



ACTIVE SPORTS STRATEGY 2011 - 2016

VOLUME 1: STRATEGY AND ACTIONS

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ABOUT THIS DOCUMENT

This document is **Volume 1: Strategy and Actions** of the *Mornington Peninsula Active Sport Strategy*, prepared by @leisure in conjunction with the Mornington Peninsula Shire.

Findings and recommendations presented within this report are based on information gathered during the market research and consultation phases of the project.

Documents that make up the *Mornington Peninsula Active Sport Strategy* are:

- **Volume 1:** Strategy and Actions
- **Volume 2:** Profile and Issues by Sport
- **Volume 3:** Consultation Findings

This document was initially developed in December 2005, and then updated in 2009 and again in 2011. In this time a significant body of work has been completed to address some of the directions in this plan. This has enabled clarification of some specific issues and actions.

ACKNOWLEDGEMENTS

The Mornington Peninsula Shire would like to acknowledge the assistance of sporting clubs, associations and leagues, schools and residents, who participated in the study and others who provided feedback to update the plan.

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EXECUTIVE SUMMARY

The Active Sports Strategy has been prepared for the Mornington Peninsula Shire to help guide strategic planning for the future provision of sports and sporting infrastructure throughout the municipality.

The preparation of this study was a key action identified in the Shire's 2004-2006 Community Plan and reinforces the Shire's commitment to providing a range of sporting opportunities for the community.

The study involved three major market research components, including: analysing current sports participation and provision in the Shire, assessing state and national sporting trends and undertaking extensive community consultation process with residents, schools, sporting clubs, leagues, associations and peak sporting bodies.

This market research identified a number of influences on sports participation and the demand for particular activities, they included: proximity of the Shire to Melbourne, the township nature of settlement patterns and the lack of direct public transport between townships.

The Shire's coastal location and vast range of beach and foreshore areas makes it a popular destination for visitors in summer months. Estimates of population increases indicated that up to 40,000 people visit the Shire during the summer holiday period. Additionally, the beach and ocean offer unique sport and recreation resources. Also of note are the 15 golf courses located within the Shire.

Whilst the large influx of visitors to the area is a major influence on the demand for activities, it also creates opportunities for local clubs (and the Shire) to capitalise on.

The township-based structure of the Shire was considered to have a high impact on facility provision, with some sports (i.e. tennis and lawn bowls) requiring facilities to be provided in the majority of the Shire's 40 townships.

Apart from local influences, five principle demographic influences on sport and leisure participation were identified: age, gender, ethnicity, education and income.

Whilst all five influences play their part in activity demands, the aging nature of the Shire's population and its projected growth were identified as major demographic influences on activity demand.

The Shire has found in recent times that demand for sporting facilities is beyond the current supply. There has been significant growth in female participation, which has created greater need for unisex or separate changeroom / shower facilities in sports pavilions. In addition, sports ground management is under stress from high demand for use at peak times. Renovations of many sportsgrounds and their facilities are required to make their operations more sustainable and to reduce use conflicts between different users. Programs such as sports ground lighting will increase ground usage times and help to ease current pressures. Sharing of club facilities between clubs will also assist.

Participation rates derived from the schools survey highlighted that the Shire is currently achieving higher than average levels of participation across most sports. However, the need for a better player pathway from school participation into local clubs was identified.

Originally, soccer, basketball and tennis were identified as key growth sports requiring additional training and competition facilities to satisfy current a future projected demand. These sports are targeted for detailed analysis throughout the study. However, since the strategy was developed, the growth in tennis and basketball has changed and the focus for these sports is now consolidation. Soccer participation continues to grow.

A regional analysis of sport highlighted the need for a more united regional approach to sports planning between the Shire, its neighbouring municipalities and with sporting clubs, associations and leagues. Consultation at all levels highlighted the need for additional networking opportunities and for forums to share information about common issues.

Schools (public and private) were also identified as important stakeholders in the provision of sports facilities and as an important link in player pathway and sports development initiatives. Providing the opportunity for girls to participate in sports such as Australian Rules Football, soccer, cricket and others was considered an important function of the school network.

Assistance with marketing and promotion of sporting activities would be highly valued by sporting clubs. In most cases, clubs saw this as a joint responsibility between themselves and the Shire. This was an important finding and one the Shire could easily capitalise on. Promotion to all key market segments should include visitors, residents, social participants, schools, women and girls, people with a disability and senior citizens.

A significant role for the Shire is to maximise “grass roots” participation in a wide range of sporting activities. The Shire is unlikely to be a major contributor to elite or professional sporting developments or programs.

With limited resources the Shire it must encourage consolidation and sharing of facilities wherever possible.

The Shire must also seek to understand why people are not participating and remove barriers wherever possible. With an increasing aged population on the Peninsula, it must be cognisant of the need for facilities that enable a wide range of age groups to participate.

To address the key issues of maximising participation, catering for future demand, providing new facilities and assisting club and regional networking, the following six strategies have been developed:

- adopt a co-operative approach to sports development
- provide greater emphasis on the planning process
- develop facilities to serve growth sports
- match facility standard with levels of competition
- encourage a greater range of people to participate
- provide better awareness of opportunities.

Discussion of each strategy (identified in **Section 5 Key Issues, Goals and Strategies**) includes the background and basis of issues raised, strategies to adopt for future planning and key opportunities and actions for the Shire to capitalise on.

1. INTRODUCTION

1.1 Project aim

This study will assist the Mornington Peninsula Shire to plan for the future provision of sports and sporting infrastructure throughout the municipality.

For the purposes of this study, sports have been broadly defined as; *'active, organised and structured sports, which utilise Shire facilities and are represented by a peak body'*.

1.2 Active Sports Strategy

This study includes an examination of:

- existing participation rates
- a profile of the selected sports and the Shire's facilities
- areas of unmet demand
- identification of new and emerging sports.

The key sports to be assessed as part of this strategy included:

Archery	Gymnastics	Sailing
Athletics	Golf	Shooting
Aquatics (including Swimming/Diving)	Hockey	Soccer
Australian Rules Football	Lacrosse	Softball
Baseball	Lawn Bowls	Squash
Basketball	Lifesaving	Surfing
Bocce	Martial Arts	Table Tennis
Badminton	Model Cars / Aeroplanes	Tennis
BMX	Motorsports / motorcycling	Volleyball
Cricket	Mountain Biking	Other sports
Cycling	Netball	
Equestrian	Rugby Union	

The study also examines the future demand for sport and recommends strategies for the future provision to meet residents' needs. A key output of the strategy is a ten-year priority listing of recommended actions.

This document, **Volume 1: Strategy and Actions** sets out the future directions for the Shire.

A summary of each sport researched as part of this study, including: club participation, future estimated demand, facility provision, key issues and recommended actions is detailed in **Volume 2: Profile and Issues by Sport**.

1.3 Methodology

A number of tasks were undertaken to achieve the study outcomes:

- a review of existing Shire documents, strategies and reports
- an analysis of the influence of trends and participation rates / impacts
- interviews, meetings and workshops with Shire staff
- telephone and written surveys of sporting clubs
- telephone interviews with district, regional and state peak bodies, leagues and associations
- telephone interviews with primary and secondary school physical education and sport staff
- household survey distributed to 3000 randomly selected households
- an in-school survey distributed to randomly selected primary and secondary schools
- inspections of a range of the Shire's sports facilities
- four forums for key sport stakeholders and peak bodies
- identification of the key issues for resolution, preparation and presentation of key issues to the Project Team and key stakeholder groups
- preparation of a Draft Active Sports Strategy for public consultation.
- Feedback from Shire staff and associations to update the document in 2011.
- Updating of report to include 2010 ERASS data

1.4 Definitions

The definition of sports

For the purposes of this study, the Mornington Peninsula Shire has broadly defined sports to be included in this study as '*active, organised, structured sports, which utilise Shire facilities and are represented by a peak body.*' The study brief identifies a selection of such sports for review.

Organised and non-organised participation

The Exercise Recreation and Sport Survey (ERASS) is conducted annually for the Standing Conference on Recreation and Sport (SCORS). ERASS provides participation data at a national, state and regional level and is currently the main industry resource for demand data for recreation and sporting activities. However the data only includes senior sports for children over 16. Junior participation rates are not tracked nationally. There has been significant growth in participation in junior sports on the Peninsula over the past years, particularly in soccer.

ERASS distinguishes between organised activity, that is, activity undertaken under the auspices of a 'club, association or other type of organisation' and non-organised activity. The importance of this distinction varies from activity to activity.

This project has adopted the same definitions for the terms 'organised' and 'non-organised' participation.

2. SHIRE CONTEXT

2.1 Location and proximity to Melbourne

The Mornington Peninsula Shire is located just over an hours drive from Melbourne. The Shire forms a promontory separating two contrasting bays: Port Phillip and Western Port. 'The Peninsula' (as it is known to local residents), is almost surrounded by the sea, with coastal boundaries covering over 190km. Additionally, the Shire occupies a very large geographical area of over 720 square kilometres.¹

The proximity of the Shire to Melbourne, the extent of coastline and the Shire's relative isolation, have considerable influence on the use and viability of sports facilities.

Figure 1: Location of the Mornington Peninsula Shire



Source: Department of Sustainability and Environment, Melbourne 2030 website

¹ Mornington Peninsula Shire Community Profile, .id Consulting Pty Ltd, 2010

2.2 Population

In 2006, the total population of the Shire was estimated at 136,483.²

The Shire's resident population is projected to grow to an estimated 175,735 by 2031. This equates to an additional 39,252 people requiring access to a range of community services. With the aging nature of the Victorian population and the popularity of the Mornington Peninsula as a retirement destination, many of these additional residents are expected to be in the 60 year and over age group. It is projected that in 2021, the most populous age group will be 60 - 64 year olds, with 11,435 persons and the age group with the largest proportional increase (relative to its population size) will be 70 - 74 year olds, with an increase of 58.3% (10,262 persons).

The settlement pattern of the Peninsula is characterised by separate townships located on coastal strips. There are 40 separate townships with a mixture of urban and rural areas, incorporating resort towns, tourist development and some commercial, industrial and port areas. These townships have retained relatively clear boundaries and are centres of both commercial and residential development, each with its own identity and value. For planning specific purposes, the Shire has created 16 'Small Planning Areas', which incorporate a number of townships and hamlets. Table 1 following shows the 2006 resident population of each Small Planning Area.

Table 1: Mornington Peninsula Small Planning Area Population Figures 2006³

Area	Small Planning Area Townships	2006 Population
1	Balnarring, Balnarring Beach, Merricks, Merricks Beach, Somers	3,901
2	Baxter - Pearcedale	2,234
3	Bittern - Crib Point	6,238
4	Dromana - Safety Beach	8,011
5	Flinders - Shoreham - Point Leo	2,104
6	Hastings	7,190
7	HMAS Cerberus	1,148
8	Mornington - Moorooduc - Tuerong	22,830
9	Mount Eliza	16,706
10	Mount Martha	14,686
11	Portsea - Sorrento - Blairgowrie	4,426
12	Red Hill - Red Hill South - Merricks North - Main Ridge - Arthurs Seat	2,949
13	Rosebud - Rosebud West - McCrae - Boneo - Fingal - Cape Schanck	19,062
14	Rye - Tootgarook - St Andrews Beach	11,446
15	Somerville	10,823
16	Tyabb	2,722
TOTAL SHIRE POPULATION (2006)		136,483

² Mornington Peninsula Shire Community Profile, .id Consulting Pty Ltd, 2010

³ Mornington Peninsula Shire Community Profile, .id Consulting Pty Ltd, 2010

■ Visitor population

The location of the Shire, its close proximity to Melbourne and the presence of Port Phillip Bay and other ocean / coastal areas make the Shire and its townships one of Melbourne's major holiday destinations. The Mornington Peninsula population grows substantially during peak holiday periods (namely December to February – summer months). Recent visitor statistics indicate that the Shire population can rise by up to 30% during peak seasons (December to February)⁴.

Based on a 30% population increase in the total population, the following figures presented in Table 2 have been calculated and ranked according to the most popular small planning areas for visitor stays at peak season times.

Furthermore, the Mornington Peninsula Visitor Profile and Satisfaction Report⁵ states that:

- Majority of visitors travel for holiday and leisure purposes (84%)
- Most visitors stayed overnight (71%)
- Nearly nine in ten visitors (88%) were domestic visitors
- Over three quarters of domestic visitors (77%) were from Victoria
- Seven in ten visitors (72%) were repeat visitors

The fluctuation in population and increase in visitation in summer months have implications for sport. There is a significant increase in demand for some activities (e.g. walking, swimming, tennis) due to the high number of visitors and therefore opportunities and issues exist for resident clubs and facilities. These need to be addressed accordingly.

Table 2: Estimated Population at Peak Season by Township⁶

Area	Small Planning Area Townships	Peak Season Population	Usual Population	Population Increase
1	Balnarring, Balnarring Beach, Merricks, Merricks Beach, Somers	5,071	3,901	1,170
2	Baxter - Pearcedale	2,904	2,234	670
3	Bittern - Crib Point	8,109	6,238	1,871
4	Dromana - Safety Beach	10,414	8,011	2,403
5	Flinders - Shoreham - Point Leo	2,735	2,104	631
6	Hastings	9,347	7,190	2,157
7	HMAS Cerberus	1,492	1,148	344
8	Mornington - Moorooduc - Tuerong	29,679	22,830	6,849
9	Mount Eliza	21,718	16,706	5,012
10	Mount Martha	19,092	14,686	4,406
11	Portsea - Sorrento - Blairgowrie	5,754	4,426	1,328
12	Red Hill - Red Hill South - Merricks North - Main Ridge - Arthurs Seat	3,834	2,949	885
13	Rosebud - Rosebud West - McCrae - Boneo - Fingal - Cape Schanck	24,781	19,062	5,719
14	Rye - Tootgarook - St Andrews Beach	14,880	11,446	3,434
15	Somerville	14,070	10,823	3,247
16	Tyabb	3,539	2,722	817

⁴ Mornington Peninsula Shire Community Profile, .id Consulting Pty Ltd, 2010

⁵ Mornington Peninsula Visitor Profile and Satisfaction Report, Tourism Research Australia, Department of Resources, Energy and Tourism, June 2

⁶ Figures were calculated by applying the indicated 30% increase in population to 2006 population data; Mornington Peninsula Shire Community Profile, .id Consulting Pt Ltd, 2010

2.3 Township characteristics

The geographical nature and the township structure of the Shire divides the municipality into three relatively distinct population centres. For the purposes of this study, these have been defined as:

- Northern Peninsula;
- Southern Peninsula; and
- Western Port.

(Table 1 above identifies Small Planning Areas and corresponding population centres).

Melbourne 2030, has designated a hierarchical network of activity centres in metropolitan Melbourne. The policy has identified the townships of **Mornington** (Northern Peninsula), **Rosebud** (Southern Peninsula) and **Hastings** (Western Port) as major activity centres. Each of these activity centres will serve the three distinct population centres. Essentially these activity centres are based around transport hubs and will be the focus for mixed use and higher density residential developments in the Shire.

The map below identifies the location of each Major Activity Centre under the Melbourne 2030 strategy. This distribution of population, the development of these activity centres and travel patterns have a significant influence on the use and viability of sports facilities.

Figure 2: Major Activity Centres in the Shire



Source: Department of Sustainability and Environment, Melbourne 2030 website

The nature of the Shires township structure and its size creates a significant impact on travel and transport options between townships, some of which are between 20 and 40km apart.

The Shire's population is heavily vehicle dependent, with the focus on the development of major activity centres to act as transport nodes and links to and within the main population centres. Public transport primarily runs north to south up and down the Shire, leaving east to west travel largely to personal motor vehicles. However an east-west bus scheme is being trialled in 2011.

The Shire contains a number of households without motor vehicles. The highest proportions of households without cars are located at the Small Planning Area's of 13 (Rosebud, Rosebud West, McCrae, Boneo, Fingal, Cape Schanck), 8 (Mornington, Moorooduc, Tuerong) and 6 (Hastings). Inner Melbourne presents the largest concentration of households without motor vehicles, but this is expected in an area with well-provided public transport. However, in the Mornington Peninsula where there is less extensive provision of public transport and a more dispersed pattern of residential development, households without motor vehicles are subject to access and social equity disadvantages.⁷

The difficulties surrounding transport and travel distance have been a major factor in the creation of a significant township base and culture within the Shire.

The 2009 Ridesafe program, the 2007 Transport Plan and the 2010 Bicycle Strategy all seek to improve opportunities for non-car based trips in the Shire.

■ Implications for sport

The proximity of the Shire to Melbourne, the influx of visitors in summer, the settlement pattern in townships in three distinct districts and the nature of travel between them all have implications for the demand and use of sporting facilities. The key implications of these characteristics include the following.

- The potential increased demand for social sport in summer months and holiday periods (for example, tennis, cycling, swimming, lawn bowls, skate and BMX, surf sports, sailing and other water based sports).
- The opportunities for providing sports and activities to target visitor interests and for local clubs to capitalise on visitor markets (for example, casual hire of club facilities).
- The pressure for each township to have its own suite of sports facilities, possibly over and above that would otherwise be viable.
- The quantity of local based facilities may constrain the viability of regional or shire wide facilities.
- The desire to satisfy city / metropolitan based expectations concerning quality and variety of facility provision in smaller, rural / seaside townships.
- The need to focus on district provision and major activity centres for the development of higher order sport facilities.
- Many of the facilities built in the 1960's and 70's no longer meet the needs of sporting clubs
- The growth of junior sport is placing pressure on facilities and club member expectations are for more modern facilities.
- For older adults and others, facilities should be more accessible

■ _____
⁷ Mornington Peninsula Activity Centres Strategy, Ratio Consultants, October 2004

2.4 Policy context

The key council documents that provide direction on sports issues are:

- Shire Strategic and Community Plan 2009-2013
- Health and Wellbeing Plan 2003-2006
- Health, Hope and Happiness Action Plan 2010
- Draft Tennis Strategy 2006 (being updated 2011)
- Draft Soccer Strategy 2008 (being updated 2011)
- Skate and BMX Strategy 2008
- Community Plan 2006-2010
- Access Plan (disability) 2005
- Activity Centre Strategy 2004
- Open Space Strategy 2003 (being updated 2011)
- Occupancy Policy: Active Sports Reserves, Pavilions & Community Halls 2004
- Strategic Review of Golf Facilities 2002
- Indoor Pools Feasibility Study 2000
- Equestrian Strategy 1997 (being updated 2011).

Relevant strategy extracts and directions are provided briefly below.

■ Community Plan 2009-2013

The Shire's Community Plan outlines five goals to be achieved:

- *'Nurturing our local character and sense of place*
- *'Protecting our environment and tackling climate change*
- *'Creating safe, healthy and engaged communities*
- *'Supporting a sustainable peninsula economy*
- *'Being responsive, accountable and forward looking*

The development of this Active Sports Strategy was a key action from the Community Plan.

