Management source funding for the detail design and construction of the Apollo Bay to Skenes Creek Shared Pathway.	external funding	Manager Recreation Arts and Culture	
82.	Investigate design options and costings to develop a Lake Colac Shared Pathway loop to compliment existing Lake pathway developments.	No existing budget allocation	Recreation – Manager Recreation Arts and Culture	Medium
83.	Participate in cross organisation planning where shared pathway/open space developments are likely or proposed (regardless of the Unit co-ordinating shared pathways within the Organisation)	Existing line item	Recreation – Manager Recreation Arts and Culture	High

5.8 Specialist Facilities

Within the Colac Otway region there are various specialist facilities that enable further sporting and recreation opportunities to residents and visitors. Such facilities include dedicated infrastructure and land providing for equestrian, ballistic and motorcycle sports.

The Colac Pony Club, Colac Adult Riding Club, Riding for the Disabled – Colac and the Colac Turf Club are all within close proximity and offer good facilities for these club needs³. The Colac Field and Game and the Colac Gun Club also have dedicated facilities on separate parcels of land. The Colac Motorcycle Club is located on Department of Sustainability and Environment Land and currently has close to 300 members.

Such clubs and activities require specific facilities, infrastructure and land area. Fortunately for the Colac Otway Shire these facilities exist and coincidentally currently strong well established clubs managing the operations. Without these specialist facilities and infrastructure such activities would not be available

Over recent years there have been a few clubs that have expressed lack of specialist facilities and infrastructure impacts the growth and development of their chosen sport. The Colac Drag Club and the Colac Remote Control Car Club are two current examples of clubs that are currently operating out of private backyards or garages to meet but travel outside of the region to compete.

Over recent years a group of petanque enthusiasts approached Council seeking support to develop a petanque rink on the Apollo Bay Foreshore. While the Public Reserves Committee of Management did not support further development of the Apollo Bay foreshore, the request indicates the diversity of interest in informal recreation opportunities. The planned retention of open space encourages and enables the participation in such informal, unstructured participation. Specifically enabling the mix of various cultural activities currently not formally provided.

The market research undertaken in the development of the 2006-2010 Colac Otway Recreation Strategy identified:

- Participation trends indicate a shift in preference towards unstructured, informal participation in physical activity.
- The Colac Otway Shire population projections indicate an aging population and therefore the change in sporting and recreation facilities, services and provisions.
- The Lake Colac precinct redevelopment is strongly supported by the broader community to ensure open space retention and provision for informal recreation opportunities.
- The Colac Otway region has the capacity to host specialist events because of the specialist facility provision and opportunities.

Specialist Facilities				
Rec No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/ Timeframe
84.	Continue to support and encourage access and use of specialist facilities in collaboration with the resident Clubs.	Existing Line Item	Recreation – Recreation and Arts Co-ordinator	High

³ In comparison the lack of tenancy security of the Apollo Bay Pony Club is a current concern for the Club and subsequently impacts on the Clubs development and opportunities.

85.	Explore specialist facility re/development options on a case by case basis consistent with Recreation Planning Principles.	Existing line items with opportunity to explore external funding options.	Recreation – Manager Recreation Arts and Culture	High
86.	Actively participate in cross organisation or external discussions to investigate needs and options relating to specialist facility provision and re/development.	Existing line items with opportunity to explore external funding options.	Recreation	High

5.9 Information and Communication

It is evident that Council plays an integral role in providing a range of information for the sport and recreation community within the region. Traditionally Council's Recreation Unit has engaged local media or directly sent correspondence to disseminate this information to clubs and committees. With the advancement and access to technology opportunity now enables clubs to have greater access to information via email and websites. The challenge for rural local government authorities is the range in access and so to ensure best communication a range of methods need to be engaged.

Historically Council's Recreation Unit has not proactively promoted the Council or Recreation Unit's mission, objectives or internal processes. This promotion will further raise the awareness of the sporting and recreation community and encourage further links consistent with endorsed objectives.

The market research undertaken in the development of the 2006-2010 Colac Otway Recreation Strategy identified:

- The Club survey highlighted that the majority of community sporting and recreation clubs and organisations are unaware of their tenancy arrangements.
- There are inconsistent communication channels between some community sporting and recreation clubs and organisations and Council.
- Clubs are challenged by promoting their activities, facilities are services.
- There is inconsistent communication and collaboration within the organisation regarding the planning, development and implementation of recreation facilities and service.
- Opportunities exist to explore alternative methods of communication between Council and the sporting and recreation community.

Information and Communication				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/ Timeframe
87.	Develop Community Project Management Guidelines for all Clubs, Organisations or Committee's of Management participating in community capital works projects with Council and/or State Government funds.	Existing line item	Recreation – Recreation and Arts Co-ordinator Infrastructure Building Health Environment and Planning	High
88.	Actively participate in regional planning, networks and initiatives as deemed appropriate to capitalise on	Existing line item	Recreation – Manager Recreation Arts and Culture	High

Information and Communication				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/ Timeframe
	regional activities.			
89.	Ensure current membership with industry professional affiliations to ensure contact with industry representatives and access to current information and resources.	Existing line item	Recreation – Recreation and Arts Co-ordinator	High
90.	Develop a promotions schedule to ensure the sport and recreation community is provided with current information through current Council media avenues regarding forums, Club Network dates, grants availability and the like.	Existing line item	Recreation – Recreation and Arts Co-ordinator Public Relations	High
91.	Develop and promote a Sponsorship and Naming Rights Policy for Council sporting and recreation facilities and reserves to ensure consistency and planning compliance.	Existing line item	Recreation – Recreation and Arts Co-ordinator Planning	Medium
92.	Develop and maintain a sports/recreation ground and facility lease and user agreement database.	Existing line item	Recreation – Recreation and Arts Co-ordinator Finance Rates	Medium
93.	Raise awareness regarding leases and agreements to assist clubs and organisations in understanding their terms, conditions and tenancy status	Existing line item	Recreation – Recreation and Arts Co-ordinator Finance Rates	Medium
94.	Promote within the Colac Otway Shire Council the 2006 – 2010 Colac Otway Recreation Strategy to ensure recreation is actively represented in future planning and development undertaken within the organisation.	Existing line item	Recreation Public Relations	High
95.	Promote the 2006 – 2010 Colac Otway Recreation Strategy within the Colac Otway region to encourage further partnership, collaboration, promotion and development opportunities.	Existing line item	Recreation Public Relations	High
96.	Develop and promote opportunities for Clubs to link club planning with Council planning and specifically raise awareness of Council's Capital Works Program.	Existing line item	Recreation – Recreation and Arts Co-ordinator Infrastructure	High
97.	Actively participate in cross organisation planning to ensure Recreation Services representation and to avoid duplication and ensure	Existing line item	Recreation	High

Information and Communication				
Rec. No.	Recommendation	Financial Requirements	Officer Resource Requirements	Priority/ Timeframe
	collaboration.			

6. CONCLUSION

In summary it is evident through the market research undertaken for the development of this Strategy that the Recreation Unit now has an opportunity to introduce a more strategic approach to recreation planning and development in the future. In the past, particularly over the past four years the Unit has operated in a very responsive manner to issues or opportunities that were presented. The Unit has developed strategic directions for facilities and services but given the resource allocation the implementation of these strategies has been slow and intermittent.

While the Unit has achieved much since its inception, this Strategy development has further highlighted the need for:

- Improved internal processes regarding recreation specific project development and management particularly those projects that include external partners such as a community organisation or a State Government department.
- A more co-ordinated approach to recreation facility maintenance and asset development to ensure facility maintenance is planned and programmed with appropriate financial (and other) resources.
- Centralised co-ordination of Council's shared pathways, bicycle paths and linkages with open space. This will ensure the development of new pathways are planned, link with appropriate infrastructure and facilities and that existing provisions are maintained and link appropriately with other pathway provisions.
- Continued strategic focus for Bluewater Fitness Centre to ensure that the Centre reaches its potential as a quality recreation facility that caters for identified community health, fitness and recreation needs.
- Continued club development planning and implementation to assist community sporting and recreation clubs and organisations in their delivery and to ensure club development is consistent with Council's insurance and audit requirements.
- Additional resources to implement all endorsed recommendations within the prescribed timelines.

Strategy Implementation

The Strategy recommendations have been developed with the intention to implement the endorsed Strategy immediately. Within the recommendations there is the opportunity to implement some actions without budget allocations, therefore ensuring the Unit continues to deliver while Council considers the 2006/2007 budget. However, the overall Strategy implementation relies on resource (budget and human) allocations.

The Strategy recommendations can not be implemented in full with the current human and budget resource allocations.

Further to the restructure of the Colac Otway Shire the Recreation, Arts and Culture Department has been formally instigated. This department now comprises:

- Manager Recreation Arts and Culture
- Recreation and Arts Co-ordinator
- Bluewater Fitness Centre
- Colac Otway Performing Arts and Cultural Centre
- Events
- Administrators

Subsequently the Department has the capacity to implement this Strategy. In addition 2006/2007 budget support enables specific project implementation and the ability to engage external resources where deemed appropriate.

APPENDIX 1

PREVIOUS RESEARCH

Since the formal inception of the Shire’s Recreation unit, the unit has been primarily developed and steered by the following:

- City of Colac 1987 Recreation Needs Study, Hepper, Marriott and Associates
- Colac Otway Shire Recreation Needs Strategic Plan 1997, Michael King and Associates

The recommendations and the current status of these are detailed as follows:

DOCUMENT	AUTHOR & DATE	Rec No.	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE CONSIDERATIONS/ RESOURCE REQUIREMENTS
City of Colac Recreation Needs Study	Hepper, Marriott and Associates 1987	1.	Goals	<p>Council adopts the following goal as the basis for its involvement in the leisure and recreation areas: To promote, facilitate and provide leisure and recreation opportunities in such a way as to:</p> <ul style="list-style-type: none"> a) Ensure equity to access by all in the community to a diversity of quality leisure opportunities; b) Enhance community health, well-being, values, quality of life and social development; c) Ensure a balanced development of opportunities; d) Contribute to the economic base and development of the City and region; e) Contribute to environment protection, and f) Contribute to the reduction in crime, vandalism and community exploitation. 	No formal Unit goal or objectives but is steered by Council objectives and plan.	Opportunity to develop a Unit mission/vision with detailed objective and goals to ensure a developed work plan is appropriately time lined for the coming four years.
		2.	Objective	<ul style="list-style-type: none"> a) To promote, facilitate and provide facilities for indoor and outdoor competitive team sports, individual structured indoor and outdoor recreation activities, passive outdoor pursuits, conservation/recreation purposes, arts and cultural activities, hobby and craft activities and community service and support activities. b) To promote, facilitate and provide programs 	As above	As above

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				for all forms of leisure and recreation activity for all groups within the community. c) To promote, facilitate and provide leisure and recreation support services for all forms of leisure and recreation activity for all groups within the community.		
		3.	Recreation/ Community Development Officer Position	To assist with the orderly achievement of the goal and objectives specifically pricing, management and other aspects of the operation of the leisure opportunities in Colac.	Implemented Recreation Co-ordinator position	Ongoing resource requirements. Opportunity to scope for increased outputs with increased resource allocation.
		4.	Report Support	Instigate a Community Recreation Advisory Group to assist with the implementation of this report. Publish and promote report for the purpose of sharing with the community outcomes and as a means of encouraging action by the community and other public/commercial sectors.	Unaware of any Community Recreation Advisory Group however facilities/programs tend to be managed by appropriate Advisory or Steering Committees.	Opportunity to implement but need to scope need for such an initiative.
		5.	Works Program	Develop a works program aimed at a staged upgrade of the following: <ul style="list-style-type: none"> • Playgrounds • Memorial Square • Lake Colac Foreshore • Central Reserve • Colac Community Recreation Centre • Botanic Gardens • Eastern Reserve • Barongarook Creek • Airfield (in conjunction with Shire/Aero Club) • Colac Tennis Club • Showgrounds • Western Oval • Senior Citizens Centre • Cricket Ground • Current tip site In the redevelopment of all existing facilities attention must be paid to the following principles:	Formal Recreation Unit works programs for: <ul style="list-style-type: none"> • Playgrounds • Central Reserve • Bluewater Fitness Centre including Stadium • Western Oval • Colac Cricket Ground. All other facilities listed are managed through other Council units. All redevelopments generally acknowledge these principles.	Need for consistent approach to maintenance works program for all Council facilities. Need for agreed works programs for all recreation facilities to ascertain further needs, costs, timelines and resource requirements. New or redevelopment of sport/recreation facility projects must comply the Council's internal processes which address project management, resource allocation etc

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				<ul style="list-style-type: none"> Overcoming single purpose provision Increasing diversity of indoor opportunities Adequacy of development and maintenance Integration of development 		
		6.	Promote, facilitate, and initiate the provision or extension of the following facilities, programs or services.	<p>Council promote, facilitates or initiates the provision and/or extensive redevelopment of the facilities, programs and services recorded in the following:</p> <ul style="list-style-type: none"> Indoor Heated Pool – short/medium term Civic Centre block and hall as a cultural and performing arts centre for the City and region Public Toilets Community transport Bicycle tracks and paths Mothers Facilities Lighting improvement Neighbourhood houses Drop in venue Library services Airfield upgrade After school/holiday programs Youth advisory Council Bike racks/security Bicycle education programs Ross's Point toilets Crèche Facilities (BWFC) Information Services Recreation programs Street seating Sign posting Social facilities, programs and meeting rooms. Family fun park/amusements Town Environment Ice Skating/hockey rink BMX track upgrade Hobby and interest classes 	<ul style="list-style-type: none"> Recreation Unit Arts/Culture Unit Maintenance Community Transport Recreation/Infrastructure Health Services Recreation (specific) Not Council Not Council Community Services Fire Prevention Officer Bluewater Fitness Centre Arts/Culture Unit Recreation/Infrastructure Community BWFC Recreation Information Services Unit Recreation Unit Various Various Various Recreation Various Not applicable Not applicable 	<p>Specific resource requirements for the Recreation Unit include:</p> <ul style="list-style-type: none"> Ongoing requirements* N/A N/A N/A Ongoing requirements* N/A N/A Ongoing requirements Ongoing requirements Ongoing requirements* Ongoing requirements Ongoing requirements* N/A Ongoing requirements Ongoing requirements* Ongoing requirements Ongoing requirements* Ongoing requirements Ongoing requirements Ongoing requirements* Ongoing requirements N/A N/A

DOCUMENT	AUTHOR & DATE	Rec No.	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE CONSIDERATIONS/ RESOURCE REQUIREMENTS
				<ul style="list-style-type: none"> • Council support services • Motor sports venue • Athletic facilities • Fund raising assistance • Youth Worker • Raffle and stall stands • Art Gallery • Playgroup support • Tip site development • Single parent support • Storage facilities • Toy library expansion • Show riding facilities • Dark room facilities 	<ul style="list-style-type: none"> • Various • Various • DSE/Club • Council/Club • Various • Not applicable • Local Laws Unit • Arts/Culture Unit • Health Services • Council • Community • Health Services • Various • Private 	<ul style="list-style-type: none"> • N/A • Ongoing requirements* • N/A • Ongoing requirements* • Ongoing requirements • N/A • Ongoing requirements • Ongoing requirements • Ongoing requirements • To be determined • N/A • N/A • Ongoing requirements • N/A • N/A

It should be noted that since the development of the City of Colac Recreation Needs Study in 1987 Council services have developed specifically the Recreation Unit significantly. This is evident through the proposed works program which includes various aspects which the Recreation Unit is currently not directly responsible, for example Neighbourhood Houses and Library Services. However, it is important that this 1987 Recreation Needs Study is recognised to ascertain the change in community needs and to identify the various providers within the community for a wide range of programs, services and facilities.

Items listed as *Ongoing requirements** specifically relate to the Recreation Unit or include elements that are pertinent to the Recreation Unit.

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Colac Otway Shire Recreation Needs Strategy	Michael King and Associates October 1997	1.	Future Recreation Services Objectives	That Council adopt the Recreation Service Mission and Objectives listed in Volume Two, Section 2.2 as the base for the Recreation Needs Study and Strategic Plan recommendations.	Adopted	Nil
		2.	Recreation Facilities	That the relevant Council officers review, modify and recommend final contribution schedules and	Adopted (informally)	Refer Budget documents

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			Assistance Schemes	assessment factor point score schemes. This review to be completed by early 1998 to enable new scheme guidelines to be adopted and publicised for future funding applications.		
		3.	Grants and contributions Schemes	That Council agree in principle to the need to separate maintenance and capital grant allocations in future funding schemes.	Adopted new draft policy presented for Council consideration Jan 06.	Refer Budget documents
		4.		That Council support in principle the need to provide different levels of funding support for maintenance of Council Recreation Reserves in both urban and rural areas.	Adopted new draft policy presented for Council consideration Jan 06.	Beginning 2006/2007
		5.		That Council set up a recreation reserves maintenance and management review to consider and test the consultants strategic direction of introducing Committees of Management and annual maintenance grants at all Council recreation s\reserves in both urban and rural areas. This review to be completed by February 1998 to allow a new system to be implemented for winter season 1998.	Adopted. Sustaining Sportsgrounds Study also undertaken.	Refer Council Report January 2006
		6		That Council consider modifying it's current recreation reserves rental policy in return for reduced maintenance funding at urban reserves and club forming Committees of Management.	Fees and Charges Draft Policy under development.	Refer Council Report January 2006
		7		That Council allocate any savings from new management and maintenance arrangements to annual rural reserve maintenance grants. Such grants to be provided on a sliding scale subject to size and standard of facility.	Fees and Charges Draft Policy under development.	Refer Council Report January 2006
		8		That Council modify the current Recreation Reserves Capital Assistance Scheme to now cover all recreation capital projects. Council consider increasing the annual allocation to the scheme for 1998/99 to \$35,000. This increase will assist in funding the large number of projects currently applied for.	Council Recreation Facilities Funding Program 2004/2005 \$60,000	Annual allocation
		9		That Council use the adopted Recreation Objectives, funding criteria and project assessment rating system	Adopted	N/A

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				detailed in sections 2.2 and 2.3 as a base for future funding application assessment and allocation of priority projects.		
		10	Future Management Systems	That Council set up and resource a review of managing urban recreation facilities under committees of management. This review to be completed by February 1998.	Refer Sustaining Sportsgrounds Study	Refer Council Report January 2006
		11	Apollo Bay Pool	That Council support the Apollo Bay Pool Committee in its wish to establish suitable pool upgrades for Apollo Bay. This includes options that are financially achievable and suitable for the Apollo Bay community.	Council matched funding for the Apollo Bay Feasibility Study.	Nil
		12		Funding assistance be sought for the completion of a Feasibility Study to identify potential and viable long term improvements to the Apollo Bay Pool.	Completed Feasibility deemed not feasible. Alternative aquatic options currently being investigated under the Apollo Bay Health and Wellbeing Study.	Nil
		13		Council assist the Apollo Bay Pool Committee to set up a fundraising campaign and local group to fund raise towards the long term strategy of improving aquatic facilities.	Pool Committee disbanded post Feasibility Study.	Nil (Current Pool - Annual contributions to Maintenance)
		14	Lavers Hill Pool	Lavers Hill Pool Committee to identify urgent general maintenance works required at the Centre.	Lavers Hill P-12 Community Pool managed through Agreement between Department of Education and Colac Otway Shire. Council contribute financially to significant maintenance.	Nil
		15		Council support the Lavers Hill Pool Committee in identifying annual and cyclic maintenance schedules needed over the next five years.		Annual contribution \$5,000
		16	Bluewater Fitness Centre (formerly Colac Aquatic and Recreation	The existing management arrangements at the Colac Aquatic and Recreation Centre with the Colac Otway Shire and the Colac College should be reviewed with the aim of developing a single management model in the future.	Adopted	Refer Bluewater Fitness Centre Budgets and Business Plan

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		17	Centre)	Council agree, in principle, to consolidation of a single future management system to encompass the entire Colac Aquatic and Recreation Centre activities including swimming pool, stadium and health and fitness.	Adopted	Ongoing improvements
		18		Council investigate options for further income generation through increased food/beverage and merchandising services that could be developed at the Centre. (Link this to stadium feasibility study).	Not undertaken	Further feasibility and viability investigation required.
		19		Council review the health and fitness programs at the Colac Aquatic and Recreation Centre and consider changes to increasing the financial returns to the centre from this arrangement. (Link to feasibility Study).	Ongoing	Ongoing staff and budget requirements
		20	General Indoor Stadium Strategy	Council recognise the important local role Lavers Hill and Apollo Bay stadiums provide as local training venues for clubs and residents.	Adopted	Nil
		21		In line with this role, Council consider providing in its 1989/99 budget an annual maintenance grant to assist these facilities being kept up to a safe and useable standard.	Council contributes financially to both annually.	\$5,000 annual to both.
		22		Council to, in future, support school stadiums as local training venues and the Colac Aquatic and Recreation Centre as the main regional competition venue.	Adopted	Nil
		23		Council support improved co-ordination for indoor courts and authorise the Arts Recreation Development Officer to convene a group of stadium representatives (including schools) to meet regularly to discuss issues of mutual interest and concern.	Not implemented	Nil
		24		Regional Indoor Stadium Strategy	Council agree in principle that the Colac Aquatic and Recreation Centre is the most viable location for a regional indoor stadium centre and priority should be given to this site for construction of more indoor courts.	Masterplan Undertaken no further action.
		25	Council provide funding and apply for a sport and recreation grant (\$1 for \$1) for a feasibility study to		Not undertaken.	Further investigation required to viability and

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				determine the viability of developing a regional indoor sports court as an extension to the Colac Aquatic and Recreation Centre. The Feasibility Study to investigate location, usage projections, design and management options including the possibility of extending this facility to cater for main events (seating up to 1,000 people).	Colac College Masterplan completed which includes show court extension.	feasibility.
		26		Council invite Basketball, Netball and School representatives to be part of feasibility study project team to consolidate future indoor sport court resources to this site.	College Masterplan undertaken with all user groups consulted.	Nil
		27	Public Halls	Council acknowledge in principle the need to only provide funding assistance to viable, high use community facilities. In line with determining the status of each facility. All Public Halls Committees of Management be requested to provide council with annual budgets, usage reports and a plan to identify future use, hire opportunities and upgrading works needed to keep facilities viable.	Halls COM access Council Recreation Facilities Grants. Information provided annually to Council.	Refer Halls Maintenance Budget and refine Recreation Facilities Funding Program to omit maintenance works.
		28		Hall Committees to lodge with Council a plan for a five year maintenance strategy at each site by June 1998.	Not implemented.	Opportunity to link with Council's Asset Maintenance Program.
		29		Council establish a priority list of halls of useable standard that have a viable Committee, in strategic locations to cater for reasonable resident catchments and has a developed operational plan.	Not established.	Opportunity to link with Council's Asset Maintenance Program.
		30		Council endorse a review of surplus or unused public halls for possible reuse or sale with any funds generated from sales going into funding priority hall upgrades.	Review not undertaken.	Opportunity to link with Council's Asset Maintenance Program.
		31	Playgrounds	Council adopt the playground development strategy, as detailed in Section 2.3.1 and allocate resources to complete a playground inventory based on key play boundary areas.	Bi-annual independent audits undertaken.	Ongoing Recreation budgetary and resource requirements.
		32		From the inventory, play boundary data, children's	Regular audits	Ongoing budgetary and

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				residential DATA and suitability of each site, nominate the priority park in each area to be developed.	undertaken	resource requirements.
		33		Funding be provided for master/development plans for each of the priority parks and Council adopt a five year upgrade improvement plan for these parks.	Neighbourhood Renewal Project sourced funding and masterplan approach commenced	Ongoing Recreation budgetary and resource requirements.
		34		Council endorse a review of surplus or duplicated play areas (identified in the inventory) for possible re-use or sale with any funds generated from sales going into funding priority park upgrades.	Not implemented.	Ongoing Recreation budgetary and resource requirements.
		35		Council incorporate increased annual cyclic maintenance funds in annual budgets to keep upgraded playgrounds at a high safety and use standard.	2001 budget \$10,000 2005 \$35,000	Ongoing Recreation budgetary and resource requirements.
		36	Open Space/Pathway and Trails	Council to establish a taskforce with the Department of Natural Resources and Environment, Parks Victoria, Barwon Region Bicycle Council and other related authorities for review, monitor and further develop pathways and trails throughout the Shire and region.	Not activated.	Opportunity exists for increased participation on Barwon Regional Bicycle Committee and development of Colac Otway taskforce as recommended.
		37		Council consider future funding for the Regional Bicycle Plan Officer to work within the Colac Otway Shire on a part-time basis, in conjunction with the Shire's Arts and Recreation Development Officer.	Recreation Position developed Bicycle Officer position ceased	
		38		Council instigate township open space area reviews to highlight existing linear trails, features and future opportunities to link recreation areas together.	Colac Lake Masterplan only 'Open Space' study completed to date	Further specific planning required in consultation with key stakeholders and cycle taskforce.
		39		All future trail developments and existing path maintenance to ensure elderly/disabled access to enable improved access to points of interest and recreation facilities.	Accessibility included in pathway developments.	Project specific funding and resources required.
		40		Council prioritise and seek community involvement in developing township shared footways/trail.	Colac Lake Masterplan Small Town Masterplans.	Project specific funding and resources required.

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		41		Council's Art and Recreation Development Officer to investigate the need, viability and suitability for mobile skateboard facilities within the Shire, particularly in the Colac and Apollo Bay areas.	Permanent Skatepark facilities developed in Colac, Apollo Bay and Forrest.	Community interest in further development of skateparks. Further planning required.
		42	Foreshore/ Crown Land	Council support formation of a new communication group of foreshore/crown land managers to enable discussions on issues and future developments to be ongoing.	Council represented on Apollo Bay Kennett River Public Reserves Committee of Management.	Ongoing resource requirements through General Manager Infrastructure.
		43		Council seek to be represented on any planning groups considering future development or recreation use of inland lakes or waterways, in the municipality.	Represented.	Ongoing Officer resource requirements
		44		Council authorise Recreation Services to identify and review any current plans or schemes for inland lakes and waterways and that a summary be presented to Council on the review findings/recommendations.	Not formally implemented	To be included in 2006-2010 Recreation Strategy
		45		That Council seek the support of Foreshore and Crown Land Committees in a co-ordinated approach to open space planning and development and involve such groups in township plans, linear trains and park developments i.e. Meredith Park, Lake Colac future developments.	Council participation	Ongoing Officer resource requirements on a project by project need basis.
		46		Regional Playing Fields	Council provide funds to complete a feasibility, master plan, works schedule and funding strategy for the selection of a reserve to be the regional playing facility. Consideration given to Central, South and Western Reserves.	Premier Recreation Reserve – Central Reserve Masterplan.
		47	Council to test association and club response to the consultants recommendation of a site being developed as a future regional playing area and investigate costing and concept options for the long term development of this selected site as the regional playing field for the Colac Otway Shire.		As above.	Ongoing community club and organisation input required.
		48	Local Playing Fields/Courts	Council consider expanding its Committee of Management System to incorporate both urban and rural reserves and develop a timetable to create a	Refer Sustainable Regional Recreation Reserves Study	Ongoing budget and resource requirements. City Fees and Charges

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				consistent Shire wide management system for local playing fields.		Policy required.
		49		Rural Recreation Reserves Committees to provide Council with annual budgets and a plan to identify usage levels and future directions.	As above	Funding and resource requirements for Masterplans for each regional recreation Reserve.
		50		Committees to lodge with Council a plan for a five year maintenance strategy and level of Council support required.	As Above	Funding and resource requirements.
		51		Council Officers to continue to update the inventory listing of fields/courts of acceptable standards that have developed an operative plan, budget and potential contribution to further developments. Council consider these for future funding priorities.	As above and refer to 2004 Tennis Facilities Audit.	Tennis Audit implementation requires funding and resource allocation. Inventory of all Council reserves and courts to ascertain suitability required. Funding and resource requirements.
		52		Using the Leisure Facility Inventory, create assessment of the standards of each facility and develop priority upgrade schedule in conjunction with clubs and committees of management.	As above.	Funding and resource requirements
		53	Information and Communication Systems	Establish facility and program details for each township to assist in future planning and residents use.	Various	Ongoing resource and funding requirements.
		54		Council Recreation Services establish regular newsletters to inform clubs/organisations of seminars, workshops, events and club profiles/contacts. This newsletter to be circulated by Clubs and available at local outlets.	Club Network	Ongoing resourcing to Club Network or similar strategy.
		55		Council officers set up annual workshops/forums to train club and organisations regarding Committee roles and responsibilities, marketing and funding, etc Program grants should be sought to assist funding these sessions.	Club Network	Ongoing resourcing to Club Network or similar strategy.

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		56		Council Recreation Services convene forums for groups of similar interest to assist in improved communication and service coordination between such groups and Council. These to include: <ul style="list-style-type: none"> • Colac Stadium Group • Reserves and Halls Committees of Management • Public Land Management Groups. 	Club Network consistent, inconsistency for User Groups or Advisory Committee's like Central Reserve Users Group Central Reserve Users Group ad hoc).	Subject to resourcing, alternatively without Council Officer involvement.
		57	Events/Festivals	Council Recreation Services plan and attract major events to the region through reviewing current sporting events identifying opportunity for expansion and improvements and seeking club/organisation support to lodge regional bids.	Dedicated Events Unit established in 1999	Refer to Council's Events Manual drafted 2005 which formalises the process and provides a criteria for external event organisers.
		58		Council support co-ordination of tourism, cultural, sporting and arts bodies to take active roles in organising and presenting events and festivals.	Events Strategy 2006 will compliment procedures to date.	
		59		Council encourage organisers of events and festivals to take protective measures for the surrounding environs to minimise damage and residential effects.	Events Internal Referral system was developed in 2005 and implemented. This relies on individual Units ensuring that this criterion is met.	
		60		Council prioritise and review existing events and festivals to determine support for festivals considered to be providing high social, recreational and tourism benefits to the region.		
		61	Fees and Charges	That Council convene a meeting with Colac Urban based Clubs to discuss and evaluate the current reserves fees and charging system in line with the review issues listed in Section 3.12.1	Regional Fees and Charges Policy currently under development.	City Fees and Charges Policy to be developed.
		62		That Council test Colac Urban Club response to charging maintenance and charging systems under a new reserve Committee of Management system that is developed to provide equal assistance for all urban and rural areas.	As above	City Fees and Charges Policy to be developed.
		63		That Council Officers be authorised to conduct an internal review of the reserves fees and charges system in line with the issues raised for review in	As above	City Fees and Charges Policy to be developed.

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		64		section 3.12.1 That Council consider a future report on findings from the fees and charges review by February 1998 and adopt and put in place any proposed changes for the winter 1998 season.	As above	Regional and City Fees and Charges Policy to be developed.

Over recent years the Colac Otway Shire has undertaken numerous research and investigations which specifically relate to the provision of sporting and recreation facilities and opportunities. The following overview of these documents also identifies the future direction for these specific facilities or services:

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
Bike Strategy	June 1999 Parklinks and Ardarn Design Services	Planning, Education and Knowledge	Better co-ordination and understanding of cycling within Council and throughout the community. Improvements for cyclists through the inclusion of cycling strategies in the development of policies, briefs and standards. Council support Bicycle Education within schools.	No formal co-ordination of cycling within Council or with the community from Council. Various improvements undertaken subject to funding and Officer capacity. No direct link between Council and Bicycle Education in Schools.	Total funding requirement \$6.42m of which \$101,000 for activity programs, \$92,000 for on-road works and remaining \$6.3m for trail development. Note costings based on 1999 Bike Strategy. Lack of formal co-ordination of bicycle facilities/developments across the Shire and relations between cycle developments.
		Network Development	Proposed 135 km off road network including Colac circuit, Old Beechy, Great Ocean Road and Lake Colac Trails. All suburbs and residential areas to be bicycle friendly.	Old Beechy Line Rail Trail completed. Council responsible for continued maintenance. Ad hoc approach (Apollo Bay, Colac,	
		Bicycle Facilities	Improved facilities for cyclists at major destinations and throughout the network.	No co-ordinated approach	
		Activities and Information	Promote network and encourage cycling including promotion of events and maps.	Various maps developed on a project basis, no co-ordinated approach.	

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
Old Beechy Line Rail Trail Concept Report	Parklinks, Mark Reilly, Trevor Pescott and Ardarn Services June 2000	Concept Development	Proposed Rail Trail from Colac to Beech Forest (45 kms) following one of the State's former narrow gauge railway lines.	Rail Trail complete from Colac to Beech Forest. Opportunity for extension Beech Forrest to Crowes however no funding sourced at this time. Opportunity exists to link Beechy Line with other shared pathways/trails to develop regional networks and to be promoted as such.	External funding required for trail extension to Crowes. Opportunity to clarify Council's co-ordination of future trail developments Beechy Line Rail Trail Committee aim to source funding for Rail Trail extension to Crowes in 2006. Likely Council contribution requests. Lack of formal co-ordination of bicycle facilities/developments across the Shire and relations between cycle developments. Opportunity exists for further shared pathway development across the Shire to link with existing facilities and partner with other providers such as Parks Vic and Department of Sustainability and Environment.
Sustainable Regional Recreation Reserves Development Planning Study	Stratcorp Consulting	In summary: 1. Formalise agreements between Council and Committee of Management and Committee of Management and all reserve User Groups. 2. Develop a fees and charges policy for regional reserves. 3. Develop master plans for each reserve to steer future planning.		Regional fees structure currently being developed into Policy. Proposal to include Masterplan development for all regional recreation reserves.	Ongoing Officer and funding resource requirements to co-ordinate Reserve Master plans and implement Fees Policy
Premier Recreation Reserve Planning Study	Michael King and Associates	In summary: 1. Further to assessment Central Reserve identified as the Colac Premier Recreation Reserve. 2. Master plan to be developed to reflect future needs and development options.		Master plan continues to steer planning and development of Central Reserve.	Need for formal reinstatement of the Central Reserve Advisory Committee. Ongoing Officer and resource requirements.

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
Central Reserve Masterplan	Michael King and Associates and Mark Reilly	3.	Management and operation improvements, specifically through introduction Central Reserve user group Advisory Committee facilitated by Council.	Master plan adopted. Implementation reliant on external funds. Implementation commenced including room improvements, netball court development.	Need for formal reinstatement of the Central Reserve Advisory Committee. Ongoing Officer and resource requirements.
Colac Otway Tennis Facilities Audit	Tennis Victoria 2004	Active Club	Courts remain	Work plan developed in consultation with Clubs/Association.	Refer to the developed work plan with detailed costings and timelines. Ongoing Officer and funding resource requirements. Proposed Business Case for 2006/2007.
		Public Courts	Council action required.		
		Commercial Site	No Council responsibility		
		School Sites	No Council responsibility		
		Potential closures	For further consideration		
		Defunct Tennis Sites	Council action required.		
		Extinct Tennis Sites	Council action required.		
Colac Youth and Recreation Centre Access Audit	A 4 All 2005	The Audit identified current limitations and opportunities for improvement to address current building code requirements and occupational, health and safety issues.		Future Centre management and development is currently under consideration given the current lease agreement ceases on 31 August 2006.	No funding allocations have been secured. A feasibility assessment needs to be undertaken to ascertain the future management, maintenance and development of the Centre. Opportunity exists to source external funding.
Colac Youth and Recreation Centre Asbestos Assessment	2005	This assessment identified asbestos within the facility and includes a works schedule and quantity surveyor costs to remove asbestos and redevelop the building.			
Colac Youth and Recreation Centre Users Survey	2005	The purpose of this survey was to identify current user group needs, use and aspirations for the Centre. Findings indicated current facilities are inadequate, support for increased usage and the need for improved management, maintenance and facility development.			
G21 Sports Infrastructure Planning Study	Stratcorp Consulting	The draft report recommends regional facility opportunities as follows: <ul style="list-style-type: none"> - Coastal Walking Trail across the G21 region - Aquatic facility (CoGG) - Athletics complex (CoGG) - Hockey wet pitch (CoGG) - Soccer 4 pitch facility (CoGG) 		Draft Report currently out for community consultation across region closes 10 April 2006.	Yet to be determined.

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
		<ul style="list-style-type: none"> - Regional Boat Ramp (Surfcoast) - Multi-discipline target sports (COS) - Equestrian/Pony Club level facilities (CoGG) - Road cycling criterium course (COGG) <p>Recommendations specific to the Colac Otway Shire:</p> <ul style="list-style-type: none"> • Coastal Walking Trail • Multi-discipline target sports. <p>A copy of the recommendations have been included in this report refer Appendix</p>			
G21 Sports Development Planning Project	Stratcorp Consulting	<p>The draft report details numerous recommendations under the following generic issues:</p> <ul style="list-style-type: none"> • Volunteers • Junior development • Sports promotion • Club management • Funding • Sponsorship • Participant Recruitment and Retention • Resourcing to Support Clubs • Non-traditional competition <p>The majority of the recommendations are consistent with Council's and the Recreation Unit objectives and are able to be meet through existing resources. Some of the recommendations rely on partnerships across the region with LGA's and Leisure Networks. Council has the opportunity to assess specific projects or initiatives on an individual basis. A copy of the recommendations have been included refer to Appendix</p>	Draft Report currently out for community consultation across region closes 10 April 2006.	Yet to be determined. Given sports development is a key objective of the Recreation Unit it is likely funding and officer resources will be required.	
Council Plan 2005-2009		<p><i>Health, Recreation and Community Services work together to ensure that our community have communities to enhance their health, wellbeing and access to support services where needed.</i></p> <p>Specifically for Recreation (including Bluewater Fitness Centre) <i>The Recreation Unit provides strategic support to the community that ensures residents and visitors have access to high quality sporting,</i></p>		Ongoing Officer and funding resource requirements.	

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
			<p>recreation facilities and activities. This is achieved through the provision of the following services:</p> <ul style="list-style-type: none"> • Recreation policy development • Club organisation support and development • Project development and management • Facility and resource management • Recreation Strategic Plan development. 		
Small Town Master Plans	THA Landscape Designers		<p>Council through the Economic Unit engages THA to undertake the Small Town Master plans. These masterplans are funded through the Small Town Improvement Program (STIP) through Department for Developing Communities, with Council managing the funds with community input to the development of the masterplan. Specifically each township master plan includes various sport/recreation items/issues and these are detailed below:</p>	<p>Council have completed 9 Small Township Master plans and currently has one remaining to be completed. Council requires any further Small Towns Master planning to be driven by the community with the formation of a Progress Association or community group to instigate the project.</p>	<p>Opportunity for further input from the Recreation Unit into the Small Town Master plans to:</p> <ul style="list-style-type: none"> • avoid duplication of consultation and planning • ensure consistency of information specifically regarding facility audits and compliance • ensure new development specifically playgrounds are included in ongoing maintenance and audit schedules.
Barwon Downs	2006		<p>At the time of writing this report the Barwon Downs Master plan process commenced with Draft Master plan expected to be developed by April 2006.</p>	<p>Specific items for Recreation Planning include the Playground and Tennis Courts</p>	
Beeac Masterplan	2001	Community Park	<ul style="list-style-type: none"> • Redesign park to act as a multi functional space including hard court, playground, BBQ, open lawn area and defined planting areas. • Tennis Court improvements 	<ul style="list-style-type: none"> • Completed and consistent with Playground Audits • Retain court consistent with Tennis Facilities Audit and Workplan. 	
Beech Forest Masterplan	2004	Proposed Playground	<ul style="list-style-type: none"> • Propose development of playground 	<p>Funding to be sourced for new playground development and if developed needs to be added to Playground Audit and Maintenance schedule.</p>	<p>Funding to be sourced for new playground development.</p>

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
Birregurra Masterplan	2002	Birregurra Park/Playground	<ul style="list-style-type: none"> • Develop master plan for the site to rationalise facilities and vegetation. • Consolidate equipment to increase space for community activities. • Ensure playground compliance. • Formal pathways and park entrance. • Consult with youth regarding potential skatepark/BMX development. • Investigate opportunities to extend to park to the north. • Define and improve safe car parking. 	<ul style="list-style-type: none"> • Consistent with audit • Consistent with audit • Consistent with audit • Designs currently being developed by Community Committee 	Overall Masterplan required for the Community Park/Playground which could be funded through STIP.
Carisle River Masterplan	2004	Recreation Reserve Tennis Courts	<ul style="list-style-type: none"> • Retain oval for future sporting opportunities namely football or cricket or for other open space community needs. • Maintain court for tennis use. 	<ul style="list-style-type: none"> • Sustaining Sportsgrounds Planning study identified the need to retain for community open space and not maintain as a compliant playing field. • Tennis Audit classifies the Carisle Tennis Courts as defunct and recommends a site clean up to remove infrastructure. • Installation of playground fencing. 	<ul style="list-style-type: none"> • Retain as community open space only. • Remove infrastructure. • Funding to be sourced for playground fencing.
Cressy Masterplan	2001 Updated plan to occur 2006/07	Playground Recreation Reserve	<ul style="list-style-type: none"> • No recognition of existing but proposes new. • Retain and improve for Sheep Dog Trial venue • Tennis Courts no longer active 	<ul style="list-style-type: none"> • Community recently undertaken improvements to existing playground. • Regional Reserves Policy applicable and consistent. • Consistent with Tennis Facilities Audit, classified 	

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
				as defunct.	<ul style="list-style-type: none"> • Removal of infrastructure.
Forrest Masterplan	2001 to be reviewed in 2007	Tennis Court Playground Skatepark Walking Track Network Recreation Reserve	Retain Upgrade Develop <ul style="list-style-type: none"> • Improved signage to Reserve • Reserve surface and drainage improvements • Canteen extensions for future needs • Pathway between town and Recreation Reserve 	<ul style="list-style-type: none"> • Tennis Audit classifies the Court as an active site. • Consistent with playground audit • Completed • Refer Trail Headland Study • Consistent with Regional Reserves Policy 	<ul style="list-style-type: none"> • Funding to be sourced for ongoing maintenance and improvements • Ongoing playground improvement program • Ongoing Skatepark maintenance program. • Need for Bicycle Strategy Update • Ongoing financial contribution through Policy.
Gellibrand Masterplan	2004	Playground (Rex Norman Park)	<ul style="list-style-type: none"> • Relocate and extend playground 	<ul style="list-style-type: none"> • Community need 	<ul style="list-style-type: none"> • Funding to be sourced for playground extension and additions.
Lavers Hill Masterplan	2001	Outdoor Cold Water Pool Pathways	<ul style="list-style-type: none"> • Improve area as a water reserve for environmental appreciation, not a public swimming facility. • Develop pathways leading to and around the Lavers Hill Water Reserve. 	<ul style="list-style-type: none"> • No advancements to date 	Opportunity exists to improve shared pathway to/around the Water Reserve and extend existing pathway to the Melba Gully turnoff. Funding to be sourced.
Swan Marsh Masterplan	2001	Tennis Court	<ul style="list-style-type: none"> • Retain and repair • Include basketball ring • Develop fenced child play area (not a playground) 	<ul style="list-style-type: none"> • Tennis Audit classifies court as a potential closure. 	<ul style="list-style-type: none"> • Consistent with Tennis Facilities Maintenance Program
Apollo Bay Structure Plan	2006	Specifically relating to future recreation planning, the Draft Apollo Bay Structure Plan identifies: Objective <i>Encourage future recreation facilities to be located together with other community facilities in a central and accessible location.</i>		<ul style="list-style-type: none"> • Draft report currently seeking community input final report due June 2006. 	<ul style="list-style-type: none"> • There is consistency across the objective and strategies from the Apollo Bay Structure Plan and this Strategy. Further planning is required on specific items, that is

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
		Strategies	<ul style="list-style-type: none"> • Implement recommendations of the recreation study currently underway to meet the recreational needs of Apollo Bay, Skenes Creek and Marengo. • Explore opportunities to provide additional public open space and space for children's play away from the foreshore within residential areas. • Provide recreational facilities to meet the needs of the permanent youth population. • In the provision of new playgrounds or refurbishment of existing playgrounds, ensure that some play equipment is provided for all abilities. • Ensure the retention and improvement of health and community services and facilities in the area. • Support and promote the role of the Mechanics Institute as a key cultural facility for Apollo Bay. • Continue to investigate alternative sites for the relocation of the pony club and ensure the continued availability of this foreshore land for public open space purposes. • Support an alternative location for the golf course away from Point Bunbury in the foreshore reserve. 		siting of Pony Club , Golf Course and new playground developments. Other specific strategies that is retention and improvement of health and community services is beyond the scope of the Recreation Strategy however opportunity exists for current services provided by the Recreation Unit pertaining to recreation access, club development and promotion to continue.
Colac Structure Plan	2006		At the time of writing this report an Issues Paper was developed further to consultation and previous research undertaken by the project consultants. It should be noted that key recreation elements will be included in the final reports for both the Apollo Bay and Colac Structure Plans.		
Municipal Strategic Statement	2006		Included in Council's MSS will be a key statement relating to Council's commitment to the provision of public open space and high quality recreation facility provisions. This will also be reflected in Council's Planning Framework.		
Development Contributions Plan	2006		<p>Within the Guidelines for including infrastructure in a DCP items of pertinent connection to recreation include:</p> <p>Existing Infrastructure</p> <p>A DCP cannot include existing infrastructure that was wholly funded through general taxes or rates. It is only possible to use a DCP to recover the costs of providing existing infrastructure or to charge for excess capacity in an existing infrastructure item if:</p> <ul style="list-style-type: none"> • The infrastructure was already included in a previous DCP • Full or partial recovery of costs was already planned when the infrastructure was originally provided. <p>Open Space Projects</p> <p>Projects associated with the acquisition or development of open space can be included in a DCP. However, a project to be included in the DCP cannot be funded by levies imposed under either the Subdivision Act 1988, or the Planning Scheme.</p>		

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
			<p>Development and community Infrastructure Infrastructure projects can be classified either as development infrastructure or community infrastructure. The distinction is important because:</p> <ul style="list-style-type: none"> • There is a maximum development contribution levy that can be charged for community infrastructure • The timing of the payment of each levy is different • The person who pays the levy may be different • The process for collection is different. 		

PUBLIC FORUMS

The following is a record of the information raised at the five Public Forums held. This information has contributed to the development of the 2006-2010 Colac Otway Recreation Strategy.

• **COLAC FORUM**

Facilities

- Should be more money for regional clubs, less for Colac clubs, although money spent by the Shire was wisely spent.
- There are not enough facilities in town. Consequently the junior weekend competitions have to start too early and finish too late. Cricket is particularly poorly catered for.
- The Bruce Street tip site should be developed with this in mind. Tip site should be developed to hold 3 grounds: for cricket, football & soccer.
- Central Reserve needs upgrading. Specifically the toilets, lighting & change rooms need urgent improvement. Central reserve needs to be developed, to become a central, showpiece facility. It is not big enough at present.

Tennis

- Tennis membership base is insufficient. Junior participation is adequate but seniors need a boost.
- The Colac Lawn Tennis Club courts need lights, so a mid week night competition can be run.
- More needs to be done for maintenance of tennis courts across the Shire; two of the tennis courts need resurfacing.
- A transition competition is needed, between juniors as seniors. 15 year olds are playing in the senior competition and they do not have the skills.

Netball

- Colac's Eastern Reserve currently has seven outdoor netball courts and it is predicted that eight will be a Netball Vic requirement to host future netball tournaments.
- Blue Water Fitness Centre Stadium needs a third court to be made into a show court. This would encourage spectators and interest in the various sports that is netball, basketball, badminton, volleyball.

Hockey

- Primary and secondary hockey players practice together because of a lack of coaches. Hockey struggles for numbers, because the primary kids are discouraged by having to play with secondary kids.
- Ground maintenance is also a significant issue.
- Hockey players have inadequate change rooms.

Botanical Gardens

- Colac Botanic Gardens need lights at the barbeques.
- More community activities need to be organised at the Botanical Gardens.

Sports Administration

- The area needs a sports administrator to be appointed (as a paid position) to cater to a number of sports and sporting clubs. The levels of expertise required to run a community sporting club is frightening volunteers away. Administration worries are mainly in the area of Occupational Health and Safety and insurance.

Soccer

- Soccer is growing rapidly and appropriate facilities need to be established to cater for this.

Heated Pool

- It may be a pipe dream, but Colac needs a hydrotherapy pool. This was agreed on by several of the participants.

What Does the Shire do Well?

- Good with facility provision.
- Good with insurance.
- Good with parks and gardens.
- Open door policy with Shire widely appreciated.
- Recreation Co-ordinator and Councillors always available.

Shire Priorities

Listed in priority order as identified by participants:

1. Facility maintenance and upgrade
2. Sport administration assistance for clubs and sport organisations
3. Promotions
4. Coaching courses (supported by a small number)
5. School holiday programs (supported by one)

• BIRREGURRA FORUM

Facilities

Birregurra's main priority was the recreation reserve. This reserve caters for football, netball and tennis. There is a significant soil problem at this venue; the surface of the football ground was described as a huge problem. Cricket had not been played at this facility for 4-5 years due to poor surface; however the local team could be revived if the playing surface was adequate.

The situation is exacerbated by water issues. It seems the reserve is not allocated enough water and support is needed from Shire to approach Southern Rural Water.

It was felt that the Birregurra facilities were disadvantaged because of their location. In Colac a lot of maintenance work was done by the Shire, whereas in Birregurra, physical work was done by volunteers.

The club rooms and change rooms at the Birregurra Recreation Reserve need a significant upgrade. The facility should be knocked down and rebuilt from scratch. Toilet facilities are pathetic and are a block to the hosting of any significant event.

There is also a huge sewerage problem, where overflow often occurs from main facility.

A recreation master plan needs to be developed to cater for all 5 of the Recreation Reserve's user groups.

First priority was the facility and second priority on ground surface.

Skate Park

- Assistance from Shire is needed to obtain a grant for construction. \$10,000 has been raised to which Council have contributed \$1,000 to undertake skatepark designs. The Committee are currently working with a Skatepark Designer to develop draft designs for consideration by the community and Council.

Sports Administration

- Help needed in paperwork for applying for grants, sponsorship proposals, legal/commercial documents. A small group of volunteers runs a large group of sporting clubs and paperwork is overwhelming and the volunteers struggle to keep up.

Sports Clubs as Crèches

- Not enough parent involvement, parents drop kids off and leave hence using the club as babysitters. This problem had been partly overcome by allocating parents to duties, and then informing them of this allocation.

Shire Priorities

- Facility maintenance and upgrade (facility and ground surface), and the development of a skateboard park.
- Sport administration assistance for clubs and sport organisations.
- Promotions.
- Indoor facility, multipurpose

• GELLIBRAND FORUM

Gellibrand's overriding priority was the development of a set of written policies and procedures for facility development. A better way of managing these projects is needed. Set roles, guidelines and communication procedures are needed.

Football / Netball

- Shire input on the development of the new football/netball clubrooms was insufficient as there were no guidelines. Although the Shire was held responsible, participants agreed that there were faults on both sides.
- Unanticipated demands caught the community by surprise as there were no guidelines. There were rules and regulations that the community knew nothing about.
- Communication between builders, contractors, clubs, community, Shire (specifically the Recreation, and Planning and Environment Units) needs to be adequate and attendance at early stage meetings should be mandatory.

Tennis

- Tennis was one of Gellibrand's more significant sports.
- Identified priorities for tennis were
 - new clubrooms
 - new toilets
 - resurfacing of second court
 - proper drainage
 - a new court perimeter fence
- Coaching clinics were also a high priority, specifically getting professionals in.

Netball

- Drainage was a higher priority, as netballers played in winter and this was when it became a major flooding problem.

Sports Administration

- The need for sports administration assistance was supported. However there was a concern about volunteers feeling their toes would be trod on.
- An administrator's help in applying for funding would be particularly important.
- Paperwork and legalities are increasingly scaring volunteers away, some kind of training for volunteers was suggested. Shire currently trains volunteers but need to do so in greater depth.

- It was also suggested that a pro forma needs to be developed to outline the responsibilities of all committee members

Sports Clubs as Crèches

- Not enough parent involvement, parents drop kids off and leave hence using the club as babysitters.

Coaching

- in each sport are needed to come back to the grass roots level and conduct coaching clinics to ensure future participation and survival.

APOLLO BAY FORUM

Facilities

- Facilities were again a priority, but there is some strong feeling for the integrating of sports facilities. This idea, though it received a lot of support, does not seem to be all that well thought through, as, even among the forum participants, the belief was that the football ground should be kept, and that this ground is not big enough for a combines sporting facility that would cater to a number of sports.
- An indoor heated pool is needed. It is a high priority for the town.
- It was suggested that town assets, such as the recreation centre and youth club, could be sold to fund new multi-use facility. A multi-use facility could be used to provide something for everyone, many facilities can be shared such as change rooms and toilets. The Youth Club Committee has rejected the idea of a joint multiuse facility, waiting for them to change mind but bowls club has shown support.
- It seemed to the researchers that community consensus, on what a long-term facility plan should prioritise was going to be difficult to reach.
- Better availability of all sports for children is needed.

Sport Administration

- A recreation or sports administration officer is needed in Apollo Bay, in a full-time position. This position would have two main roles. 1. Administration type role helping with writing submissions and 2. A hands-on role to help with organisation.
- Sport often turns into a crèche for children, as parents just drop them off and leave. Things need to be done to encourage parent involvement such as keeping them informed of what's happening, or having a coffee machine inside the clubhouse or offering programs for parents to participate.
- Clubs are too reliant on volunteers, some things need greater expertise.
- Parents are too busy and there is a shortfall of volunteers as a consequence.
- After 1-2 yrs volunteers become burnt out and often leave the clubs completely.

Sailing

- The sailing club wants to be a stand alone club with little infrastructure, as buildings cost money to maintain. Does not want to increase membership,

Netball / Basketball

- Major works need to be carried out at the Apollo Bay Leisure Centre, where basketball and netball is played. Priorities include fixing the leaking roof.
- Priorities at the netball courts at the recreation reserve include the creation of change rooms and showers, creation of a first aid facility, resurfacing the courts, pole removal and the creation of a spectator shelter. Having a poor facility means poor participation. It was also noted that a recent announcement of funding would ensure court resurfacing and lighting improvements specifically for netball and tennis at the Apollo Bay Recreation Reserve.

- Once funding submissions are rejected or unsuccessful feedback is needed to know where the application went wrong or where we are in the line and how long the wait will be so Clubs can seek funds elsewhere.

The Surf Life Saving Club

- The SLSC has increased greatly in members over a short period due to affiliations with the Apollo Bay P-12 School and the Nippers Program. It is estimated that membership has gone up 50%.
- More money is needed for equipment and to support the VET and VCAL programs that are enabling youths to attain Surf Bronze and train to gain employment as Apollo Bay Pool Lifeguards.

Apollo Bay Community Outdoor Pool

- Need a new fence at pool to stop intruders and then be able to have a new pool cover to keep temperature warmer.

The Apollo Bay Foreshore

- The Shire has no great input but they still have a good relationship.
- The community feels a bit ignored, especially when compared to Colac. It seems everything Colac gets is what Apollo Bay wants. There is a feeling in the community that the Shire doesn't worry about the Apollo Bay foreshore, as they don't manage it.

Priorities

1. Upgrade of facilities
2. Need of administration assistance.
3. Coaching

What is Good About Recreation?

Communication and accessibility with Council's Recreation Co-ordinator is great. Holding forums such as this to enable an avenue for opinion shows that something is trying to be done.

Conclusions & Recommendations

The most significant conclusions to come out of this research were:

There was a widely held concern about the quality, maintenance and development of **facilities**. There was an evenly divided concern about new facilities, with group participants wondering about their and the Shire's role, and dissatisfaction with old facilities. A number of forum participants seemed frustrated because they did not know how to go about approaching the Shire, or government, to get assistance in either maintenance or new facility development.

Funding was the second most dominant concern, with a lack of knowledge about how to apply for funding being widespread,

The lack of **volunteers** that dogs Australia, because it is a volunteer based system, was notable in three of the forums. The overriding concern is that there are a small number of volunteers that fill a large number of roles, these volunteers are overworked by their club and under-trained for some of the more complex roles.

The solution was generally seen to be for the Shire to appoint a **sports administration** expert that would be available to help all sport and recreation organisations in each community. There was widespread agreement that a sports administration expert was

needed in all communities in the Shire. This person would have expertise in the legal, commercial financial and governance issues of club administration.

**RECREATION STAKEHOLDER SURVEY
2006**

This survey will assist the Colac Otway Shire in its recreation planning. The research to be carried out by the University of Ballarat, and all information will remain strictly confidential.

1. Where is your club/organization situated?

Town/City/area	Postcode

2. Please indicate below you membership/user numbers, and the percentage breakdown of males and females

	males	females	
Less than 25			a
25-50			b
51-100			c
101-150			d
151-200			e
Over 200			f

3. What time of year does your club/organization use your facility (tick all relevant boxes)?

Summer.	1	Winter	4
Autumn.	2	Spring.	5

4. Please indicate the type of facility you mainly use:

Pool		a
Indoor stadium		b
Playgrounds		c
Open space/pathway		d
Foreshore/crown land		e
Ovals		f
Hard courts		g
Velodrome		h
Fields (hockey, croquet, bowls)		i
Other (please specify):		j

5. Please indicate the nature of your charges to members/users (tick all relevant boxes).

Yearly membership	1	Entry fees	4
Monthly membership	2	Other (please specify)	5
Social membership	3	_____	

6. Please rate quality of the following components of your facility or venue, using the scale below:

1	Very Poor	4	Good			
2	Poor	5	Very Good			
3	Neutral	6	Not Applicable			
Ovals, Tracks, Pitches & Fields	1	2	3	4	5	N/A
Fences	1	2	3	4	5	N/A

Change rooms	1	2	3	4	5	N/A
Practice wickets	1	2	3	4	5	N/A
Boundary lines	1	2	3	4	5	N/A
Scoreboards	1	2	3	4	5	N/A
Pools	1	2	3	4	5	N/A
Nets/backboards	1	2	3	4	5	N/A
Other (please specify)	1	2	3	4	5	N/A
(a)	1	2	3	4	5	N/A
(b)	1	2	3	4	5	N/A

7. Please respond to the following statements, using the scale below:

1	Strongly disagree	4	Agree		
2	Disagree	5	Strongly agree		
3	Neutral	6	Not Applicable		
We get adequate support from the Colac Otway Shire					
1	2	3	4	5	N/A
We do get adequate information from the various support services eg. State Sporting Association, State Government, Leisure Networks etc.					
1	2	3	4	5	N/A
We have ample opportunity for the promotion of our club/organisation					
1	2	3	4	5	N/A
Our club has ample opportunity for activity at our					

home facility					
1	2	3	4	5	N/A
We are confident about the future of our club					
1	2	3	4	5	N/A
Our membership in Club Network has assisted us with various aspects of the Club management and development					
1	2	3	4	5	N/A
Access to professional (financial, law, marketing etc) advice would assist in training our volunteers					
1	2	3	4	5	N/A
Our facilities adequately cater for our current needs					
1	2	3	4	5	N/A

8. Please indicate the days that your club uses its facility for training and competition:

	<i>Training</i>	<i>Competition</i>	
Monday			1
Tuesday			2
Wednesday			3
Thursday			4
Friday			5
Saturday			6
Sunday			7

9. Who maintains your facility?

Club		
contractor		
Council		
Other (please specify)		

10. Do you share you facilities with other regular tenants?

Yes		1
No		2

11. What is your tenancy agreement?

12. In what areas do you think the Colac Otway Shire could improve services or support for sporting and recreation groups?