■ Activity Centre Strategy 2005

The Activity Centres Strategy was developed in 2005 to address a range of economic, amenity, land use planning, transport and social objectives to optimise net community benefit to the current and future residents of the Mornington Peninsula Shire.

A range of strategy objectives were developed, those of relevance to the Active Sports Strategy are detailed below.

- *'To provide clear land-use planning and development framework for each of the major and township centres in the Shire and to identify key development opportunities where appropriate'.*
- *'To maintain and enhance the diverse range of roles played by the Shire's activity centres, including important tourism and recreational roles'.*
- *'To recognise the important social roles played by the Shire's activity centres and to provide for the inclusion of further community facilities and services in these areas'.*

The Activity Centres Strategy has been developed as a direct response to the State Government planning document *Melbourne 2030*. As part of the implementation of *Melbourne 2030*, local Council's are required to develop structure plans for designated 'Activity Centres' in their municipality. Activity Centres for the Mornington Peninsula Shire are; Mornington, Hastings and Rosebud.

The strategy describes Activity Centres as multi-functional spatial concentrations of commercial, business and recreational activity. Through the provision of these land uses, activity centres by promoting them as public transport hubs and by integrating a wider range of land uses into them. They also identify needs and recommendations for open space.

Activity Centres and major population centres will inform key future facility development options as part of this study.

Activity Centre / Structure Plans have been developed for:

- Mornington
- Tyabb
- Hastings
- Rosebud

A community needs assessment is being undertaken for Somerville

Open Space Strategy 2003

The purpose of the Shire's Open Space Strategy was to develop a strategic framework that will provide a basis for a planned approach to open space amenities in the Shire.

The strategy identifies five open space planning and management principles:

- community involvement and information
- participation and partnerships
- access, equity and provision
- planning priorities
- management and development.

The open space strategy also identifies some recommendations relevant to this study that are specific to the development and planning of sports reserves across the Shire.

Access Plan 1 (Disability) 2005

The development of the Access Plan 1 aims to integrate (disability) access within all areas of Council work, including physical and social infrastructure and services. Council's role includes the responsibility for advocacy with and on behalf of residents and visitors of all abilities.

Whilst many areas of the Access Plan relate to all areas of Council's work, Recreation has been identified as a category for access improvement. Recommendations included the following.

- Incorporate 'access for all' requirements in the development of new recreation facilities including playgrounds and open space areas'.
- *'High public use / profile facilities and amenities should be priorities for access audits and works to address access barriers'.*
- *'Investigate provision of an accessible swimming facility in Rosebud area'.*
- *'Evaluate current recreation opportunities for people with disabilities and develop appropriate programs'.*
- *'Identify accessible venues for school holiday programs'.*

Occupancy Policy: Active Sports Reserves, Pavilions and Community Halls 2004

The Shires Occupancy Policy aims to provide a clear framework for the future direction of lease management and conditions, seasonal occupancy agreements, hiring agreements for regular and casual hirers of Shire facilities. The policy will also assist with the management of facilities, in particular player field loadings.

The policy outlines four key policy directions for Council, their issues and recommendations. The key policy areas are:

- occupancy agreements
- management
- fees and charges
- capital works funding contributions.

The objectives of the policy are to:

- *'develop an equitable standard Lease for single purpose tenancies'*
- *'specify seasonal licence / occupancy agreements for shared tenancies'*
- *'outline a model for the management of tenancy agreements and the collection of fees and charges'*
- *'adopt an equitable and consistent direction for fees and charges'*

The policy also details the Shire's hierarchy and classification of sports facilities, developed through the *Open Space Strategy 2003*. Facilities are classified into the following hierarchy:

- Regional
- Township
- Secondary
- Minor.

■ Indoor Pools Feasibility Study 2000

Mornington Peninsula Shire commissioned a detailed report, which identified current aquatic provision across the municipality. It considered population figures and potential catchment areas and the popularity of swimming as a competitive sport and a recreational activity. This was considered in light of the existing supply of both public and privately operated indoor pools and the report provided broad proposals for the development of new aquatic facilities.

Council adopted these recommendations in May 2000.

Three locations were identified and prioritised as proposed locations for development:

- Priority 1:Hastings to cater for Western Port communities
- Priority 2:Rosebud to cater for Southern Peninsula communities
- Priority 3:Mornington to cater for Northern Peninsula communities.

■ Southern Peninsula Aquatic Centre Feasibility Study 2005

A recreation and aquatic centre at Hastings has since been constructed, opening in December 2003. In 2005, Council commissioned a Feasibility Study to address the issues associated with the development of a new facility in the Rosebud area (Priority 2). This Southern Peninsula Aquatic (SPA) Centre Feasibility Study was adopted in 2006. Since then Council has been deliberating about the location of a pool in the Rosebud Area.

2.5 Regional influences

The Mornington Peninsula is bordered by Port Phillip Bay to the east, Bass Strait to the south and Western Port Bay to the west. The City of Frankston is the main municipality that borders the Shire to the north, with the City of Casey bordering the Shire to a lesser extent in the northeast corner.

Regional sports facilities used by Mornington Peninsula residents in the Frankston area include the synthetic hockey facility, the synthetic athletics track, the baseball centre, soccer facilities, Frankston Dolphins Football Club (VFL), Frankston Peninsula Cricket Club, netball centre and the BMX racing track.

The Shire has shown a willingness to engage in regional sporting developments with the contribution to the regional hockey facility in Frankston.

Residents in the northern townships of Baxter, Pearcedale and Somerville use local club facilities located in the City of Casey, but to a lesser extent than regional facilities in Frankston. The Casey Tennis Centre and the Casey Fields development provide significant high-level regional sporting facilities.

The City of Dandenong also provides some facilities that are used by sports clubs and associations based in Mornington Peninsula. These include Dandenong Basketball Stadium and Springers Leisure Centre (current base for Volleyball Victoria state league competition).

New residential development in the northern Peninsula areas of Somerville and Pearcedale (part of which is located in the City of Casey) will contribute an estimated 17,645 residents by 2016. Significant community infrastructure development has already taken place (i.e. Pearcedale Skate Park) with more community facilities proposed in the Somerville area, the Mt Erin Secondary College and an extension to the Somerville Community Recreation Centre.

By 2016, the Small Planning Area of Somerville, Tyabb, Baxter and Pearcedale (Area 15) is estimated to have a population of 17,158 residents, which will be the third largest in the Shire. By 2031, this Small Planning Area is expected to reach 18,925, making it the fourth largest in the Shire, being exceeded by Small Planning Area 8 (Mornington, Mooroduc, Tuerong) with 19,733. Although the township of Somerville is not a designated Major Activity Centre under Melbourne 2030, it is one of the larger district level activity centres amongst the Shire's northern townships.

Planning for a second major sports complex in Somerville may be required, as would redevelopment of Fruit Growers Reserve into a Town Park; a non-sports facility.

■ City of Frankston

The Frankston City Sports Development Strategy was developed in 2003 (being reviewed in 2011), with the aim of providing a framework for the development of sporting infrastructure in the City of Frankston for a 10-year period. The study has some regional implications that may effect sports development and infrastructure provision in the Mornington Peninsula Shire.

Some key sport recommendations from the study included the potential development of a regional tennis centre and to investigate the feasibility of developing a regional baseball and softball centre at Robinson's Road Reserve, Frankston.

Interviews with City of Frankston officers during this study revealed a desire to continue to develop regional sporting facilities in partnership with the Mornington Peninsula Shire. Furthermore, to work with regional leagues and associations to develop higher levels of and better access to sporting competition and to improve regional networking with neighbouring municipalities.

■ City of Casey

Interviews with City of Casey officers during this study reported participation growth in a range of sports including; Australian Rules Football, soccer, cricket, rugby, basketball, netball and golf; with growth more prominent at the junior level rather than senior.

Similar growth was identified across the Mornington Peninsula Shire, which may impact on future regional demand for sporting facilities. Travel time and distance was identified as a potential constraint of Casey residents utilising facilities in the Mornington Peninsula Shire. However, if there were regionally significant facilities based in the Mornington Peninsula Shire that were not provided for in Casey, there did appear to be some preparedness to travel.

No relevant City of Casey strategies were identified for review or that influence the recommendations or outcomes of this study at the time of production. The City of Casey has however produced a Soccer Strategy and Leisure Facilities & Sports Development Plan.

Further regional planning initiatives between the Shire and the City of Casey may be appropriate.

3. SPORTS PARTICIPATION AND DEMAND

3.1 Demographic influences

Sports participation reflects subtle changes in population, lifestyles, patterns of leisure and work behaviour, household spending, the business cycle and commercial activity, as well as changes in government policy and spending priorities.

There are six principle demographic influences on sport and leisure participation:

- ethnicity
- income
- age
- gender
- education
- health

These impact on separate codes of sport in different ways. For example, the core age for tennis is broader than the core age for basketball which is, generally speaking, 'a young' sport. People from a wide range of ethnic backgrounds play soccer where as this is generally not the case for netball.

Country of Birth

Participation in sport is generally lower in people born overseas in non-English speaking countries. In 2006, an estimated 17% of the total Shire population was born overseas, with 5.6% born in non-English speaking countries.⁸ However, the majority of overseas born residents an estimated 11.6%, were from English speaking countries of origin.¹⁰ Therefore, the country of birth is expected to have little effect on sports participation across the Shire.

■ _____
⁸ Mornington Peninsula Shire Community Profile, .id Consulting Pty Ltd, 2010

Individual income

The Mornington Peninsula Shire occupies a very large geographical area, which balances urban and rural communities and settlement types. This variety of settlement also represents a range of industry and employment opportunities, with retail trade, construction, manufacturing and health and social assistance, contributing to the majority of the labour force.

The Peninsula exhibits diverse income characteristics within small geographic areas. The Mt Eliza area on the northern edge of the Shire is a high-income area of metropolitan significance and other pockets of high-income households are located at Mt Martha and Portsea. However, in very close proximity to these areas are a number of low-income households, notably at Mornington, Hastings and along the coastal strip from Safety Beach to Portsea.⁹

The 2006 Census reported an over-representation of individuals earning less than \$399 per week (\$20,750 annually). This represents approximately 42.3% of the Shire population. The large proportion of individuals with low levels of income is likely to have an impact on participation in sports such as baseball, softball, cricket and cycling. Income however, is not likely to be a significant barrier to those wishing to play soccer, AusKick or Australian Rules Football where the cost of equipment and registration fees is relatively low.

Population Size, Age and Gender

While country of birth is not considered a strong determinant of participation in the Shire, the projected growth in population and age and gender structures are still considered strong influences on participation and provision of specific types and codes of sport.

It is predicted that the Shire population will increase by 39,252 residents to a total of 175,735 by 2031.¹⁰ The effect of population growth on demand for specific sporting activities is further explored in **Volume 2: Profile and Issues by Sport**.

Table 3 following identifies the Shire's estimated population growth and age / gender breakdown for the period 2006 to 2031.

■ _____
⁹ Mornington Peninsula Activity Centres Strategy, Ratio Consultants, October 2004
¹⁰ Mornington Peninsula Shire Population Forecast, .id Consulting Pty Ltd, 2010

Females represent more than 51% of the total estimated population, however males generally have a significantly higher rate of involvement in sport.¹¹ Access to sports facilities for women appears to be an issue in some cases, however, the preferences for some sports are still very gender specific (e.g. netball - women and Australian Rules Football - men). These influences and effects on demand are explored on a sports specific basis in **Volume 2: Profile and Issues by Sport**.

The core sport-playing ages are 5 to 29 years, however this varies between sports. Sports such as golf and tennis tend to have an increased playing age range over others.

The 20 to 29 year age group generally provides the core of senior competitors in team sports.

The reason for taking account of age-structure is that participation in many activities varies noticeably with age, so generally speaking, an area with a younger than average age can be expected to have higher levels of demand for some activities and lower levels of demand for others.

Table 3: Mornington Peninsula Estimated Population Growth 2006 to 2031¹²

Age Range	Female Population			Male Population		
	2006	2031	Change	2006	2031	Change
0-4	3,875	4,362	487	4,166	4,732	566
5-9	4,243	4,773	530	4,578	5,296	718
10-14	4,544	5,008	464	4,850	5,554	704
15-19	4,473	4,779	306	5,179	5,661	482
20-24	3,346	3,983	637	3,679	4,567	888
25-29	3,070	3,682	612	3,002	3,758	756
30-34	3,929	4,142	213	3,777	4,038	261
35-39	4,852	4,957	105	4,403	4,715	312
40-44	5,073	5,406	333	4,743	5,137	394
45-49	5,111	5,506	395	4,790	5,237	447
50-54	4,685	5,596	911	4,485	5,262	777
55-59	5,066	6,024	958	4,570	5,563	993
60-64	4,672	6,405	1,733	4,124	5,822	1,698
65-69	3,981	6,368	2,387	3,618	5,890	2,272
70-74	3,364	5,937	2,573	3,119	5,491	2,372
75-79	3,050	4,955	1,905	2,857	4,569	1,712
80-84	2,349	4,029	1,680	1,862	3,253	1,391
85+	2,159	3,188	1,029	1,090	2,088	998
Total	71,842	89,100	17,258	68,892	86,633	17,741

Table 3 indicates that not only will the total population increase in most age groups, but also a significant growth in the 60+ age group is predicted. This identifies implications for future sport planning, not only for the traditional high participation age groups (5 to 29 years), but for older adults as well. In addition to Shire wide population growth, it must also be noted that the majority of growth is anticipated in the Southern and Northern Peninsula population centres.

¹¹ Mornington Peninsula Shire Community Profile, .id Consulting Pty Ltd, 2010

¹² Mornington Peninsula Shire Population Forecast, .id Consulting Pty Ltd, 2010

The following table shows the estimated population growth by Small Planning Area.

Table 4: Mornington Peninsula estimated resident population by Small Planning Area¹³

Area	Townships	2006	2011	2016	2021	2026	2031	Change
1	Balnarring, Balnarring Beach, Merricks, Merricks Beach, Somers	4,089	4,213	4,353	4,588	4,831	5,058	969
2	Baxter, Pearcedale*	2,234	2,299	2,376	2,492	2,585	2,619	385
3	Bittern, Crib Point	6,401	6,824	7,171	7,495	7,826	8,152	1,751
4	Dromana, Safety Beach	8,267	9,204	10,104	10,927	11,739	12,636	4,369
5	Flinders, Shoreham, Point Leo	2,170	2,196	2,259	2,340	2,474	2,618	448
6	Hastings	7,408	8,709	9,504	10,202	10,751	11,206	3,798
7	HMAS Cerberus	1,221	1,228	1,218	1,209	1,205	1,203	-18
8	Mornington, Moorooduc, Tuerong	29,029	31,726	33,378	34,157	34,948	35,961	6,932
9	Mount Eliza	17,200	17,726	18,362	18,591	18,769	19,009	1,809
10	Mount Martha	9,793	10,429	11,007	11,631	12,344	13,028	3,235
11	Portsea, Sorrento, Blairgowrie	4,559	4,795	4,917	5,100	5,306	5,518	959

¹³ Mornington Peninsula Shire Community Profile, .id Consulting Pty Ltd, 2010

Area	Townships	2006	2011	2016	2021	2026	2031	Change
12	Red Hill, Red Hill South, Merricks North, Main Ridge, Arthurs Seat	3,059	3,156	3,179	3,243	3,349	3,454	395
13	Rosebud, Rosebud West, McCrae, Boneo, Fingal, Cape Schanck	19,604	20,748	21,721	22,666	23,737	24,800	5,196
14	Rye, Tootgarook, St Andrews Beach	11,801	12,211	12,584	13,039	13,571	14,167	2,366
15	Somerville	10,823	11,138	11,510	12,079	12,532	12,695	1,872
16	Tyabb	2,722	2,801	2,895	3,038	3,152	3,193	471
	Total	140,380	149,403	156,537	162,797	169,119	175,316	34,936

Note: * denotes that figures for Area's 2, 15 and 16 were estimated by applying the change (%) in population between projection years for previous Small Planning Area classification of 'Area 15', against 2006 Census population for each township, to ensure alignment with current small planning area classifications

All areas except HMAS Cerberus (Area 6) are expected to increase in population. The most significant growth levels are expected in Areas 8, 13, 4, 6 and 10.

The increases in population are based on household growth, which in turn relates to a combination of new residential development and the conversion of holiday homes to permanent settlement.

The forecast population growth rates are lower than household growth as a result of the decreasing number of people per household, which is a pattern that is likely to affect all areas of the Mornington Peninsula Shire during this period. ¹⁴

¹⁴ Mornington Peninsula Shire website, 2011

The Peninsula Link Freeway (currently under construction) can be expected to improve access to facilities in the City of Frankston and beyond by significantly reducing travel times.

Calculating demand with demographic influences

Using the 'gross demand' method, it is possible to estimate the likely participation for specific activities by local area, using national or state-level participation rates, while still taking account of differences in age structure between the national / state population and the local population. These estimates make the assumption that the local area is 'average' in every way (traditions, culture, settlement, infrastructure, income) except age-structure. Such estimates provide a starting point for considering local demand and necessary levels of provision in a quantitative and qualitative fashion.¹⁵

The extent to which age makes a significant difference in estimating local gross demand depends on the extent to which the local age structure differs from the national age-structure.

3.2 Facility's influence on demand

The supply of opportunities has a considerable influence on expressed demand. The availability of surf and foreshore areas has a significant bearing on the demand for water and surf sports. The same can be stated for the availability of opportunities to play golf and the provision of trails has a direct influence on residents cycling activities. The quality, accessibility, location, nature, management and promotion of those facilities will ultimately determine the degree to which they are used.

The Shire provides or supports 57 multi-use playing fields incorporating; Australian Rules football, cricket, soccer, baseball and softball, as well as another 84 facilities for tennis, lawn bowls, netball, equestrian, shooting, athletics, archery, croquet, bocce, motocross and BMX.¹⁶

The Shire provides and directly operates major sport and leisure facilities, where Council is responsible for their management, maintenance and service provision. They are:

- Crib Point Outdoor Pool
- David Collings Leisure Centre, Mornington
- Hastings Fitness and Leisure Centre, Hastings
- Pelican Park Recreation Centre, Hastings
- Somerville Recreation and Community Centre, Somerville
- Mt Martha 18 hole Golf Course, Mt Martha
- Bittern Memorial Centre

¹⁵ Trends in participation in sport and physical activities, Prof AJ Veal (UTS Sydney), February 2005

¹⁶ Occupancy Policy - Active Sports Reserves, Pavilions and Community Halls, Mornington Peninsula Shire, September 2004

3.3 Expressed demand

■ National Participation Data

It has been virtually impossible to track the changes in participation in recreation in Australia prior to the new millennium or so, because of the failure of authorities at national, state and local level to collect comparable data on an on-going basis. While recreation participation surveys have been conducted almost annually since the 1980s, until very recently there have never been more than two comparable annual surveys conducted. Changes in survey design have resulted in a break in the data series, making it impossible to measure changes in participation levels over more than two years.