13 What role should Council play in sport and recreation?

14. Please indicate your club's key challenges and proposed solutions:

14(a) Immediate Key Challenges (coming 12 months):

Proposed solutions:

14(b). Medium Term Challenges (1-3 years):

Proposed solutions:

13(c) Long Term Challenges (3 plus years):

Proposed solutions:

15. In what areas do you think the Colac Otway Shire could improve services or support for sporting and recreation groups?

CLUB SURVEY ANALYSIS

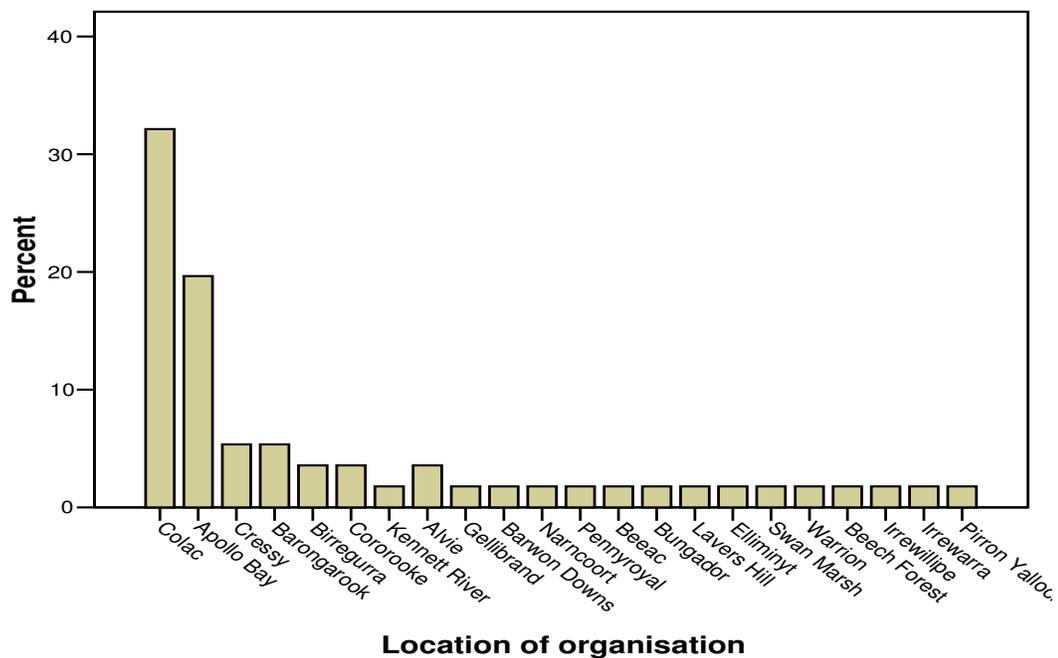
Results and Discussion

Location

It was found that:

- Approximately 32% of completed surveys were from Colac.
- Apollo Bay was the second largest survey collection area (19.6%).
- Cressy and Barongarook returned three surveys each (2%).
- Birregurra, Cororooke and Alvie completing 2 surveys each, all other towns returned 1 survey each (1%).

Location of organisation



Discussion

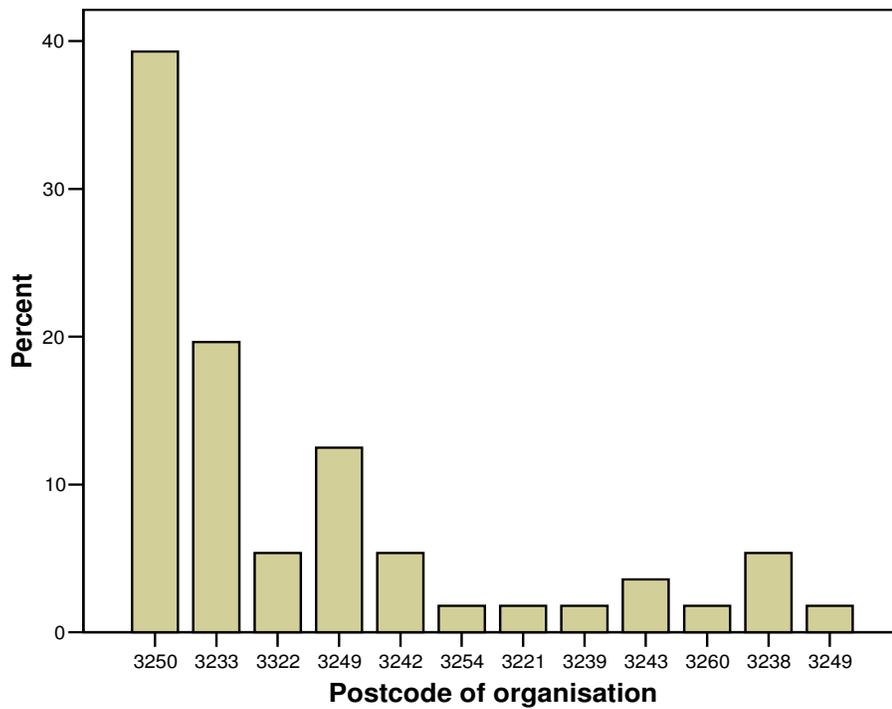
With over 50% of responses coming from the towns of Colac and Apollo Bay, it is to be expected that the information in the rest of this report reflects the interests and opinions of these two centres, rather than those of the whole Shire.

Postcodes

It was found that:

- The majority of clubs and organisations (approximately 39%) are situated within the postal region of 3250 which takes into account the Colac region.

Postcode of organisation

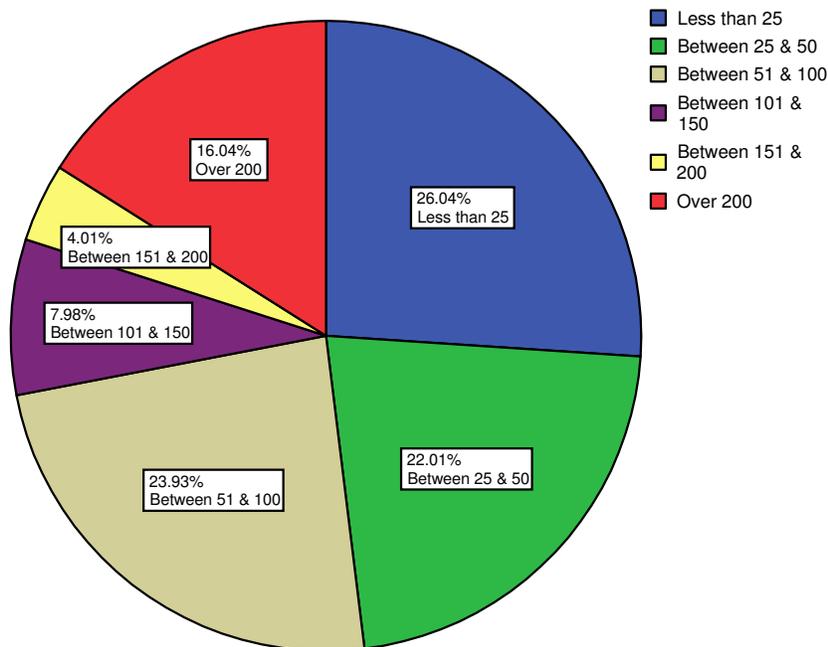


Membership

It was found that:

- Clubs with 100 or less members/users accounted for approximately 70% of responses.
- The largest single category of responses was from clubs/organisations with less than 25 members (26%).
- Clubs with over 200 members/users accounted for approximately 16% of responses.

Percentages of Users



Discussion

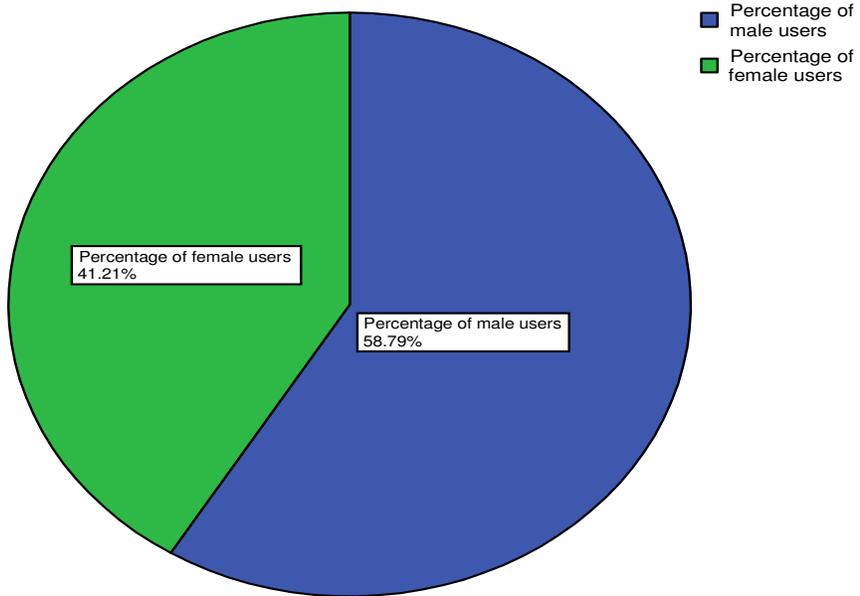
With approximately 70% of clubs having a membership of 100 or less, and approximately 20% of clubs having a membership in excess of 150, it is clear that the small clubs in the Shire are a significant component of the recreation scene.

Gender

It was found that:

- Approximately 59% of members/users of recreation clubs are male.
- Approximately 41% of members/users of recreation clubs are female.

Percentages of Male/Female Users

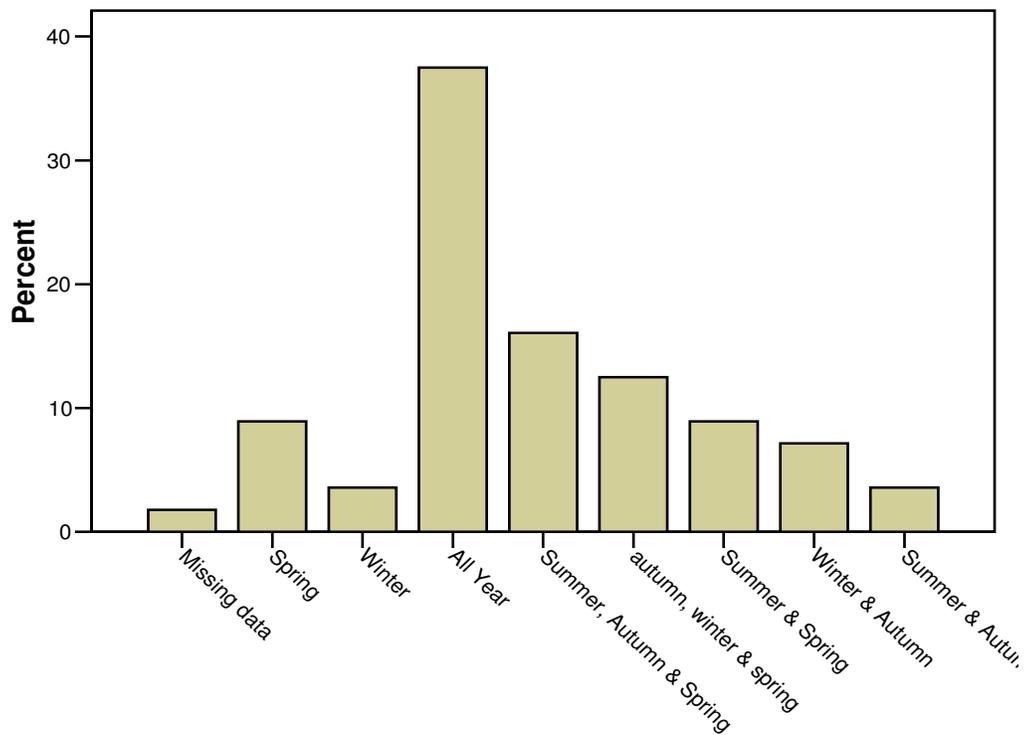


Time of Year of facility Use

It was found that:

- The largest single category of clubs/organisations was the category of respondents that use their facilities all year (approximately 38%).
- Approximately 42% of clubs/organisations do not use their facility in winter.

Time of year facility is used



Time of year facility is used

Discussion

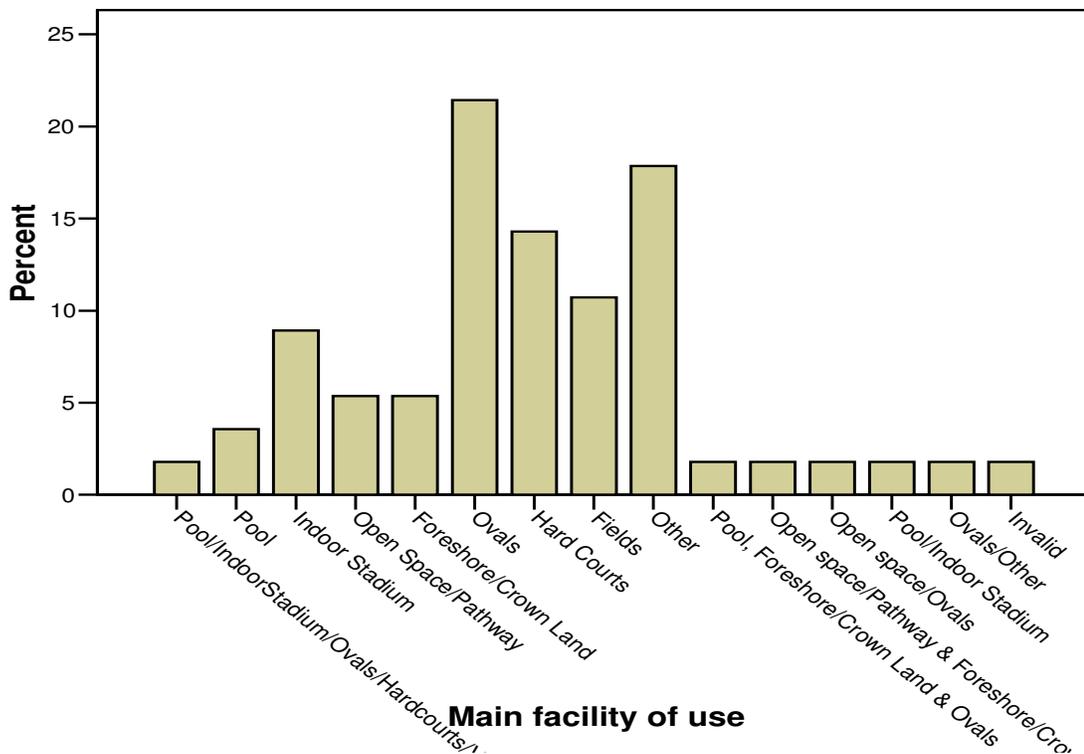
With approximately 66% facilities being used in summer and at least one other season, it is clear that summer is the commonest time of year for recreation facility use. Only 4% of respondents indicated that they use their facility only in winter.

Main Facility Use

It was found that:

- The largest single category of facility use was the users of ovals (approximately 21%).
- The second largest category was the users of “other” facilities (approximately 18%). These facilities included shooting grounds (4), clubhouse/rooms (2), halls (2), and the beach (2).

Main facility of use



Discussion

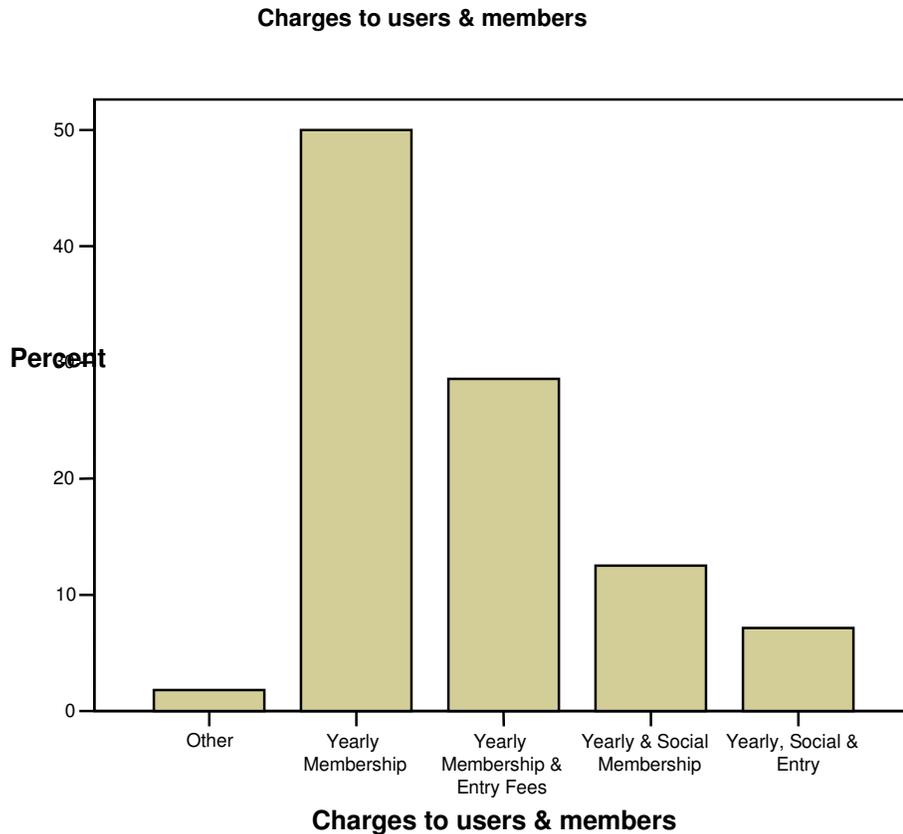
The above data on ovals may have confused respondents a little, in that there may have been some divergence in the interpretation of “field” and “oval”.

Although an accurate picture of the indoor/outdoor breakdown is difficult to assess, it appears that approximately 90% of the Shire’s recreation facilities are outdoor facilities, and 10% are indoor.

Charges to Members

It was found that:

- Approximately 50% of clubs charge yearly membership fees only.
- Approximately 29% of clubs charge yearly memberships as well as entry fees.



Discussion

All respondents indicated that their club/organisation charged yearly fees, and almost half of them charged some other form of fee as well.

There were a number of “other” answers listed for this question, these included:

- Yearly Junior Memberships
- Greens fees (per day)
- Court Hire
- Court Hire (Including racquet)
- Balls

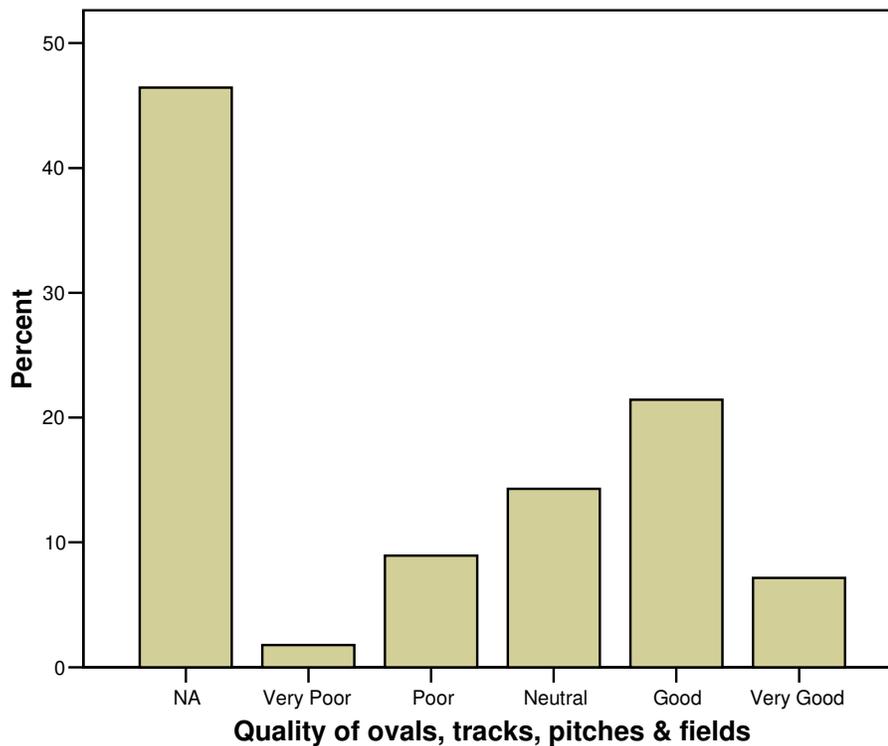
Quality of Facilities

Ovals, Tracks, Pitches & Fields

It was found that:

- Approximately 28% of respondents rated the quality of these facility components as good or very good.
- Approximately 14% of respondents rated the quality of these facility components as good as neutral.
- Approximately 11% of respondents rated the quality of these facility components as good as poor or very poor.

Quality of ovals, tracks, pitches & fields



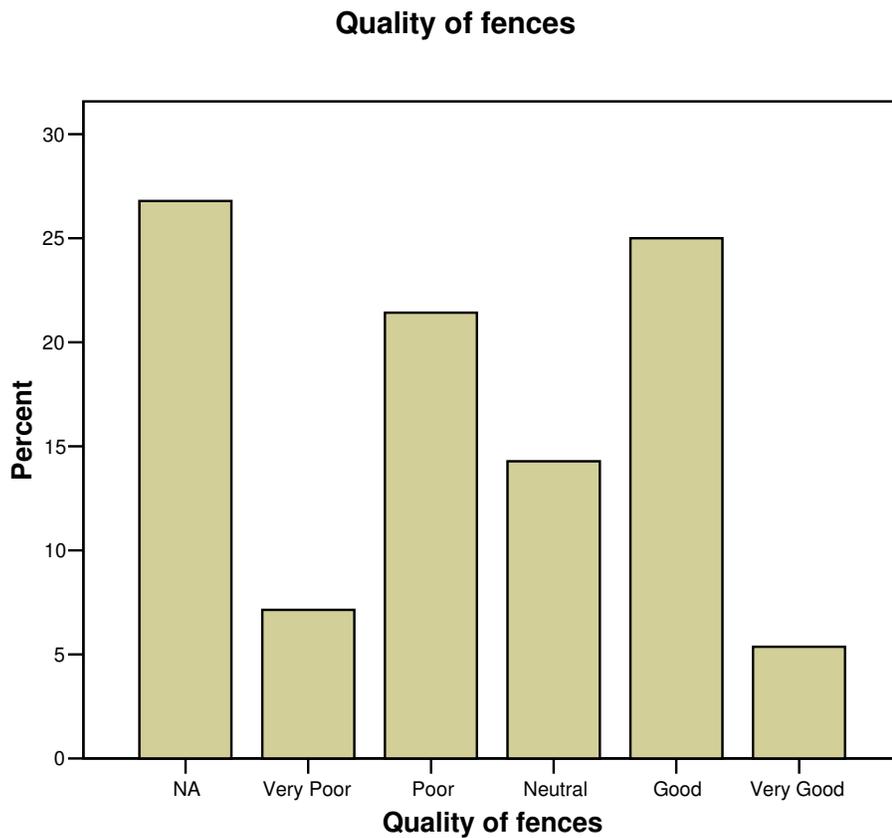
Discussion

There were 29 of the respondent clubs/organisations that use ovals, tracks, pitches and fields within the Colac Otway Shire (46% clubs answered N/A for this question). Of these 29 clubs there were more than twice as many that were satisfied than were dissatisfied on this component of their facilities.

Fences

It was found that:

- Approximately 30% of respondents rated the quality of fences as good or very good.
- Approximately 29% of respondents rated the quality of fences as poor or very poor.
- Approximately 14% of respondents rated the quality of fences as neutral.



Discussion

There were 41 of the respondent clubs/organisations that had fences at their facility (26.8% of clubs selected N/A for this question).

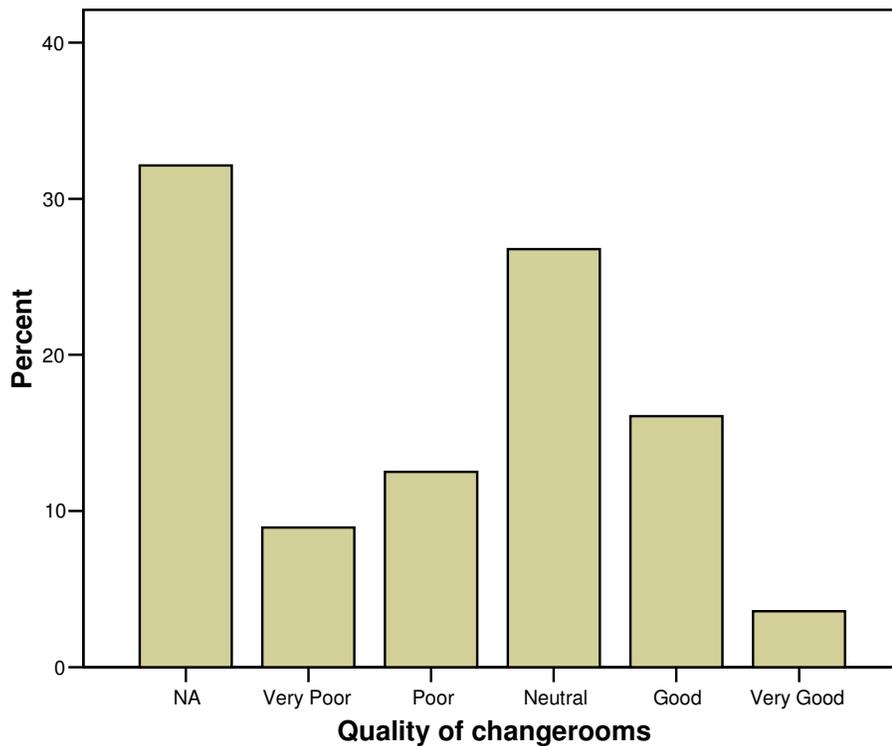
There was no statistically significant difference between the number of clubs that were satisfied and dissatisfied with this component of their facilities.

Change Rooms

It was found that:

- Approximately 27% of respondents rated the quality of their change rooms as neutral.
- Approximately 21% of respondents rated the quality of their change rooms as poor or very poor.
- Approximately 20% of respondents rated the quality of their change rooms as good or very good.

Quality of changerooms



Discussion

There were 38 of the respondent clubs/organisations that had change rooms in their facility (32.1% of clubs selected N/A for this question.).

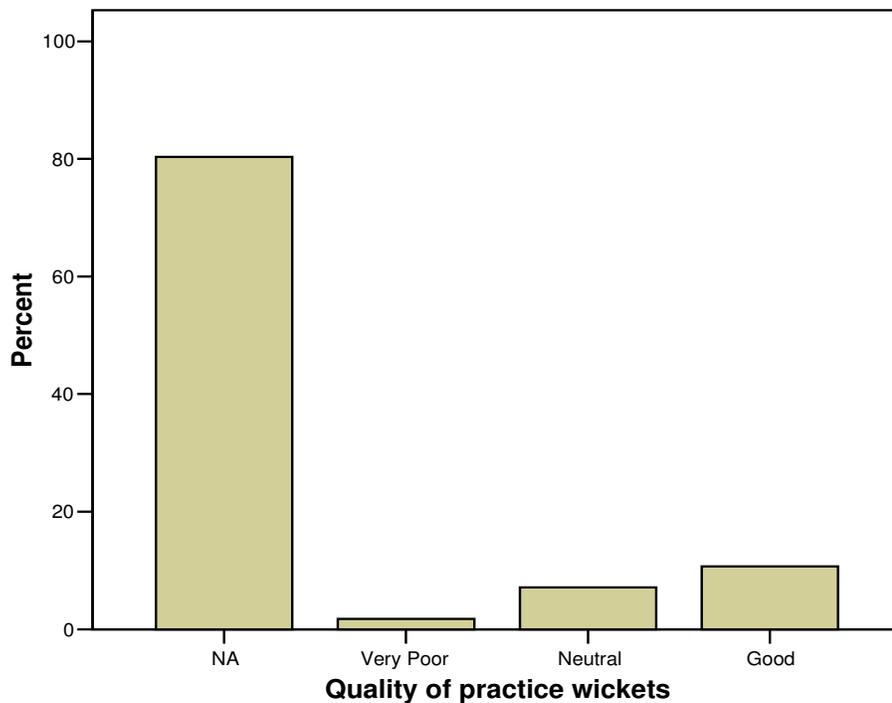
There was no statistically significant difference between the number of clubs that were satisfied and were dissatisfied with this component of their facilities.