Recently, however, the Exercise, Recreation and Sport Survey (ERASS) has been conducted for the Standing Conference on Recreation and Sport (SCORS) using an identical format nine years running. SCORS has recognised the need for a consistent approach and has conducted the survey annually from 2001 to 2009, a period which provides enough data that it is possible to undertake meaningful analysis of changes in patterns of participation and their causes.¹⁷

The Participation in Exercise, Recreation and Sport Survey (ERASS) distinguishes between organised activity, that is, activity undertaken under the auspices of a 'club, association or other type of organisation' and non-organised activity. Only data for those aged 16 and over is collected.

The importance of this distinction varies from sport to sport. Data for organised participation may be more reliable and relevant for team-based sports such as cricket, soccer, netball and Australian Rules football. However, non-organised participation for activities such as running, cycling and swimming, may constitute the bulk of the participation.

Participation in organised and non-organised sports and physical activities for Australia and Victoria, for the year 2009-2010 is detailed in **Volume 3: Consultation Findings**. There was a total participation rate of 82% Australia wide, with Victoria having a marginally higher participation rate of 82.4%¹⁸. The same comparisons can be seen in both organised and non-organised sport, with Victoria again marginally ahead of the national figure. However, Shire officers report junior football increasing at a rate of 20% per annum.

Sport specific trends and figures are highlighted in **Volume 2: Profile and Issues by Sport**, but it should be noted that movement and increasing participation in non-organised activity as compared to organised must also be considered in future planning, especially considering club based competitions. This is particularly evident in sports such as tennis.

¹⁷ Trends in participation in sport and physical activities, Prof AJ Veal (UTS Sydney), February 2005

¹⁸ Exercise, Recreation and Sport Survey, Standing Committee on Recreation and Sport, 2009

■ State and Regional Sports Participation

ERASS participation data for individual activities in Victoria for the comparison period of 2005-06 and 2009-10 indicates that of the 54 individual activities represented, 25 showed an increase in total participation. The increase in total participation, however, can be attributed to the increase in total population. So a more accurate snapshot of the current participation in activities is their participation rates. Twelve activities have been identified as having increasing participation rates, which are identified below.

- Aerobics activities
- Badminton
- Boxing
- Canoeing / kayaking:
- Cycling / BMX
- Hockey
- Jogging / running
- Rock climbing / abseiling
- Rugby league
- Rugby union
- Soccer (indoor)
- Weight training

3.4 Sport participation in the Mornington Peninsula Shire

Information about the local demand for sport was collected from a variety of sources, including a review of previous plans, the results of the householder and school surveys, from sport clubs, association and league representative interviews, from sport specific workshops and also via telephone interviews of stakeholder groups.

Volume 3: Consultation Findings provides a detailed analysis of all consultation findings. **Volume 2: Profile and Issues by Sport** provides a summary of demand and key issues for each sport.

■ Sources of Local Sport Participation

A householder survey was distributed in November 2004 to 3,000 randomly selected households throughout the municipality. A total of 656 responses were received and analysed. This data is now considered out of date, however, more recent data is not available.

The profile of respondents was consistent with the Shire's population profile. As such, householder survey results can be used as a reasonable forecasting tool for the purposes of sports planning. Furthermore, there is a correlation between these results and statewide data available. Therefore, general conclusions can also be made, based on statewide data, about local demand.

The following tables (5-8) represent the local participation for a range of sports and leisure activities across the Shire. The data presented is based on the householder sample, which reflects male and female respondents, from the age of 10, to 80+ years.¹⁹

Table 5: Local Participation in Recreation Activities Undertaken Away From Home

Activity	Rate %	Activity	Rate %	Activity	Rate %
Walking	54.7	Sailing	5.3	Body board / surfing	2.9
Swimming	22.1	Bowls	5.2	Beach	2.7
Golf	19.2	Football	5.2	Dance	2.4
Cycling	18.1	Caravanning / touring	4.6	Netball	2.4
Gym	11.7	Running	4.1	Reading	2.4
Tennis	8.2	Horse riding	3.2	Cricket	2.1
Fishing	7.6	Motor bikes	3.2	Skateboarding	2.0
Outings	6.7	Basketball	3.0	Yoga	1.8
Movies	5.5	Boxing / kickboxing	3.0	Martial arts	1.5

NOTE: activities listed are for those that received more than one response. **'Rate %'** refers to the participation rate calculated as a percentage of survey respondents.

¹⁹ A full breakdown of the respondent age profile is available in Table 38 of Volume 3: Consultation Findings.

Table 6: Top Activities by Gender - Householders

Activity	% of Females	Activity	% of Males
Walking	34.1	Walking	20.6
Swimming	14.3	Golf	12.7
Gym	8.2	Cycling	10.2
Cycling	7.9	Swimming	7.8
Golf	6.6	Fishing	6.6
Tennis	4.9	Football	4.0
Outings	4.1	Gym	3.5
Movies	4.0	Tennis	3.2
Netball	2.3	Sailing	3.2

Table 7: Participation in Top Ten Sports Overall - Householders

Sport	Total %	Sport	Total %
Golf	21.8	Swimming	5.6
Lawn Bowls	9.5	Sailing	4.7
Tennis	9.2	Cycling	4.2
Gym	6.1	Basketball	3.6
Australian Rules Football	5.6	Netball	3.4

Table 8: Sports Liked but not Played - Householders

Sport	Total %	Sport	Total %
Tennis	12.0	Basketball	2.1
Golf	9.6	Hockey	2.1
Swimming	4.0	Netball	2.1
Bowls	2.7	Football	1.8
Squash	2.7	Sailing	1.8

NOTE: activities listed are for sports that received more than one response

Tables 6 and 7 show the sports and activities where there is existing demand and table 7 illustrates where demand has not been met by existing opportunities. Whilst there is a range of sports identified, of particular note is the high level of unmet demand for tennis.

Respondents identified a range of reasons as to why they did not participate in various sports and what would encourage them to participate. The key responses to what would encourage greater participation across all sports are summarised below. **Volume 2: Profile and Issues by Sport** addresses sport specific responses.

Ways in which greater participation in sport can be achieved:

- put me in touch with a club / centre offering sport in my age group
- provide suitable programs / classes to learn
- provide information about where I can play
- provide more opportunities to play socially (without being a club member)
- reduce the cost of playing sport.

■ Differences Between Local and State Participation

A comparison of participation rates from the householder survey with state and national level participation indicates Mornington Peninsula has extremely high participation in Australian Rules Football, golf, lawn bowls, sailing and surf sports (some well over the Victorian averages). These high participation rates may be linked to geographical characteristics (such as proximity to the ocean) and excellent supply and quality of facilities (e.g. Golf courses throughout the Shire and the region).

Mornington Peninsula however, is not achieving the average participation rates in some other sports. The following sports are considered to be under the state participation averages: cricket, hockey, netball, rugby, soccer, tennis and volleyball.

These figures help to highlight the potential market demand for sports and the need for facilities and sports development to meet participation potential.

Children’s Participation

An in-school survey was conducted in November 2004 at 20 randomly selected primary and secondary schools across the municipality. Each of the selected schools was asked to distribute surveys to students in a particular class, which was also randomly selected. A total of 320 responses were received and analysed.

The profile of respondents was relatively consistent with the profile of the *Children’s Participation in Cultural and Leisure Activities* study, undertaken by the ABS in April 2003.²⁰ In this study, respondents were aged between 5 and 14 years. The majority of respondents to the school survey were aged between 9 and 14, which account for the top two age cohorts in the ABS survey (9 -11 and 12-14 years).

The following tables (10 and 11) represent the local participation rates for a range of sports and leisure activities across the Shire, identified through the school survey.

Table 9: Top Activities Undertaken Away From Home - School Children

Activity	Total %	Activity	Total %
Cycling	16.9	Netball	6.3
Basketball	14.7	PC / Playstation / X-Box	6.3
Swimming / beach	10.9	Soccer	5.6
General socialising	10.3	Surfing	4.4
Skateboarding	10.3	Athletics	4.1
Aussie Rules Football	9.1	Dancing	3.8
BMX	8.4	Equestrian	3.1
Cricket	7.5	Inline Skating	3.1
Tennis	7.5	Walking	2.8

²⁰ Data from this survey has been the key informant of participation figures and demand for particular sports for children aged 5 to 14. Relevant sport specific demand information and projections are detailed in Volume 2: Profile and Issues by Sport.

Table 10: Participation in Competitive Sports by Gender - School Children

Sport	Total %	Female %	Male %	Sport	Total %	Female %	Male %
Basketball	22.2	7.2	14.7	Gymnastics	5.6	3.8	1.3
Aussie Rules	15.6	1.9	13.8	Hockey	4.4	0.3	3.8
Cricket	15.3	2.5	12.8	Life Saving	3.4	0.9	2.5
BMX	15.0	2.2	12.5	Equestrian	3.1	2.5	0.6
Skateboarding	15.0	2.5	12.8	Table Tennis	3.1	0.9	1.9
Cycling	13.1	6.6	5.9	Sailing	2.8	0.6	1.9
Soccer	10.3	4.4	5.9	Badminton	2.5	1.9	0.6
Tennis	10.3	4.1	6.9	Volleyball	2.2	1.9	0.3
Athletics	10.0	4.7	5.0	Baseball	1.9	0.9	0.9
Netball	10.0	9.1	0.6	Softball	1.6	1.3	0.6
Inline Skating	9.7	3.4	5.9	Rugby	1.3	0.3	0.9
Golf	8.1	2.2	5.6	Lacrosse	0.6	0.3	0.3
Surfing	6.6	1.9	4.7	Lawn Bowls	0.3	0.3	0.0

In comparing the results and estimated participation rates from the schools survey with state and national level participation, the Mornington Peninsula area is currently achieving higher than the average levels of participation across most sports.

However, noticeably gymnastics, hockey, netball, softball and tennis for females aged between 5 and 14 were well below national levels, where Victoria generally has high levels of participation in these sports. The lack of adequate facility provision or access to local facilities has been highlighted as a key issue for all these sports. Another explanation is that there is significant growth in non-organised recreation activities such as surfing, skating, bike riding and online games and entertainment such as Wii.

For boys aged 5-14 years, baseball, gymnastics, soccer, tennis and volleyball participation levels were also well below national participation rates. Similarly to female participation in the latter, all these sports have reported lack of available facilities and access to existing indoor facilities as key issues preventing future development.

However, these claims would need to be supported by club participation / membership data and business planning processes to demonstrate need for additional facility provision.

Survey respondents were also asked to indicate 'what sports they would like to play, but do not'. The following table illustrates responses.

Table 11: Sports liked but not undertaken - School Children

Sport	Total %	Female %	Male %
Surfing	13.1	47.6	52.4
Soccer	9.4	51.7	48.3
Basketball	9.1	66.7	33.3
Netball	5.0	100.0	0.0
Aussie Rules football	4.1	53.8	46.2
Tennis	3.8	70.0	30.0
Cricket	3.4	27.3	72.7
Swimming / beach	3.1	90.0	10.0
Golf	2.8	33.3	66.7
Rugby	2.8	0.0	100.0
Skateboarding	2.5	0.0	100.0
Skiing / snowboarding	2.5	25.0	75.0

NOTE: activities listed are for sports that received more than one response. Female and male percentage relates to the gender bias of responses (i.e. no males identified netball as a sport they would like to play).

Surfing was the sport identified by most respondents as liked but not undertaken. However surfing was not included within the scope of this study.²¹ Soccer and basketball also showed high latent demand. Both of these sports are addressed in detail later in this report.

²¹ Surfing was not included under the study definition of sport, which is detailed in Section 1.5 of this report

The following is a summary of key reasons identified by school children for not participating in the activities that they said they would like to:²²

- 'play other sports instead'
- 'no club / team provided'
- 'too expensive'
- 'family constraints'
- 'not good enough'.

3.5 Estimation of gross demand for sports in Mornington Peninsula

Based on participation rates by age from ERASS, the following estimates of the number of people participating in each sports activity has been projected for the Shire. Comparison estimates derived from the household survey and school survey are also provided to highlight local participation levels in relation to state figures. These estimates are shown in the following three tables.

Table 12: Estimated potential demand for Mornington Peninsula (2006 to 2031)²³

Activity	2006	2011	2016	2021	2026	2031
Aerobics / fitness	26738	28257	29424	30521	31673	32807
Aquaerobics	1513	1681	1829	1953	2063	2158
Athletics / track and field	484	508	513	525	539	553
Australian Rules Football	5203	5365	5433	5546	5704	5867
Badminton	1316	1359	1391	1427	1471	1516
Baseball	189	195	198	201	206	212
Basketball	4583	4743	4799	4901	5040	5181
Billiards / snooker / pool	115	128	142	153	164	173
Boxing	1112	1147	1166	1191	1223	1258
Canoeing / kayaking	884	929	956	984	1015	1047
Carpet bowls	193	221	249	271	292	309
Cricket (indoor)	697	708	719	732	754	777

²² A sport by sport breakdown of reasons is provided in Table 18 of Volume 3: Consultation Findings

²³ Figures in Table 12 are based on data provided in ERASS and Mornington Peninsula population projections. Estimated numbers of participants are for residents aged 15 years and over only.

Activity	2006	2011	2016	2021	2026	2031
Cricket (outdoor)	3,391	3,508	3,571	3,654	3,764	3,878
Cycling	13,540	14,179	14,600	15,027	15,518	16,034
Dancing	2,372	2,550	2,675	2,797	2,920	3,031
Darts	144	157	168	178	186	194
Fishing	1,878	2,017	2,119	2,211	2,298	2,383
Golf	2,357	2,426	2,468	2,523	2,593	2,667
Gymnastics	3,358	3,465	3,505	3,575	3,676	3,780
Hockey (indoor)	8,972	9,739	10,359	10,898	11,399	11,861
Hockey (outdoor)	244	261	272	284	296	307
Horse riding / equestrian activities / polocrosse	116	120	121	123	127	131
Ice / snow sports	683	712	722	738	759	781
Lawn bowls	820	853	865	883	907	934
Martial arts	1,642	1,719	1,773	1,826	1,883	1,943
Motorsports	2,707	3,070	3,409	3,686	3,930	4,134
Netball	2,106	2,240	2,340	2,436	2,539	2,634
Orienteering	1,205	1,246	1,276	1,308	1,348	1,391
Rock climbing	3,586	3,691	3,736	3,809	3,916	4,028
Rollersports	444	457	466	477	493	509
Rowing	495	526	548	569	590	610
Rugby league	283	293	296	302	311	319
Rugby union	98	102	103	106	109	113
Running	10,396	10,796	11,068	11,349	11,670	12,018
Sailing	806	862	897	930	960	992
Scuba diving	476	494	507	519	532	547
Shooting sports	699	743	777	808	841	872
Softball	184	190	192	195	200	206
Squash / racquetball	782	803	815	829	850	875
Soccer (indoor)	2,357	2,426	2,468	2,523	2,593	2,667
Soccer (outdoor)	3,358	3,465	3,505	3,575	3,676	3,780
Surf sports	1,216	1,264	1,292	1,322	1,358	1,399
Swimming	14,565	15,372	15,942	16,494	17,080	17,668

Activity	2006	2011	2016	2021	2026	2031
Table tennis	954	1,027	1,083	1,135	1,186	1,233
Tennis	7,337	7,758	8,051	8,337	8,644	8,948
Tenpin bowling	742	799	842	881	916	950
Touch football	379	389	395	403	414	426
Triathlon	294	297	301	307	315	325
Volleyball	4,954	5,100	5,183	5,297	5,455	5,618
Walking (bush)	5,361	5,740	6,034	6,294	6,544	6,788
Walking (other)	44,337	47,975	50,895	53,435	55,815	58,041
Water polo	93	96	96	98	101	104
Waterskiing / power boating	670	691	705	721	741	764
Weight training	2,485	2,610	2,714	2,810	2,913	3,016
Yoga	4,844	5,140	5,363	5,563	5,760	5,960

Table 13: Estimated potential local demand for Mornington Peninsula, 15+ years (2006 to 2031)²⁴

	2006	2011	2016	2021	2026	2031
Aerobics / fitness	12,665	13,385	13,938	14,457	15,003	15,540
Basketball	2,864	2,964	3,000	3,063	3,150	3,238
Boxing	3,031	3,130	3,181	3,247	3,334	3,430
Cricket (outdoor)	2,034	2,105	2,143	2,192	2,258	2,327
Cycling	19,297	20,207	20,808	21,416	22,117	22,852
Dancing	2,711	2,915	3,057	3,196	3,337	3,464
Fishing	8,922	9,578	10,067	10,501	10,914	11,318
Football	4,989	5,148	5,207	5,311	5,461	5,617
Golf	23,598	25,614	27,247	28,664	29,980	31,196
Horse riding / equestrian activities / polocrosse	3,279	3,410	3,460	3,531	3,629	3,737
Lawn bowls	7,820	8,868	9,849	10,649	11,352	11,942
Martial arts	1,663	1,769	1,847	1,923	2,004	2,080
Motorsports	3,213	3,322	3,402	3,488	3,595	3,710
Netball	2,265	2,331	2,360	2,406	2,473	2,544
Running	3,356	3,485	3,573	3,664	3,767	3,880
Sailing	6,106	6,524	6,791	7,040	7,270	7,508
Swimming	23,843	25,164	26,097	27,001	27,960	28,923
Tennis	8,848	9,355	9,709	10,054	10,424	10,790
Walking (other)	66,263	71,701	76,064	79,860	83,418	86,745
Yoga	2,028	2,152	2,245	2,329	2,411	2,495

²⁴ Figures in Table 13 are based on data provided in the household survey and Mornington Peninsula population projections. Data is for people aged 15 years and over only.

Table 14: Estimated potential local demand for Mornington Peninsula, 5-14 years (2006 to 2031)²⁵

	2006	2011	2016	2021	2026	2031
Athletics / track and field	747	763	790	805	823	846
Australian Rules Football	1,658	1,693	1,753	1,787	1,826	1,877
Basketball	2,678	2,734	2,831	2,887	2,950	3,033
Cricket (outdoor)	1,366	1,395	1,444	1,473	1,505	1,547
BMX	1,530	1,562	1,618	1,650	1,686	1,733
Cycling	3,078	3,143	3,255	3,319	3,391	3,487
Dancing	692	707	732	746	763	784
Horse riding and equestrian events	565	577	597	609	622	640
Inline skating	565	577	597	609	622	640
Netball	1,148	1,172	1,213	1,237	1,264	1,300
Rollersports	1,876	1,916	1,984	2,023	2,067	2,125
Soccer (outdoor)	1,020	1,042	1,079	1,100	1,124	1,155
Swimming	1,985	2,027	2,099	2,141	2,187	2,249
Tennis	1,366	1,395	1,444	1,473	1,505	1,547
Walking	510	521	539	550	562	578

²⁵ Figures in Table 14 are based on data provided in the school survey and Mornington Peninsula population projections. Data is for children aged 5-14 years only.

3.6 Implications of participation and assessment of local demand

The local sports demand information collected throughout this study reflects significant participation in a range of sports by both 'young' people and those participating at the 'senior' level. Sports that have identified high participation levels in most cases appear to have a correlation with the quality and level of facilities or the availability of natural resources in the Shire. Examples of this are golf and lawn bowls. Conversely, a sport where participation and demand is low (at all age levels) corresponds to low-level supply of facilities, or facilities that are not readily available. Examples of this are baseball, softball, hockey and cycling.

The key sports where local participation was shown to be high in the householder and school surveys, where additional latent demand was identified and where participation rates were lower than for those in Victoria were: Tennis, basketball and netball. In addition, Australian Rules Football and golf showed high local participation and latent demand in both the householder and school surveys, but had higher participation rates than for Victoria. Whilst soccer did not register considerable latent demand in age groups above 15 years, the demand by younger age groups is considerable and has outstripped the supply of facilities. State and national trends also support growth in these sports.

Basketball, tennis and soccer form a major focus for the remainder of this study. Issues of growth in participation, maintenance of facilities and localities of future provision are explored in more detail in **Chapter 6: Key Directions by Sport** later in this report. It should be noted that the issue for tennis is no longer growth, as participation is in decline. The key issue facing the sustainability of tennis has become more about clubs maintaining their facilities and sustaining their viability.

4. COUNCIL AIMS AND BUSINESS IN SPORT

In assessing the relative merit of providing additional sport facilities in the municipality it is necessary to compare the provision and nature of the potential developments against the Shire's sporting aims.

Specific sports objectives have not previously been prepared for the municipality. However, considering local government's role in sport and the role of other likely stakeholders, some general aims are proposed which will assist in planning and making decisions about the nature of facility developments.

4.1 The Shire's core business in sport

The Mornington Peninsula Shire, like other local government authorities, is generally in the business of sport to provide a range of benefits to individuals and the community.

The Shire's core business objective, in terms of sports provision is to **create an environment where participation is maximised**. This can be achieved by:

- facilitating the prerequisite leadership, organisational and environmental conditions that will provide positive outcomes for participants
- providing infrastructure to support sports participation
- marketing and managing facilities to maximise their value to ratepayers
- focusing the Shire's involvement in sport on the benefits derived from use of the facilities it provides, by its ratepayers firstly and visitors secondly.
- balancing provision of active sports facilities and resources against general passive recreation infrastructure such as trails.

The Shire is generally not in the business of organising ongoing sports competitions or the administration of playing of the game. This is consistent with local government authorities throughout the state.

4.2 The Shire's principles for sport

In providing sports facilities, the Shire aims to:

- promote the benefits of an active lifestyle and social activity
- increase participation in sport (and then increase involvement as non players and spectators) especially from those traditionally marginalised by sport
- provide primarily for the *foundation* and *participation*, levels of sports development before subsidising *performance* and *excellence* levels of sport ²⁶
- maximise the opportunities for all residents to play and view sports of their choice, regardless of age, gender, culture or ability
- support sporting clubs and the community to increase levels of non playing participation and continuing volunteerism
- increase the knowledge base within sporting clubs to enable them to better manage governance, finance, sports development and coaching issues
- provide a hierarchy of sports facilities to ensure sport can be sustained at varying levels of participation and competition and to promote career paths for participants
- enhance the return on investment of facilities by ensuring facilities are marketed and utilised to the maximum, whilst overuse is prevented
- ensure the quality of playing surfaces matches the level of competition appropriate for the Shire to support
- ensure long term viability of sports facilities and clubs, by ensuring clubs do no overcapitalise on developments and that facilities are located so as to strengthen the sport, the existing club membership base and capitalise on potential catchments and core markets
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²⁶ **Foundation;** the development of basic movement skills, e.g. school sports. **Participation;** playing for reasons of enjoyment, fitness or social contact, e.g. junior sport or local mums playing social volleyball.

Performance; where the focus is on players improving in club competitions to meet personal goals, e.g. district cricket. **Excellence;** where competitors aim to achieve public measured levels of success, i.e. State/National/League competitions.

- work co-operatively and collaboratively with clubs, schools, peak sporting associations, adjacent municipalities and private providers in the development, management and marketing of the benefits of sport and sport facilities, to minimise competition between local facilities, increase use, encourage joint use, reduce Council's expenditure on new facilities and avoid duplication of services
- provide incentives for sporting clubs to contribute to the marketing, maintenance, upgrade and development of facilities for the benefit of the local community
- support clubs that assist the Shire to meet its sport aims and assist the growth and development of their sport.

5. KEY ISSUES, GOALS AND STRATEGIES

As a result of research and consultation conducted for this study, six key Shire wide issues were identified and specific strategies and goals developed to address them.

Issues and recommendations specific to each sport are provided in **Volume 2: Profile and Issues by Sport**.

The priority Shire wide goals are to:

- adopt a cooperative approach to sports development
- provide greater emphasis on the planning process
- develop facilities to serve growth sports
- develop facilities to meet levels of competition
- encourage a greater range of people to participate in sport
- provide better awareness of opportunities.

Each issue and suggested strategy is outlined in the following chapter. These six goals translate into the following set of strategies and actions for Council to achieve its participation and sports development goals in the future.

5.1 Adopt a co-operative approach to sports development

The consultation for this project highlighted that there is considerable value in providing assistance to sports clubs and schools to meet the needs of the community and to address the common issues they face with administering clubs, meeting participants needs and growing their sports.

Further dialogue between stakeholders and especially clubs in the same code would be beneficial, as would co-operative efforts to address the key issues identified throughout the study:

- changes and location / township differences in demand
- the support and retention for volunteers
- insurance
- funding
- providing pathways for participants from schools to clubs and onto elite levels
- transport to facilities
- marketing of facilities to visitors.

Increasing financial demands and government regulations placed on volunteers and clubs to improve their operations have been seen as having a negative impact on volunteerism and have placed an increased financial demand on local sports clubs to buy in labour and assistance.

A number of clubs have indicated they believe volunteerism has to be abandoned as there is now a strong need for paid administrators or assistance to up skill officials.

Schools are significant providers of sport development and competition opportunities in the Shire and the links with sports clubs could be stronger to ensure participation by young people continues beyond school age. Many schools have recently benefited from Federal Government funds for new sporting halls and other facilities, however, school building programs have also reduced the available open space within school grounds, placing increased demand on nearby Shire managed grounds.

There is considerable value in developing partnerships and collaborative working with schools. In particular regarding use of facilities by schools, the use of school facilities by the community and Council and clubs using schools as a conduit to deliver sporting competitions, activities and education programs.

The Shire's Occupancy Policy identifies that school use of Shire managed facilities is high but currently ad hoc. It further states that there is a requirement to better manage and monitor the use of Shire owned and managed facilities by schools to ensure a greater spread of use and to alleviate the intense use of a few facilities. The current Occupancy Policy identified that fees and charges are required to be paid by schools for use of Shire facilities. Consultation with schools and school sport providers identified a lack of established links between schools, sports clubs and regional sporting peak bodies. Furthermore, partnerships between all groups were identified as the most important ingredient to improving sports development opportunities.

Informants identified that trying to link schools with sporting clubs was difficult. Issues of cost of club fees, uniforms and travel expenses were cited as constraints to partnership development, as well as the lack of flexibility of some codes such as netball as to age of players.

Baseball was cited as an example of where local clubs were unable to run coaching or after-school activities, resulting in a drop-off in demand to play in club baseball competitions.

While the Shire provides the majority of outdoor sporting facilities for club use, there are a number of indoor sports facilities operated by private providers across the Shire. They mostly cater for squash, indoor cricket, learn to swim schools, gymnasiums and ten pin bowling. A list of the private providers identified throughout the course of this project is provided as **Appendix 1**. There is value in working closely with these providers as the core reason for the Shire to provide sports facilities is that the market cannot provide them in a viable way without public subsidisation.

Consultation with clubs indicated that many did not appreciate that the Shire could assist in sport development issues, although a number complimented the Shire on workshops provided on specific club related issues. There appears to be some specific issues faced by clubs of the same code in different townships and localities that could be addressed in a strategic way. This is due to the fact that there are no formal opportunities for sports clubs to get together on a regular basis and some clubs appear hesitant to share information about use of facilities for fear that if use is seen to be low, facilities may be taken away.

As the Shire is regionally isolated from metropolitan Melbourne there is perhaps an increasing need to support and be supported by neighbouring Councils. This is particularly vital as there is no Regional Sports Assembly (RSA) operating in the Peninsula region and the opportunities provided to support local clubs as in other regions are not present. There is no formal mechanism for sports development across the southeast region for all sports. Some sports are set up regionally, but many are not.

There are some sports where the demand will be relatively small for some time and therefore the role of regional facilities and working with adjacent Councils is very important. However, there may come a time where facilities for some of the smaller sports are needed within the Shire. Close dialogue with adjacent municipalities would be an advantage especially whilst the Shire is in a state of growth.

Competition and association / league boundaries for most sports stop at the City of Frankston and City of Casey borders, increasing the need for the Mornington Peninsula to become self-sufficient.

Sports clubs identified through consultation that time and costs associated with travelling to sports facilities (inside and outside the Shire) were key constraints to participating. Respondents identified that a maximum of 30 minutes travel time to compete or play in localised or domestic level sport would be acceptable. Council may be in the position to broker community-sporting transport on weekends and at night when the Shire's two community buses may not be in high demand for other community activities.

The Shire now operates a 'dial a bus' service, which extends to clubs on weekends if booked.

Where we would like to be

Partnerships to achieve mutual outcomes for Council, schools and sports clubs should be developed, particularly in terms of usage and access to school facilities. Costs associated with use and future facility development or improvement could be offset between all partners.

Clubs need support in organisational and sports development issues and independent non-aligned advice and non-threatening networking opportunities between clubs who deal with similar issues is a must.

With a limited range of undeveloped open space available across the Shire, there is an increasing need to develop additional sports fields and facilities in conjunction with schools. However, maintenance and access agreements are required to progress this.

A policy titled 'School Tennis on Council Land' is now in place.

Internal Shire departments have already begun working on maximising opportunities for a shire-wide volunteer network. Sport and recreation organisations could easily tap into the existing networks to adopt a more collaborative approach to volunteer recruitment and training in order to expand the expertise of clubs in the Shire.

Regular club development forums or opportunities for all stakeholders to discuss common issues and strategies with a regional network would benefit sports development.

Proposed goal

To increase the dialogue, support and co-operation between schools, clubs, the Shire, private providers and peak bodies to enhance organisational efficiency and maximise use of facilities.

Strategies to get there

No.	Strategy
5.1.1	Investigate the possibility of establishing a 'Peninsula Sports Network' for the Mornington Peninsula region. Development of the network should consider: <ul style="list-style-type: none"> ▪ establishing a 'local' charter, that considers (but not limited to) SRV and Regional Sports Assembly (RSA) objectives ▪ representatives from peak sporting bodies and neighbouring Councils
5.1.2	Use existing networks with neighbouring local government authorities, peak sporting bodies and other relevant partners to develop an ongoing dialogue about sports development in the region.
5.1.3	Host a school, club and peak body sport forum every 12 months to encourage greater dialogue between stakeholders, the sharing of ideas and information, monitor trends in club development and management and to market the benefits of sports participation and school-club development pathways.
5.1.4	Consider reviewing existing Shire policy to include school facilities in a Shire wide inventory of sports facilities and identify opportunities for improving facilities inline with expressed demand and poor supply of facilities for key sports.
5.1.5	Explore opportunities with schools to develop partnerships for facility provision and to promote sporting and funding opportunities, using the policy ' School Tenancy on Council Land' where relevant.
5.1.6	Use regional networks to continue to develop regionally significant sports facilities and programs (i.e. baseball / softball, soccer hockey and cycling).
5.1.7	Partner other municipalities and key sports to run information, club development or coach education forums or workshops (cricket / soccer have expressed interest).
5.1.8	Support peak sporting bodies in their delivery of volunteer and club development programs and initiatives.
5.1.9	Continue to work with other local support services and Volunteering Australia to develop cross-organisation volunteerism.
5.1.10	Encourage sports clubs to become involved in the Shire's Volunteer Expo's.
5.1.11	Support applications through Council's community grants program, for innovative transport initiatives that aim to reduce transport and travel barriers to sport participation.

5.2 Provide greater emphasis on the planning process

Historically many different entities contribute to the development of sporting infrastructure and sporting reserves become an easy target for indoor facilities that may not necessarily be dependant on open space. As a result development is often incremental and overlooks opportunities for minimising ongoing management costs, maximising sharing and usage, or to develop alternative facilities, which provide greater benefits to the whole community.

Consultation with schools and clubs highlighted a lack or a minimal involvement with the Shire in the planning and development of facilities, sporting programs and in marketing or promotion of club activities.

The Shire has a significant opportunity to enhance planning to deliver better facility outcomes due to in-house expertise in the area of sport and sports facilities and the information it holds about potential users, clubs and opportunities to engage the community. The Shire can use its contacts and occupancy agreements it has with clubs to seek demand information and update contact details on an ongoing basis to inform planning and decision making processes. For example occupancy agreements can require clubs to submit details about numbers and age of participants, membership levels and unmet demand at the beginning and end of each season. This then can be monitored over time to inform current and potential trends.

Additionally, the Shire should use existing information in the form of mapping (GIS) and population data to ensure strategic planning and development is achieved.

The Shire has adopted an efficient approach to the planning of indoor sports facilities, requiring detailed feasibility studies to be undertaken in order to ensure long-term sustainability of facilities and their activities.

Benefits can be derived from ensuring that reserve master planning encompasses broader community need, rather than on an individual site basis. Expectations on specific reserves by site user groups are often raised in isolation from broader community needs, and capital resources often cannot meet these expectations. Township based planning would deliver community considered outcomes and take into account the range of reserves and opportunities offered, thus enabling the development of diverse range of facilities, sports and activities.

There is a need for master planning to consider the requirements of wider communities within facility catchments, for example the whole township. This process is currently underway in Somerville and Balnarring. Local demand assessments for sports played on specific reserves and extensive consultation with peak bodies should be undertaken to ensure they are consistent with the strategic direction for the development of sport in that locality and that the placement on a specific site works in well with the future of other reserves in the same township.

All major sporting and recreation reserves should have master plans to direct actions and improve the reserves. Open space developer contributions should provide additional funds for this work.

Local Governments are primarily responsible for the development and provision of community sports facilities and schools are an important partner in the provision and use of community facilities. Council should include schools and be included in planning for new school and community sport and recreation facilities. Discussions should take place along with local demand assessments at the early scoping stages rather than at the presentation of planning applications.

Some sport facility developments at school sites have been undertaken without initial sports planning advice and negotiation with Council. This can pose some supply issues for specific sports, as well as for specific facility types.

Adhering to government legislation regarding volunteers and working with children, administering GST and taxation, food handling and responsible service of alcohol were all identified by clubs as being additional 'off field' issues that ensure clubs operate according to best practice and in a more professional manner.

Where we would like to be

The adoption and implementation of existing master plans should be undertaken in line with key recommendations of this strategy.

Where schools, clubs and private providers submit proposals for development, the Shire should ensure that these are consistent with the principles and objectives of this plan and that they undergo considerable planning scrutiny before they are progressed. Additionally, the Shire's *Contribution to Facilities on non-Council Owned or Controlled Land Policy* should be referred to when issues and requests for funding are made by external organisations.

The contributions policy will determine future funding assistance from the Shire into school and DET owned facilities. Any major capital project (greater than \$20,000) would be required to undergo detailed project assessment to determine facility suitability and feasibility prior to receiving financial or in-kind support. All projects must deliver community outcomes in order to be considered.

The Shire could assist schools to prepare plans and where new schools are being developed, or where existing schools are expanding, the Shire should utilise these opportunities to investigate indoor and outdoor sports facilities to cater for community sport where there is local demand. In all cases, mutual agreement about facility components should be reached prior to development.

Community use of facilities at school sites is essential to meet the projected demands for a range of sports. Any new or redeveloped facilities should be designed to meet minimum size and competition requirements for multiple sports (e.g. suitable run-offs for indoor netball courts) to ensure that it can cater for competition from the foundation level through to the elite.

Proposed Goal

Plan sporting and recreation facilities in a systematic, thorough manner, considering greater community needs and the facilities managed or proposed by others (such as schools and private enterprises)

Strategies to get there

No.	Strategy
5.2.1	Require clubs to provide statistics annually through seasonal tenancy agreements. Monitor trends, sports statistics and data to keep abreast of possible shifts in demand as the Shire's population ages. This would include monitoring lower profile sporting activity trends and the emergence of new activities and their needs for open space, facilities and services.
5.2.2	Conduct regular planning meetings with school clusters and DETs Southern Metropolitan Region – Facilities Manager to ensure Council is aware of all new school sports facility proposals.
5.2.3	Encourage schools to develop their sports facilities (new and existing) to deliver community benefits and outcomes.

No.	Strategy
5.2.4	Prepare master plans for sporting reserves by township, inline with the principles and objectives, sport specific demand projections and recommendations of this study, considering broader community use. Encourage co-location of facilities.
5.2.5	Prepare a Recreation Needs Study for Somerville that focuses on the future provision of sport and recreation facilities in-line with future residential development and projected population growth (in Somerville and surrounding areas). The Somerville Community Planning Project is underway in 2011.
5.2.6	Develop a planning process for all facility development for clubs and Shire that includes: <ul style="list-style-type: none"> ▪ appropriate consultation with clubs, associations and other community partners ▪ assessment of local demand ▪ assessment of existing and likely supply of other facilities ▪ the identification of target groups and objectives for each ▪ estimation of lifecycle capital and maintenance costs ▪ impact assessment of existing use and future development of sites
5.2.7	Prepare a Sports Ground Facilities Strategy and service standard encompassing pavilions.
5.2.8	Develop a Shire endorsed business planning template to assist clubs and Council staff
5.2.9	Identify planning processes for sports clubs (particularly co-location and extension of existing grounds).

5.3 Develop facilities to serve growth sports

The research and gap analysis provided for this project identified demand for major facilities for soccer. It also identified a need for greater access to indoor facilities for badminton, gymnastics, netball and volleyball.