Practice Wickets

It was found that:

- Approximately 11% of respondents rated the quality of their practice wickets as good.
- Approximately 7% of respondents rated the quality of their practice wickets as neutral.
- Approximately 2% of respondents rated the quality of their practice wickets as very poor.

Quality of practice wickets



Discussion

There were 11 respondent clubs/organisations that have practice wickets at their facility (80.4% selected N/A).

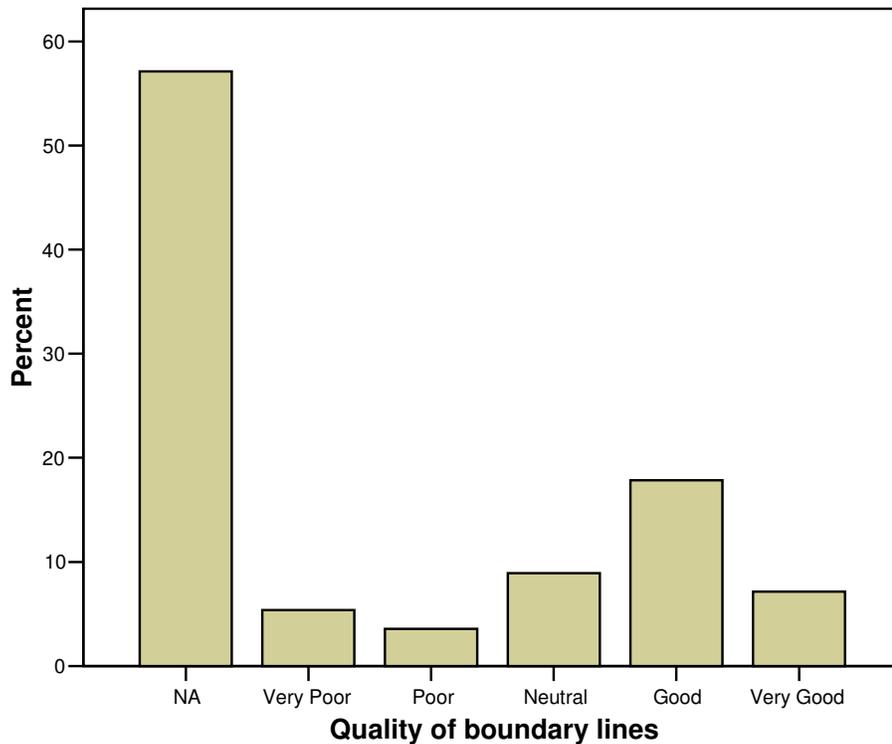
Respondents that were satisfied with their practice wickets outnumbered those that were dissatisfied by over 3:1. However, it should be noted that, of those that were satisfied with their practice wicket (six respondents), not one respondent rated it as “very good”. On the other hand, the one respondent that was dissatisfied with his/her practice wicket, rated it as “very poor”.

Boundary Lines

It was found that:

- Approximately 25% of respondents rated the quality of their boundary lines as good or very good.
- Approximately 13% of respondents rated the quality of their boundary lines as neutral.
- Approximately 9% of respondents rated the quality of their boundary lines as poor or very poor.

Quality of boundary lines



Discussion

There were 24 respondent clubs/organisations that have boundary lines at their facility (57% selected N/A).

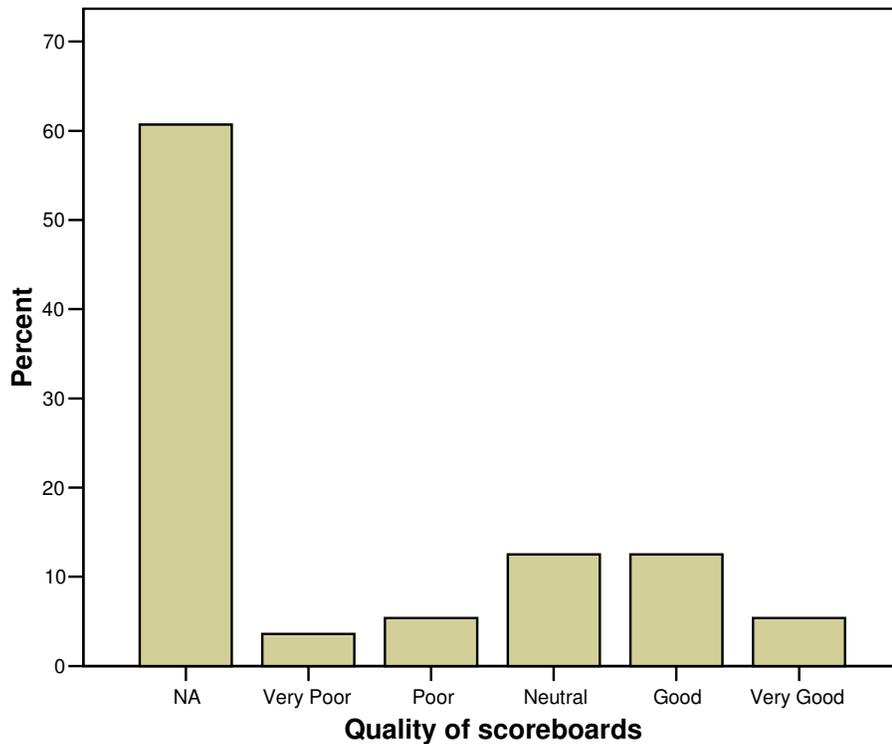
Respondents that were satisfied with their boundary lines outnumbered those that were dissatisfied by almost 3:1.

Scoreboards

It was found that:

- Approximately 18% of respondents rated the quality of their scoreboards as good or very good.
- Approximately 13% of respondents rated the quality of their scoreboards as neutral.
- Approximately 9% of respondents rated the quality of their scoreboards as poor or very poor.

Quality of scoreboards



Discussion

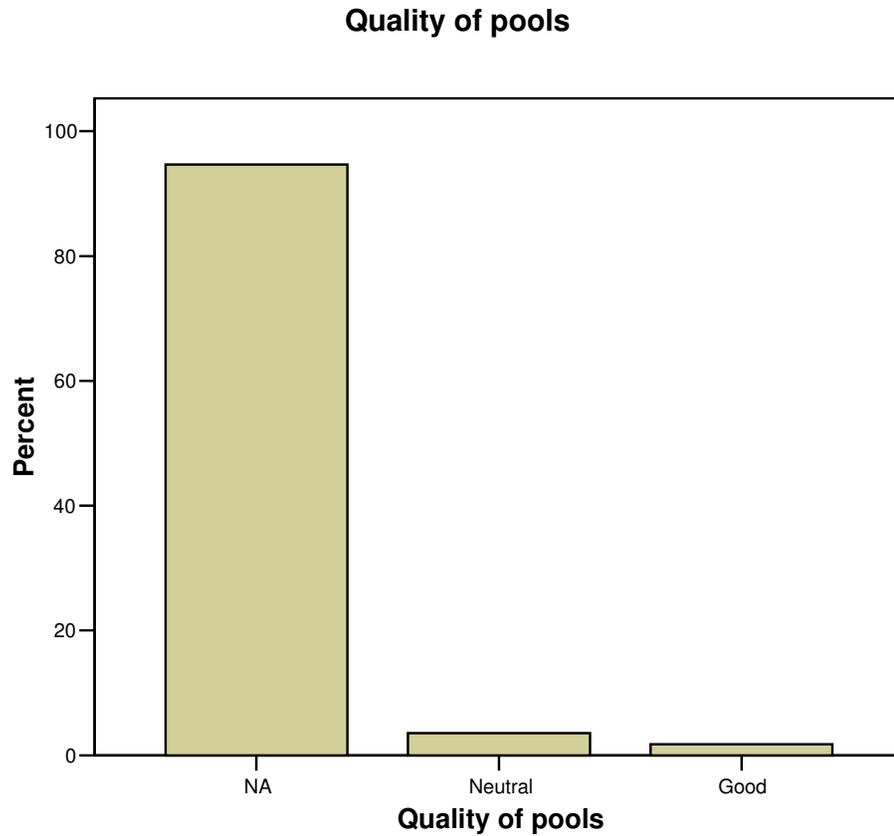
There were 22 respondent clubs/organisations that have scoreboards at their facility (60.7% selected N/A).

Respondents that were satisfied with their scoreboards outnumbered those that were dissatisfied by 2:1.

Pools

It was found that:

- Approximately 2% of respondents rated the quality of their pools as good.
- Approximately 4% of respondents rated the quality of their pools as neutral.
- No respondents rated the quality of their pools as poor or very poor.



Discussion

There were 3 respondent clubs/organisations that have pools as part of their facility (94.6% selected N/A).

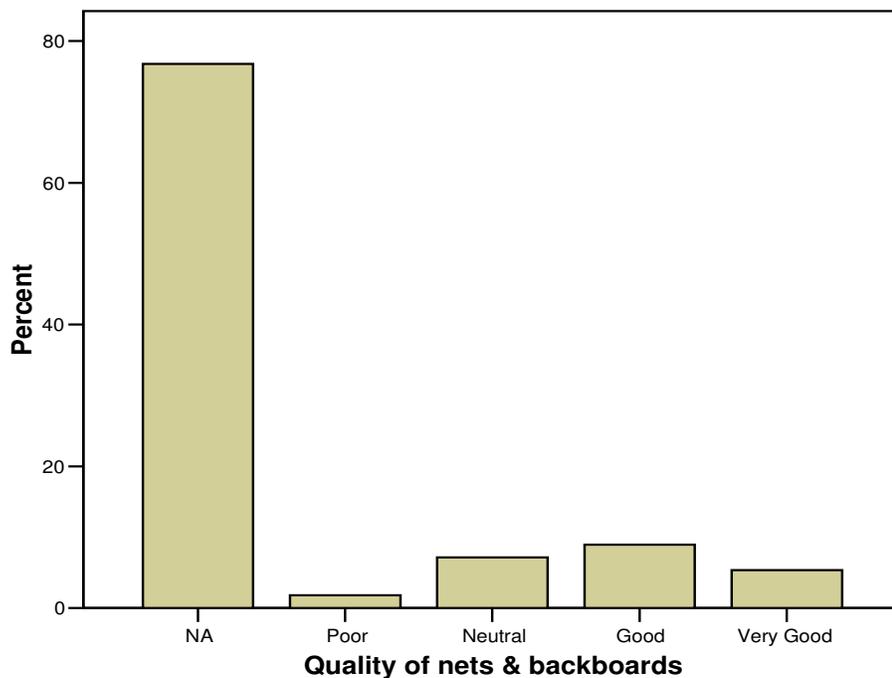
Two respondents were ambivalent about the quality of their pools, and one was satisfied.

Nets & Backboards

It was found that:

- Approximately 14% of respondents rated the quality of their nets and backboards as good or very good.
- Approximately 7% of respondents rated the quality of their nets and backboards as neutral.
- Approximately 2% of respondents (1 club/organisation) rated the quality of their nets and backboards as poor.

Quality of nets & backboards



Discussion

There were 33 respondent clubs/organisations that have nets and backboards as part of their facility (76.8% selected N/A).

Respondents that were satisfied with their nets and backboards outnumbered those that were dissatisfied by 7:1.

Other

There were a number of other answers given for this question, these include:

- Court surfaces (6)
- Toilets/Amenities (4)
- Hall (3)
- Greens (2)
- Kitchen (2)

Because there were such a variety of “other” facilities, there were no discernible patterns in these responses.

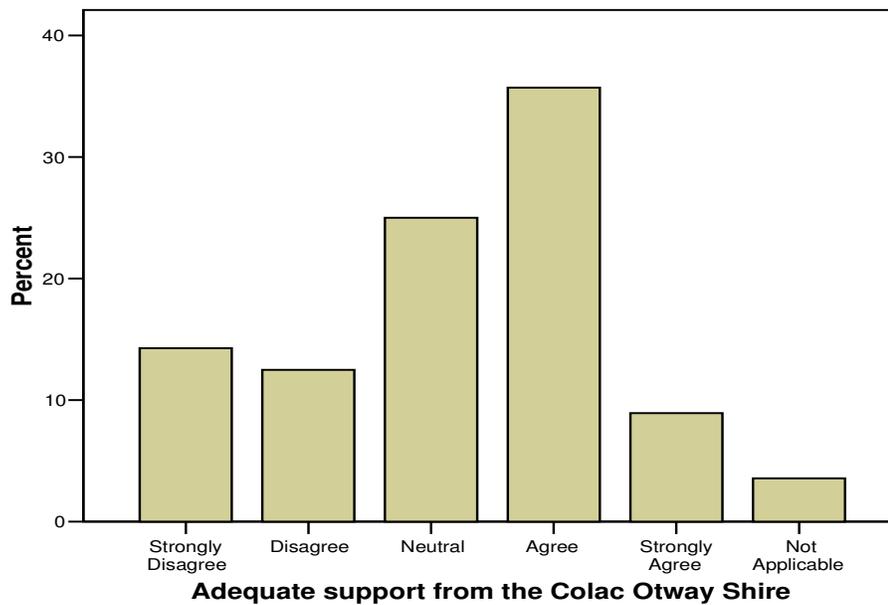
Satisfaction with Management & Marketing

Support from the Shire

It was found that:

- Approximately 46% of respondents were satisfied with the support that their club/organisation got from the Shire.
- Approximately 27% of respondents were dissatisfied with the support that their club/organisation got from the Shire.

Adequate support from the Colac Otway Shire



Discussion

Although it is pleasing to note that far more clubs were satisfied in this category than were dissatisfied, it is a concern that almost one in four clubs are dissatisfied with their support.

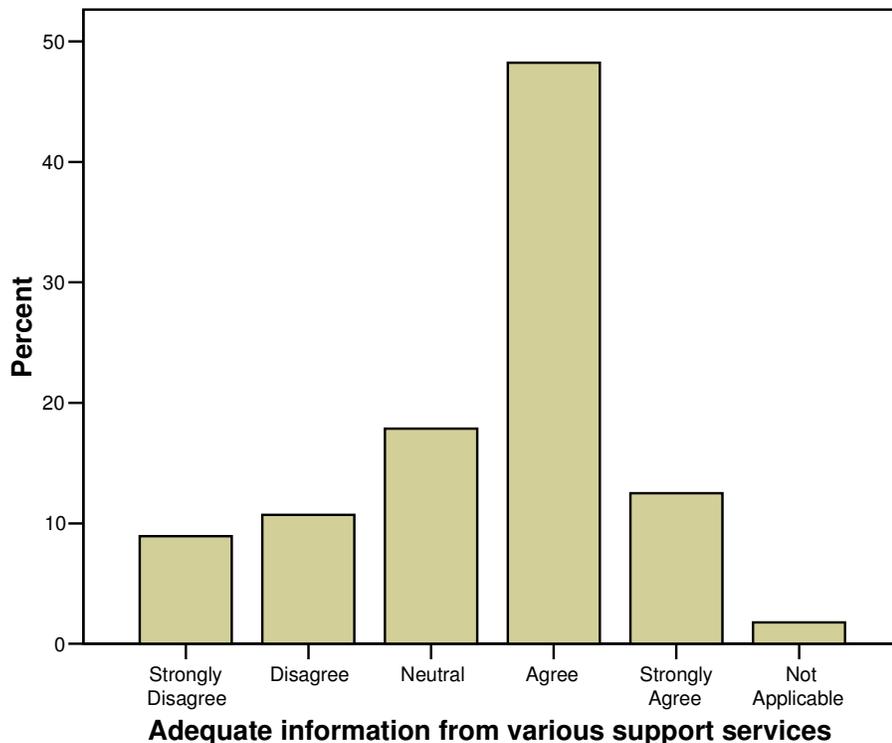
From the Community Forums that were held earlier in 2006, and from the open ended responses on the survey, the researchers concluded that the source of dissatisfaction was probably in the areas of financial assistance and maintenance.

Information from Support Services

It was found that:

- Approximately 61% of respondents were satisfied with the information that their club/organisation got from various support services.
- Approximately 20% of respondents were dissatisfied with the information that their club/organisation got from various support services.

Adequate information from various support services



Discussion

The level of satisfaction in this area was very high, with clubs that were satisfied outnumbering those that were dissatisfied by 3:1.

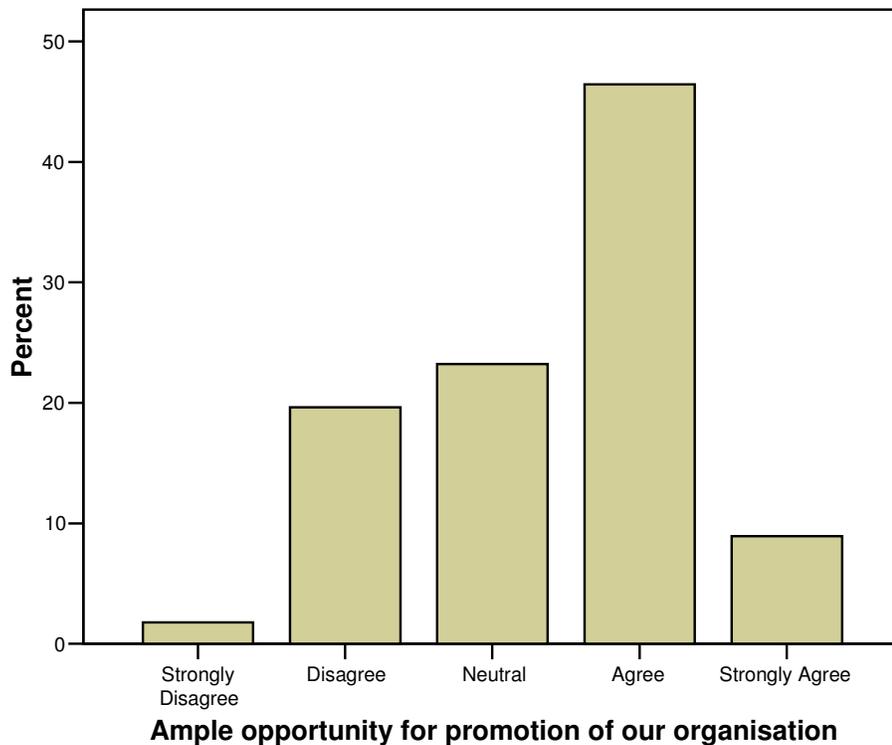
The researchers were not able to divine what the thinking was of the 18% of respondents that gave a "neutral" response to this question, but it seems reasonable to conclude that information from support services is not an area of significant concern for this group.

Promotions

It was found that:

- Approximately 55% of respondents were satisfied with the opportunities for promotion that their club/organisation had.
- Approximately 20% of respondents were dissatisfied with the opportunities for promotion that their club/organisation had.

Ample opportunity for promotion of our organisation



Discussion

The level of satisfaction in this area was very high, with clubs that were satisfied outnumbering those that were dissatisfied by a little less than 3:1.

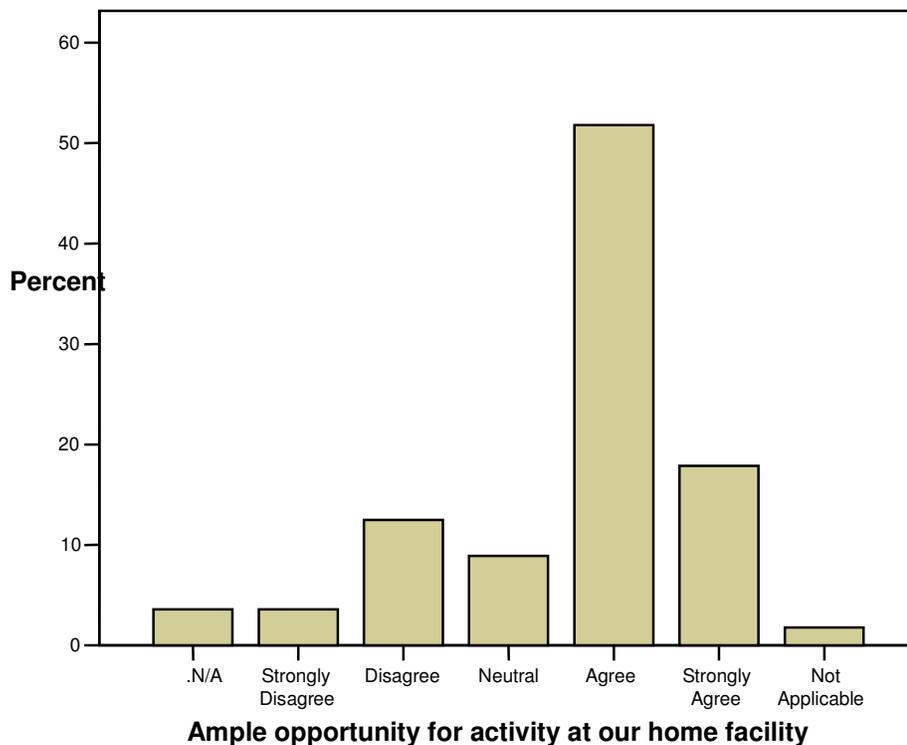
The researchers were not able to divine what the thinking was of the 23% respondents that gave a "neutral" response to this question, but it seems reasonable to conclude that promotion is not an area of significant concern for this group.

Activity at Home Facility

It was found that:

- Approximately 70% of respondents were satisfied with the opportunities for activity at the home facility that their club/organisation had.
- Approximately 16% of respondents were dissatisfied with the opportunities for activity at the home facility that their club/organisation had.

Ample opportunity for activity at our home facility



Discussion

The level of satisfaction in this area was very high, with clubs that were satisfied outnumbering those that were dissatisfied by over 4:1.

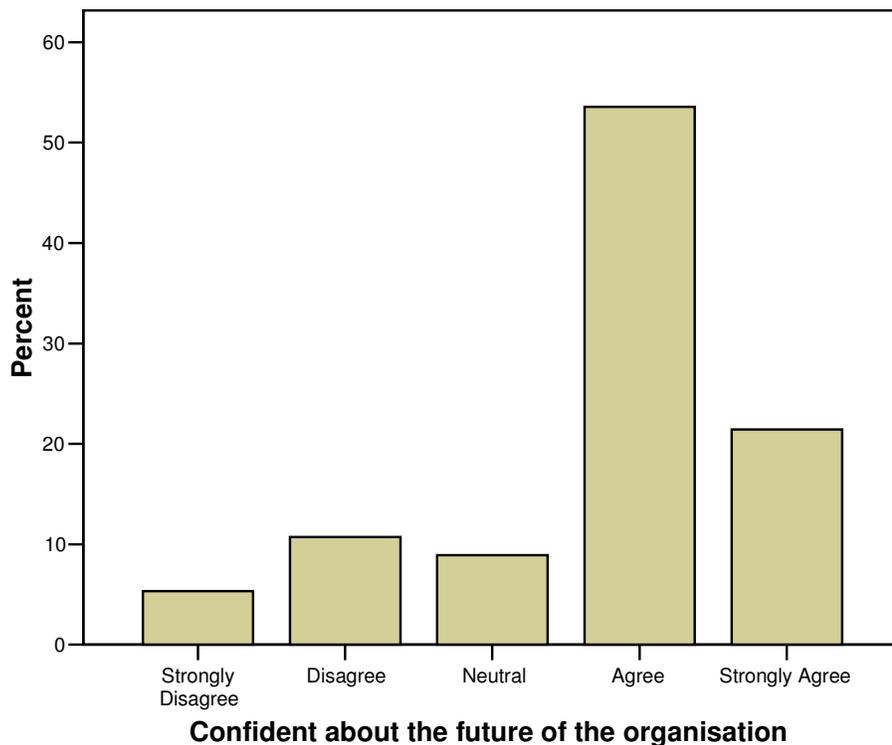
The researchers were not able to divine what the thinking was of the 9% respondents that gave a "neutral" response to this question, but it seems reasonable to conclude that opportunities for activity at the home facility is not an area of significant concern for this group.

Confidence in the Organisation's Future

It was found that:

- Approximately 75% of respondents were confident about the future of their club/organisation.
- Approximately 16% of respondents were not confident about the future of their club/organisation.

Confident about the future of the organisation



Discussion

The level of satisfaction in this area was very high, with clubs that were satisfied outnumbering those that were dissatisfied by over 4:1.

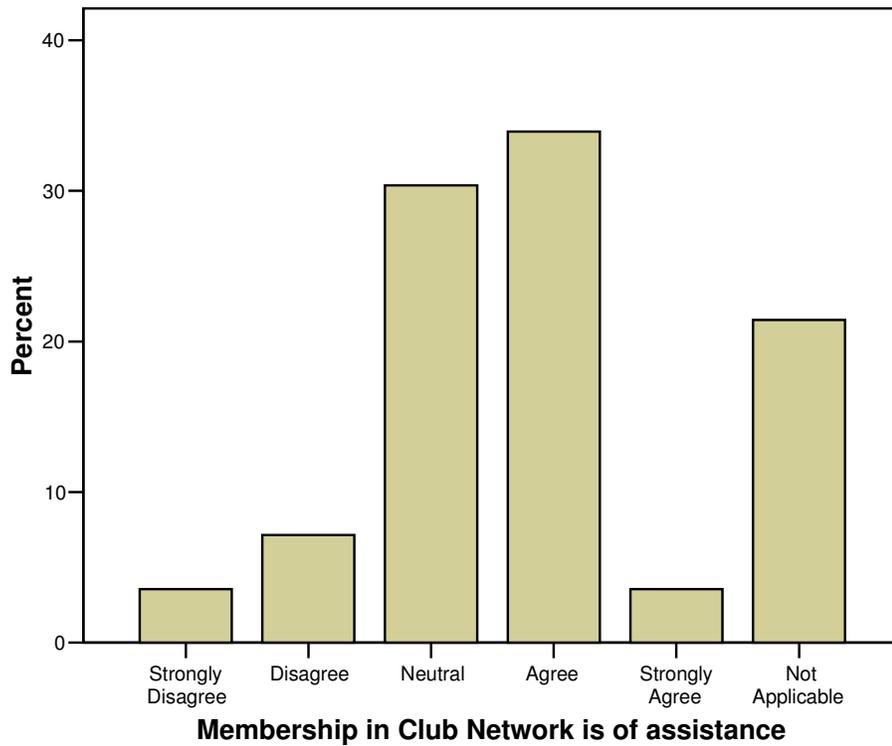
The researchers were of the opinion that the thinking was of the 9% of respondents that gave a "neutral" response to this question was that their club, although probably not in immediate danger, could not be all that confident about its future. If this assumption is correct, then approximately 25% of recreation clubs/organisations are not confident about their long term survival.

Club Network Membership

It was found that:

- Approximately 37% of respondents agreed that their membership in *Club Network* was of assistance to their club/organisation.
- Approximately 11% of respondents indicated that their membership in *Club Network* was not of assistance to their club/organisation.

Membership in Club Network is of assistance



Discussion

The level of satisfaction in this area was quite high, with clubs that agreed that *Club Network* was of value outnumbering those that indicated it was not of value by more than 3:1.

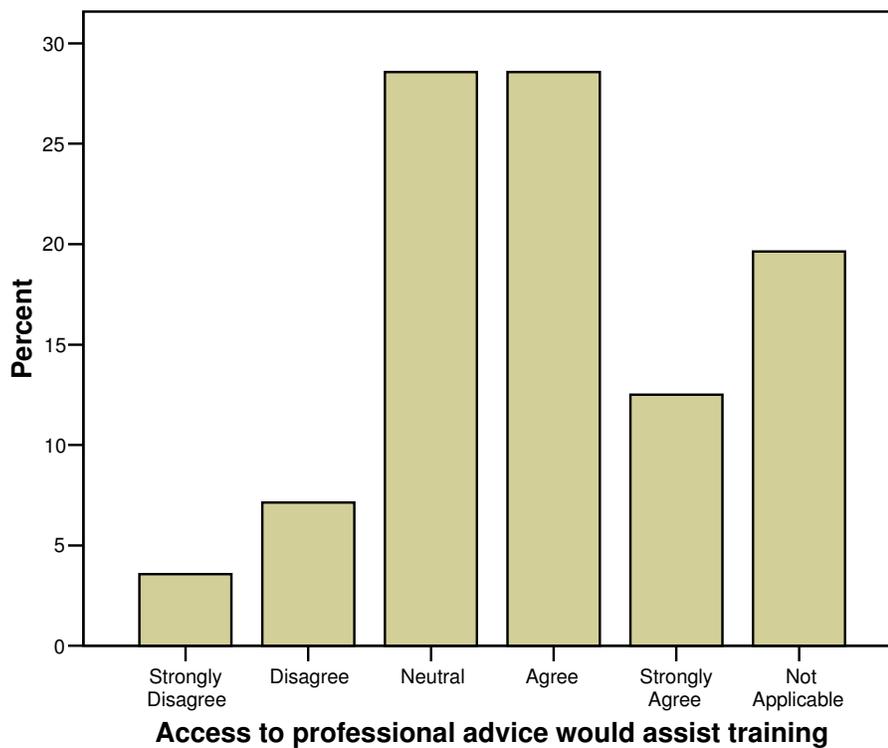
The researchers were of the opinion that the thinking was of the 30% respondents that gave a “neutral” response to this question was that their club got some assistance from *Club Network*, but that this assistance was not remarkable.

Access to Professional Advice

It was found that:

- Approximately 41% of respondents agreed that access to professional advice would assist in the training of volunteers.
- Approximately 11% of respondents indicated that access to professional advice would not assist in the training of volunteers.
- Approximately 29% of respondents were neutral on this issue.