The sports of baseball, softball, athletics and velodrome cycling operate within a regional competition and major facilities should be developed in-line with regional demands. However, consultation identified a need for existing facility upgrades. Gaps in provision; such as a cycling velodrome and athletics, should be investigated before any major facility development.

Although aquatic facilities were not the focus of this report, consultation raised that there was not a 50m swimming pool within the Shire. However, the Shire is working towards a sub-regional goal for aquatic facilities, supporting the development of regional facilities in Frankston, which would enable the hosting of regional and district level swimming carnivals. The sport of diving identified that the lack of any 'wet' facilities restricted them developing the sport locally within the Shire.

National participation data and many state sporting associations have identified an increasing demand and shift towards the use of indoor sporting facilities. This shift will become increasingly prevalent as the Mornington Peninsula Shire ages. Within 20 years, the vast majority of the population is expected to be aged 50+. This may also create a push towards more programmed activities rather than club based team sports. **Chapter 6: Key Directions by Sport** outlines sport specific recommendations in relation to population aging the implications for certain sports.

In general terms, facilities in the Mornington Peninsula are needed to:

- foster the range of people playing sport
- foster non-car based travel to facilities
- meet the growing demand for sports where possible
- improve access to peak court time for indoor sports
- assist the development of new sports and recreation activities
- enable the conducting of sports events on the Peninsula.
- encourage clubs to co-locate and share facilities
- ensure all sports grounds have shared-use trails / paths leading to them

However, it is essential that the nature of demand (social participation versus club competition / play), the nature of the market, the scheduling and accessibility of existing facilities is further investigated before new facilities are provided.

With respect to tennis, it is apparent that not all courts are floodlit and yet the market for casual use for tennis courts and for competition is largely at nights. Lights and the quality of surfaces / facilities should be the priority for investigation before additional courts are provided. The Shire could work with tennis clubs, associations and Tennis Victoria to assist clubs with business plans and more sustainable membership fees.

Sporting clubs, associations and local government are commonly being required by peak bodies or government instrumentalities to upgrade the standard of facilities. This is a result of increasingly onerous regulations and requirements designed to improve the health and safety of players and the public. Consequently the minimum standards for even basic club level facilities (e.g. toilets and change rooms) now may require levels of capital investment, which are beyond the reach of most clubs.

It is advisable that the Shire works with clubs to improve, update and better schedule their existing sports facilities before committing considerable investments into new facilities. Clubs will need to develop feasibility studies, along with business plans to support further investments. However, some facilities for key growth sports (e.g. soccer, cycling, athletics) will need to be developed in the short to medium term.

Where we would like to be

The township structure of the municipality makes it difficult for the Shire to provide a centrally located core of facilities for all sports that serve the whole municipality. The township model results in much duplication of facilities.

The Shire could extend the catchment hierarchy of sports grounds used in the Shire's *Open Space Strategy*. The provision of new facilities could be developed primarily in Major Activity Centres and transport nodes.

The Shire could work with clubs to develop more community accessible policies for their facilities that also support the principles of multi-use. This is as distinct from facilities that focus more on member only and single or exclusive use. It is not financially feasible for the Shire to construct sports fields and reserves for single purposes. Most need to serve a multi-purpose function to cater for fluctuating demands and the needs of other user groups (e.g. dog walkers, pavilions used by other activity groups).

It would be ideal to be able to provide facilities that can cater for a range of 'field based sports' that cover both summer and winter seasons and those that can also be line marked for additional sports, activities and events.

There are additional opportunities for further multi-purpose co-habitation and increasing the use of sports grounds and indoor sports courts by others. Examples of soccer potentially sharing with cricket and little athletics (summer and winter seasons) or soccer with lacrosse and rugby (similar size and shaped fields) were raised through consultation. Additionally, outdoor netball courts can be line marked and retrofitted to cater for social or casual tennis. Underutilised facilities should be identified and options for further use identified and facilitated wherever possible.

Consistent monitoring of facility usage for single use facilities (i.e. tennis, lawn bowls, scouts, netball courts etc.) by Council and close contact with clubs and associations on player and team numbers will assist to determine facilities that are being used to their maximum capacity and those that aren't.

Proposed Goal

To provide facilities that; enhance club viability, promote flexibility and sharing, are cost effective to manage and that address the demand for social / casual participation as well as club competition.

Strategies to get there

No.	Strategy
5.3.1	Prioritise the development of major sports facilities in M2030 Activity Centres and transport nodes where the greatest levels of participation exist.
5.3.2	Through open space planning identify potential locations for future large scale sports reserves that caters for a minimum of 3 fields in each major population centre. Add the needs of sporting clubs to an open space land requirement register.
5.3.3	Support and facilitate the development of multi-use reserves and fields at all reserves.
5.3.4	Develop and manage an information database about facility capacity to assist clubs use available under-utilised resources more efficiently and promote facilities to the community.
5.3.5	Continue to develop and implement formal occupancy agreements for all clubs and users of Shire facilities that encompass shared-use of facilities (where appropriate). Modify to include the annual return of statistics.
5.3.6	Continue to work with Statutory Planners to align planning objectives through sports facility provision.
5.3.7	Develop facilities and use register to identify areas of under and over supply of facility use (in order to maximise use).
5.3.8	Publish information on the Shire's website about facilities available for other uses, such as weekday, daytime use of pavilions for classes, meetings etc.

NOTE: Sport specific facility recommendations are detailed in **Chapter 6: Key Directions by Sport.**

5.4 Matching facility standard with levels of competition

The proximity of the Shire to metropolitan Melbourne has an impact on the level of competition provided across the range of sports. Many townships within the Shire are geographically isolated from regional and district centres outside the municipality. This geographical disadvantage has a strong impact on the amount and level of competition that can be provided in all areas. In most cases, sports participation is restricted to localised competition.

The level of competition played in the Shire for most sports is at the foundation, participation, social or club level. Many sports have reported that they lose some of their higher quality or more experienced players to other areas such as Frankston, Dandenong and inner metropolitan areas. These sports include basketball, volleyball and tennis, athletics, football and cycling.

The implications of relatively lower or localised levels of competition reduce the need to develop large-scale facilities that cater for regional competition and large numbers of visitors or spectators. It does not however reduce the need for safe, quality facilities that meet the needs of users.

The sports club interviews undertaken identified that there was an expressed need for improved facilities to meet minimum senior competition standards and some junior sport. Improvements are consistently requested for baseball, senior level cricket, soccer, cycling and tennis. Lawn bowling clubs also require periodic assistance.

Australian Rules Football played within the MPNFL is reported to be a strong, competitive league. The existing facilities (in particular playing fields) provided by the Shire to support the league are of considerable quality and add to the future sustainability of clubs and therefore the league and the sport. However, secondary reserves need irrigation, surface improvements and many require better drainage and lighting.

Cricket clubs also using grounds have the benefit of utilising these facilities (1st and 2nd XI's only) and likewise, the MPCA is considered to provide a strong local competition. In these sports the higher levels of competition are well catered for. However, only two turf wickets on the Peninsula Link to higher-grade cricket participation.

The Shire's Occupancy Policy identifies that a schedule of fees and charges will be matched to a grading formula of facilities.²⁷ The formula is based on the level of competition played, which should in turn also reflect the level and quality of facilities provided.

The Shire's *Open Space Strategy* details a sports reserve hierarchy at a user catchment or settlement level. Council is presently reviewing these classifications as part of a full review of the entire Open Space Strategy in 2011.

Where we would like to be

A number of sports facilities will require upgrading to meet levels of competition and association / league standards. Additional elite level competition could be attracted into to the Shire by improving higher-level facilities. Cricket is an example of a sport where high level competition (i.e. Premier Cricket – also known as District Cricket) is moving to outer metropolitan suburbs, as new facilities become available.²⁸ The Shire must decide if it wishes to adequately provide for elite level sport.

The preparation of a database and detailed grading of facilities that identifies all sports facilities, the quality of those and where possible, the availability of these each season, so better matching of club and user needs with available facilities can be made. Information that links facilities to clubs, teams and associations is an important planning tool for Council.

There is a need for the Shire to manage the levels of use of sporting fields in a manner that is consistent across the Shire for clubs, schools and participants and is in accordance with the grading of playing facilities. Current pricing policy requires a minimal contribution by schools for the use of fields, however they are reluctant to pay for the use of lesser quality grounds e.g. former tip sites. A revised pricing or management structure that considers the quality of facilities provided may help to manage demand to prevent overuse and provide affordable opportunities for the lower level of competition and foundation sport.

²⁷ This formula includes; sports fields to match to the level of sport (e.g.. 1st 18 football / senior soccer / 1st cricket shall be the highest level.

²⁸ South Melbourne Cricket Club will move to Casey Fields in the City of Casey following completion of facility development

Proposed Goal

To enhance the depth in competition and create a better match between the demand, pricing and maintenance and the quality of facilities using peak body standards.

Strategies to get there

No.	Strategy
5.4.1	Review the Occupancy Policy to: <ul style="list-style-type: none"> ▪ better define existing facility / ground grading ▪ include shared-use objectives ▪ match standards of facilities with levels of sports competition played ▪ separate fees into an annually revised schedule ▪ to provide equity of access to facilities / grounds across the Shire
5.4.2	Develop service standards for Shire managed facilities and identify gaps in delivery in liaison with peak bodies and associations
5.4.3	Work closely with local, regional and state peak sporting bodies to understand sport specific requirements for sports facilities and levels of competition offered.
5.4.4	Complete the Pavilions Strategy and associated service standard.

5.5 Encouraging a greater range of people to participate

It is incumbent on all community leaders to ensure that equity and access issues are addressed. Providing a range of opportunities that offer people of all ages and abilities the opportunity to engage with their environment, natural or built, is a good way to enhance community cohesion.

The provision of sport is highly valued by the community. The householder survey revealed that over 83% of respondents said that the Shire *'providing social opportunities and benefits to the community'* through sport was either very important or extremely important.

Consultation with schools and sports clubs highlighted the need to provide and encourage sporting opportunities for a range of people.

In many cases there is demand for sports activities from key target groups such as women, girls, people with a disability and older adults. However, in some instances, lack of availability or access to facilities, suitable programs and the need for assistance constrain participation. Also, club attitude, lack of information or the relatively small numbers of people with similar skills and interests in the one sport means a wide range of groups are difficult for clubs to serve.

The regional Access for All Abilities (AAA) provider that includes the Mornington Peninsula Shire – 'Leisure link-up', offers a range of support and activity programs and opportunities for people with a disability who are aged between 16 and 45.

The Shire's Positive Ageing and Health, Hope and Happiness Action Plans provide a range of activities to support healthy participation by older adults.

Leisure link-up has developed a *5-year Strategic Plan for an Inclusive Sport and Recreation Community*, which identified that issues of public attitude and access to sporting facilities are the key constraints restricting people with a disability from playing sport.

The strategy identified that most sport and recreation clubs want to engage in all ability programs, but lack the resources and expertise to cater for individuals and programs. The study also highlighted preferred activities for people with a disability to participate in were lawn bowls, cycling, swimming, golf, basketball, sailing and tennis.

Furthermore, there are many sports currently operating within the Shire that with assistance could provide better opportunities for people with a disability to participate. They include archery, shooting, basketball, sailing, lawn bowls and tennis.

Review of population projections for the Mornington Peninsula Shire has identified a likely increase in the older adult population (aged 60 years+) over the next 25 years. This increase is estimated to provide up to an additional 29,390 older adults in the Shire by 2031. Whilst traditionally older adult activity programs involve recreational rather than sporting pursuits, state and national participation data tells us this, participation in sports such as lawn bowls, golf, fishing, cycling, swimming, badminton and table tennis and the maters end of many sports will continue to grow.

While some sports such as basketball operate a diverse program and provide opportunities for a wide spectrum of players (male, female, mixed and intellectually disabled players), some other large and growing sports such as Australian Rules Football, cricket and soccer still lack teams (in some areas), competitions and specific opportunities for women and girls to participate.

The householder survey identified tennis, golf, netball, volleyball and hockey as sports that females would like to play, but do not currently. While the school-based survey identified soccer, basketball, netball, tennis and Australian Rules Football as key sports where demand is not met. These sports should form the focus of future programs and activities specifically for female participants. The reasons why people do not participate (as indicated in the survey) should drive future programming and targeting. Barriers to participation should be identified and measures to minimise barriers put in place.

Many traditional sports that are played at the senior and junior levels offer additional programs that provide variations in rules and structure. Many variations to existing sports have been devised to make them attractive to new markets. Trends towards greater social participation in various sports, such as night tennis and 'barefoot' bowls, can have an impact on how often and in what sports people choose to participate.

Some sports such as soccer have been able to meet demand for social and casual participation through programs targeting children older than Goalkick age and women with young families, by scheduling low cost programs at suitable times.

Where new or developing sports and disciplines are created and introduced by peak sporting bodies, the Shire is in a position to facilitate and promote programs for a new range of users, or to existing users who are looking for a new challenge. The Shire has already begun to embrace this through the introduction of Foomal into its reserves and leisure centres.

Where we would like to be

The Shire cannot provide the range of sports development opportunities demanded by the community without partnerships with clubs, peak bodies and schools. There are considerable opportunities for Council to tap into programs such as VicHealth and the Department of Human Services (DHS) as well as with existing peak bodies and Sport Commission programs to engage with people and groups who are traditionally marginalised from mainstream activities.

With support from peak bodies and Womensport Victoria, the Shire could assist associations develop female sport, particularly with the establishment of a female: soccer league, football league and cricket teams. At the school level, female participation is high these sports, but female players have nowhere to develop outside of school competition.

Where council has facilities and where there are elite athlete role models, the Shire should embrace new sports, sports for women with young children, older adults and people with a disability. There are opportunities to capture a higher proportion of young people who are not likely to be involved in teams sports through the support of surf and beach sports, extreme sports, mountain biking, BMX and skating that have high appeal in those markets. These sports also have an opportunity to attract youth on holidays in the Mornington Peninsula and to raise revenue for local clubs.

Foomal is a recent example of a new sport in the Shire. Council support for new sports should continue and include other sports such as: Recreation Football (Australian Rules Football), cycling and other sports where there is demand. More sport specific opportunities for modified sport development have been provided in **Volume 2: Profile and Issues by Sport**.

Proposed Goal

Increase the proportion of older adults, people with a disability and women, participating in sport.

Strategies to get there

No.	Strategy
5.5.1	Provide information about activities for older adults and fully accessible facilities for recreation activities.
5.5.2	Work with clubs, Primary Care Partnerships, VicHealth programs, Probus, U3A, Senior Citizens Clubs and other agencies with clients in the identified target groups, to develop sustainable sporting programs for these groups.
5.5.3	Work with other internal Shire teams to match clients (e.g. new mothers, isolated older adults) to suitable clubs and programs.
5.5.4	Promote local case studies, role models for participation in these target groups and reward clubs to include these groups.
5.5.5	Assist existing clubs such as life saving clubs, tennis clubs and the hockey clubs to provide casual sports opportunities for visitors (i.e. surfing programs, beach volleyball, social tennis, lawn bowls).
5.5.6	Assist sports associations and peak bodies to address the needs of the identified target groups through local clubs.
5.5.7	Ensure sporting facilities cater for the key target groups (i.e. change facilities for females and people with a disability). Retrofit facilities to better cater for all users.
5.5.8	Prioritise support for facility upgrades where tenant clubs can easily include people from these target groups
5.5.9	Support the available knowledge of and access to “extreme sports” and non-team sports that can be played socially and utilise available facilities in peak season, including through existing club networks.
5.5.10	Continue to research and support new and modified sports and promote events and competitions for new and emerging sports including provision of facilities.
5.5.11	Assist clubs to develop modified or more social versions of existing sports (i.e. night tennis, Recreational Football, indoor lacrosse etc.) and role out available programs and coaching models to serve specific population groups.
5.5.12	Partner smaller non-mainstream sports to develop ‘come-and-try’ days or demonstrations for non-members.
5.5.13	Identify facilities that could potentially have ‘softer’ sports for older adults in a co-operative arrangement with other agencies

5.6 Provide better awareness of opportunities

Without information there is no choice. The understanding by the community about the availability of sporting, social and programmed opportunities is paramount to their success. Advertising and marketing of club and Shire opportunities and facilities is essential to address unmet demand for sport, to maximise use of facilities and therefore return on investment, as well as to better match user needs with available opportunities.

Sports Clubs

Assistance with marketing, promotion and advertising was a common need identified across the range of sports clubs surveyed. Most sports clubs felt that marketing and promotion of facilities, sports and programs was a joint responsibility between clubs and the Shire.

In addition to the expected increase in assistance to upgrade and maintain facilities, sports clubs also identified that an increased level of communication with Council would assist club development and increase participation and club memberships.

In the sports club interviews, respondents were asked to identify marketing and promotional activities that should be undertaken by clubs, the Shire or jointly between all partners. Generally, clubs believed it was:

- their responsibility to encourage and recruit new participants
- their responsibility to develop new teams and competitions
- their responsibility to promote available competitions
- their responsibility to develop partnerships and share facilities e.g. AFL and netball.
- a shared responsibility to develop new sports and sporting clubs
- a shared responsibility to promote existing sporting clubs
- a shared responsibility to promote sporting programs and events
- a Shire responsibility to promote sports facilities and centres.

Advertising

The householder survey identified a range of mediums that could be used for advertising sports clubs, facilities and activities. Over 30% of respondents identified the local newspapers as their preferred medium of receiving information. This was followed by:

- 'information sent through schools' (15%)
- 'council's newsletter' (15%)
- 'information provided through sports clubs, leisure centres and other community facilities' (14%).

Of particular note was the response to information distributed through the Shire's website and direct email (6% and 4% respectively). This poses some financial implications for the Shire, with newspaper advertising being the most expensive method of advertising. It also restricts coverage to localised areas and newspaper catchments, therefore neglecting the high visitor population that use sporting facilities. Council should use specific distribution channels for different types of information to target different groups.

Website

Not only is there unmet demand for sport in the Shire, but also there is demand by residents for better technology that should be addressed.

2006 Shire demographic information reported that and 56.8% of residents have access to a household Internet connection. Electronic advertising and promotion could be a worthwhile medium for some markets. This form of distribution of information would be more cost effective and overcome issues of delay and who receives the information.

For the visitors market, it is important to note that an estimated 38% of visitors to the Mornington Peninsula plan their trip using the internet. This is the most widely used source of information.²⁹

The sport and recreation link on the Shire's website could focus on promoting a wide range of sport and recreation activities, especially private partners where the Shire does not provide facilities for some sports (e.g. squash, ten pin bowling, yachting, tennis clinics).

■

²⁹ Mornington Peninsula Sustainable Tourism Plan, Urban Enterprises, February 2005

Council's community directory provides a list of sports clubs, their contact information and services they offer. This information should remain readily available, be consistently updated and distributed in a number of forms so that residents know how to access it.

Where would we like to be

Information is required about where to go, what to do, what time activities are on, how much they cost and the benefits they provide.

Council is in the best position as the holder of a substantial amount of information about organisations and facilities to communicate information to the broader community.

It would be beneficial to develop the sport and recreation link on the Mornington Peninsula Shire website to provide:

- information on all facilities (not only major leisure centres and swimming pools)
- a calendar of events / activities undertaken by sports clubs
- links to relevant leagues and peak bodies
- up to date and accurate club contact information
- information about upcoming sports events
- information on new activities and new sports
- 'easy to find' contacts for all sport and recreation team members.

The Shire's festival and events team are a key link with the local community and are already working in areas to promote sport, recreation and volunteer involvement. The Shire should better market and promote sport around the conducting of events, from local through to International to capitalise on pre-established community enthusiasm.

Proposed goal

Develop a cost effective information management system and distribute information about sports opportunities, providers and facilities in a range of accessible formats to residents and visitors.

Strategies to get there

No.	Strategy
5.6.1	Prepare a communication plan (in conjunction with other stakeholders) that targets all user markets of sports clubs and facilities (i.e. residents, visitors, older adults, people with a disability, women and girls etc) to promote all possible Shire and club sports activities.
5.6.2	Provide better basic information on the website about sports, facilities and events to foster participation amongst residents and visitors to the Peninsula.
5.6.3	Negotiate with local newspapers (and other publications) to cost effectively promote sport activities.
5.6.4	Work with the tourism industry to advertise sport through visitor information booklets and information centres.
5.6.5	Improve website information about sports and facilities
5.6.6	Develop an internet 'web link' policy that assists the promotion of local sports clubs, associations, leagues and peak bodies.
5.6.7	Create a club 'forum' on the Shire website, where clubs can publicise their sport, programs, registration days, events, competition, coaching and training activities.
5.6.8	Use student or volunteer assistance to compile a current, accurate sports database that includes clubs, associations, leagues, regional bodies, private facility providers and state sporting association contacts.
5.6.9	Provide targeted information for older adults about facilities and activities to encourage participation, social connectedness and health and well being.

6. KEY SPORT DIRECTIONS

As detailed in previous chapters of this report, the sports of basketball, soccer and tennis were highlighted for more detailed analysis. Basketball and Soccer are experiencing high levels of growth in participation and are restricted in their provision of facilities and funding for major facility development. Tennis facilities require consolidation, promotion, assessment of asset condition and investigation of business planning processes.

Key issues, facility and sports development opportunities, club and local demand and future participation demand projections for each sport are provided in **Volume 2: Profile and Issues by Sport**.

A summary of the key directions and recommendations proposed for basketball, soccer and tennis is provided in the following chapter. Detailed actions for each sport have been prepared in **Chapter 7: Implementation Plan**.

6.1 Basketball

■ Participation and demand

There are currently three basketball associations operating within the Shire; Southern Peninsula Basketball Association (SPBA), Mornington District Basketball Association (MDBA) and Western Port Basketball Association (WBA). Basketball competition across all age levels is played under both the Basketball Victoria Metropolitan and Country regions.

There are approximately 4,327 registered players across the three associations (2011 figures):

- Southern Peninsula Basketball Association - 1,708
- Western Port Basketball Association - 1,019
- Mornington Basketball Association - 1,600

In 2004, Basketball Victoria reported growth in junior participation (5-9 year age group), particularly in the southern and eastern metropolitan area. This trend was supported locally in the Shire by a large school age participant base, which was identified through a local demand assessment.

Local consultation also revealed a large intake in the 30+ age group, as well as in fewer than 20 competitions. There was a reported decline in local female participation, however, the majority of identified unmet demand for basketball in the Shire was by females (66%).

Estimated market demand for basketball in the preliminary work undertaken for the Southern and Western Port basketball feasibility studies indicates that the expected number of participants will remain constant until 2026, and extra courts are not warranted until this time.

■ Facilities

Basketball is generally well supported by the schools network. The SPBA use and manage 2 indoor basketball centres in conjunction with Dromana and Rosebud Secondary College's. The MDBA currently has a 3-court stadium at Mornington Secondary College. Feasibility studies are underway in 2011 for possible extension of SPBA and WPBA courts. State funding has been provided for an additional court at Western Port Secondary College.

13 separate basketball venues are used across the municipality by the three associations to conduct their programs and competitions. None of these venues has more than two courts. Each association uses a series of satellite venues, which places additional financial pressure on associations to provide a greater number of officials and support staff / volunteers.

The Shire views their directly managed and operated leisure centres as community accessible 'multi-sport' venues. Basketball is a regular tenant of leisure centres, but pay market rates for their usage. The sport tends to dominate the use of indoor centres across the Shire, sometimes to the detriment of other minor or non-mainstream sports.

The Shire's primary business in facility development is to support indoor sports facilities wherever possible and encourage a range of sports uses and other opportunities.

■ Issues and constraints

Several constraints to the growth of basketball in Shire have been identified, including:

- need for additional court space and lack of available court space during peak times
- no district, sub-regional or regional level facility of significance in the Shire
- high annual court hire expenses for associations
- perceived as being more expensive than other sports (e.g. football, cricket)
- lack of resources to pay administrators for competition administration
- lack of volunteers and support personnel (referees, coaches, managers, scorers, administration and committee members).

■ Opportunities and directions

Associations identified that more courts in a single location would assist to reduce operation and administration costs in the longer term and to help create a better community and club atmosphere. A minimum of 3-courts per venue is considered viable.

School based developments provide substantial community and sporting benefits within their local areas, as well as providing the potential for developing strong partnerships between schools, clubs and associations. The location of additional court facilities will be determined by feasibility studies, which are underway in 2011.

The existing associations should be supported by the Shire to help them cater for growth where it is proven to exist. Western Port Basketball Association currently services the Somerville, Hastings and broader Western Port area, and a new court is being built at Western Port Secondary College in Hastings.

Higher levels of unmet demand were expressed by females, as was an increasing demand for more social competition. These two specific markets should be targeted through greater levels of promotional activity. Competition bases could be expanded to incorporate more programs.

A desire to become more professional in their approach to administration was raised by each association and as such sound business planning is required. Recognising that their pool of volunteers is declining, paid administrators are becoming more common within the sport of basketball. Consistency in governance, competition management and communication are all benefits paid administrators could provide.

School facility developments should be supported to ensure key infrastructure requirements for the sport are adequately provided for.

■ Priorities

Priority actions for basketball are detailed in **Section 7.2: Sport Specific Actions**.

6.2 Soccer

■ Participation and demand

There are four soccer clubs based within the Shire; Mornington Soccer Club, Rosebud Soccer Club, Western Port Soccer Club and Rosebud Heart. Senior competition is played in the Bayside Soccer League and junior in the Football Federation of Victoria competition.

There are an estimated 1,200 registered players across all clubs and 600 in Mornington alone. Rapid female participation growth has also been reported at the state and national levels.

Estimated market demand for soccer in the Shire could be expected to reach in excess of 5,400 players by 2016 and almost 6,000 players by 2031. At current participation levels, this would equate to almost four and a half times as many soccer players by 2016. Whilst this figure sounds high, it is still considered conservative based on current state and national participation rates. There could be considerable demand for the establishment an additional large-scale soccer club playing within the Shire.

Any further growth in soccer participation will place greater demand on existing facilities. Estimated market demand figures would suggest a number of additional soccer or multi-use grass fields would need to be established or made available in the Shire over the next 10-15 years.

■ Facilities

Access to grounds across the Shire is becoming an issue. Mornington Soccer Club occupies a large site with multiple grounds configured for soccer. Ideally all clubs would have access to a site that has a minimum of three grounds to ensure they have the capacity to cater for multiple teams and hence ensure their long-term viability.

With the exception of the Mornington Soccer Club, no other venue in the Shire provides more than two soccer fields together. Each club uses a series of satellite venues, which places additional financial pressure on clubs to provide a greater number of volunteers, as well as having to hire multiple venues for training and competition.

Open space planning should identify possible future playing fields in appropriate locations.

■ Issues and constraints

Several issues regarding the growth of soccer in Shire have been identified, including:

- lack of facilities to cater for expected future growth
- junior facilities not meeting the standards for competition
- inadequate school facilities in terms of quality and accessibility
- lack of ability for clubs and schools to attract funds for ground development
- demand for floodlit grounds for training
- requirements for improved social and unisex changing facilities
- no programs set up for schools or people with a disability
- retention of volunteers
- geographic representation of clubs – gaps identified in the northeast and southwest areas.

■ Opportunities and directions

School fields are based in most townships. Mornington, Hastings and Rosebud all have major secondary schools located within the township area. Access to additional school fields could provide a short-term solution to cater for existing demand. However, in the longer-term, additional multi-use and multi-field sports grounds may need to be developed within the Shire. This could be in the form of conversion of existing facilities, creation of two to three new sports complexes, or acquisition of land adjoining existing sports reserves to allow expansion.

There is significant growth projected for soccer in the Shire over the next 10 years, which needs to be supported. The three existing clubs should continue to be supported by the Shire to help them cater for growth.

With population growth expected in the Somerville / Tyabb area, the establishment of an additional soccer club could be sustained. Mornington and Baxter (located in the City of Casey) Soccer Clubs currently service the Somerville / Tyabb area, but with both clubs reported to be at capacity, particularly with junior teams, Somerville could accommodate the overflow of players, if suitable open space was found e.g. adjacent to existing sports reserves, in other Shire reserves, or close by. The Somerville Community Needs Study identified options including development of Barakee Reserve or acquisition of green field land beside Barber Reserve. Detailed investigation is required.

Population projections for Somerville and surrounding townships indicate growth in youth and older adults between 2011 and 2016. The formation of any new club should correspond with population increases and the availability of adequate facilities to sustain a viable club.

Junior participation programs and initiatives developed by the state body have been hugely successful over recent years in the Bayside League. The Football Federation of Victoria also provides guidance and assistance to clubs regarding coaching, education and club governance. The Shire should support the roll out of these initiatives and programs.

Consistent and continual monitoring of school based participation in soccer through VPSSA, VSSSA and private school associations, as well as via the Bayside Soccer League and FFV will provide the Shire with an indication of potential growth in specific age group, gender and overall team numbers. Monitoring of these trends will assist to schedule grounds and facilities and to better assess their carrying capacity, as well as monitor club growth.

■ **Priorities**

Priority actions for soccer are detailed in **Section 7.2: Sport Specific Actions**.

6.3 Tennis

■ **Participation and demand**

There are three levels of administration for tennis in the Shire; Tennis Victoria's Mornington Peninsula Region (one of 11 regional peak bodies around the state), the Peninsula Tennis Association (to which most clubs are affiliated) and the 22 tennis clubs that are based in the Shire.

There were 2,777 registered club members across all tennis clubs in 2009/10. Tennis Victoria research indicates that participation has increased nationwide, however more people are choosing to play socially and outside of club competitions. Local club consultation supported this trend, with a reported 36% of survey respondents indicating that they only play at a social level.

Local consultation revealed an increase in the demand for mid-week night tennis competition and increases in junior players participating in coaching programs.

Estimated market demand for tennis is expected to reach 8,000 players by 2016 and almost 9000 by 2031.

The Mt Martha Tennis Club had the highest number of members in 2009/10 (according to Tennis Victoria figures) at 287, followed by Mt Eliza, Dromana, Sorrento and Balnarring. However, membership of many clubs has declined significantly between 2004 and 2011, some as high as 30-40%.

■ **Issues and constraints**

The provision of tennis courts and clubs has evolved into a 'township' approach to provision. Each major township has a club, as do many smaller towns, villages and hamlets in the Shire. Tennis is generally conducted at the local club level and as such it is becoming increasingly difficult for the Shire to support the existing number of tennis courts and clubs.

The distribution of existing tennis clubs appears inconsistent with township population levels. The expanding population areas around the northern peninsula clubs of Mornington, Mt Eliza, Mt Martha and Somerville are short in court supply in comparison to southern peninsula based clubs.

Clubs are placing increased pressure on the Shire to support the incremental development of club facilities (i.e. the addition of one or two courts), however most do not have business plans in place. Whilst the majority of the clubs in the southern peninsula can cater for existing demand, many clubs in the northern townships are struggling to maintain their facilities. The expansion of selected existing tennis clubs into sub-regional (12 court centres) facilities could provide a greater community wide benefit and a more sustainable facility.

Several constraints to the growth of tennis in Shire have been identified, including:

- poor business planning by clubs for maintenance, improvements and growth
- lack of floodlighting at existing facilities
- Shire policy not to contribute financially to tennis court floodlighting
- high demand for court space during peak times
- availability, cost and quality of publicly accessible tennis courts
- great pressure and high level of responsibility on clubs and volunteers to deliver facilities, programs, activities, events etc
- rising insurance (and other operational / maintenance costs) costs for clubs
- volunteer retention
- lack of maintenance and promotion of Shire owned facilities

■ Opportunities and directions

The greatest short-term opportunity the Shire has to maximise existing court use would be to prioritise district level catchment facilities and support clubs to develop business plans and sustainable business practice.

There is a long-term opportunity to consolidate the overall number of tennis clubs based in and around major population centres. Priority development should be considered in the Mornington area, with the potential relocation of the Mornington Tennis Club to Civic Reserve, Mornington in accordance with the Master Plan. A 12 court sub-regional centre (with provision to expand if demand requires) could be . A review of the existing Civic Reserve master plan is underway in 2011.

A second sub-regional facility could be developed in the southern peninsula in the long-term commensurate with population and membership growth, if this occurs. Opportunities may exist to expand Rosebud, Dromana or Rye (or other selected) Tennis Clubs to provide 12-16 courts. Detailed investigation would be required to ensure long-term viability.

Community consultation highlighted higher levels of unmet demand expressed by females and older adults, as was an increasing demand for more social competition and access to facilities for visitors. Clubs acknowledged that better communication and promotion of tennis facilities and the tennis fraternity collectively would create additional benefits.

Tennis clubs should also be more proactive and should take advantage of educational programs offered by Tennis Victoria to link their clubs with a school.

Many clubs use courts based at other clubs within their local area in order to fulfil competition schedules and demand. The hiring or organisation of this court use is often ad-hoc and offers no consistency between seasons, nor does it offer long-term sustainability. A consistent seasonal monitoring program of player and team numbers (through the Peninsula Tennis Association), as well as an indication of where vacant courts may be available would assist the Shire to prioritise future development and to allocate existing resources.

■ Priorities

The issues of township demand and existing tennis club capacity to accommodate court development are detailed in the Shire Draft Tennis Strategy.

Priority actions for tennis are detailed in **Section 7.2: Sport Specific Actions**.

6.4 Other sport directives

Sport specific issues, estimated market demand assessments and key recommendations have been compiled in **Volume 2: Profile and Issues by Sport**.

Actions by sport are detailed in **Section 7.2: Sport Specific Actions**.

7. IMPLEMENTATION PLAN

7.1 Shire-wide Strategies

The following summary of strategies and actions has been based on information presented in **Chapter 5: Key Issues, Goals and Strategies** of this report.

The actions under each strategy have been provided in an implementation table, with a corresponding timeframe and potential partners to assist with their implementation.

The following list of abbreviations is relevant to this section of the report.

Code	Organisation
BSL	Bayside Soccer League
DET	Department of Education and Training
DHS	Department of Human Services
DSE	Department of Sustainability and Environment
FFV	Football Federation of Victoria
MDBA	Mornington District Basketball Association
MPCA	Mornington Peninsula Cricket Association
MPLBA	Mornington Peninsula Ladies Badminton Association
MPNFL	Mornington Peninsula Nepean Football League
MPTTA	Mornington Peninsula Table Tennis Association
MVC	Mornington Volleyball Club
PCP	Primary Care Partnership
PTA	Peninsula Tennis Association
RVBA	Royal Victorian Bowls Association
SPBA	Southern Peninsula Basketball Association
SRV	Sport and Recreation Victoria
SSA	State Sporting Organisation
VLA	Victoria Lacrosse Association
VLBA	Victoria Ladies Bowls Association
VPSSA	Victorian Primary Schools Sports Association
VSSSA	Victoria Secondary Schools Sports Association
VWFL	Victorian Women's Football League
WBA	Western Port Basketball Association

Key Issue	No	Action	Timeline	Partners
Adopt a co-operative approach to sports development	5.1.1	Investigate the possibility of establishing a 'Peninsula Sports Network'.	2013	SRV, Local Govt, DHS, VicHealth, peak bodies
	5.1.2	Use existing networks to maintain an ongoing dialogue about sport and facility development in the southeast region.	ONGOING	SRV, Local Govt, SSAs, clubs, leagues, associations
	5.1.3	Host a school, club and peak body sport forum every 12 months to encourage greater networking and marketing.	ONGOING	SSAs, clubs, leagues, schools, associations
	5.1.4	Update Shire inventory of sports facilities to include school facilities. Identify priorities for community-school partnerships.	ONGOING	Schools, VSSSA, VPSSA, clubs, leagues, associations
	5.1.5	Explore opportunities with schools to develop partnerships for facility provision and to promote sporting and funding opportunities.	ONGOING	Schools, DET, VSSSA, VPSSA
	5.1.6	Continue to support and develop regionally significant sports facilities and programs.	ONGOING	SRV, Local Govt, SSAs
	5.1.7	Partner other stakeholders to provide information, club development and coach education forums and workshops.	ONGOING	Local Govt, SSAs, clubs, leagues, associations, local business
	5.1.8	Support peak bodies in their delivery of volunteer and club development initiatives.	2011-2016	SSAs, clubs, leagues, associations
	5.1.9	Continue to work with local support services and Volunteering Australia to develop cross-organisation volunteerism.	ONGOING	Local community, Volunteering Australia
	5.1.10	Encourage sports clubs to participate in the Shire's Volunteer Expo.	ONGOING	Clubs
	5.1.11	Support innovative transport proposals through the Community Grants Program.	2012-2016	Local community, clubs, leagues, associations

Key Issue	No	Action	Timeline	Partners
Provide greater emphasis on the planning process	5.2.1	Require clubs to provide statistics annually through seasonal tenancy agreements. Annually monitor trends, sports statistics and data to keep abreast of possible shifts in demand as the Shire's population ages. This would include monitoring lower profile sporting activity trends and the emergence of new activities and their needs for open space, facilities and services.	ONGOING	Local community, clubs, leagues, associations, SSAs, State Govt
	5.2.2	Conduct regular planning meetings with school clusters and DETs Southern Metropolitan Region – Facilities Manager.	ONGOING	DET, schools
	5.2.3	Encourage schools to develop sports facilities (new and existing) to deliver community benefits.	ONGOING	DET, schools, clubs, leagues, associations
	5.2.4	Prepare master plans for sporting reserves by township, inline with the principles and objectives, sport specific demand projections and recommendations of this study, considering broader community use. Encourage co-location of facilities.	2011-12	State Govt
	5.2.5	Prepare a Recreation Needs Study for Somerville that focuses on the future provision of sport and recreation facilities in-line with future residential development and projected population growth (in Somerville and surrounding areas). The Somerville Community Planning Project is underway in 2011.	ONGOING	Clubs, Shire
	5.2.6	Develop a Shire endorsed business planning template to assist clubs and Council staff.	2012-13	Clubs, leagues, associations
	5.2.7	Prepare a Sports Ground Facilities Strategy and service standard encompassing pavilions.	2011-12	Shire
	5.2.8	Identify planning processes for sports clubs (particularly co-location and extension of existing grounds).	2012-13	Shire, Clubs