Access to professional advice would assist training



Discussion

The researchers were of the opinion that the level of agreement on this topic was significant enough for the Shire to consider developing the relevant action plan.

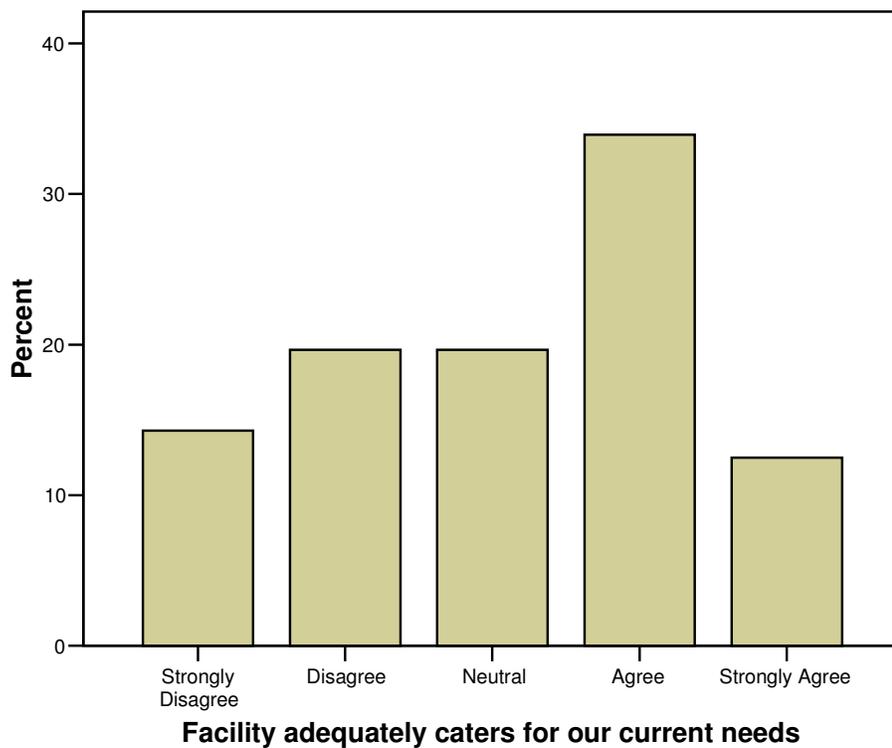
The researchers were of the opinion that the thinking was of the 29% respondents that gave a "neutral" response to this question was that their club could get some use from professional advisors, but they did not see it as a significant need.

Adequacy of Facilities

It was found that:

- Approximately 46% of respondents agreed or strongly agreed that their facilities were adequate to meet their current needs.
- Approximately 24% of respondents indicated that their facilities were not adequate to meet their current needs.
- Approximately 29% of respondents were neutral on this issue.

Facility adequately caters for our current needs



Discussion

The researchers were of the opinion that the thinking, of the 29% of respondents that gave a "neutral" response to this question, was that their club's facility could use some improvement, but they did not see it as a high priority. If this assumption is correct, then there are approximately 50% of clubs/organisations in the Shire that are not confident that their facility meets the needs of their club/organisation.

Training Days

The following table is an indication of the overall use of facilities for training.

Day	Training	No Training
Monday	23.2%	76.8%
Tuesday	30.4%	69.6%
Wednesday	39.3%	60.7%
Thursday	42.9%	57.1%
Friday	19.6%	80.4%
Saturday	17.9%	82.1%
Sunday	25%	75%

Discussion

From this table it can be seen that the order of popularity of training days is:

1. Thursday
2. Wednesday
3. Tuesday
4. Sunday
5. Monday
6. Friday
7. Saturday

Competition Days

The following table is an indication of the overall use of facilities for competition.

Day	Competition	No Competition
Monday	12.5%	87.5%
Tuesday	7.1%	92.9%
Wednesday	10.7%	89.3%
Thursday	16.1%	83.9%
Friday	16.1%	83.9%
Saturday	64.3%	35.7%
Sunday	35.7%	64.3%

Discussion

From this table it can be seen that the order of popularity of competition days is:

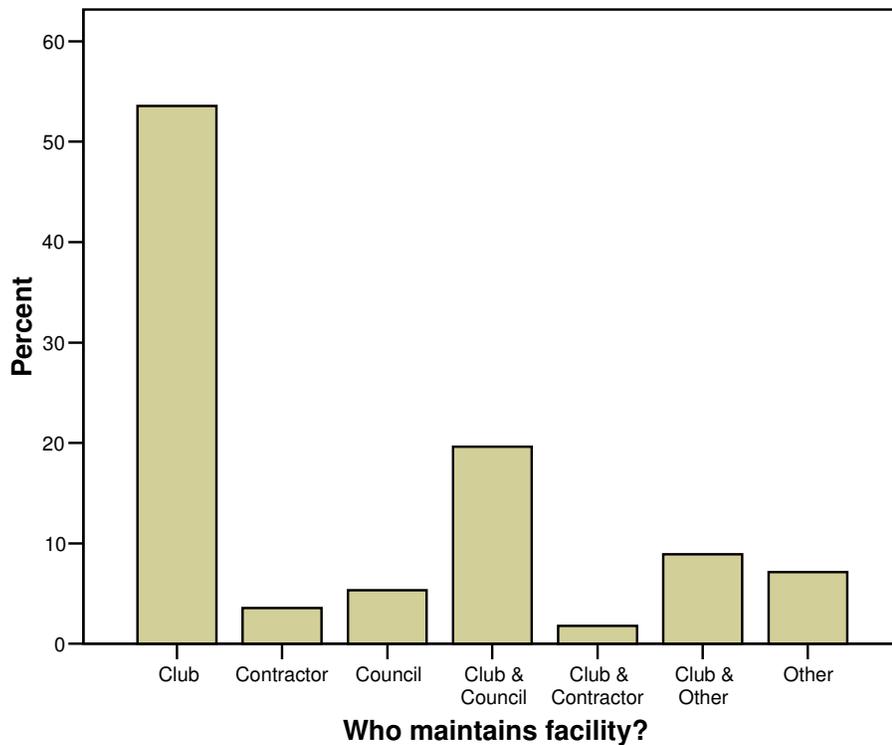
1. Saturday
2. Sunday
3. Thursday & Friday
4. Wednesday
5. Monday
6. Tuesday

Facility Maintenance

It was found that:

- Approximately 54% of respondents indicated that their facilities were maintained by their club.
- Approximately 20% of respondents indicated that their facilities were maintained by their club and the Council.
- Approximately 9% of respondents indicated that their facilities were maintained by their club and another body.
- Approximately 7% of respondents indicated that their facilities were maintained by a body other than those mentioned on the survey.

Who maintains facility?



Discussion

Approximately 84% of the respondents indicated that their club had some hand in facility maintenance, while 25% indicated that the Council played a role.

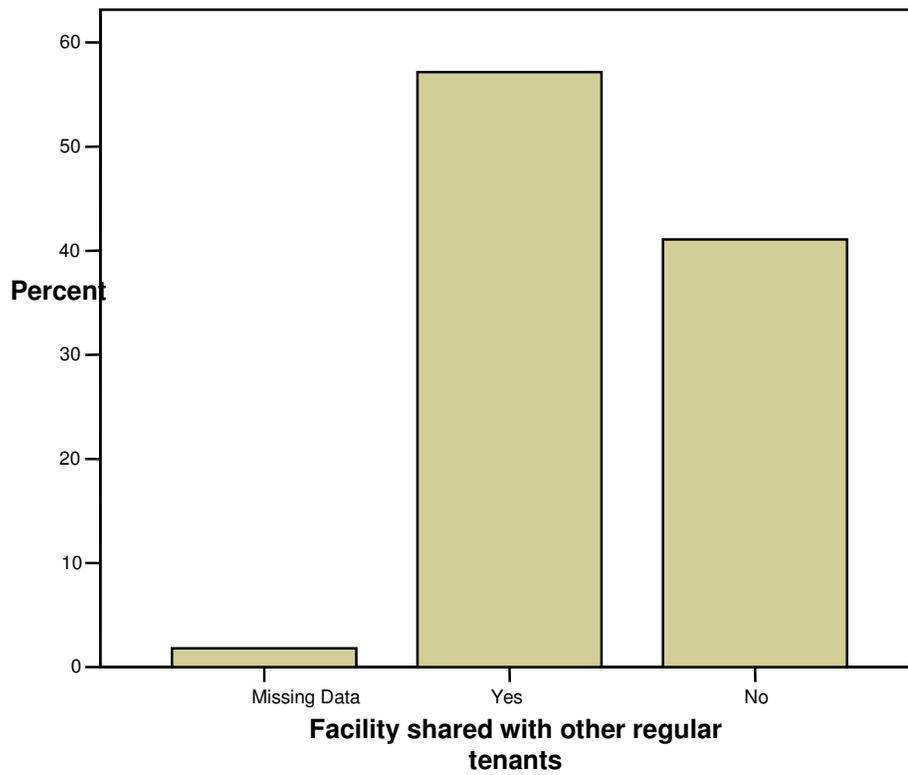
Only three respondents indicated that a contractor was involved in facility maintenance.

Sharing of Facilities

It was found that:

- Approximately 57% of respondents indicated that they shared their facilities with other regular tenants.
- Approximately 41% of respondents indicated that they did not share their facilities with other regular tenants.

Is facility shared with other regular tenants?



The follow spreadsheet overviews the responses from Clubs regarding tenancy arrangements, identified issues and solutions over the short, medium and long term. The role of Council and areas for improvement by Council are also listed as identified by the responding Clubs.

Club Name	Tenancy Agreement	Immediate Issues (12 Months)	Solutions	Medium tem Issues (1-3 Years)	Solutions	Long Term (3 years plus)	Solutions	Improvement in Colac Otway Shire services	Role of Council
Colac Basketball Association	Renewable hire agreement each season	<ul style="list-style-type: none"> * Improve facilities * Improve coaching * Devise long term strategies 	<ul style="list-style-type: none"> * Improve communication with members * Expand administration to improve service delivery 	<ul style="list-style-type: none"> * Improve memberships * Expand competitions * Improve level of coaching 	<ul style="list-style-type: none"> * Form relationships with other sporting organizations to increase level of expertise in clinics and coaching in the community * Improve facility exposure through the media and tournaments 	Improve facilities through a new sporting complex	Work with government and private enterprises to secure the building of a new sporting facility	<ul style="list-style-type: none"> • Improve facilities • Lower costs • Communicate and liaise • Reduce Shire charges 	Identify and form ties with organisations and support. Advise and promote them
Cressy Cricket Club	September to March. We pay water and phone for that period	<ul style="list-style-type: none"> • Try to survive • Attract new players to the club 	Nil	To be able to survive	No answer	No answer	No answer	<ul style="list-style-type: none"> • Mowing, fencing, painting general maintenance • Fence grass and scoreboards 	No answer
Apollo Bay Football Club	Cricket club user's rooms over Summer free of charge	To recruit enough volunteers to fill all roles in the club	No answer	Make the club profitable for future generations	Some long term investment strategies	Some long term investment strategies	Some long term investment strategies	<ul style="list-style-type: none"> • Keep clubs in the loop and help with any available grants • Help with club 	No answer

Club Name	Tenancy Agreement	Immediate Issues (12 Months)	Solutions	Medium tem Issues (1-3 Years)	Solutions	Long Term (3 years plus)	Solutions	Improvement in Colac Otway Shire services	Role of Council
								facility	
Barongarook Tennis Club	16 week usage for hire charge to hall committee	No answer	No answer	No answer	No answer	Upkeep of surface of courts	Continued spraying to curtail grass on courts	Maintenance	Promotion directed at children
Colac Swim Club	20 year access agreement for use of club rooms	<ul style="list-style-type: none"> • Increase member numbers • Increase pool space and access to facilities Pool temperature	Increase pool space-hydrotherapy pool, teaching pool, extend existing pool	<ul style="list-style-type: none"> • Attract and retain volunteer coaches • Maintain low level of membership costs 	Combine with Bluewater Centre to build the hydrotherapy pool	As beside	As beside	Consult with all user groups when building new venues	Providing sport and recreation facilities at minimal cost
Colac Cricket Club	Six monthly with council	Continue our five year plan	In place	As beside	As beside	As beside	As beside	<ul style="list-style-type: none"> • Buy a proper set of mowers to maintain ovals • Source more ovals 	Provide and maintain facilities
Colac Turf Club	Lease with the committee	Improve financial return from race meetings	Marketing initiatives	<ul style="list-style-type: none"> • Improve facilities • Good race dates 	Improve financial position and seek industry funding	Maintain financial viability	Grow revenue base	<ul style="list-style-type: none"> • Assist with promotion • Support, and regular communication to residents regarding sporting 	To be a key supporter and facilitator

Club Name	Tenancy Agreement	Immediate Issues (12 Months)	Solutions	Medium tem Issues (1-3 Years)	Solutions	Long Term (3 years plus)	Solutions	Improvement in Colac Otway Shire services	Role of Council
								activities and initiatives.	
St Davids Indoor Bowls Club	Church group	More young members	No answer	No answer	No answer	No answer	No answer	Sponsor tournaments	Interest
Swan Marsh Tennis Court	No answer	Earn revenue and use facilities	Continue fund raising	Same as 13a	Same as 13a	Same as 13a	Same as 13a	No answer	No answer
Colac Lawn Tennis Club	No Answer	To keep the club growing	Improve facilities	No answer	No answer	Continue to improve facility. Inquire about clubs needs to maintain facilities	No answer	<ul style="list-style-type: none"> Offer more grants More feedback from clubs asking where improvements are necessary 	No answer
Colac Imperials Football Club	No Answer	<ul style="list-style-type: none"> Upgrade of social room facilities and change rooms Becoming competitive in competition 	Raise funds	<ul style="list-style-type: none"> Upgrade score board Improve time keeper facilities Improve netball courts 	In pipeline	<ul style="list-style-type: none"> External social rooms Facility for office Small room for children and babies 	Raise funds	<ul style="list-style-type: none"> Better maintenance of facilities Communicate with groups regarding how to source funds 	Purely maintenance of facilities and communication between sporting clubs

Club Name	Tenancy Agreement	Immediate Issues (12 Months)	Solutions	Medium tem Issues (1-3 Years)	Solutions	Long Term (3 years plus)	Solutions	Improvement in Colac Otway Shire services	Role of Council
South Colac Football Club	Unknown	To provide a safe venue for the 2006 football and netball season	Keep maintenance at a high level through out off season	Development of new netball courts, drainage and fencing	Apply for funding	Consult with various user groups to ensure long term future of reserve is guaranteed	Meetings with cycling club regarding building development	More regular meetings	Support to all recreational clubs
Colac City Bowling Club	In process of free hold	Remove smoking	No answer	Resurface greens	Progressive	Expansion facility	Purchase adjacent property	Rates subsidy or reduction	No answer
Lavers Hill Indoor Pool	No answer	<ul style="list-style-type: none"> To meet sustai nability levels Cost of maintenanc e/rebuildi ng 	<ul style="list-style-type: none"> Apply for grants Borrow from school 	As beside	As beside	As beside	As beside	<ul style="list-style-type: none"> Contribute to maintenance Advice on how to access grants 	Coordinator
Warrion Cricket Club	<ul style="list-style-type: none"> 6 months- Cricket club 6months- Colac Super Rules 	No answer	No answer	Power to practice net areas for operation of bowling machine	No answer	Sight screens. Replaceme nt of netting around practice wickets.	No answer	<ul style="list-style-type: none"> Information regarding grants Grants and financial support 	Support financially

Club Name	Tenancy Agreement	Immediate Issues (12 Months)	Solutions	Medium term Issues (1-3 Years)	Solutions	Long Term (3 years plus)	Solutions	Improvement in Colac Otway Shire services	Role of Council
Colac District Football League Netball Assoc.	Colac and District Football League hire for finals	Club facilities required for compliance and risk management issues. IT program	<ul style="list-style-type: none"> Provide clubs with funding options to all Encourage and support applications 	<ul style="list-style-type: none"> Improve netball facilities i.e. change rooms, showers Add second court 	<ul style="list-style-type: none"> Provide clubs with funding options to all Encourage and support applications 	<ul style="list-style-type: none"> Volunteer recruitment and retainment Facility maintenance 	Leisure network and providing forums for VNA workshops	<ul style="list-style-type: none"> Information and feedback session regarding grants Position in the community in priority listing from C.O.S. Community website, calendar, special events being held Regular reviews of the Shire S & R strategy involving community participation	<ul style="list-style-type: none"> Provide facilities Support of volunteers Lobby on behalf of sport and recreation Network with clubs and associations
Colac West Cricket Club	<ul style="list-style-type: none"> No access to social rooms Season from October to end of March 	Currently use the visitors change rooms	<ul style="list-style-type: none"> Build our own home rooms Recruit players 	No answer	No answer	No answer	No answer	Collect rubbish from all bins at grounds	Keep turf wickets in good condition
Stoneyford Cricket Club	<ul style="list-style-type: none"> 6 months each Cricket October to March Soccer April to September 	Lack of water	More water tanks	<ul style="list-style-type: none"> Fence on reserve Kitchens 	<ul style="list-style-type: none"> New fence New kitchen 	More practice nets	No answer	Financial assistance	Major role
Apollo Bay Golf Club	Crown lease	<ul style="list-style-type: none"> Relocation of golf course Have waited for 	Make a decision	As beside	As beside	To extend our existing 10 year lease if our	No answer	Make decisions and not sit on fence with deferrals	Support on request

Club Name	Tenancy Agreement	Immediate Issues (12 Months)	Solutions	Medium term Issues (1-3 Years)	Solutions	Long Term (3 years plus)	Solutions	Improvement in Colac Otway Shire services	Role of Council
Barwon Downs Tennis Club	No Answer	four years for council to re-zone land Trellis and shade cloth for sheltered area near tea rooms	Fundraise, grants, working bee	Resurface the existing tennis courts	Fundraise, grants, working bee	No answer	No answer	<ul style="list-style-type: none"> Increase number of coaching and umpiring courses Create awareness by promoting recreational facilities with in the Shire 	<ul style="list-style-type: none"> The promotion of sport and recreational facilities Aid in maintenance of sporting facilities Help groups to meet their legislative and OH&S requirements Provision and audit grants
Gellibrand Tennis Club	Nil- Netball uses facility in Winter	Fencing	Fundraise and apply for grants to replace perimeter fence	Drainage	No answer	No answer	No answer	Allow us to use greater percentage of dollar for dollar funding in volunteer time.	Assist in maintenance and drainage
Alvie Recreation Centre	Verbal agreement	Improve club rooms	To receive funding for extension to club rooms	Working pro actively to maintain membership numbers	No answer	As beside	As beside	Realize how important clubs are to small towns	Positive
Alvie Cricket Club	6 months each	Update change rooms and toilets	No answer	Modernize facilities	No answer	No answer	No answer	Funding improvements to facilities	Continue funding to community facilities
Colac &	• Colac	• Increase	Greater	Team for	Raising the	Competitio	Improve	• Maintain buildings	Support, maintain

Club Name	Tenancy Agreement	Immediate Issues (12 Months)	Solutions	Medium term Issues (1-3 Years)	Solutions	Long Term (3 years plus)	Solutions	Improvement in Colac Otway Shire services	Role of Council
District Hockey Assoc,	Central Reserve • Hockey field regular user agreement	number of secondary students • Appropriate facilities	promotion	Geelong or Camperdown competition	status of hockey in the Colac district	n in Colac	grounds and facilities	and grounds • Upgrade facilities on a regular basis • Consult with key stake holders in the community	and promote
Birregurra Bowls Club	No answer	Win a premiership	No answer	Increase membership	No answer	No answer	No answer	No answer	No answer
Kennett River Tennis Club	Court owned by Colac Otway Shire	Win a premiership	No answer	Increase membership	No answer	No answer	No answer	Happy with present situation	Ensure that rate payers have access to sporting facilities
Colac Otway Soccer Assoc,	Share agreement with cricket club. We use in the cricket off season	<ul style="list-style-type: none"> Maintaining participant numbers and provide skill and playing opportunities to ensure development. Limit volunteer burnout Train coaches 	<ul style="list-style-type: none"> Access training for volunteer coaches Develop programs for volunteer development 	<ul style="list-style-type: none"> Become a full affiliate of the FFV Develop programs for volunteer development 	<ul style="list-style-type: none"> Sponsorship to raise funds Develop squads for state involvement Use the business plan to establish development pathways throughout the association 	<ul style="list-style-type: none"> Full involvement in FFV State championships Build on going links into schools, ethnic groups and comm 	<ul style="list-style-type: none"> Work with FFV at state level to ensure a positive relationship Implement agreed strategies for work with 	<ul style="list-style-type: none"> Forums with new ethnic group arrivals to discuss where we can work together Provide training areas to develop the regional teams within the association Assist with securing development programs to be delivered in Colac area 	<ul style="list-style-type: none"> Continue with healthy lifestyle promotion Provide access to sport and recreation to all who want to be involved

Club Name	Tenancy Agreement	Immediate Issues (12 Months)	Solutions	Medium tem Issues (1-3 Years)	Solutions	Long Term (3 years plus)	Solutions	Improvement in Colac Otway Shire services	Role of Council
						<ul style="list-style-type: none"> unities Establish development programs for all participants, volunteers, etc. 	<ul style="list-style-type: none"> schools, ethnic groups and various regional groupings 		
Colac Football Netball Club - Netball	Affiliated with Colac Otway Shire	Upgrade toilet facility at club rooms	Seeking own sponsorship and applying for suitable grants	Maintaining club memberships and facilities	Seeking own sponsorship and applying for suitable grants	No answer	No answer	<ul style="list-style-type: none"> Maintain facilities and environment Upgrade existing buildings to accommodate basic needs 	Work with liaison and other clubs throughout the year
Apollo Bay Badminton Club	Use hall one night per week	Help support junior sport	Coaching clinics	No answer	No answer	No answer	No answer	<ul style="list-style-type: none"> Funding to upgrade facilities Have sports people talk to groups 	Listen and support clubs
Corangamite Pistol Club	Annual rental	No answer	No answer	New boundary fence for lease area	<ul style="list-style-type: none"> Member contributions Council grants 	New members targeting younger age groups	Not sure how to attract younger audience	Network meetings for sporting clubs within Shire	Promote sport and assist with facilities and grants

Club Name	Tenancy Agreement	Immediate Issues (12 Months)	Solutions	Medium term Issues (1-3 Years)	Solutions	Long Term (3 years plus)	Solutions	Improvement in Colac Otway Shire services	Role of Council
Beeac Community Centre	<ul style="list-style-type: none"> Cricket club in Summer Cycling club in Winter 	To maintain and excellent facility standard	Ongoing maintenance	Attract more loyal and long term sporting clubs	Continue promotion through media, council and word of mouth	To maintain an excellent facility standard and to continue improving on them. Increase income to continue these improvements	<ul style="list-style-type: none"> Attract more users Increase fees Continue with volunteer work 	<ul style="list-style-type: none"> Assist clubs by setting standard lease agreement for tenants Assist teams when asked Assistance with grounds maintenance 	Assist with maintenance
Apollo Bay Bowls Club	No answer	Attract new members to the club	Publicize the club within the community	<ul style="list-style-type: none"> Attract new members Improve standards of greens Increase revenue 	No answer	Build a roof over the green to enable all year competition	Council to facilitate new building of a sporting complex involving all sporting groups in Apollo Bay	Take an active role in the construction of an Apollo Bay Sporting Complex	Same as beside
Cressy Bowling Club	No answer	No answer	No answer	No answer	No answer	No answer	No answer	<ul style="list-style-type: none"> More grants for equipment Assist with maintenance of 	No answer

Club Name	Tenancy Agreement	Immediate Issues (12 Months)	Solutions	Medium tem Issues (1-3 Years)	Solutions	Long Term (3 years plus)	Solutions	Improvement in Colac Otway Shire services	Role of Council
								facilities	
Colac Long Range Rifle Club	Private land	More members but gun laws are against us	No answer	No answer	No answer	No answer	No answer	No answer	No answer
Colac Lawn Tennis Club	99 year lease	<ul style="list-style-type: none"> To improve water and dirt supply to the track To maintain ground and building condition 	To negotiate with Barwon Water to allow extra use of water on the track	<ul style="list-style-type: none"> Increase memberships Increase volunteers Gain financial support for future projects 	Marketing and promotion of the club through media and word of mouth	Installation of water and power	<ul style="list-style-type: none"> Secure grants from Shire and Government Work with Powercor on availability of power 	<ul style="list-style-type: none"> Promotion of our sport Equipment assistance 	Promote and support all sports equally
Warncoort Tennis Club	No answer	Maintaining our tennis court surfaces	Constant funding	To resurface the court considered unsafe due to cracking and general breakdown	More fundraising	To obtain more adequate club rooms with internal toilet	Council grant and fundraising	<ul style="list-style-type: none"> Assistance with finances Maintain equipment at a high level 	No answer
Kennett River Surf Life Saving Club	It's ours. DSE land	Increasing membership	Long term recruitment of committed members	Club house maintenance	Repair/replace solutions	Equipment replacement. Move into high technology	Explore possibilities and grants	None, they have supplied us well	Assist with funding where ever possible

Club Name	Tenancy Agreement	Immediate Issues (12 Months)	Solutions	Medium tem Issues (1-3 Years)	Solutions	Long Term (3 years plus)	Solutions	Improvement in Colac Otway Shire services	Role of Council
						communications			
Apollo Bay Basketball	No answer	<ul style="list-style-type: none"> • Provide trained personnel to supervise pool • Funding for solar heating • Replacement of leisure centre roof 	Increase current shire funding for life guard supervision	Management needs to be paid also incorporate management of leisure centre	<ul style="list-style-type: none"> • Assistance from Shire in chasing available sustainability grants/facility development grants to assist in management in above pursuits Secure fencing would enable a pool cover to be used	Apollo Bay requires a pool which is open all year round (indoor?) to cater for local demographics plus tourists needs	Understand Dept. of Tourism and Camber of Commerce working towards this but needs a working solution sooner rather than later	<ul style="list-style-type: none"> • Provide funding for management and new heated facility • Upgrade current facilities 	<ul style="list-style-type: none"> • Change rooms • Leisure centre roof • Fix solar heating
Apollo Bay Pool Committee	No answer	Training and motivation of more umpires	No answer	No answer	No answer	No answer	No answer	<ul style="list-style-type: none"> • Provision of paid manager • Funding for management of pool • Roof of Leisure Centre needs replacing 	No answer
Apollo Bay Boardriders	No answer	Getting 16-25 year old people to become interested in	Hold competitions and events that will be of target this age group and	To build club rooms	To build our own or affiliate with another club but keeping our own identity	Keeping the club going	Make our club appealing to younger people by	<ul style="list-style-type: none"> • Spend more money on services and up keep • Have a local representative 	Promote sport and recreation in the community

Club Name	Tenancy Agreement	Immediate Issues (12 Months)	Solutions	Medium tem Issues (1-3 Years)	Solutions	Long Term (3 years plus)	Solutions	Improvement in Colac Otway Shire services	Role of Council
		being part of the club	provide decent prices at events				organizing events and social activities that are of interest to them and their parents	represent clubs <ul style="list-style-type: none"> • Be prepared to spend money on sport and recreation 	
Otway Cricket Club	N/A	Maintaining players	Encourage more to play cricket	Same as 13a	Same as 13a	Same as 13a	Same as 13a	More support	No answer
Apollo B ay Football Netball Club	No answer	Court resurfacing and levelling of playing area	Put our grant into practice	Keeping interest level in the sport and the executive/com mittee of management	No answer	No answer	No answer	Visit facilities and prioritize the need for upgrades and grants	Support role
Colac Gun Club	No answer	Finding funds to purchase ride on mower	Grant from shire	No answer	No answer	No answer	No answer	Mowing of lawns	
Birregurra Golf Club	Committee of management	No answer	No answer	To improve course-extension along river	With councillor shire assistance to get this area into condition so we can maintain as part of course	Improve clubhouse facility	No hard proposal as yet	No answer	Financial support
Western Eagles Football Netball Club	No answer	To keep our players, and attract new players	Grants for tanks or bore Upgrade of	Retaining the club keeping it viable	Upgrade facilities eg. Toilets, social rooms, change	To still be here in three years and	To have success on and off the court (difficult	Financial support and maintenance	Help with junior development at club

Club Name	Tenancy Agreement	Immediate Issues (12 Months)	Solutions	Medium tem Issues (1-3 Years)	Solutions	Long Term (3 years plus)	Solutions	Improvement in Colac Otway Shire services	Role of Council
		Source more water for ovals and facilities	toilets Second netball court Upgrade players change rooms	To attract more families	rooms	beyond	to retain players due to the poor standards of facilities)		
Colac Veteran Cycling Club	No answer	Finding sufficient non competitive members to provide race organization and management support for events	Roster competitors to share in support duties	Roster competitors to share in support duties and recruiting new members	No answer	Ageing support members	No answer	Club facilities, road conditions and signs for	Assist with promotion, provide facilities
Elliminyt Tennis Club	Not specified	Resurfacing of two original courts	Obtain funding	No answer	No answer	No answer	No answer	Doing a good job	Advice and support
Kennett River Tennis Club	No answer	Increase usage of court by tourists	Increase awareness of facility of facility available	No answer	No answer	Court surface is guaranteed for 10 years	Careful of regular maintenance checks	No answer	No answer
Colac & District Football Umpires Assoc.	Cricket use oval during summer, umpires during winter.	Ongoing recruitment and retention of umpires	Concerted effort by all parties associated with senior and junior football in the	No answer	Need to recruit umpires from the clubs in this region	Colac D.F.U. shares games with the	No answer	Financial support	Maintenance of the oval