Key Issue	No	Action	Timeline	Partners
Develop facilities to serve growth sports	5.3.1	Prioritise development of major sports facilities in main population centres and M2030 Activity Centres.	2011-2016	SRV, SSAs, State Govt, Local Govt
	5.3.2	Through open space planning identify potential locations for future sports reserves.	2011-2016	Clubs
	5.3.3	Support and facilitate (where possible) the development of multi-use sports reserves and fields.	2011-2016	SRV, SSAs, clubs, leagues, associations
	5.3.4	Develop an information database about facility capacity to assist resource allocation and shared use	2012	Clubs, leagues, associations
	5.3.5	Continue to develop and implement formal occupancy agreements for all clubs and users of Shire facilities, which encompass shared-use of facilities (where appropriate). Modify to include annual return of statistics.	2012	Local community, schools, clubs, leagues, associations
	5.3.6	Continue to work with Statutory Planners to align objectives with sports facility planning.	ONGOING	Internal
	5.3.7	Develop facilities and use register to identify areas of under and over supply of facility use (in order to maximise use).	ONGOING	Clubs, leagues, associations
	5.3.8	Publish information on the Shire's website about facilities available for other uses, such as weekday, daytime use of pavilions for classes, meetings etc.	ONGOING	Leagues, associations, SSAs

Key Issue	No	Action	Timeline	Partners
Matching facility standard with levels of competition	5.4.1	Review the Occupancy Policy to: <ul style="list-style-type: none"> ▪ better define existing facility / ground grading ▪ include shared-use objectives ▪ match standards of facilities with levels of sports competition played ▪ separate fees into an annually revised schedule ▪ to provide equity of access to facilities / grounds across the Shire 	2012-13	Internal
	5.4.2	Develop service standards for Shire managed facilities and identify gaps in delivery in liaison with peak bodies and associations	2013-14	Shire and associations
	5.4.3	Work with key sport stakeholders and peak bodies to understand facility requirements and levels of competition offered	2009-2016	SSAs, leagues, associations
	5.4.4	Complete the Pavilions Strategy and associated service standard.	2011-12	Shire, clubs and associations

Key Issue	No	Action	Timeline	Partners
Encouraging a greater range of people to participate	5.5.1	Provide information about activities for older adults and fully accessible facilities for recreation activities.	2014	Leisure link-up, disability support services, DHS, clubs
	5.5.2	Work with clubs, Primary Care Partnerships, VicHealth programs, Probus, U3A, Senior Citizens Clubs and other agencies with clients in the identified target groups, to develop sustainable sporting programs for these groups.	ONGOING	VicHealth, PCPs, advocacy groups, local community, clubs
	5.5.3	Assist to match Shire client groups to suitable clubs and programs.	ONGOING	Internal, clubs, local community
	5.5.4	Promote local case studies and role models for participation by target groups.	ONGOING	Local community, clubs
	5.5.5	Assist existing clubs to provide casual or non-structured activities for visitors.	ONGOING	Clubs, tourism, media
	5.5.6	Assist sports associations and bodies to address the needs of identified target groups.	ONGOING	Clubs, leagues, associations, SSAs
	5.5.7	Ensure sporting facilities are as accessible as possible for people with a disability. Retrofit facilities to better cater for all users.	2011 – 2016	Local community, clubs, leagues, peak bodies
	5.5.8	Prioritise support for facility development where clubs can incorporate participation from key target groups.	ONGOING	Clubs, leagues, associations, advocacy groups, service providers
	5.5.9	Support the promotion and access to information regarding 'extreme sports' or non-formal sporting activities.	ONGOING	Internal, media, private providers, local community, schools
	5.5.10	Continue to support new and modified games and promote events and competitions.	ONGOING	Clubs, media, schools private providers, leisure centres
	5.5.11	Assist clubs to develop modified or more social versions of existing sports.	ONGOING	Clubs, leagues, associations, SSAs
	5.5.12	Partner sports to develop 'come-and-try' days or demonstrations to non-members / non-participants (select one sport annually).	ONGOING	Clubs, leagues, associations, SSAs, local community

Key Issue	No	Action	Timeline	Partners
Provide better awareness of opportunities	5.6.1	Prepare a communication plan to promote all Shire and club sports activities.	2012	Clubs, tourism, private providers, local community, media
	5.6.2	Provide better basic information on the website about sports, facilities and events to foster participation amongst residents and visitors to the Peninsula.	ONGOING	SRV, SSA, State Govt, media
	5.6.3	Negotiate a regular column / page in local newspapers to promote local sport or Peninsula Wide	ONGOING	Media, internal
	5.6.4	Continue to advertise activities, services and facilities through tourism network and publications.	ONGOING	Tourism, media, clubs, private providers
	5.6.5	Improve website information about sports and facilities	ONGOING	Private providers, local community, tourism, local business, internal
	5.6.6	Develop an internet web link policy that assists the promotion of local sports clubs, leagues and associations.	2009	IT, clubs, leagues, associations
	5.6.7	Create a club forum of the Shire website where clubs can share experiences and information.	2011-2016	IT, clubs, leagues, associations, SSAs
	5.6.9	Compile an accurate sports database that includes contacts from recreation and community groups to state and national bodies.	2009	Students or volunteers
	5.6.10	Provide targeted information for older adults about facilities and activities to encourage participation, social connectedness and health and well being.	ONGOING	Senior Citizen Clubs, DHS, local community, support services

7.2 Sport Specific Actions

The following summary of sport specific actions and implementation schedule has been based on information presented in **Volume 2: Profile and Issues by Sport**.

The actions for each sport have been categorised into the following Shire roles:

- **Facilities:** Improvement or development to infrastructure or surfaces
- **Sports Development:** Initiatives to assist the increase in participation
- **Management:** Administration or communication activities.

Archery

Role	No	Action	Timeline	Partners
Facilities	2.1	Assist Mornington Peninsula Bowmen to provide an accessible venue, and undertake pavilion improvements through the pavilions capital works program.	2011-2016	Club, contractors, Shire Pavilions Program, external grants
	2.2	Support the club through improvements at Long Point Reserve.	Ongoing	Clubs
Sports Development	2.3	Support Mornington Peninsula Bowmen to host state and regional events.	2011-2016	Club, media Archery Victoria
Management	N/A			

Athletics

Role	No	Action	Timeline	Partners
Facilities	3.1	Retain existing grass tracks and continue routine maintenance and mowing throughout the athletics season.	ONGOING	Clubs, schools, internal
	3.2	Plan for a 6-8 lane synthetic (all-weather) track, assuming the current local junior participation rate of 10% can be sustained.	2011-2016	SSA, Local Govt, clubs
	3.3	Develop good running tracks around reserve ovals within the long term master plan program, and consider the development of an 'icon' track like "The Tan" in South Yarra.	ONGOING	Internal

Role	No	Action	Timeline	Partners
	3.4	Undertake a feasibility study to determine best sites, and costs of new all weather track(s).	2012-13	Clubs
	3.5	Install distance markers on existing well used running tracks throughout the Shire	Ongoing	Internal
Sports Development	N/A			
Management	N/A			

Australian Rules Football

Role	No	Action	Timeline	Partners
Facilities	4.1	Investigate options to replace single field reserves with multiple playing fields and migrate small playing field sports onto the smaller oval sites.	2011-2016	Clubs, leagues, associations
	4.2	Ensure football grounds can accommodate multi-use access and can cater for other sporting codes.	2011-2016	Clubs, leagues, associations
Sports Development	4.3	Support junior Auskick (or other peak body initiative) programs to maximise future development and participation.	ONGOING	Clubs, MPNFL, Football Victoria
	4.4	Assist new teams to link with existing clubs to ensure future viability.	ONGOING	Clubs, MPNFL, schools
	4.5	Support existing clubs to develop women's football teams – set a target to have a minimum of 3 teams.	2011-2016	Clubs, MPNFL, VWFL, schools
Management	4.6	Encourage all clubs to enrol in the Good Sports Program and support them to achieve higher accreditation than the base level.	2011-2016	Clubs, Good Sports

Baseball

Role	No	Action	Timeline	Partners
Facilities	N/A			
Sports Development	5.1	Support local facility improvements, club development initiatives and regional player pathway development where demand is apparent	ONGOING	Clubs, Dandenong Baseball Assoc (DBA), Baseball Victoria, VPSSA, VSSSA
Management	5.2	Facilitate a baseball/softball forum with local clubs and schools to determine extent of local unmet demand or oversupply of facilities and to assist sharing of baseball/softball facilities.	2013-2014	Clubs, DBA, Baseball Victoria, Softball Victoria, Local Govt

Basketball

Role	No	Action	Timeline	Partners
Facilities	6.1	Implement recommendations of feasibility studies undertaken in 2011 for WPBA and SPBA.	2011-2016	SRV, other sports clubs, associations, leisure centres
	6.2	Continue to support the development of a basketball centre at Mornington Secondary College (MSC).	ONGOING	MSC, MDBA
	6.3	Improve Council's existing indoor sports centres that provide for basketball in smaller townships and population pockets to act as secondary or support venues for major centres. Where possible, utilise schools to provide any new indoor sports facilities and ensure they cater for a full range of indoor sports.	ONGOING	Clubs
Sports Development	6.4	Assist associations to develop existing programs and competitions to include teams with players with a disability.	2011-2016	BV, SRV, WSV, DHS, VicHealth, PCPs, Leisure link-up
	6.5	Assist associations to further develop and expand player numbers, competition and activities, and report player numbers.	ONGOING	Associations, Basketball Victoria, schools, local community, media
	6.6	Assist associations to further promote female, mixed gender and social competitions.	2011-2016	Basketball Victoria, associations, media
Management	6.7	Assist associations to become more professional and to introduce more paid administrative support.	ONGOING	SRV, Basketball Victoria, community grants, local businesses, universities
	6.8	Consider developing a variety of pricing structures for indoor court hire.	2014	Leisure centres, internal

Bocce

Role	No	Action	Timeline	Partners
Facilities	7.1	Provide basic facilities in key visitor areas for social play. Promote existing facilities on website.	2011-2016	Tourism, local community
Sports Development	7.2	Provide activities and programs for older adults by: <ul style="list-style-type: none"> ▪ working with local and regional disability service providers ▪ working with the BFA to implement 'come and try days' ▪ promoting the social elements of the sport through seniors and other community groups ▪ promoting social Bocce through the local tourism network. 	2011-2016	Clubs, Bocce Federation Australia, community & service clubs, local community, tourism, media
	7.3	Detailing locations of courts on the website	2011-12	Internal
Management	N/A			

Badminton

Role	No	Action	Timeline	Partners
Facilities	N/A			
Sports Development	8.1	Assist clubs and schools to provide opportunities for school based and older adult badminton programs.	2009-2015	MPLBA, Badminton Victoria, schools, leisure centres
Management	8.2	Monitor court usage time at Council operated indoor sports courts for all sports to determine badminton allocation needs.	2009-2011	Leisure centre staff, MPLBA
	8.3	Ensure badminton clubs and associations are allocated reasonable access to indoor leisure centres.	ONGOING	Leisure centre staff, MPLBA

Cricket

Role	No	Action	Timeline	Partners
Facilities	9.1	Ensure facilities and grounds can cater for a range of sporting codes.	2011-2016	Clubs, leagues, associations, SSAs
	9.2	Continue to maintain local cricket grounds and facilities to meet demands of minimum levels of competition.	ONGOING	Clubs, schools, MPCA
	9.3	Ensure that facilities at clubs where female teams are developed are improved to meet their needs.	2011-2016	Clubs, MPCA, Cricket Victoria
Sports Development	9.4	Assist the development and promotion of a women's / girls and a veterans based competition.	2011-2015	Clubs, MPCA, Cricket Victoria, schools
	9.5	Consider establishment of a sports development position within Recreation & Leisure.	ONGOING	Internal
Management	9.6	Facilitate a cricket club planning session to help generate club development initiatives.	2011-2016	Clubs, MPCA, Cricket Vic

Cycling

Role	No	Action	Timeline	Partners
Facilities	10.1	Support development of competition and recreational cycling facilities	2011-2016	Local Govt, Cycle Sports Vic, BUGs, clubs, tourism
	10.2	Investigate options for a regional velodrome on the Peninsula	2012-2013	Local Govt, Cycle Sports Vic, Local clubs
	10.3	Develop a strategy for mountain biking trails and facilities beyond BMX tracks and racing.	2011-2013	Local Govt, Cycle Sports Vic, Local clubs, Parks Victoria
	10.4	Continue to implement Bicycle Strategy 2010	ONGOING	Local Govt, Cycle Sports Vic, BUGs, clubs, tourism
	10.5	Assist club to complete the BMX race track at Dromana	2011-13	Internal, club
Sports Development	N/A			
Management	10.6	Continue to encourage and support 'day events' and recreational rides.	2011-2016	Cycle Sports Vic, tourism, media
	10.7	Improve safety on roads through surface repairs, secured shoulders and better signage	ONGOING	Internal, Vic Roads
	10.8	Foster shared-use of roads and trails – educate drivers about popular cycle routes	ONGOING	Local Govt, Cycle Sports Vic
	10.9	Identify routes to encourage participation through better public information	ONGOING	Internal, tourism, clubs

Equestrian

Role	No	Action	Timeline	Partners
Facilities	11.1	Support clubs to sustainability use and manage equestrian grounds. Foster awareness of environmental care. Develop management / master plans for all grounds, and update existing plans every 3-5 years	ONGOING	SEVEN, clubs, SSAs, Local Govt
	11.2	Implement actions of updated Equestrian Strategy when completed	2012-2016	Clubs, local community, SSAs, SRV
	11.3	In conjunction with the regional equestrian body (South East Victorian Equine Network – SEVEN), investigate the need for regionally significant facilities over the next 20 years	ONGOING	SEVEN
	11.4	Ensure roadside equestrian / MTB trails are not developed into concrete bike paths, displacing equestrian activity, without thorough investigation of all options	ONGOING	Internal
Sports Development	N/A			
Management	11.5	Continue to monitor participation and demand and issues associated with use of grounds and shared use trails.	ONGOING	Clubs, local community, SSAs, SRV
	11.6	Identify appropriate sites for equestrian activities through Council's open space planning	ONGOING	Internal
	11.7	Publish information about shared-use trail behaviour to educate all users	ONGOING	Clubs, local community, SSAs, SRV
	11.8	Continue to improve riders knowledge and understanding of minimal impact activity practice and environmental care	ONGOING	Clubs, local community, SSAs, SRV
	11.9	Actively manage commercial horse tour operator use of road side and other equestrian trails	ONGOING	DSE/PV
	11.10	Maintain general public access to grounds at times when equestrian events are not taking place, through clear signage and access to public facilities such as toilets, picnic areas, trails for walking / cycling.	ONGOING	Internal

Golf

Role	No	Action	Timeline	Partners
Facilities	12.1	Should the development of Civic Reserve (Mornington) for other sports require the moving of the golf driving range, assist operator to seek an alternative site for a similar facility.	2011-2016	Private providers & operators
	12.2	Ensure appropriate development of golf courses within the Shire meets Municipal Strategic Statement objective and adheres to the Mornington Peninsula Planning Scheme	ONGOING	Internal
Sports Development	12.3	Initiate dialogue with golf clubs and leisure centres to develop partnership opportunities to run programs and coaching classes. Utilise short duration opportunities such as golf driving ranges to develop opportunities for beginners.	2011-2016	Golf clubs, leisure centres, local community, schools
	12.4	Continue to subsidise (or create more affordable opportunities) participation for community groups, schools and other key target groups to develop skills.	ONGOING	Local community, schools, golf clubs
Management	12.5	Continue to assist in marketing Shire golf courses throughout promotional and tourism networks.	ONGOING	Tourism, media, golf clubs
	12.6	Continue to support the hosting of the Australian Open (and any other major events) on the Peninsula.	ONGOING	Tourism, media, Moonah Links

Gymnastics

Role	No	Action	Timeline	Partners
Facilities	13.1	Investigate the feasibility of providing purpose built gymnastics facility in a geographically strategic location to serve needs. Current demand is based around Mornington. The facility should consider providing for all gymnastics disciplines and for all age ranges of activities.	2011-2016	Clubs, schools, private land owners, Gymnastics Vic
	13.2	Help ensure that the new facility at Mornington is appropriate for local needs and provides competition level facilities.	2012-14	Clubs
	13.3	Promote use of the refurbished facility at the Hastings Hub.	2011-14	Clubs
	13.4	Assist gymnastics clubs to seek an appropriate facility as the need arises.	2012	Clubs, schools, leisure centres
Sports Development	13.5	Support growing links between gymnastics and diving to provide a 'dry' training area for local and regional divers.	2011-16	Clubs, pools, schools, Diving Vic, Gymnastics Vic
Management	13.6	Support other operators to provide gymnastics programs and opportunities.	ONGOING	Clubs, other operators

Hockey

Role	No	Action	Timeline	Partners
Facilities	14.1	Seek an appropriate site for a synthetic sports surface within 10 years. Should there be express demand from a school, consider construction of a multi-sport pitch in partnership. The Port Phillip Bay township would be serviced by the hockey centre in Frankston, consider this development in the Southern Peninsula or Westernport areas.	2014-15	Clubs
Sports Development	14.2	Support school and club links to develop opportunities for girls.	2011-2016	Clubs, schools, Hockey Victoria
Management	14.3	Continue to support regional hockey facility based in Frankston.	ONGOING	Local Govt, Monash University

Lacrosse

Role	No	Action	Timeline	Partners
Facilities	15.1	Support the dual use and sharing of fields and facilities where there is expressed demand.	ONGOING	Clubs, leagues, associations, schools
Sports Development	15.2	Consult with the Victorian Lacrosse Association (VLA) about sports development opportunities.	2013	VLA, clubs, schools
Management	15.3	Assist league and competition through schools by providing access to appropriate facilities.	ONGOING	Clubs, schools, VSSSA, Victorian Lacrosse League