Club Name	Tenancy Agreement	Immediate Issues (12 Months)	Solutions	Medium tem Issues (1-3 Years)	Solutions	Long Term (3 years plus)	Solutions	Improvement in Colac Otway Shire services	Role of Council
			Colac Region			Warrnambool I.D.F.U.A-pressures to maintain this arrangement into the future			
Lake Colac Rowing Club	Lease from council	Enough water in Lake to be able to row	Do a rain-dance	Need new blood on committee of management	Threaten members with club going into recess if no members	Club boat shed is in poor condition and is expensive to maintain	New boatshed needed in co-operation with other lake users, specifically Yacht Club	No answer	No answer
Apollo Bay Pony Club	12 month lease	To secure a permanent site for our pony club that can facilitate clubrooms, toilets, etc	To meet and agree with council on a site that has been proposed and promised for the previous 20 years	As beside	As beside	As beside	If permanent site for grounds is not found in the near future, the continuation of the club is doubtful	Support from shire	Support permanent clubs
Colac Croquet Club	Joint tenants of buildings (club house)	<ul style="list-style-type: none"> • Increase memberships • Upgrade of some 	<ul style="list-style-type: none"> • Raising money to assist upgrade • Trying to 	More lawn repairs and upgrades/ try to replace some fencing	<ul style="list-style-type: none"> • Raise more money • Application for grants 	Improve the clubhouse and surrounds	Keep working away to reach our objective	No answer	No answer

Club Name	Tenancy Agreement	Immediate Issues (12 Months)	Solutions	Medium tem Issues (1-3 Years)	Solutions	Long Term (3 years plus)	Solutions	Improvement in Colac Otway Shire services	Role of Council
		courts	include corporate bodies and outsiders for "one offs" play		to do so	to a state in which we can be proud			
Pennyroyal Tennis Club	99 year lease	Fix up courts	Raise money	Fix up courts	Raise money	Fix up courts	Raise money	More funding	Financial role
Irrewarra Cricket Club	Use ground for cricket	<ul style="list-style-type: none"> Maintenanc e of tractor and mower to cut the grass. Update the practice facility Find a ground for our third team 	<ul style="list-style-type: none"> Grants for tractors/mowers/pitches Shire to fairly allocate grounds such as South Colac 	Mowing	Grants to be allocated for pitch replacements	No answer	No answer	Help meet costs	Maintain recreation reserves for free
Colac Field & Game	12 month through DSE	Attracting junior and female members	<ul style="list-style-type: none"> Open Day Novelty shoots Small number of members currently shoots clay 	No answer	No answer	Same as 13(a)	Same as 13(a)	No answer	No answer

Club Name	Tenancy Agreement	Immediate Issues (12 Months)	Solutions	Medium tem Issues (1-3 Years)	Solutions	Long Term (3 years plus)	Solutions	Improvement in Colac Otway Shire services	Role of Council
			targets						
Otway Ranges Walking Assoc.	No answer	Parks Vic acceptance of the Trans Otway Waterfalls Walk	Develop partnerships with C.O.S./Parks Vic/DSE meetings and presentations	To develop and create the Trans Otway Waterfalls Walk	Continued meetings with C.O.S./Parks Vic/DSE/State Government Representatives on the new National Park Management Plan committees Web development	Complete the project maintenance of the walk, promotion of walk	Friends of TOWW Agreements with Park Victoria	Doing a good job	Facility expansions, lobby other stakeholders- parks Vic etc, support funding, and assist with submissions
Simpson Speedway	Flexible	Updating existing power generation supply	Either purchase another generator or connect to mains supply	Re surface racing surface	Source suitable surface	Upgrade club room facilities	Obtaining financial; assistance	Better communication between shire and club	No answer
Cressy Sheep Dog Trials	User Pays	Maintain facilities	Application for grants	Maintain facilities	Application for grants	Maintain facilities	No answer	Garage collection for community groups. Increase local population by creating working opportunities	Support advisory/financial

KEY STAKEHOLDER INTERVIEWS

Be Active Eat Well Project Officer and Health Promotions Co-ordinator Colac Area Health

Current Situation

- The Colac Area Health three year plan for Health Promotions focuses on the following four areas:
 - Physical Activity
 - Social Connectedness
 - Capacity Building
 - Early Years Development

- The Primary Care Partnership key focus areas are:
 - Physical Activity
 - Social Connectedness
 - Capacity Building
 - Mental Health

- Council through the Recreation, Health and Family Day Care is an active partner in the Be Active Eat Well⁴ Project and has been since the projects inception in 2002. The project objectives are as follows:
 - To build Colac community capacity to promote physical activity and healthy eating.
 - To achieve a high awareness of the "Be Active, Eat Well" messages among parents and children.
 - To evaluate the process, impact and outcomes of the "Be Active, Eat Well" project.
 - To significantly decrease the time spent watching TV & playing on computers or electronic games.
 - To significantly decrease the consumption of high sugar drinks and to promote the consumption of water.
 - To significantly decrease the consumption of energy dense snacks and significantly increase consumption of fruit.
 - To significantly increase the proportion of primary school children living within 1.5km who walk/cycle to and from school.
 - To significantly increase the amount of active play after school and on weekends.
 - To investigate the potential for improving the quality (fat content and type of fat) of deep-fried chips and to improve the quality of deep-fried takeaway chips.
 - To provide a service to improve the food and physical activity choices for children with or at risk of overweight.
 - To pilot a healthy lifestyle program for parents and carers of children aged 2-12 years, focussing on healthy eating, physical activity and parenting skills

- Current funding for the *Be Active Eat Well* project ceases June 2006. Council's Recreation Unit has been actively engaged in this project encouraging healthy lifestyle choice for primary aged children within Colac. Specifically, Council has been represented on the Local Steering Committee and have contributed towards the development of various initiatives such as the After School Activity Program,

⁴ The Be Active Eat Well Project aim is "To improve the health and wellbeing of individuals and strengthen the Colac Community through healthy eating and physical activity promotion".

Neighbourhood Renewal Playground Improvement Program and Warming Up for the Games.

- The Neighbourhood Renewal Playground Improvement Program is a direct result from the partnership between Council, Colac Area Health and neighbourhood Renewal. This project involves two stages to improve and redevelop 5 playgrounds and one park within the Colac Neighbourhood Renewal area.

- The Walking School Bus initiative introduced to Colac through the *Be Active Eat Well* project was not well supported by parents. It has been reported that the lack of shared pathways and volunteers contributed to the poor response to the Walking School Bus in Colac. Schools have indicated that developing one specific day a term to walk to school would be easier to manage.

- State government health promotion strategies are reliant upon local infrastructure and service provision. Specifically the Colac Otway region is well serviced with a wide range of sporting and recreation clubs. However community accessible sport and recreation infrastructure throughout the region is inconsistent and requires a more planned approach. For example the recent 10,000 Steps Program⁵ was reliant upon the provision of walking or shared pathways throughout the region to encourage persons to regularly walk. Inconsistent shared pathways throughout the Colac Otway Shire limited the success of this program to a degree.

- Colac Area Health conducts various Chronic Disorder Physical Activity programs at Bluewater Fitness Centre on a regular basis. The Centre partners with Colac Area Health to provide these programs although Centre resource allocations vary between programs. Centre Instructors or Fitness Leaders are often engaged to lead activity programs with support from Colac Area Health personnel. These programs are generally developed on a term by term basis in response to specific client needs. These programs are considered extremely successful with evidence of positive health results for the majority of the participants. There is opportunity to promote these benefits and results to further encourage participation to those currently not participating in regular physical activity.

- Colac Area Health has identified community interest in the development of a community garden and is currently exploring options to develop one at the Colac Neighbourhood House site. At the time of developing this report an application for a planning permit had been submitted with outcomes yet to be determined.

- Colac Area Health strongly support the proposed development of the lake Foreshore as a community space to further encourage community participation in physical activity and social connectedness.

Future Considerations

- Post *Be Active Eat Well* project funding CAH anticipate continued partnership with Council to continue to raise community health awareness.

- Ongoing development and maintenance of community sport and recreation facilities and infrastructure are critical to ensure participation in public health initiatives particularly those encouraging physical activity.

- Further promotion of the known benefits and development of Chronic Disorder Physical Activity programs. Various facility options are available throughout the region but Bluewater Fitness Centre has demonstrated its ability to appropriately cater this program.

- Scoping of the development of a community garden/s.

- Continued development and maintenance of the Colac Lake Foreshore.

⁵ 10,000 Steps is a walking program which combines a high quality pedometer, record book for daily logs and web site full of ideas for exercise.

Chief Executive Officer Leisure Networks

Current Situation

- The Leisure Networks Strategic Plan for July 2006 – June 2009 was recently developed in consultation with the Leisure Networks Board. The vision is Leisure Networks: Developing healthy and physically active communities. To develop the vision the equal priority outcomes identified within the Strategic Plan are:

- Well managed and inclusive sport and recreation clubs and organisations
- People with all abilities able to pursue their aspirations
- Increased involvement of sport and recreation in community building activities
- More people more physically active and healthy
- Remain a well managed and sustainable organisation.

The values include inclusive, innovative, honest, enthusiastic and fair.

- The Leisure Networks Strategic Plan is very broad and while it encourages continued partnerships with local government authorities the plan does not specify strategies or initiatives over coming years to achieve the outcomes or vision. From this it is concluded that opportunities weather that be funding or initiatives will be considered on a project by project basis by Leisure Networks. However, the Plan does refer to a membership model which potentially has financial resource implications for Council's future partnership with Leisure Networks.

- The Colac Otway Club Network has been operating for the past two years with currently 63 clubs registered, which equates to approximately fifty percent of the known Colac Otway sporting and recreation clubs/organisations. The Club Network initiative was developed by Leisure Networks and Colac Otway Shire has collaborated to deliver this resource for the Colac Otway clubs. The Club Network initiative is also offered within the City of Greater Geelong, Surfcoast and Golden Plains Shire. Opportunity exists to formalise an annual plan for Club Network including review mechanisms to avoid duplication and encourage better resource allocation. Formal planning for the future of Club Network may also include club/organisation representation on a planning team.

- The main benefit of Club Network is the co-ordinated approach to resource dissemination and less duplication of information or resources provided to clubs from both Council and Leisure Networks.

- Club Network also encourages better resourcing of clubs therefore providing formal training opportunities which otherwise may not occur.

- Leisure Networks have been an active member of the *Be Active Eat Well* project and specifically an integral partner for the *Colac After School Activity Program (ASAP)*. Opportunity exists for a formal planned approach to ASAP in the future to avoid Club fatigue through regular participation in the program and to ensure variety in the program.

- Club Network has strengthened communications between clubs and Council and Leisure Networks and raised awareness of club issues and challenges. As a recent example Leisure Networks together with the City of Greater Geelong and Colac Otway Shire have partnered to undertake a Junior Coaching Forum. Coaching accreditation, volunteerism and coaching skills development is a constant challenge for clubs. Funding has been secured under the 2006 Sport and Recreation Victoria Country Action Grants to undertake these forums in both the Geelong and Colac Otway regions.

- Although both the Club Network and ASAP have proven successful within the Colac Otway Shire it is inevitable that the demand for these programs will alter as needs change. Subsequently there needs to be formal review mechanisms to on all programs developed to ensure needs are being ascertained and meet.

- Leisure Networks has partnered with the regional local government authorities and other partners to undertake various projects and initiatives such as the G21 Sports Infrastructure and Sports Development Planning Projects and *10,000 Steps*.

Future Considerations

- Continue partnership with Leisure Networks and scope project opportunities to maximise linkages with various resources otherwise with limited or no availability.
- Formal annual plan for introduced initiatives like the *After School Activity Program and Club Network* including review mechanisms to ensure the program responds to identified needs.
- Continue to identify club needs and scope funding opportunities to partner with other local government authorities within the region and Leisure Networks to deliver response to club needs.
- Formal review mechanisms to be developed for programs introduced to ensure programs are appropriate to the identified needs and to avoid last minute program development particularly for programs that are ongoing.
- Continue to participate with Leisure Networks in regional planning opportunities as deemed appropriate.

Manager Strategic Planning Barwon Water

Current Situation

- All water use on Colac Otway region sporting and recreation reserves is covered under the Barwon Water By-Law 181 which is for the restriction of water use within the Barwon Water region.
- Barwon Water encourages and offers financial support for innovative approaches to water management.
- Council is nearing the development of a Sustainable Water Use Plan. This plan will look at high use areas and ways in which these areas can reduce water consumption. Specifically recreation areas that fit into the high use category for Colac Otway include the recreation reserves the aquatic centre and the botanic gardens. It is proposed that this project will be completed November 2006 seeking endorsement for implementation .
- Opportunity exists to review energy use practices when sporting and recreation facilities are being upgraded or redeveloped. These considerations should include energy and waste not just limited to water use.
- The Shire has approached Barwon Water with regard to water access issues for various Clubs throughout the region without any successful outcomes. Alternative solutions or a better understanding of Barwon Water objectives

Chief Executive Officer Otway Health and Community Services

Current Situation

- The 2006 Health Promotion Strategic Plan four priority areas are physical activity, mental health and wellbeing, injury prevention and a flexible component to respond to community needs. It is intended that the development of future plans will involve discussions with key partners to ascertain partnership and project opportunities. *As a result of the meeting with Otway Health, Health Promotions representatives a meeting have been scheduled with Council's Recreation Unit and Leisure Networks to determine opportunities for partnership during 2006 in response to the current Otway Health, Health Promotions Plan.*
- The supervision of the community pool at all times is a concern with a history of difficulty in locating appropriately qualified persons.
- Community facility access has been inconsistent subject to the Committee of the day, often use is limited to the resident club purposes. For example the Surf Life Saving Club facilities are being used more for community events and functions but there needs

to be consistent access to all community facilities. Often this access is limited to public perception of the facilities and their management.

- The community of Apollo Bay actively volunteers for their sporting and recreation clubs or activities. Subsequently many people volunteer for more than one organisation within the community.

Future Considerations

- Opportunity exists for Otway Health and Council to liaise to:
 - Further develop health promotion opportunities and formalise a half year or annual plan for implementation.
 - Identify linkages through Club Network therefore providing local connections within Apollo Bay with the local Health provider.
 - Improve communications between the organisations to improve resource use and management.
- Opportunity exists through Bluewater Fitness Centre resources to offer appropriate training and accreditation for interested persons to be engaged as Pool Life Guards over the summer season.

Department of Sustainability and Environment

Current Situation

- Recent release of the Angahook/Otway Park 3 Year Plan identifies the recommendations for Land for Public Use specifically including recreation reserves and foreshore areas.
- No indication of future funding opportunities for recreation facilities on Department of Sustainability and Environment managed land.
- Mountain Bike Trails within the Forrest area including Lake Elizabeth are currently being developed with works expected to be undertaken during summer 2006/2007. Specifically the trails will include (listed in order of proposed construction):
 - *Forrest Town Loop - Beginners*
 - *Koala Trail Layers*
 - *Forrest Town Trail*
 - *Yaugher State Forest Trails*
 - *Yaugher Link Trail*
 - *West Barwon Reservoir Trails*
 - *Lake Elizabeth Trails*

The main objective of the Otway Mountain Bike Trails Project is to attract visitation to the Otway hinterland for the purpose of mountain biking by establishing a network of high quality, sustainable, experimental mountain trails within key tourism nodes. Successful completion of the Otway Mountain Bike Trails project will see the establishment and promotion of the Otways as a destination where high quality mountain biking experiences are available. The Otways will become a popular mountain biking destination, used by independent mountain bikers, but also be businesses providing guided tours, instruction on techniques and interpretation of environmental and cultural heritage values. It will also contribute to growth in economic activity within the Otway hinterland by attracting stronger visitation and yield as interest in mountain biking increases.⁶

- This development also compliments Council's Beechy Line Rail Trail and creates opportunities for further cycle/shared pathway networks throughout the region.

Sport and Recreation Victoria, Department for Victorian Communities Barwon South West Region

Current Situation

⁶ *Otway Mountain Bike Trails Project Report, Department for Sustainability and Environment 2005.*

- The Sport and Recreation Victoria 2005-2010 Strategic Plan was released in November 2005 and is particularly pertinent to the future sport and recreation planning for the Colac Otway region.

- The four focus areas of this strategic plan are:

Collaboration for Development

Goal: Developing a cohesive sector based on skill development enhanced collaboration and partnerships.

Outcome: A co-operative approach to improved service delivery

Strategies:

Establish mechanisms in local communities that make it easy for diverse groups to work together.

Promote best practice initiatives in the sport and recreation sector.

Enhance the capacity of the sector's volunteer and paid workforce.

Active People Active Communities

Goal: Encouraging people and communities to be active. Aiming to maximise the benefits of participation and the development of cohesive communities through sport and recreation.

Outcome: A culture of inclusiveness and participation.

Strategies:

Promote a positive community culture and values through sport and recreation.

Enhance major event legacies within communities.

Promote and encourage young people to be more physically active and instil healthy lifestyle habits.

Plan, resource and enable inclusive sport and recreation opportunities that meet the community's broad needs.

A state of Achievement

Goal: Supporting organised sport and recreation providing the opportunity for all Victorians to achieve their goals.

Outcome: A leading sport and recreation sector providing opportunities for all Victorians to achieve their goals.

Strategies:

Develop pathways for healthy participation.

Encourage ethical participation and fair play.

Uphold and promote Victoria's sporting reputation and capabilities.

Building capacity for Tomorrow

Goal: Ensuring that all Victorians have access to sustainable, quality sport and recreation activities and facilities.

Outcome: Access to sustainable activities and facilities in all Victorian communities.

Strategies:

Improve open space planning and facility usage

Build safe environments that encourage participation

Strengthen links with key government and local community providers

Sector providers and planners share information ideas and experiences.

- There are no indications of further regional planning in the immediate future (1-2 years). The recent two G21 Planning projects will be the instigator of any regional developments in the immediate term. The recommendations from these reports require further scoping locally to determine future needs and capacities.

- The development of a Sports Academy serving the Barwon region remains under investigation by a local taskforce. Various Sports Academy models are currently being considered, one being the South West Sports Academy based in Warrnambool.

Future considerations

- It is evident that there is need for improved project planning. Colac Otway has a history of poorly scoped projects resulting in project financial and timeline overruns. Opportunity exists to clarify the internal roles within project planning, development and implementation. The capacity to deliver the project/s needs further review and processes developed to ensure this review occurs with each proposed project. The sustainability of the project also requires consideration at the project planning phase.
- Capital planning specifically for sport and recreation facilities and infrastructure needs to identify the costs and responsibilities of maintenance and replacement.
- Opportunity exists for the Colac Otway region to be represented in a Sports Academy to provide athletes with opportunity for elite development. At this stage there is no Council commitment to align with either the South West or Barwon (yet to be established) Academy's. Further scoping is required to determine benefits or constraints in membership between the two Academies's for both Council and individual athletes from the region.

Senior Facilities Officer Department of Education and Training, South West Region

Current Situation

- The Department of Education and Training strategic direction encourages all of community access of schools particularly in rural and regional Victoria.
- The Colac College Masterplan is currently on hold pending the potential merge of Colac College and Colac High School. Council actively participated in the development of this masterplan and the Bluewater Fitness Centre was included. If the merge proceeded and the Colac College site was selected the Masterplan would be revisited to determine the site's capacity to cater for the predicted needs.
- The Colac Primary Schools particularly have been very receptive to the *Be Active Eat Well* project. It was agreed that numerous Health Promotion initiatives are introduced regularly to schools and schools tend to deliver those programs which are curriculum appropriate and dependant upon available resources.
- Both Lavers Hill and Apollo Bay Pool Committee's have minimal contact with the Department and
- Colac South West, Colac Primary and the Colac Specialist Schools have all recently received funding for facility improvements.

Future Considerations

- At the time of writing this Strategic Plan a ministerial approval was being sought from the Minister for Education to merge the Colac College and the Colac High School. Confirmation of the merge is expected to be announced during Term 1 2006.
- Decisions as to the future site of the merge schools are yet to be confirmed. It is likely upon confirmation of the merge that further investigations would commence as to siting of the school and any need for future developments.
- Considerations need to be given to the future of the Colac College Hearn Street site regardless of the potential merge outcomes in relation to the future of the site and potential opportunities or constraints for Council's Bluewater Fitness Centre. Council must maintain contact with the Department of Education specifically with reference to the future of this site.

- The Department's Capital Works program (all state primary and secondary schools have the opportunity to bid for these funds) will continue. Projects demonstrating school and community partnerships or collaborations are strongly encouraged.
- Department of Education community facilities are managed and operate under Joint Use Agreements. Specifically within the Colac Otway region there is opportunity for Council to be more actively involved in the management and operation of these community facilities to encourage further partnership between local schools, community facilities and Council. Opportunity exists to have a Council Officer represented on the Apollo Bay and Lavers Hill Pool Committee's and reinstate the Bluewater Water Fitness Centre Advisory Committee.

Business Operations Manager VicSport

Current Situation

- **Declining Volunteers**

Declining volunteer support continues to create problems for club survival. Research shows the sport and recreation sector is highly reliant on volunteers for survival. A recent study by Sport and Recreation Victoria estimated around 75% of sport and recreation support in Victoria is provided by volunteers. However the amount of time individuals are committing on a volunteer basis is decreasing, leaving organisations in the unenviable position of asking fewer volunteers to take on greater support roles.

- **Club Compliance**

This is of particular concern in light of increasingly complex compliance requirements making club administration more demanding than ever. The increased focus on liability insurance and litigation within society means that all sport and recreational bodies need to ensure that they address all potential risks facing their organisation. For many volunteers, the time they have to dedicate to simply meeting these requirements rather than working on promoting their sporting activities makes the prospect of volunteering a much less attractive prospect than it was in the past.

- **Participation Trends**

Time restrictions are also having a negative impact on participation rates as a competing array of interests vie for the public's precious leisure time. Industry trends are suggesting there is a current shift away from participating in rigid structured activities toward more flexible convenience-based options. As a result of this trend, sport and recreation groups persisting with a traditional rigid attitude find their membership numbers are decreasing as people choose to participate in less structured activities better suited to their busy and highly variable lifestyles.

- **Club Administration**

The current single club sporting structure is also likely to change in the future. With increased administrative requirements involved with running a sport and recreation club it is expected that a wider variety of clubs will be forced to merge and amalgamate into single entities. For example football clubs merging with netball clubs and sharing the same facilities under the one administrative body.

- **Club Growth and Capacity**

Decreasing participation rates in structured sport, declining volunteer numbers, increased administrative costs and compliance requirements, and shrinking funding pools are all factors working together to make it more difficult for small, grass roots sport and recreation clubs to survive in the future.

Future Considerations

- Through various strategies and partnerships Council's continued support for volunteers is important to ensure volunteers are supported and sporting and recreation provision continues.
- Need for consistent information specifically regarding compliance requirements to avoid duplication, contradiction or confusion amongst clubs and club committees.
- Investigate and encourage where possible centralised administration across organisations to encourage better use of limited resources, increased access to knowledge and expertise.

**Regional Co-ordinator – Barwon Region
Active After School Communities Program
Australian Sports Commission**

Current Situation

- The Australian Sports Commission Active After Schools Program was instigated into the Colac Otway region in 2005. The program is part of the Australian Government's Building a Healthy, Active Australia package and aims to improve the health and well being of Australia's primary school aged children through structured physical activity. It is being delivered nationally to Australian primary schools and Childcare Benefit (CCB) approved Out of School Hour Care Services (OSHCS).
- The AASC program commenced in Term 2 2005 with over 1400 schools and CCB approved OSHCS now involved. These numbers will be increased by 250 schools/OSHCS each term to reach the final target of 3,250 in 2007.
- There are currently four primary schools within the Colac Otway region involved those being Lavers Hill, Apollo Bay, Colac West and the Colac Specialist School. Beeac and Birregurra Primary Schools are to join the program in Term 2, 2006.
- The program has been funded until the end of 2007 with an announcement expected in April 2006 regarding possible funding continuation for the program.
- Primary schools apply to become a part of the program and a successful application results in assistance with training, resources and funding. It is the schools responsibility to identify the activity need, program delivery and coach. The ASC assist with planning of the program, sourcing coaches or activities.
- Each school differs in resource requirements and students needs therefore each school together with the ASC Regional Co-ordinator develop a school specific AASC program.
- Throughout the program so far there has been minimal input from Clubs within the region as the majority of activity delivery has been provided within the school community.
- The AASC Program has not had any impacts on the Be Active Eat Well After School Activity Program and vice versa. It could be assumed that this reflects the demand on after school activity programs in general. Simply the opportunity for primary aged children to participate in physical activity after school has been well supported.
- The 2005 participation statistics of the AASC within the Colac Otway region is as follows:

Term	No. of Schools	Participants
Term 2, 2005	3	129
Term 3, 2005	4	164
Term 4, 2005	5	224

Future Considerations

- Opportunity exists to link the Program with local clubs and associations to ensure local sustainability of the program.

- Clubs limited to participate in this program due to lack of funding or resources could apply for funds via Council's Community Funding Program or other external organisation funding programs.

Senior Project Manager Parks Victoria

Current Situation

- Over the past ten years Parks Vic and Department of Sustainability and Environment have planned for recreation and tourism separately. However currently planning links recreation and tourism as one entity, therefore strategic planning is consistent.
- Parks Vic avoids duplication of service provisions within parks, for example accommodation where it is provided by the private sector. The recently completed Great Ocean Walk is an example where minimal overnight camps have been provided as there are various private accommodation choices within the region.
- The recent instatement of the Forest and State Parks within the region defines areas for active and passive recreation opportunities. It is also proposed that these varying options will encourage local residents as well as visitors to actively participate and enjoy these areas.
- The State Governments initiative to encourage alternative economic and tourism options post the ceasing of logging in 2008 has also been reflected in the new park planning. For example the proposal for shared pathways in Forrest will further compliment the proposed mountain bike facility near Lake Elizabeth and encourage local residents and visitors to participate in physical activity.
- As a result of the recent Park instatement Parks Vic are instigating a Otway Stewardship Agreement with other key partners, that is, Department of Sustainability and Environment to encourage communication and collaboration and to avoid duplication of works. It is proposed that local government would be encouraged to participate in this to also encourage communication and collaboration.
- Policing of some activities is an issue throughout the region however Parks Vic prefers education of the community and visitors to have an understanding of what activities can take place where rather than a policing approach. For example dogs on beaches are an issue that can be appropriately managed recognising there are options for residents and visitors to exercise dogs on beaches within the region.

Future Considerations

- Parks Victoria is proposing to engage Recreation Officer positions over the coming months throughout the Forest Park. The purpose of these positions is to police activities and promote appropriate use of areas as defined.
- Opportunity exists to link formal walking/cycle pathways throughout the region to encourage more local resident participation in physical activity. Further connections with the Beech Line Rail Trail for example could further encourage more local residents to use this trail. Such connections could then also link with other formal pathways throughout the Otways and the surrounding region.
- Through the Otway Stewardship Agreement there is an opportunity for Council to be actively involved in the planning and implementation of works within the Forest and State Parks in collaboration with Parks Vic and Department of Sustainability and Environment.

Community Hub Co-ordinator Colac Neighbourhood House

Current Situation

- The Colac Neighbourhood House enables a “pathway to...” re-employment, participation in health and wellbeing programs, health and social referrals and the like for local residents. The House is the first point of call for many local residents seeking support and access to various community activities and programs. The House develops programs in response to needs identified from social health indicators. Recently walking groups have proven successful with on average 15 persons walking regularly.
- The recently redeveloped Neighbourhood House now includes various meeting rooms, kitchen, administration offices and this Community Hub location will be the home of the Community Garden.
- The Co-ordinator is engaged twenty hours per week and works in partnership with both CCDA and ACE to address and provide community education training and accreditation. The Co-ordinator also links closely with Colac Area Health specifically with regard to referrals. These partnerships have proved successful and enable better use of recourses.
- Department of Victorian Communities (DVC) currently funds the Neighbourhood House service; however other funding sources are mandatory in ensuring program and service delivery.
- Volunteer support plays an integral role in the service provision of the neighbourhood Houses. Initially volunteers are matched with their skills or experience base but also have training opportunities.

Recent successful programs have included:

- Creative Volunteers (link with Arts Victoria volunteer training)
- CPR/First Aid
- Orientation and Training for House Volunteers
- Physical activity (linked with Be Active Eat Well)

Future Considerations

- Opportunity exists to form a cluster of the neighbourhood Houses within the Colac Otway Shire (Cressy, Colac, Gellibrand and Apollo Bay) to better manage resources and program opportunities. Informally some partnership links already exist between the Neighbourhood Houses within the Shire.
- Program interest areas for the future include:
 - Toddler Gymbaroo
 - Adult Bike Education
 - Homework Club for both primary and secondary students
- Transport continues to be a barrier to participation and the option to purchase a shared Neighbourhood House Community bus is currently being considered and explored.