Lawn Bowls

Role	No	Action	Timeline	Partners
Facilities	16.1	Provide support for floodlight installation or development of all weather (synthetic) or winter (grass greens).	2011-2016	SRV, RVBA, VLBA, Clubs
Sports Development	16.2	Capitalise on trends and initiate and subsidise a program of junior bowls tournaments / events and consolidation of existing facilities.	2011-2016	Local community, clubs, RVBA, VLBA, schools, associations
	16.3	Actively support clubs and schools to develop new partnerships and programs and to connect with other clubs and corporate bodies and consolidate facilities.	2011-2016	Clubs, schools, RVBA, VLBA
	16.4	Initiate sports development opportunities and programs for the 40year + market, which will provide clubs a good membership base for their future viability.	2011-2016	Clubs, RVBA, VLBA, tourism, local community, media
	16.5	Support clubs with synthetic or winter greens to develop winter based activities.	2011-2016	Clubs
Management	16.6	Assist clubs to target the visitor market for summer evening bowls events and activities. Activities could also be offered during periods of 'non-beach going' weather.	2011-2016	Clubs, tourism, local community, media
	16.7	Activity support clubs to amalgamate and consolidate facilities	ONGOING	Clubs, schools, RVBA, VLBA

Netball

Role	No	Action	Timeline	Partners
Facilities	17.1	Continue to undertake a netball court rehabilitation program for existing outdoor courts.	2011-2013	Clubs, associations, SRV
	17.2	Ensure that any new indoor facilities constructed in the Shire cater for minimum standard netball requirements.	ONGOING	SRV, Netball Victoria
	17.3	Audit condition of existing facilities and identify opportunities for improvement.	2011-2012	Clubs, schools, associations, Netball Victoria, leisure centres
	17.4	Investigate demand and supply to determine future facility needs and options for shared facilities with other sports such as badminton, football and basketball.	2011-14	Clubs, leisure centres
Sports Development	17.5	Assist netball associations to develop new and improve existing mixed netball competitions.	2012-2016	Clubs, schools, associations, Netball Victoria, leisure centres
Management	17.6	Conduct a club development and management workshop with all clubs and associations, in conjunction with Netball Victoria.	2014	Clubs, associations, Netball Victoria
	17.7	Monitor the use of Council's indoor sports courts and ensure netball clubs and associations are afforded reasonable access to courts.	ONGOING	Leisure centres, private operators, associations

Rugby Union

Role	No	Action	Timeline	Partners
Facilities	18.1	Ensure existing sports fields can cater for multiple uses, including rugby if demand increases or decreases.	ONGOING	Clubs, leagues, associations, Rugby Union Victoria
Sports Development	N/A			
Management	N/A			

Sailing

Role	No	Action	Timeline	Partners
Facilities	N/A			
Sports Development	19.1	Assist Yachting Victoria and Sailability Victoria to expand the Sailability program further into Shire clubs.	2009-2011	Clubs, Yachting Victoria, Sailability Victoria
Management	19.2	Continue to promote sailing clubs and venues through the Shire's website.	ONGOING	Clubs, tourism, Yachting Victoria
	19.3	Work with other land owners to help clubs secure foreshore areas for boat rigging and marshalling for events and competitions.	2009-2016	Clubs, Parks Victoria, DSE, private land owners
	19.4	Develop standard lease fee structure for clubs	2009-2016	Clubs, Yachting Victoria, Sailability Victoria

Shooting

Role	No	Action	Timeline	Partners
Facilities	20.1	Ensure clubs are not displaced from facilities due to commercial or residential development and expansion.	ONGOING	Private developers, clubs, internal
	20.2	Assist clubs to make facilities accessible to enable participation from people with a disability (e.g. wheelchair users).	2011-2016	Clubs, Wheelchair Sports Victoria, SRV, Leisure Link-up
Sports Development	N/A			
Management	20.3	Ensure management plans are in place for reserves where the activity takes place (i.e. Long Point Reserve)	2012-2016	Shire
	20.4	Encourage clubs to practice better environmental protection through collection of clay target debris and lead gun shot waste. Educate clubs in minimal impact activity practice.	ONGOING	Clubs, management
	20.5	Support SRV to develop an activity standard for shooting	ONGOING	Clubs, SRV

Soccer

Role	No	Action	Timeline	Partners
Facilities	21.1	Negotiate the use of school grounds to satisfy immediate demand for fields.	ONGOING	Clubs, BSL, FFV, schools
	21.2	Identify possible sites for expansion through open space planning.	2011-2016	Clubs, BSL, FFV, schools
	21.3	Support clubs to develop facilities that cater for female players.	2011-2016	Clubs, SRV, FFV, schools
	21.4	Assist Rosebud and Western Port soccer clubs to develop a minimum of 3 full-size soccer fields at one site to ensure their future viability. Seek alternative sites to those existing if current site constraints prevent development. Identify opportunities through open space planning, ideally located adjacent to or near key sporting reserves.	2011-16	Clubs, FFV
Sports Development	21.6	Investigate options for use of existing reserves or acquisition of land in Northern Peninsula (Tyabb / Somerville [Baxter]) for three soccer fields. Undertake a feasibility study for Barakee Reserve.	2011-2015	FFV, BSL, schools, local community, other sports clubs
	21.7	Continue to work with local clubs, leagues and the FFV to assist the rollout of club development initiatives and soccer development programs.	2011-2016	FFV, BSL, clubs, schools
	21.8	Assist clubs to form closer partnerships with local schools.	ONGOING	FFV, clubs, schools
	21.9	Assist in the development of new teams and activities for women and girls.	2011-2016	SRV, FFV, clubs, schools, VPSSA, VSSSA, leisure centres, local community
Management	21.10	Continue to maintain and monitor club use of existing soccer fields to ensure they are suitable for all levels of competition.	ONGOING	Clubs, FFV, BSL, schools
	21.11	Seek alternative satellite venues in the short-term to help to fulfil growing demand for training and competition fields.	2011-2015	Schools, other sporting clubs
	21.12	Promote the benefits of ground and facility sharing with cricket clubs in townships where soccer clubs are currently based.	2011-2014	Cricket clubs, other sports clubs

Role	No	Action	Timeline	Partners
	21.13	Monitor player and team numbers on a seasonal basis to determine annual growth and demand.	2011-2016	Clubs, FFV, BSL
	21.14	Establish a forum for clubs to meet with Shire officers on a regular basis to discuss issues and growth options	2011 – 2012	Clubs, FFV, BSL, schools

Softball

Role	No	Action	Timeline	Partners
Facilities	22.1	Support the regional development of softball / baseball facilities.	2011-2016	Local Govt, Softball Victoria, Baseball Victoria, SRV, clubs
	22.2	Continue to maintain grass fields where local softball competitions are played.	ONGOING	Clubs, internal
Sports Development	22.3	Support local club initiatives to develop softball for people with a disability.	2011-2016	Clubs, Softball Victoria, Leisure Link-up, Metro Access
Management	22.4	Encourage greater sharing of facilities between schools, softball and baseball clubs.	2011-2016	Clubs, schools

Squash

Role	No	Action	Timeline	Partners
Facilities	N/A			
Sports Development	N/A			
Management	23.1	Use Council's website to promote locations, facilities and activities provided by local squash courts / centres.	ONGOING	Private providers, IT
	23.2	Initiate dialogue between schools and private providers to develop partnership opportunities to run programs and coaching classes.	ONGOING	Schools, private providers

Life Saving

Role	No	Action	Timeline	Partners
Facilities	N/A			
Sports Development	24.1	Assist in establishing links between surf lifesaving clubs and other sports clubs and promote the benefits of cross training between sports.	ONGOING	Sports & SLS clubs, Life Saving Vic
	24.2	Work with Life Saving Victoria to educate Clubs about attracting members from minority groups and schools.	ONGOING	Life Saving Vic, clubs, schools
	24.3	Assist clubs to seek funding for building renewal	ONGOING	Sports & SLS clubs, Life Saving Vic
Management	N/A			

Table Tennis

Role	No	Action	Timeline	Partners
Facilities	25.1	Plan for the development of another table tennis venue in the Southern Peninsula area within the next 10-15 years. Undertake feasibility study	2014-2015	SRV, Table Tennis Victoria, Local Govt, MPTTA, schools
Sports Development	25.2	Support the Mornington Peninsula Table Tennis Association to develop partnerships with schools across the Shire and retirement villages.	2011-2015	MPTTA, schools, VPSSA, VSSSA
Management	25.3	Assist schools and clubs to research and apply for external funding to purchase additional equipment and conduct table tennis programs, events and tournaments.	ONGOING	State Govt, SRV, MPTTA, schools, DET, Table Tennis Victoria
	25.4	Encourage social play through facilities such as outdoor table tennis tables.	ONGOING	Internal
	25.5	Encourage schools to share facilities with the broader public	ONGOING	MPTTA, schools, VPSSA, VSSSA

Tennis

Role	No	Action	Timeline	Partners
Facilities	26.1	Evaluate the overall condition of tennis facilities across the Shire to determine maintenance and other issues – prior to the investigation of any individual site / club expansion.	2011-2012	Clubs, PTA
	26.2	Develop two existing tennis clubs into sub-regional level facilities to cater for additional coaching, competitions/tournaments, night tennis, school use and casual hire. Adopt appropriate management models for centres/clubs that will maximize participation, while increasing the commercial use and viability of facilities.	2014-16	Clubs, PTA
	26.3	Consider the long-term geographic rationalisation of tennis facilities across the Shire. Council should use an appropriate hierarchy model approach to identify facilities or areas of over supply.	ONGOING	Clubs, PTA
	26.4	Support Mornington Tennis Club to move to Civic Reserve.	2011-2014	SRV, Tennis Victoria, PTA, clubs, coaches, Local Govt
	26.5	Support and assist clubs to attract external funding to provide floodlights in areas where none exist and improve existing lighting to meet Australian Standards.	2011-2016	Clubs, PTA, SRV, Tennis Victoria
Sports Development	26.6	Assist clubs and coaches to adopt Tennis Victoria development programs for specific target groups.	ONGOING	Clubs, PTA, Tennis Victoria
	26.7	Assist the development of an association wide night tennis competition.	2012-2016	Clubs, PTA
Management	26.8	Investigate the level, range, membership and usage of tennis facilities in the southern Frankston area, prior to any facility development in northern townships.	2014-16	City of Frankston, tennis clubs
	26.9	Initiate a seasonal monitoring process to assess numbers of teams and annual participation levels.	2012	Clubs, PTA
	26.10	Promote venues, costs and availability times to visitors where court hire is available.	ONGOING	Clubs, tourism, media, IT
	26.11	Promote public tennis courts	2011-2016	Shire

Role	No	Action	Timeline	Partners
	26.12	Maintain Shire managed facilities for free public access	ONGOING	Shire
	26.13	Encourage clubs to practice better business management including business planning and more sustainable fee structure	ONGOING	Clubs, PTA, Tennis Victoria

Volleyball

Role	No	Action	Timeline	Partners
Facilities	27.1	Assist the Mornington Volleyball Club (MVC) to locate a long-term facility from which to base their operations and programs.	2011-2016	SRV, Volleyball Victoria, Local Govt, MVC, leisure centres
	27.2	Ensure any new indoor sports courts developed within the Shire are line marked for volleyball.	2011-2016	SRV, Volleyball Victoria, leisure centres, schools
	27.3	Line mark (at Council venues) or encourage line marking (at non-Council venues) any existing indoor sports courts to cater for volleyball.	2011-2014	Volleyball Victoria, leisure centres, private providers, schools
Sports Development	27.4	Support the development of an annual beach volleyball event / competition during the peak summer holiday period to encourage greater participation by visitors.	2011-2014	Volleyball Victoria, Surf Life Saving clubs, MVC, tourism, local community
Management	27.5	Monitor the usage by volleyball of Council's indoor sports courts in the short-term and ensure reasonable access is provided.	2011-2014	Leisure centres, MVC

7.3 Other sports

Mountain Biking

Role	No	Action	Timeline	Partners
Facilities	28.1	Work with groups such as the Red Hill Riders to investigate further opportunities / trails.	2011-14	RHR
	28.2	Investigate through open space planning, opportunities for development of a Mornington Peninsula Mountain Bike Park catering for riders of all abilities.	2011-14	Clubs, PV, Schools
	28.3	Enhance opportunities in the BMX / MTB "hub" of Dromana Community Reserve and surround with appropriate facilities.	2011-14	Clubs, PV, Schools
Sports Development	28.4	Develop a MTB strategy that considers sports and informal mountain bikers in liaison with Parks Victoria and other agencies	2012-13	Clubs, PV, Schools
	28.5	Publish information about trails.	2011-13	PV, Clubs
Management	28.6	Develop a shared use trail code and information about minimal impact riding.	2011-12	PV, Clubs

Surfing

Role	No	Action	Timeline	Partners
Facilities	N/A			
Sports Development	N/A			
Management	29.1	Implement consistent safety messages through on site signs and other media and continuing to educate the public about hazards and water safety.	ONGOING	Clubs, peak bodies

Model cars and aeroplanes

Role	No	Action	Timeline	Partners
Facilities	30.1	Support the clubs where possible to develop and improve facilities and promote the sport	ONGOING	Clubs
Sports Development	N/A			
Management	N/A			

Motorsports - Motorcycling

Role	No	Action	Timeline	Partners
Facilities	N/A			
Sports Development	31.1	Provide information on the Shire's website about the best routes on the Peninsula for visiting motorcycle tourists	2012-13	Vic Roads
Management	31.2	Promote the local clubs as key places for safe off-road riding, and discourage use of shared-use trails along roadsides	ONGOING	Clubs

APPENDIX 1: LIST OF PRIVATE SPORT FACILITIES

■ Gymnastics

- Peninsula Gymnastics, Rosebud

■ Ten pin bowling

- Frankston Bowl, Frankston
- Karingal Bowl, Frankston
- Peninsula Bowl and Swim Centre, Rosebud

■ Indoor Cricket

- Frankston Action Cricket, Frankston
- Mornington Indoor Cricket Centre, Mornington
- Rosebud Nepean Indoor Sports Centre, Rosebud
- Tootgarook Indoor Cricket, Tootgarook

■ Roller rinks

- Peninsula Sports and Leisure Centre, Frankston
- Rosebud Skate Centre, Tootgarook

■ Squash Courts

- Rosebud International Squash Centre, Rosebud
- Frankston Squash Courts, Frankston
- Hastings Squash Courts, Hastings
- Mt Eliza Squash Centre, Mt Eliza
- Tyabb Squash Courts, Tyabb
- Dromana Sport and Fitness Centre, Dromana

■ Swimming Pools

- Frankston North Swimming Pool, Pines Forest, Frankston
- Jubilee Park Swimming Pool, Jubilee Park, Frankston
- Kings Swim Centre, Mornington
- Mount Martha Indoor Swim Centre, Mount Martha
- Rosebud West Indoor Heated Pool, Rosebud West

APPENDIX 2: REFERENCES

A review of all relevant strategies and policies regarding Active Sports was included in the assessment of demand and facility provision for active sports across the Mornington Peninsula.

Shire Strategic document	Date adopted	Context
Regional Equestrian Strategy	1997	This document was prepared in conjunction with Frankston City Council. It assesses the participation by residents in both club based and informal riding activities and suggested preferred routes for new equestrian trails. This strategy is being updated in 2011/12
Indoor Pools Feasibility Study	2000	Mornington Peninsula Shire commissioned a detailed report, which identified current aquatic provision across the municipality. It considered population figures and potential catchment areas and examined future demand for swimming pools. The report provided broad proposals for the development of new aquatic facilities. Council adopted these recommendations in May 2000. Three locations for aquatic facilities were identified and prioritised for development: Priority 1: Hastings - to cater for Western Port communities Priority 2: Rosebud - to cater for Southern Peninsula communities Priority 3: Mornington - to cater for Northern Peninsula communities

Shire Strategic document	Date adopted	Context
Southern Peninsula Aquatic Centre Feasibility Study	2006	A new recreation and aquatic centre at Hastings has since been constructed. It opened in December 2003. In 2005 Council commissioned a Feasibility Study to address the issues associated with the development of a new facility in the Rosebud area. (Priority 2). This Southern Peninsula Aquatic (SPA) Centre Feasibility Study was adopted in 2006.
Open Space Strategy	2004	An assessment of a range of open space categories and provision was completed in 2003 and is being updated in 2011. An assessment of active open space was considered as part of the document. Key recommendations from the Strategy included the need to develop further strategic documents such as <ul style="list-style-type: none"> ■ Active Sports Strategy ■ Skate and BMX Strategy ■ Soccer Development Strategy and ■ Reserve Master Plans.
Shared Trails Strategy	2003	This Strategy examines the preferred routes for recreational cycling and walking including the delineation of primary and secondary routes and the location of the Bay Trail. It recognised the popularity of cycling as a recreational activity and transport alternative and presented a 20-year implementation program. The recent PathLinks program was able to accelerate the construction of the first ten years of the implementation plan into a two-year time frame. The Strategy is currently being reassessed to look at greater links with the on-road cycling network and a new strategy document will be prepared for Council during 2010.

Shire Strategic document	Date adopted	Context
Occupancy Policy: Active Sports Reserve, Pavilions and Community Halls	2004	Council adopted the Occupancy Policy in 2004. It proposes a number of initiatives to provide equity for sporting clubs based on fees, leasing arrangements, tenure of facilities and facility improvements.
Skate / BMX Strategy	2008	This document sets out Council's role in providing for skate, BMX and mountain bike riding and identifies a five-year development plan for the construction of new facilities.
Access Plan: Disability	2005	The development of the Access Plan 1 aims to integrate (disability) access within all areas of Council work, including physical and social infrastructure and services. Council's role includes the responsibility for advocacy with and on behalf of residents and visitors of all abilities.
Activity Centre Strategy	2004	The Activity Centres Strategy was developed in 2004 to address a range of economic, amenity, land use planning, transport and social objectives to optimise net community benefit to the current and future residents of the Mornington Peninsula Shire.
Strategic Review of Golf Facilities	2002	This report assessed the Shire's role in the provision of golf facilities.

Shire Strategic document	Date adopted	Context
Exercise Recreation and Sport Survey	2000-2003	The Exercise Recreation and Sport Survey (ERASS) is conducted annually for the Standing Conference on Recreation and Sport (SCORS). It began in 2001 and is scheduled to run for a six-year period, until 2006. ERASS provides participation data at a national, state and regional level and is currently the main industry resource for demand data for recreation and sporting activities. ERASS distinguishes between organised activity, that is, activity undertaken under the auspices of a 'club, association or other type of organisation' and non-organised activity. The importance of this distinction varies from activity to activity.
Bicycle Strategy	2010	Actions for improvement of cycling facilities Peninsula wide
Draft Tennis Strategy	2011 (not yet adopted)	Directions for tennis
Draft Soccer Strategy	2011 (not yet adopted)	Directions for soccer