Manager for Recreation and Culture Corangamite Shire Council

Current Situation

In 2005 the Corangamite Shire reviewed their strategic direction for the provision of recreation services and established a plan to guide Councils service delivery over the next four years. Items included within the Executive Summary document which relate (or have been identified as future opportunities) to the Colac Otway Shire’s Recreation Strategy are:

Colac Otway Shire Recreation Strategy 2006-2010

- Recognise the role of other stakeholders and programs and be sure not to 'reinvent the wheel', instead pooling resources where appropriate.
- Maintain communication (internal and external)
- Improve partnerships with other regional stakeholders and utilise their resources and skills where appropriate
- Maintain existing regional networks.
- Further develop relationships with regional and state bodies such as South West Sports Assembly, Water Authorities, Catchment Management Authorities, Playgrounds and Recreation Association of Victoria (PRAV) and Parks and Leisure Australia (PLA).
- Increase involvement in regional activities and planning committees.
- Create networking opportunities between community organisations of like interest.
- Develop opportunities for organisations to work together on mutually beneficial projects.
- Actively encourage and facilitate the collection of regional and local data for activities such as physical exercise and activity preference.

Specifically pertaining to Colac Otway Shire the Corangamite Recreation Strategic Plan, Action Plan identifies:

Action	Responsible Person	Timeline	Budget
Recreation Policy and Planning			
Complete a Cycle path plan	Recreation Development Officer	July 2006	Dependant on Vicroads funding - \$20K
Community Development			
Establish an annual training program for community organisations and clubs and implement.	Recreation Development Officer, Cultural Development Officer and South West Sports Assembly	Quarterly	\$2,000 per annum
Communication			
Maintain representation on Barwon South West Sport and Recreation forum	Recreation Development Officer	Bi monthly	Nil

**Recreation Services Co-ordinator
Surf Coast Shire Council**

Current Situation

Current issues identified include:

- The proposed Surf Coast Walk from Queenscliff to Warrnambool as outlined in the G21 Sports Infrastructure Report.
- The majority of the Deans Marsh Cricket Club members are Colac Otway Shire residents. The Club together with the Surf Coast Shire have undertaken and propose further ground improvement works. Specifically the issue of water use and access to water for the ground is a likely funding request. Further to the ground improvements it is likely junior football will develop with a likely link with the Colac and District Football League.
- The Lorne Football Club is struggling to sustain membership given the inconsistent population base. The Club are not in a position to purchase players from outside of the

township like other regional clubs have done. This potentially has impacts on the Colac and District Football League.

- Many Winchelsea residents access services in Colac including education and health which impacts participation. Many youth travelling to Colac for education are impacted with limited access to physical activity participation and have established social connections in Colac.
- Bluewater Fitness Centre is accessed by Winchelsea residents on a regular basis. The Surf Coast Shire Council would welcome an opportunity to scope partnership options between Bluewater Fitness Centre and the Surf Coast Shire. This partnership opportunity has arisen from the identified need to address the difficulty of Surf Coast Shire filling positions for the Winchelsea Pool. Potential partnership could be a training role for local residents to fulfil the roles and/or management role of the facility. This community training could be conducted through *Winchouse* (community Neighbourhood House) in partnership with Bluewater Fitness Centre.
- The Surf Coast Shire welcome opportunities to scope and develop partnership opportunities were deemed appropriate.

Community Recreation Officer Golden Plains Shire

Current Situation

Current Issues identified include:

1. *G21 Regional Infrastructure Plan*

Equestrian Facilities: Golden Plains Shire has a two equestrian centre policy that include the Leighdale Centre in Teesdale and the Woody Yaloak Centre in Smythesdale. Council will continue to work with the local communities and Committees of Management to progressively upgrade these facilities into the future.

Target Sports: While Golden Plains was not identified as a location for a regional target sports facility in the G21 Sports Infrastructure study, the Barwon Target Sport Study identified that both Golden Plains and Colac Otway Shires as possible options for future development.

2. *G21 Sports Development Plan*

Sports Development: The draft G21 Sports Development Plan reinforces the need for improving information, advice and support to community sport and recreation clubs. Colac Otway and Golden Plains Shires have communities with similar club and sport needs and expectations. Given this context there are benefits in sharing information regarding our respective approaches in working with clubs and Committees of Management.

3. *Bannockburn – An emerging Regional Centre*

Golden Plains Shire recently completed the Bannockburn Urban Design framework that projects the population of Bannockburn to reach 10,000 within the next 20 years. Given the increased population and related community infrastructure improvements it is likely that surrounding communities will identify Bannockburn as their 'service centre'. Over time this may impact on the small towns in the north east of the Colac Otway Shire.

Senior Project Officer, Physical Activity Unit Vichealth

Current Situation

- Physical Activity

VicHealth supports and promotes increased participation in physical activity through the following initiatives and programs:

- Partnerships for Health

VicHealth works in partnership with 49 State Sporting Associations (involving 47 sports) and their affiliated clubs to increase the participation rates in sport as well as to support the creation of healthy club environments. VicHealth is interested in the creation of healthy environments as they maximise the health impact of cultural and sporting activities and increase the appeal of clubs, organisations and activities to a wider range of potential participants. Healthy environments look at healthy food choices; responsible alcohol management; preventing sport related injury; sun protection; participation and inclusion; and smokefree areas.

- Participation in Community Sport and Recreation (PICSAR)

The PICSAR Scheme is designed to increase levels of participation in sport and active recreation, particularly among population groups that are currently inactive or may encounter barriers to participation.

- **Regional Sports Assemblies** VicHealth recognises Regional Sports Assemblies (RSAs) as a key sport and recreation body within their region. They work with organisations such as sporting clubs, leagues, local government, community health and education to increase physical activity opportunities for those who are least active in their community.
- **Developmental Projects** To complement the work of the RSAs, VicHealth supports peak organisations to work directly with specified population groups – women, people from culturally and linguistically diverse backgrounds, and Kooris – to increase participation in physical activity.
- **Active Participation Grants** These grants are designed to increase participation in physical activity. Many organisations in regional Victoria liaise with their local RSA when developing an Active Participation Grant.
- **Metro ACTIVE – PICSAR Metropolitan Demonstration Projects** This program works with metropolitan local governments through its sport and recreation unit or equivalent to encourage 'whole of council' responses to increasing participation opportunities in physical activity through community sport and active recreation.

- Out of School Hours Sports Program (OSHSP)

This pilot program is a joint initiative of VicHealth and the Australian Sports Commission that provides children attending Outside School Hours Care (OSHC) services in Victoria the opportunity to participate in fun, safe and healthy sporting experiences and provides a link to local clubs for continued involvement in physical activity. This pilot program concluded in September 2005.

- Active Transport Initiatives

VicHealth is involved with a number of initiatives that are designed to increase the uptake of active transport alternatives – that is, increase walking and cycling and decrease car usage. For information on these initiatives see the *Active Transport Fact Sheet* and *Active Transport Activity Sheet* on the VicHealth website.

Community Cricket Manager Cricket Victoria

Current Situation

- Cricket Australia recently conducted a Cricket Summit with each of the States Cricket Associations to plan for the coming years. The summit *Are we ready?* was based on the increased interest in cricket as a result of the 2005 Ashes against England.

Cricket Australia is asking each State if they are ready for the increased interest leading to the Ashes in Australia in 2006.

- Issues identified as key focus areas for future planning include:
 - Participation of women
 - Volunteers and Club Structure
 - Facilities
- Coincidentally these issues are consistent with local identified issues.
- John Harris has indicated his strong interest in actively participating in the development of a local cricket strategic plan to address the identified issues.

Netball Victoria

Current Situation

Netball Victoria made a commitment in 2000 (Towards 2000 Paper) to work more closely with affiliated Associations so as to deliver more specific support and services, tailored to meet their needs.

During 2000 and 2001, Netball Victoria undertook an Association Profiling Project, sending a detailed questionnaire to each Association to glean information about its membership, competitions and projects. Whilst the information provided Netball Victoria with some statistical data about Associations, the context and local community in which they operated as well as their 'culture' was not revealed in this research. Additionally, information on current planning, facility development and management practices was not attained.

The Association Profiling Project was Association based and did not investigate the provision of netball from a Regional perspective nor issues within specific Regions.

Project Aim

The Regional Infrastructure Project will profile a specific region and each of its affiliated Associations. It will capture the culture of the Region and each Association, their vision and philosophy, the community and economic environment as well as the information regarding planning, facilities and funding.

Project Objectives

The Regional Infrastructure Project has been established to:

1. complete the profile of each Association within the targeted region
2. develop and implement an Action Plan to improve the management and delivery of netball within the specific Association
3. investigate the broader regional activities and issues in order to develop a regional strategic and facility plan for the future provision of netball in the Region.

Project Structure

The Barwon Netball Region has been selected for the inaugural Regional Infrastructure Project commencing in 2006. As such, the Barwon Netball Region will be utilised as the benchmark for other Associations across the State. Models of best practice will be developed in regards to competition management and delivery, program and volunteer development, strategic planning including facility development and utilisation of community resources to value-add to Associations.

The project will draw on the work initiated by the Geelong Region Alliance (G21) in regards to the Regional Sports Development Plan and the Regional Sport and Recreation Infrastructure Strategy. In particular, the review of relevant regional sports literature and programs together with its investigation and consultation with various sport and recreation groups within Barwon (including netball) will assist in understanding the

current demographics, participation trends as well as the community and cultural environment. This information will assist in establishing the context and scope of this Project.

Further, working with the relevant groups involved with the Geelong Region Alliance such as Sport and Recreation Victoria, Leisure Networks (Regional Sports Assembly) and the five Local Government agencies, will (a) keep all groups informed about our Regional Infrastructure Project and (b) enable us to tap into the relevant community resources available when developing and implementing Association and Region specific plans.

Project Implementation

A part-time Project Officer (2 days per week) has been appointed to implement the Regional Infrastructure Project.

The Project will consist of five stages:

- Stage One: Information gathering
- Stage Two: Focus group meetings (Association and Region)
- Stage Three: Interventions
- Stage Four: Plan Implementations
- Stage Five: Evaluation and Review

The following table briefly outlines details of each Stage and includes an estimated timeline for completion (allowing for two days per week).

STAGE	DETAILS	TIMELINE
<p>One Information gathering</p>	<ul style="list-style-type: none"> ▪ Collation of current quantitative profile of each Association ie: profile questionnaire, facility audit, GOALS checklist etc. ▪ Update Association Profile questionnaire ▪ Literature review and web search ie: G21 Plans, SRV 2005-2010 report, Barwon demographics etc ▪ Development of overview and plan for Project ▪ Identification of and meeting with external key stakeholders ie: SRV, Leisure Networks and local governments re: scope of Project and relevant assistance/networks. ▪ Contact with each Association ie: phone then follow-up letter and quantitative information. ▪ Establish qualitative information for focus groups 	<p>March – April 2006</p>
<p>Two Focus Group Meetings</p>	<ul style="list-style-type: none"> ▪ 18 Association focus group meetings ▪ Report on each Association outlining major issues and actions. ▪ Regional focus group meeting to identify and discuss broader regional issues and future strategies. 	<p>April – July 2006</p>
<p>Three Intervention strategies</p>	<ul style="list-style-type: none"> ▪ Development of Association Action Plans – assistance of Association Development Administrator and Assistant. ▪ Report including recommendations for future delivery of netball in Barwon Netball Region. ▪ Development of Regional Strategic and Facility Plan 	<p>August 06 – June 07</p>

Four Plan Implementations	<ul style="list-style-type: none"> ▪ Follow-up visits to Associations by Project Officer. ▪ Implementation of Association and Regional plans with the support of various Netball Victoria program areas ie: Community Netball Unit etc. 	<p>November 06 – June 07</p> <p>Ongoing</p>
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Discussions were also held with representatives from local and regional leagues and associations to provide further input to the future planning for the provision of sport and recreation across the Colac Otway region. These discussions further compliment the information sourced via the Club Surveys and Public Forums.

The following summaries capture these discussions:

Treasurer

Colac and District Football Netball League

Current Situation

- At the time of developing this Strategy the League where in the process of recruiting and appointing a new Chief Executive Officer.
- The League identifies the lack of public toilets at the southern end of the ground as a significant issue. Inconsistent access to the Colac Youth and Recreation Centre has led the League to hiring portable toilets during the finals season. Acts of vandalism to the Colac Youth and recreation Centre has impacted the Leagues capacity to hire or access these toilets on a regular basis.
- The League has identified the maintenance of the scoreboard and grandstand as a concern and considers this facility lacks presentation.
- The League has eleven clubs which comprise Alvie, Apollo Bay, Birregurra, Colac Imperials, Forrest, Irrewarra-Beeac, Lorne, Otway Districts Simpson, South Colac and Western Eagles.
- Within the League there is a range of standard and capacity of clubs. There is uncertainty as to the future of some of the League's football clubs however these club details are not public at this stage. The Leagues perspective of this is that it is in the best interests of the Clubs and the League to maintain the current eleven clubs.
- The League co-ordinate the finals series. Traditionally the League make contact with Council regarding scheduling of reserves and waste management leading up to the finals series. Traditionally Council provide waste management for the Grand Final site, Central Reserve Colac. However there is not dedicated budget for these services.
- The League actively participated on the Central Reserve Advisory Group. The working group represented all Central Reserve user groups and Council with the purpose to review and implement the Reserve Masterplan, address operational issues and discuss development opportunities.

Future Considerations

- Opportunities exist for the development of junior leagues specifically Under 10's. The strong participation in Auskick together with League difficulty in fielding Under 14's indicates merit in the development of junior teams.
- Opportunity exists for league centralised administration to improve club access to the league and associated resources. A centralised administration may be in collaboration with another sport or sports but may begin just with the league.
- A League strategic plan would assist in the future development and operations for the League and indirectly the individual League Clubs.

President

Colac Otway Soccer Association

Current Situation

- Since the development of the Association in August 2003, the Association has maintained approximately 100 members from across the Shire; the majority of members are juniors.
- Committed Committee and volunteers to support the operations of the Association however further training and specific qualifications will be required to meet club requirements, specifically coaching.
- The Association is based at the Pirron Yallock Recreation Reserve and shares the facilities with the Pirron Yallock Cricket Club. A formal agreement exists between the two user groups.
- Teams currently train at various regional venues (eg. Forrest Primary School) mid week. It is likely this will lead to the development of Clubs throughout the region to then compete at the Association's home facilities.
- Current resourcing and support to the Association from the Football Federation of Victoria (FFV) is inconsistent. The Association experience frustration at sourcing support or information particularly regarding insurance, regional competitions, club development and training particularly coaching and referee.
- The strength within the Association is from the volume and consistency of the junior age participation. Senior participation is not as strong and is impacted by

Future Considerations

- Secure a Colac training base for mid week requirements. Ideally this is not on a share basis with Australian Rules which leads to reserve over use.
- Attain full affiliation with the Football Federation of Victoria within the coming four years to ensure access to regional competitions.
- Likely review of the junior age groupings to result in the introduction of an Under 10's, Under 13's and Under 16's. This will result in smaller teams and competition reflecting the participants skill levels, confidence and capacity.
- Keen to establish further links with the schools throughout the region to further develop the regions participation in the Regional Schools Soccer Tournament.

Co-ordinator

Colac Auskick

Current Situation

- The Auskick philosophy focuses on game play, skills and participation for primary school aged boys and girls. This weekly coaching program teaches the skills of the game through appropriately modified activities and rules in a fun and safe environment. The Auskick program includes game play but does not include scores or final competitions.
- The local program is co-ordinated regionally and the program delivery relies on volunteer support via parents and representatives from local Australian Rules football clubs.
- In 2005 there were 480 registered Auskick participants throughout the region which includes Winchelsea, Lorne and Apollo Bay.
- Participation in the Colac Auskick is very strong and has been consistent over the past five years with approximately 350 participants. This indicates strong interest in the sport at the junior development level throughout the region. Colac Auskick fielded nine teams in 2005.
- Females represent approximately 5% of these registrations. Females from Prep to Grade Three tend to participate then transfer to other sports, namely netball, at Grade Three.

- The Auskick Program does have an Under 12's competition. In 2005 approximately 120 participants from the Colac Auskick U 12's competition participated in games during half time of AFL games at both Skilled Stadium Geelong and Telstra Dome Melbourne.
- AFL support the Auskick program is supported by the AFL through equipment resources and program guidelines. However each region must source

Future Considerations

- It is evident through the participation statistics that the program meets a strong demand within the Colac Otway region. This demand together with further promotion develops the opportunity to provide further Auskick program locations within the Colac Otway Shire.
- Training and development of volunteers is imperative to ensure the sustainability of the program.

President

Cricket and District Cricket Association

Current Situation

- Current participation levels have increased demand on grounds and subsequent need for additional grounds within Colac.
- Trends in sporting club management and State Sporting Association trends are leading the Association towards more information technology requirements and centralised administration. Previously all recording has been managed manually.
- Inconsistency in wicket maintenance across Colac reserves particularly Central Reserve which potentially impacts quality and consistency of play and final series.
Central Reserve, Colac
- Current grandstand and changeroom facilities are too small and inadequate.
- The combination of community volunteer and Council services for maintenance of the wicket is not ideal and results in inconsistency and opportunity for club bias.

Participation/membership

- District exhibition matches occur (normally) annually to encourage juniors, increase participation and raise the profile of cricket within the region.
- Historically the Association has not actively introduced or undertaken development pathways for participants. Specifically, female cricket participation is minimal however there is evidence of interested females. Partnerships with schools is also considered a future development area for the Association.
- Participation trends indicate that players prefer one day cricket as opposed to committing to full weekend games. This is a trend consistent across the sport of cricket in general.

Future Directions

- It is evident that there is not any consistency regarding the future strategic direction of cricket throughout this region. Throughout the Clubs, the Association and the Umpires it is evident there are conflicting interests and support for various future directions for example with regard to facilities development and maintenance, club development, volunteer recruitment and retention and participation.
- Opportunity exists in the first instance to conduct a Cricket Forum involving all key stakeholders to ascertain current issues and future options. Such a forum could then be the catalyst for the development of an agreed plan. This approach is strongly supported by Cricket Victoria and Cricket Victoria's Community Cricket Manager has indicated willingness to participate and assist.

Colac Cricket Umpires

Current Situation

- The Central Reserve wicket is inadequate for the quality of play within the region. Currently the volunteer maintenance on the Central Reserve wicket leads to preference for home teams therefore resulting in bias.
- The wicket requires an overhaul and other options investigated for example a drop-in wicket.
- A turf wicket at Colac Cricket Ground would compliment Central Reserve

Colac and District Netball Association

Colac Night Netball Association

Colac and District Football League Netball Association

Colac Summer Netball Association

Current Situation

Members/Volunteers

- Membership details are as follows:
Colac and District Netball Association: 50 teams per season, 9 clubs, 50 plus umpires and volunteer officials.
Colac Night Netball:
Colac and District Football League Netball Association: 11 clubs of 6 teams plus officials
Colac Summer Netball Association: 42 teams of 10 plus officials
- Generally there is consistent and strong growth across Netball within the region, particularly within junior and open age teams.
- There is a lack of recognition for the dedicated volunteers within the sport and consistent with most codes of sport the majority of volunteers have serviced their club or code for many years.
- Volunteers are well supported through Netball Victoria and the Club Network initiative has assisted further with information and resources however not all volunteers utilise the services or information provided.
- Currently there is no evidence of need for a centralised administrator for netball across the region; current volunteers have the capacity to undertake necessary roles and these roles have very low financial input.

Facilities:

- Specific to facilities across the region, areas for concern raised include insufficient run off areas, lack of dedicated first aid facilities, quality of court surface, appropriate warm up areas and player/spectator shelter, changerooms including showers, storage and administration areas.
- The capacity to attract and host regional/State tournaments or championships is limited because of the facilities. Current requirements are for a minimum of seven courts but this is likely to increase in the near future. In addition infrastructure such as toilets, dedicated first aid, umpires and official's rooms are also a minimum requirement. In 2005 regional championships were staged at Eastern Reserve however future opportunities will be limited if not eliminated, if facilities are not redeveloped or at least maintained.
- The Bluewater Fitness Centre Stadium facilities are inadequate and limit the development of indoor netball competition as the facilities are non compliant are multi lined and supporting facilities such as toilets, office, kiosk are aged and in need of redevelopment. The cost for hire of these facilities is also an issue of concern.

- Sport generally is getting faster, more skilled and proficient. Subsequently older facility issues such as compliancy requirements, run off areas and multi lines impact the quality of the sport or association and more specifically the standard of play. Multi lined facilities can be managed various ways to avoid court confusion by players and umpires.
- Inconsistency across Clubs regarding facility development or maintenance and accessing funding for facility improvements or developments.
- The Colac and District Netball Association is currently developing plans for improved clubrooms at the Eastern Reserve Colac netball facilities.

Club Support

- Netball Victoria support and resource Clubs very well specifically in the area of program delivery and operations, risk management guidelines and requirements, access to accredited training and information workshops. However the rate of uptake on this support depends upon the personnel's priority or interest in the partnerships or opportunities.

Risk Management

- Risk Management is a growing concern for Clubs particularly as more requirements are placed on the Clubs regarding operations, program and facility requirements.
- There is a consensus that there is a good understanding of Risk Management within the Clubs but increasing compliance requirements together with outdated facilities is the concern. The management of risk and implementation of risk management practices differs between Netball Associations within the district.
- Current facility provision and quality impacts on the growth of Netball throughout the region and subsequently not all netball try outs are fielded.

Communication

- Sport and recreation information sourced from Council is appropriate and often compliments information sourced from Netball Victoria.
- Need for further avenue for local clubs/associations to access local media to promote activities, results and achievements.
- Ward Councillors have the opportunity to make contact with clubs and associations to ensure awareness of current or pending issues. Likewise associations and clubs have the opportunity to develop networks and partnerships subsequently taking a self help approach to development.

Future Considerations

- Opportunity to develop a Netball specific work plan across the region with input from each of the Clubs and Associations with defined timelines, costings and funding opportunities and potential partnerships. The projects would range significantly but the purpose is to formally map the proposed works or development and scope the project requirements and options. This work plan would be further detailed through results from the 2005 Netball Victoria facilities surveys and submissions.
- Need for master plans for reserves to identify the improvement and development items to then encourage clubs and Reserves Committee's of Management to work towards the agreed plan.
- It is timely that Council maintain contact with the future of the Colac College site subject to the potential merge of the Colac College and Colac High School. Regardless of the merge outcomes Council need to be actively involved in the future planning for the Hearn Street, Colac College site.
- Improved facilities will address immediate risk management issues and requirements. Further liaison is required between Netball Victoria, Council, clubs and Associations is required to ensure risk management is actively acknowledged and where possible addressed. Currently various funding opportunities are available such as the Sport and Recreation Victoria Country Football Netball Program to address such issues
- Opportunity exists for further partnerships at both the club and association level for a range of identified outcomes.

President

Colac Basketball Association

Current Situation

- Currently the Association has 860 members with the majority of membership being senior females. There is an even split between females and males in remaining age ranges. Although membership is strong it could be stronger through dedicated marketing and promotion. Senior males were strong but this has declined over recent years.
- The Association has had a limited relationship with schools within the region and partnerships could be further developed to encourage greater participation.
- Committee and coaching personnel training is a constant challenge given the lack of resources and volunteer interest to undertake such training. Volunteer fatigue is a constant challenge for all volunteers involved in the Association.
- Currently the facilities limit the Associations growth and quality of play. The facilities are not compliant, pose risk management issues and do not cater for spectators. Subsequently the Association are unable to bid for hosting regional championships or league games and travel throughout the State to compete at such grades.
- The uncertainty surrounding the potential merge of the Colac College together with the Colac High School impacts on the future development and direction of the Basketball Association specifically through the potential development of the stadium or otherwise.
- The current rental fees of the stadium limit capacity for Clubs to train and subsequently access outdoor courts which is not ideal. Casual fees also apply for individual basketball practice which does not encourage participation. Previously the Association sold bottled water to members at the stadium, however this has now ceased further to a request by the Bluewater Fitness Centre to purchase refreshments from the Centre's main reception. Although a small fundraiser the Association has identified this will have impacts on their fundraising capacity.
- The Colac Basketball Association Committee has not undertaken any strategic planning and this has led to an element of missed opportunities. The current Committee is aware of the benefits of undertaking some business planning and endeavour to do this to ensure the Associations growth and development.

- Historically there has been inconsistent communication between the Clubs and the Association. This has also been identified by the current committee with endeavours to improve communication between clubs, the Association and Council.

Future Considerations

- The potential merge of the Colac College and the future of the Bluewater Fitness Centre including the stadium site has potential impacts for the facility and any future development. It is anticipated that Council will be consulted with by the Department of Education throughout the merge investigation process. Council need to be aware of this potential merge and actively pursuing the consultation opportunity.
- Communication needs to be maintained throughout the development of the potential school merge with Bluewater Fitness Centre Stadium regular user groups, ensuring all key stakeholders and provided with up to date information.
- Opportunity exists for the Colac Basketball Association to be actively involved in Council instigated initiatives such as Club Network to undertake strategic planning and junior coaching training.
- Opportunity exists, as with many clubs and associations throughout the region, to increase partnerships with schools to further develop junior development, participation and club involvement.

President

Colac Little Athletics Centre

Current Situation

- The Colac Little Athletic Centre currently has 101 members.
- The Colac Little Athletics Centre have undertaken and completed significant works to the Little Athletic facilities at the Colac Central Reserve over the past 2 years. Subsequently facilities are appropriately meeting the needs of the Centre at this time.
- The Centre consistently approach their projects strategically and very well planned, subsequently are considered a successful Centre.
- The Centre approaches bid and were awarded the hosting of the 2005 Regional Championships. This instigated many of the works to their facilities and now the Central Reserve Little Athletic facilities also include dedicated long jump, discuss and shot put areas.
- Currently there is no senior athletics club or program within the Colac Otway region and therefore there are limited development opportunities for athletes post the Little Athletics program (which caters for ages 5 to 16 years). Talented senior athletes travel to Geelong to maintain participation. The potential to join the South West Sports Academy would encourage talented athletes to pursue the activity beyond Little Athletics. The Centre is currently considering extending their program to under 18's.
- In the short term the Centre is working towards purchasing additional equipment and undertaking significant repairs to equipment.
- In the long term the Centre has identified the need for clubrooms to develop as a home base, this could be on a share basis. Currently the Centre store equipment in the *garage shed* at Central Reserve.
- Currently there are user conflict issues with football practice commencing prior to the official season date of 1 March annually. The Little Athletics Centre use the Central Reserve Oval Wednesday evenings for training but this has clashed with football training which has not been booked.
- Club Network has not had significant impact to the Colac Little Athletics Centre. The Committee have identified that their governing state sporting body Little Athletics Victoria provide sufficient resources and guidance.
- The Little Athletics principles develop juniors sporting and motor skills that are then transferable to any sporting or recreational pursuits in later life. The Colac Little

Athletic Centre is an important option for junior athletes and encourages participation for all abilities.

Future Considerations

- Opportunity exists for the instigation of development pathways for senior athletes' whether this be membership with the South West Sports Academy or the development of a Senior Athletics Club within the region.

Formalised agreements between regular and casual users are required to ensure

- appropriate use of reserves and facilities. Specifically in relation to Central Reserve the introduction of formal agreements would ensure Clubs have defined access to facilities.

- Opportunity exists for the Colac Little Athletic Centre to bid for future championships and events to showcase the Central Reserve facilities and the Centre.

- Opportunity exists to develop a home base facility within the Central Reserve to cater for the clubs meetings, functions and officials requirements. The Centre has identified their interest in participating in the development of such a facility.

President

Colac and District Football Umpires

Current Situation

- The Colac and District Football Umpires are based at the Colac Cricket Ground and have extended the Clubroom facilities to include the dedicated Football Umpires room located at the south end of the building.

- The CDFU are co-tenants on this Reserve with the Colac Cricket Club, and the Colac Leisure Runners.

- The CDFU have some eighty active members which is a consistent reflection of the membership. The group has an ageing membership and younger umpires tend not to continue. Training nights have recently been altered to encourage increased participation.

- The group currently has no concerns or issues with the ground. However, there was a proposal to formalise the car park and walkways at the rear of the Clubrooms. The CDFU would support any reinvestigation of this proposal to improve car parking through a formally structured car park and develop dedicated walkways to address pedestrian safety and provide better sealed areas particularly during winter.

- Painting the facility internals and security fencing to the clubrooms have also been suggested within the group. These are considered smaller projects that could be undertaken by the user groups.

Future Considerations

- Opportunity exists to develop a recruitment program with ex-footballers and others to assist with umpire recruitment.

- The formalising of the car park at the rear of the Colac Cricket Ground Clubrooms and pathways leading to the clubrooms could be developed into a user group project. This would be subject to user group consensus on the proposal.

Principal

Apollo Bay Pool Committee, Apollo Bay P-12

Current Situation

Apollo Bay Outdoor Swimming Pool/Stadium

- Currently the Apollo Bay College Pool is managed and operated by two College staff which is considered 'overtaxing'. Rostering of paid and volunteer life guards,

arranging necessary maintenance works and general facility day to day operations is considered beyond the capacity of two people.

- The Apollo Bay College Pools solar heating source is located on the College Stadium roof which currently leaks and requires replacement, subsequently the solar heating source will have to be removed and replaced. The leaking roof has resulted in damage to the stadium floor which has been repaired.
- The Pool is not financially sustainable and Council's financial contributions towards the employment of qualified Life Guards, facility maintenance and cleaning ensure specific requirements are undertaken.
- Potential litigious aspects of the current pool facilities are of concern, such as access to the pool out of operating hours via the perimeter cyclone fencing. Although vandalism has been minimal, it is an increasing concern.

Shared Pathways

- The current provision of shared pathways throughout and leading to and from the township are inadequate.
- Cyclist safety on the Great Ocean Road is of great concern.
- There is interest within the township to develop a bicycle users group.

Other

- The College has infrastructure and space opportunities to develop accommodation facilities for groups and other schools. During school terms the facilities could be access by other schools and during school recess community groups or seasonal workers could access the accommodation.

Future Considerations

Apollo Bay Outdoor Swimming Pool/Stadium

- Opportunity exists to develop formal training and skill development with local persons to undertake Pool Supervision qualifications to then be engaged as qualified Life Guards for the Pool over the summer season. Such training and skill development could be undertaken through a partnership between Apollo Bay P-12 College and Council's Bluewater Fitness Centre. This initiative could further compliment the College's Victorian Certificate of Applied Learning (VCAL) program. Such training could also be independently pursued by the College through other training providers.
- The Apollo Bay P-12 College seeks any opportunity to review the current agreement between Council and the Department of Education specifically regarding the level of financial support towards facility maintenance with preference for a 50/50 contribution.
- The College request Council support the College to seek funding under the Department of Education, Employment and Training Community Facilities Funding Program. This funding would be sought for the replacement of the stadium roof and Council's contribution would be for consideration under the 2006/2007 budget process.
- Opportunity exists for the development of an indoor aquatic facility.

Shared Pathways

- Opportunity exists for the development of shared pathways throughout the township to encourage active transport and increase participation in physical activity. A dedicated shared pathway along the Great Ocean Road would address current safety concerns.

Other

- Current interest levels within the township support the development of a bicycle users group.

General Manager

Apollo Bay Kennett River Public Reserves Committee of Management

Current Situation

- Projects currently in progress in partnership between Council's Recreation Unit and the ABKRPRCOM include the redevelopment of the Apollo Bay Netball Courts and the installation of a new unit to the Apollo Bay Foreshore playground.
- The ABKRPRCOM have undertaken and completed the shared pathway from Marriners to the Mobil Service Station in Apollo Bay. Detailed planning for Stage 2 of the Shared Pathway between Skene's Creek and Apollo Bay project remains to be undertaken and subsequently stage 2 estimates indicate a cost of \$1 million. However detailed design is required.
- The future siting of the Apollo Bay Pony Club remains unconfirmed. The Club are currently based on the Apollo Bay Recreation Reserve but are without clubrooms facilities and consistent with the Coastal Management Plan are to be relocated. The Club have explored various options over recent years without any confirmed options.
- The relocation of the Apollo Bay Golf Course is also inevitable given the Coastal Management Plan. At the time of compiling this report the Great Ocean Green development requires further consideration through planning processes. It is likely that an outcome would be known June 2006. If approved the project proposal includes an 18 hole golf course, clubhouse, public open space and shared pathways between Apollo Bay and Marengo.

Future Considerations

- Immediate proposed future projects in partnership between Council's Recreation Unit and the ABKRPRCOM include the development of the Apollo Bay Recreation Reserve Masterplan (subject to Council approval for the Regional Recreation Reserves Policy) and the extension of concrete ends and pathways at the Old Jetty Skatepark in Apollo Bay.
- Opportunity exists for funding to be explored for Stage 2 of the Shared Pathway from Skene's Creek to Apollo Bay including detailed design and quantity surveying.
- The Apollo Bay Cricket Club has indicated their intentions to develop dedicated clubrooms as an extension to the existing facilities at the Apollo Bay Recreation Reserve.
- The need to replace the current Recreation Reserve perimeter fencing has been identified by both user groups and the Committee of Management.
- Land acquisition by Council will be required in the near future will be required to ensure provision of space for recreation purposes including public open space.

Secretary and President

Colac and District Ladies Bowls Associations

Current Situation

- The Colac and District Ladies Bowls Association (GDLBA) comprises of eight clubs Apollo Bay, Lorne, Winchelsea, Cressy, Birregurra, Colac Central, Colac Lake and Colac City. Both Lorne and Winchelsea are within the Surfcoast Shire. Currently there are 330 members.
- Increasing costs on individual members for travel, training and coaching is having a significant impact on participation, volunteer recruitment and retention. The Association have considered hosting training workshops for the region however costs prohibit.
- Bowls Australia recently introduced the 'non gender' policy which allows men to compete in ladies competitions and vice versa. Although this may have assisted smaller clubs to ensure competition it is considered that the majority of bowlers would prefer the

gender ruling to remain as was; ladies only allowed to compete in ladies competition and vice versa.

- Bowls Australia have recently appointed a Development Officer to service the nation. Local clubs have questioned the ability of a nationally based Development Officer to service all the clubs.
- Bowls Australia now require all clubs to have competition uniforms which must include Bowls Australia branding, this has further added the costs to participation.
- The CDLBA have had minimal contact with Council and have welcomed information regarding various Council initiatives including Club Network, Community Funding Programs and the 2006 Coaching Forum. The CDLBA will also further promote this information to the Association clubs.
- Travel constraints are becoming more of an issue as players are aging and are less inclined to drive across the region to participate. A bus is often provided however the cost of transport and difficulty in securing a driver and becoming more of an issue.
- Generally facilities are considered to be in good to excellent condition. However, smaller infrastructure items are often a concern at the club level ie. drinking fountains and participant shelter.
- Junior development programs have been introduced across the region at varying levels by various clubs and these have had mixed success.

Future Considerations

- Promotion of the services and resources available through Council throughout the Association clubs will assist future club development. This also includes the promotion of funding opportunities for smaller infrastructure projects as identified.
- Opportunity exists to approach the Bowls Australia Development Officer to investigate a regional meeting to ascertain Bowls Australia future plans and resourcing available to the clubs within the region.
- Opportunity exists for the Clubs to be involved in various participation programs such as After School Activity Program or *Keenagers*.

President

Colac Braves Baseball

Current Situation

- Currently there are an estimated 90 active club members with approximately 50 juniors.
- The Clubs participation in the Good Sports Program has been considered a very positive step for the club. The Club are currently working towards having their Kitchen registered as a Food Premises and implementing a no smoking policy at the venue (including the Reserve).
- Junior and female development remains a challenge for the Club and like many sports the Club is considered by some parents as a baby sitting service.
- The Club have been actively involved in the Club Network and the After Schools Activity Program initiatives which have both proven successful and advantageous for the Club.
- The Club has recently developed and introduced Codes of Conduct which have also proven successful.
- A recent change to the Club Committee has resulted in new enthusiasm towards the club development and long term club strategic direction.
- The Club are aware of a facility redevelopment project as proposed by the Colac and District Netball Association however there has been no formal request from the Netball Association for input from the Colac Braves who current co-use the existing facilities.

- The quality of the Eastern Reserve field has been a long term issue which continues primarily because of the sites history as a waste site. The poor quality of the ground and ground inconsistency raises player safety risk issues and Geelong Baseball Association compliance issues. Council and the Club have worked together over recent years as best to address these issues however without significant rehabilitation ground works, it is difficult to rectify the situation. The Club estimate 50% of their annual budget is spent on ground maintenance to address these specific issues and this is becoming less and less sustainable from the Clubs perspective.
- The Club currently play within the Geelong Baseball Association however the Association have raised their concern as to the quality of the Eastern Reserve Baseball field. The quality of the current field limits Club development opportunities.

Future Considerations

- The quality of the Eastern Reserve field is the main concern of the Club and subsequently long term options need to be explored and considered. Some two years ago an option for the Club to relocate to the Beeac Recreation Reserve was explored. However the Club members identified the preference to stay Colac central. The Club Committee now queries the opportunity to significantly improve the Eastern Reserve or explore other Colac based options, for example the Bruce Street Colac proposal. In considering the site options the following needs to be determined:
 - Eastern Reserve site capacity to undergo significant rehabilitation works for longer term improvements.
 - Bruce Street Colac site capacity to cater for specific sports field requirements.
 - Other Colac based site options.
- Development opportunities exist for female participation within the sport.

PUBLIC SUBMISSIONS

Colanda Residential Services

- Under the heading “Industry” in the project brief the disability and aged care sector is not specifically mentioned. Colanda Residential Services has operated in Colac for 30 years and employs approximately 220 staff, providing services to 140 people with a disability who have considerable recreation needs.

In addition, there are a number of NGO service providers (St Laurence, Karingal, Colac Community Development Association) to people with a disability providing a range of recreation programs.

The omission of this sector is significant. The disability and aged care sector has **recreation** as a primary component of its service focus, notwithstanding the recreation needs of staff employed in that sector have as citizens of the shire.

This point is made to emphasise the disability sector as a key stakeholder that forms part of the scope of the project.

- For people with a disability the current trend to liaise with Leisure Networks who assist in linking people to sporting and recreation clubs is positive and welcome. This is assisting to break down access barriers for this important stakeholder group. Access to recreation and sporting opportunities is not just about the **physical access** to buildings but also about **building links and bridges between people**. Improving **both** these aspects must be an outcome of the COS Recreation Strategic Plan project. The project should address the possibilities for staff training, community education and community awareness, as well as building the necessary partnerships with existing service providers, community facilities and clubs to promote effective access by people with a disability to all sport and recreation activities.
- The current change facilities at Blue Water are not adequate to enable groups of people with a disability to access the pool. Currently people with a disability and their carers are utilizing the meeting room/first aid room at the rear of the building as a change room to properly cater for the needs of the group. Although welcome, as access to the pool would be difficult without use of this room, these groups are under threat that access may be denied in the future as other priorities for the room emerge. It would be unfortunate if the needs of people with a disability will be sublimated to other “higher” priorities.
- Our view is that the existing disabled change-room facilities at Blue Water are inadequate, and the change facilities generally for the public are inadequate to cater for current demand.
- In addition, there have been few modifications to the pool facility to assist access for people with high physical support needs. For example, a hoist has not yet been installed in the spa area.
- There are signs of overuse of Bluewater which is evident in overcrowding in the “laned” area at times. There is anecdotal evidence that people with a disability are being relocated within the pool at busier times.

- Whatever the outcome of the Recreation Strategy project brief there will be a range of significant infrastructure costs identified. An opportunity is presented for Council to provide the lead in enlisting the services of a group of civic-minded people to raise an appropriate amount of money outside council's own budget.
- In addition to the 14 research and planning reports (dating back to 1997) listed under "community consultation" in the project brief, the project should also recognise and give effect to the Victorian State Disability Plan 2002-2012 and the Barwon South West Regional Disability Plan 2003-2006.

The Victorian State Disability Plan for example was developed after extensive community consultation and it provides strong guidance to the community and to this project as to what is expected from them. ie: ***"..... By 2012 Victoria will be a stronger more inclusive community-a place where diversity is embraced and celebrated, and where everyone has the same opportunities to fulfill their aspirations and to participate in the life of the community"***.

This statement is clear and unequivocal, but it means much more than it would have even a decade ago. The infrastructure must realistically reflect the needs of groups of people with a disability attending sport and recreation venues, not merely as individuals but as groups. Not only should there be suitable change rooms and toilets, but also communal spaces to enable the group and the carers time and space to attend to their other needs.

Another important part of the access issue is to recognise that people and the relationships between them is critical. There is a potential role for local government in facilitating (perhaps with agencies like Leisure Networks) sport and recreation clubs to forge close ties to disability groups and organisations, to develop volunteers/friends/mentors to enable access and inclusion to happen on a regular basis.

The Meeting Place and the Colac Access Reference Group

The Meeting Place - 20 participants.

Colac Access Reference Group - 6 participants

The following comments were documented from a meeting recently held at The Meeting Place and with the Colac Access Reference Group. While the comments were not in direct response to questions about the Recreation Strategy they do have an impact on the ability of people with a disability to actively participate in their own community, recreation being one of those forms of participation.

Community safety

"I don't feel very safe in Colac anymore and so I stay home"

"Something has got to be done about this; we just want to feel safe in our own communities"

"Lots of people hanging around the street give me a hard time and I get scared"

Infrastructure

"The footpaths are all broken so its scary for me to go for a walk, I might fall over"

"Sometimes when I go for a walk I run into bushes/trees that hang over peoples fences, that's not safe either."

"All places in Colac need to be accessible for people in wheelchairs"

Blue Water Fitness Centre

"When I go to Blue water on a Saturday or Sunday there is never enough people there"

Colac Youth Hall (venue for The Meeting Place)

“This place is in bad condition”

“It is always dirty when we come here and no one looks after it”

“Please don’t kick us out of the Youth Hall; it is so close to everything, we love it here”

“The Meeting Place gives us something to do during the week and it is safe”

“This hall needs to have better facilities for people like us”

Transport

“We cant go anywhere because there is no transport that is easy to use.”

General

“Being active is important for our health”

“Lots of things stop us from being active, especially some people who are in wheelchairs”

“We like to go for long walks”

Friends of the Colac Botanic Gardens Advisory Committee

1. Gardening and walking are some of the most popular forms of outdoor recreation in most western communities, and this would doubtless include our Shire. They are particularly valuable to the very young (as places for mothers to visit with their children) and for the elderly who can no longer take part in more active pursuits.

2. Colac has an important asset in the Botanic Gardens which could be used for both of these activities. It is a place where you can observe and enjoy the beautiful gardens, to get inspiration for your own garden. It is a destination for a walks as well as providing a wonderful, safe surroundings walking or other healthy activities such as Tai Chi or simply a picnic.

3. The Friends of the Botanic Gardens Group sees two main issues.

- Firstly, over time the Gardens site has gradually become disconnected from the lake. This occurred as the town lost interest in the lake, and was exacerbated by the construction of the CFA sports training track. The decline in interest has now been reversed, and we hope we can move forward to improve the connectedness with new paths that connect the gardens to the foreshore and by replacing the earlier plantings on the bank. We believe that this process will be addressed in the implementation of the Foreshore plan. As Barongarook Creek forms the eastern boundary of the Gardens and has a path used for walking, running and cycling, it would seem logical to incorporate the Gardens walking paths as one of the possible destinations.
- The second issue is to educate the population about the delights of the gardens and how they can be used for healthy living. We would ask the Shire to offer support for this process, as we explore the possibilities of employing a part-time Activities Officer. The duties of this person would be to develop a plan of possible activities in the Gardens, to co-ordinate with those already using the Gardens, to start new groups undertaking such activities with the aim of making them self-supporting and to develop appropriate marketing strategies. We foresee that these activities would involve schools in their science (botany) classes, young mothers in outdoor playgroup type activities, and the elderly in gentle, paced walking or other exercises. No doubt other ideas will also emerge (eg. how about a yearly Shire picnic hosted by the Shire President?).

4. In conclusion, we thank the Shire for all the support shown to the Gardens in the past, we look forward to this support continuing and hope that we can move forward together to improve both the Gardens and the lives of the people of Colac and its visitors.

Colac and District Football League Netball Association Inc.

- The CDFLNA covers the entire Colac Otway Shire area and part of the Corangamite Shire (Simpson Football Netball Club) and Surfcoast Shire (Lorne Football Netball Club). Refer to the map following which identifies area and delineates Association Clubs in blue
- CDFLNA provides community based family sport and social opportunities. 11 member clubs – Alvie, Apollo Bay, Birregurra, Colac Imperials, Forrest, Irrewarra/Beeac, Lorne, Otway Districts, Simpson, South Colac, Western Eagles.
- Currently 6 grades of competition – A, B and C Grades, 17 and U, 15 and U, 13 and U, playing from 9.30am start until 4pm each Saturday. 20 home and away rounds and 6 days of finals competition; starting in April through to September, Club pre-seasons start January/February.
- Participant numbers: 2005 totals
Junior players and open age players 660
Coaches: 50
Umpires: 110
Others: 100
Team Manager, first aid personnel, scorers, timekeepers.
Plus extras: supporters and spectators.
- Further growth is constrained by only one court being available at 9 of the 11 clubs at present. Future growth ie. second 13 and U and 15 and U and another Open Age grade will require 2 courts at club venues plus additional warm up area – currently there are numbers at some clubs to support extra grade implementation as some interested players are unable to participate.

CDFLNA Court Use

- CDFLNA utilize the Club facilities for the home and away fixture.
- CDFLNA utilize Colac Central Reserve and Colac Western Reserve facilities for the Association finals in-conjunction with the Colac and District Football League (which hires the venues). In very wet Septembers the facilities at Irrewarra Beeac are used.

Central Reserve

- Administration area on courts – non existent
- Female change rooms and showers – non existent
- Youth Club facilities were not for use last season
- Easily accessible to court area female toilets – non existent
- Spectator shelter or seating –non existent

Western Reserve

- No warm up area (roadway)
- Doesn't comply with run-off requirements and has a power pole near edge of court.
- No shelter for team bench
- Limited changeroom facilities

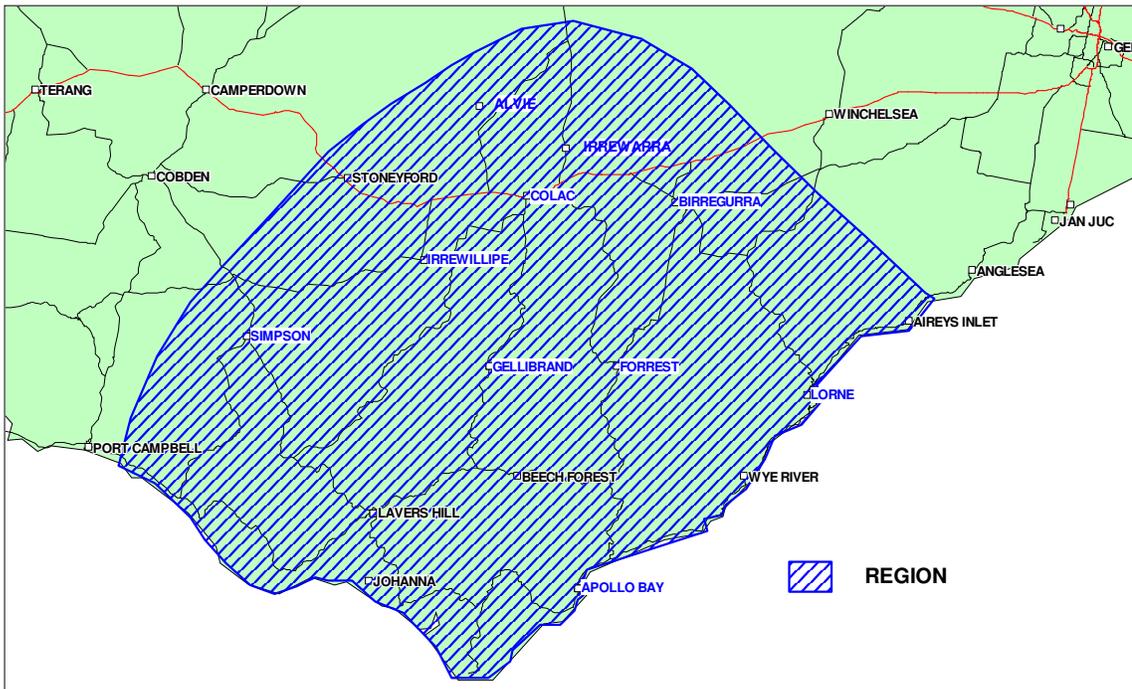
- CDFLNA utilize the Eastern Reserve for annual representative Team Try-outs days and training sessions, conduct coach and umpire courses, also hosted the Barwon Zone Association Tournament in May 2005 at Eastern Reserve required, required the 7 courts to do this.
- CDFLNA have utilized the Bluewater Fitness Centre court and meeting room facilities for coach and umpire courses and also for workshop forums ie. the Netball Victoria Safety Net Risk Management Member Protection session. Rising hire costs may in the future mean this venue will be too expensive. If a show court was available then exhibition netball games could be staged.

Volunteers

- Association Executive members and personnel and the Club personnel are all volunteers. Netball Victoria support and assist with workshops and courses (participants pay a fee) and the CDFLNA and some clubs are Leisure Club members. CDFLNA has actively embraced the policy information and implementation and encourages member clubs to do so; this occurs at varying degrees, as the up take varies from club to club – often dependant on an enthusiastic driver.

Clubs

- To date – court conditions vary across the clubs from 7 poor to 4 good, majorities (7) of the courts do not comply with the run-off requirement and some (6) don't have safe warm up area other than the court that is utilized for the matches.
- Changeroom facilities – is limited and showers almost non existent.
- First aid area is not available at any clubs, at the courts.
- Shelter for team benches is available at 5 clubs.
- Shelter for spectators is very limited – non existent at 9 clubs.
- Office space and storage is an issue for all clubs
- No lighting or limited lighting for training is a problem at some clubs.
- Traffic movements near courts and fences are issues at some clubs.



Apollo Bay Golf Club

The Apollo Bay Golf Clubs public recreation facility at Point Bundury is to be closed down at the end of the current lease after 80 years of operation.

Council is now seeking input to its 2006-2010 Recreation Strategy, I wish to nominate the replacement public golf course as proposed by Urban Great Ocean Green and Apollo Bay Golf Club (Amendment C29) be included in the Recreation Strategy Plan and that the new site be shown on a map.

Whilst the closure of the Apollo Bay Golf Course falls outside of the 2006-2010 plan it is imperative that provision be made now to facilitate a replacement golf course as there exists a very real risk of there being an interruption to the continuity to golf in Apollo Bay.

The playing of golf at Apollo Bay is integral part of tourists and visitors plans when staying in the area, this is borne out of the vast number of rounds of golf (estimated to be in excess of 25,000) played each year, and the records show that this number is still growing.

Colac Imperials Football Netball Club (FNC)

Club Committee

The Colac Imperials FNC appreciates the opportunity to provide input into the development of the Colac Otway Shire Recreation Strategy. The Club is satisfied with its current position in terms of sustainability and its vision for the future. The assistance received from Council has previously been to a satisfactory level.

In terms of looking forward to ensure the Club remains a sustainable sporting club for the Colac community, there are a number of issues that the club believes Council could consider and provide further assistance. Primarily these focus on the upgrade and maintenance of facilities.

The club believes a key issue is the ability for local sporting clubs/facilities such as the Colac Imperials FNC/Western Oval to influence Council budgets and capital works. It would be beneficial for clubs and facilities to have a clear understanding of the pathway for achieving funding via Council's budget. Is this possible for facilities outside of Colac's Premier Reserve, Central Reserve? Furthermore, a greater understanding in receiving assistance from Council in obtaining external funding would be beneficial.

Issues:

The Club has listed a number of facility issues relating to the use of the Western Oval in priority order.

1. Resurfacing of existing netball court/investigation of a second court

The current court is in dire need of resurfacing of the court surface and extending the run-off areas. This has been identified in Netball Victoria's Court Audits and is a priority for this organisation as well as the CDNFL. Furthermore, investigation of a second court is needed as the number of participants increase. It is likely that the number of netball grades in the CDNFL will increase in the future in line with the number of willing participants.

2. Shelter between Social rooms and Change rooms

This project has been identified for a number of years as there is currently very little shelter at the facility for spectators. Funding was sought through Council's facility grants but only a proportion of the requested amount was offered, therefore it was not viable to undertake the project. The Western Oval is a major venue for CDFNL finals which caters for large crowds. Therefore, adequate shelter for spectators and food vendors is imperative.

3. Upgrade watering system for oval

The ground is currently watered manually via unsustainable means. Council, in conjunction with Barwon Water, should investigate more sustainable practices for watering the facility via an automated water system.

4. Lighting for Oval and Netball court

Current lighting arrangements for both the football oval and netball court are poor and require upgrading. Financial assistance via Council or external sources would be of great benefit to users of the facilities.

5. Children's play area and office area added to social rooms

The Colac Imperials FNC prides itself on being a family club. The number of young families including infants and young children at the club is increasing dramatically. A proposal by the club is to extend the current social rooms to include a children's play/crèche type area. This would allow for younger parents to continue participating in football/netball programs while their children are cared for in a supervised setting.

Furthermore, an office area is also in the proposal to cater for the emerging needs of club administration, especially on game day. All match day administration such as team sheets, clearances etc. is now completed online so a space to cater for administration is imperative.

6. Laptop computer

The club is also investigating the purchase of IT equipment such as a laptop and printer to complete the administration requirements mentioned previously.

Conclusion:

The Colac Imperials Football Netball Club considers itself an important community sporting club within the scope of the Colac Otway Shire. Recognition of the above issues by Council would provide great benefits to the members of the club as well many members of the wider community.

Colac Cricket Club

Club Committee

The Colac Cricket Club appreciates the opportunity to provide input into the development of the Colac Otway Shire Recreation Strategy. The Club is extremely proud of its history and looks forward to a strong future.

The Club has received strong support from the Colac Otway Shire in the past and hopes to continue this relationship. The Club has a number of plans emanating from its Strategic Plan 2004-06 in terms of facility development. These plans will ensure that the club remains an important recreational organisation for the Colac community.

The Colac Cricket Ground is no doubt the home for cricket in Colac. The ground is used extensively across the summer period for junior and senior cricket matches. However, there a number of improvements needed for the facility to meet the needs of the Colac Cricket Club as well as the Colac & District Cricket Association.

Issues:

The Club has listed a number of facility issues relating to the use of the Colac Cricket Ground, in no priority order:

Ground surface upgrade

The Colac Cricket Club has made a sustained effort to maintain the surface of the ground through watering and mowing of the facility. This season the club purchased a gang mower to enable it to ensure the surface is kept at an optimum condition. This has relieved the need for Council to maintain the ground.

Unfortunately, the current surface of the ground is not suited to the amount of use the facility receives over the cricket season. As the home of cricket in Colac, the ground is used extensively almost everyday of the week. Unfortunately the surface cannot cope with the use and attempts to water the ground are futile due to the nature of the surface. The ground is patchy to say the best with very little grass on the ground.

The club's proposal is to redress the ground with a more suitable dry weather grass. An example of what can be done is the recent upgrade of Modewarre's second ground at a cost of approximately \$12,000. This has seen summer grasses planted ensuring a full grass coverage throughout the summer months. A project such as this would ensure the ground could cope with the amount of use it receives.

Practice nets upgrade

The current practice nets are also used extensively, not only by the club but also the general community. Other clubs (eg: Irrewarra CC and Cressy CC) use the nets for training due to their central location. The Colac CC is battling to maintain the facilities due to the amount of use and obviously receives no reimbursement from other clubs/community that use the facilities. There is a need to repair and refurbish the practice nets. The Club believes that assistance from Council should be received to maintain and improve important community facilities.

Storage shed

The Club proposes to build a storage shed adjacent to house the gang mower and other equipment.

Paved outdoor area

The club also wishes to develop a paved outdoor area adjacent to the social rooms. There is currently little space for spectators to sit comfortably and watch the game. Many remain in their cars a great distance from the social facilities. The proposal would include a paved area and house the club's outdoor settings and shade umbrellas. This would encourage parents, wives, girlfriends etc. to socialise together and improve the social fabric of all clubs that utilise the facility.

Floor covering for social rooms

The club has completed recent works to the social rooms including an impressive paint job that has made the rooms much more comfortable for players and supporters. The club now wishes to lay floor coverings to complete the social room upgrade.

Conclusion:

The Colac Cricket Club considers itself an important community sporting club within the scope of the Colac Otway Shire. Recognition of the above issues by Council would provide great benefits to the members of the club as well many members of the wider community.

Forrest Tennis

Secretary

Current Situation

- Forrest has 3 teams A grade + B Grade + Juniors & they are local people:
- B Grade lacked female players most of the season due to work commitments in tourism
- Transport was an issue for the youth trying to play in B Grade
- Volunteers find it time consuming & costly for them to ring around every week to find a team
- Clubs lack meetings space.
- Limited fundraising when sharing fund raising with cricket & footy clubs (non Locals)

Colac Otway Shire Recreation Strategy 2006-2010

- Currently a member of the Polworth Tennis Association however difficult in attracting female participants poses restriction in participation in activities. This is a reflection of the township demographic as males are currently well represented. This is particularly to the B Grade.
- **Plan**
- Not linked to Forrest township Plan or other sporting clubs in Forrest eg--Footy Club
- Lacks funds for future planning
- Poor facilities, lacks club rooms

- **Stakeholders**
- Community use free
- Forrest Caravan Park Tourists use free
- Weekenders City landowners use free
- School: Use free

Who are Actively involved in the delivery of recreational services

- Volunteer parents from local community
- Volunteer farmers from surrounding areas
- Geelong based volunteers have mixed role within club (not necessarily active)

Future needs:

- Business Plan & Links to Forrest Township plan
- New club rooms
- Resealing court
- Commitment from local community
- Input from the local Caravan Park Manager eg court rental
- Public toilets at Courts
- Needs improved communications within town (town news letter connected to school news letter)

Colac Resident

After a recent holiday, we thought it would be fantastic to have a walking/riding track that started at the Botanical Gardens (caravan park, playground, bbq facilities, etc currently there) going along the lake edge to Rossmoyne Park and finishing at Red Rock. Rossmoyne Park being about half way and a very pretty spot and Red Rock has the winery and magnificent views of the area. A lot of children love to cycle to Red Rock for the challenge but the current route is dangerous as it is a main road in all directions frequented by many large trucks. A safe, picturesque track would be an asset I think for all the community - tourists, walkers, joggers & cyclists.

Another idea was for a Sound Shell in the Botanical Gardens. This would be great for Carols by Candlelight, Australia Day and any other festivals/events.