



Mildura Rural City Council



# RECREATION STRATEGY 2008-2018

**DRAFT**  
THE ACTION PLAN

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The project was undertaken with the assistance of the Victorian State Government

## 1. INTRODUCTION

The purpose of the Recreation Strategy is to develop a strategic direction for recreation provision in Mildura for the next 10 years. In particular the strategy provides:

- A service policy and development plan that responds to Council’s corporate ‘Vision’ and Purpose and to Council’s Key Result Areas relating to Recreation;
- An understanding of current participation trends in the community and of future community aspirations in relation to recreation;
- An understanding of current gaps in provision and future needs;
- A framework for future planning and development of recreation and open space assets;
- An understanding of indoor sport infrastructure requirements and how this can best be provided for;
- An ‘Action Plan’ that articulates priorities, key internal and external stakeholders and resourcing implications.

The project has involved extensive community consultation and research including a household survey, a survey of young people, community forums, workshops, interviews and the review of submissions and other Council service planning documents.

The Recreation Strategy consists of:

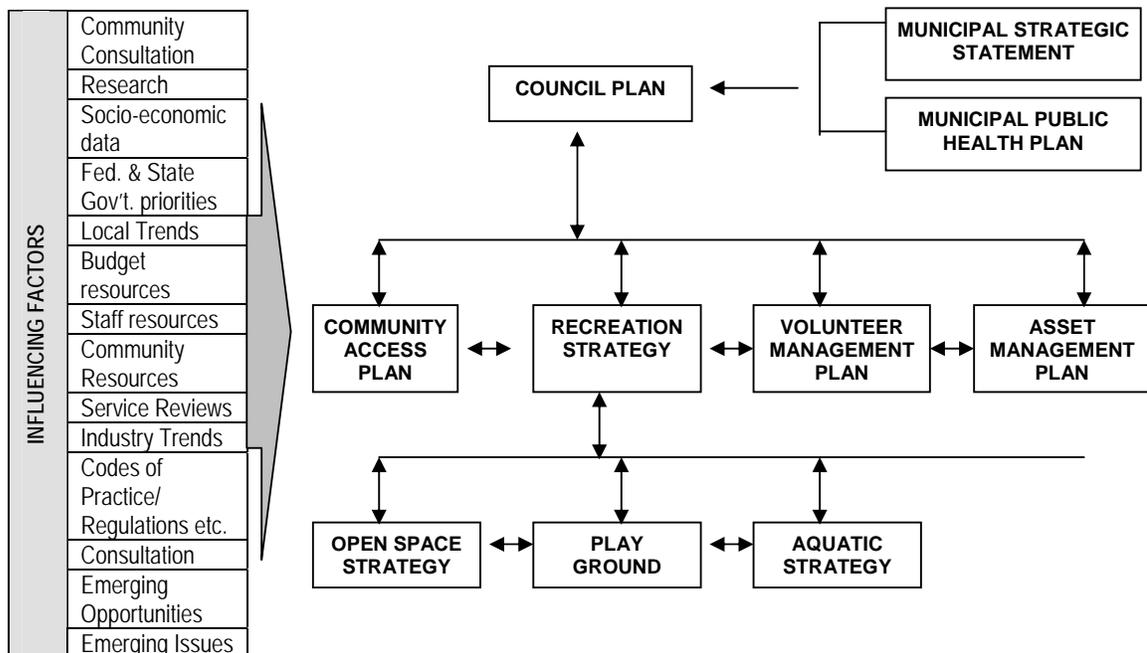
### The Action Plan

This document provides an overview of the key principles that that will guide priority setting for recreation over the next 10 years. The Action Plan details recommendations and anticipated key outcomes. It also details the role that Council will play in implementing the recommendation and other key stakeholders that will need to be engaged.

### Background Papers

This document details the research undertaken for the project.

The following diagram provides an example of the relationship between Council’s strategic planning documents and in particular how they relate to recreation planning.



The Recreation Strategy recognises the need to effectively integrate all service and community planning projects and processes. This will:

- Avoid duplication of service planning and delivery resourcing;
- ensure that all Departments within Council identify opportunities to build on services provided or Planned by other Departments;

- Reinforce the benefits of a co-operative approach to the implementation of strategic plans;
- Clearly identify areas of responsibility relating to the implementation of service and facility planning projects; and
- Ensure that all planning projects and processes ‘talk to each other’.

The range and complexity of issues that Recreation Services has to deal with requires close partnerships with nearly all other Council service areas. The ability of the organisation to deal with issues and opportunities relating to recreation effectively and efficiently therefore requires co-operative and effective processes.

The project clearly identified a range of recreation related issues and opportunities that were common across a significant number of services areas. This reinforces the need for co-operative planning and development of recreation services because it engages so many of Council’s Departments.

The Action Plan in Section 7 identifies the range of both internal and external stakeholders that need to be involved in the implementation of the Recreation Strategy.

## 2. PROJECT CONSULTATION

The following table outlines the consultation undertaken for the project and the way in which opportunities to have input to the project were promoted.

SUMMARY OF CONSULTATION	WHO	PURPOSE	NOTIFICATION
<b>SURVEYS</b>			
Household Telephone Survey (*)	Contact was made with in excess of 600 households to achieve 300 completed surveys.  Age group 16 plus.	To canvass opinion on a range of issues identified early in the project and to identify participation levels in various activities.	<ul style="list-style-type: none"> <li>▪ Direct telephone contact.</li> </ul>
Youth Survey	204 young people from across the municipality completed surveys that were distributed through schools.  Age group: Year 7 through to year 12.	To canvass the opinion of young people on a range of recreation related topics and to identify participation levels in various activities.	<ul style="list-style-type: none"> <li>▪ Direct contact with schools.</li> </ul>
Schools Facility Survey	All schools were sent a survey 18 schools returned the survey.	To identify sport and recreation facilities at the school, community access opportunities and potential partnerships.	<ul style="list-style-type: none"> <li>▪ Direct mail</li> <li>▪ Follow-up telephone calls</li> </ul>
Sporting Club/ Association Survey	29 sport and recreation clubs and organisations completed online surveys.  (This result is similar to the result in the previous Recreation Strategy)	To canvass opinion on issues affecting the operation of clubs and organisations.	<ul style="list-style-type: none"> <li>▪ Letters sent to clubs asking them to complete surveys.</li> <li>▪ Follow-up telephone calls.</li> <li>▪ ‘Recreation Update’.</li> </ul>
<b>FORUMS</b>			
Community Forum	Involved representatives from a range of sport, recreation and township groups including hot air ballooning, Mallee Sports Ass., CoMs, cricket, soccer	To canvass issues, opportunities, gaps in provision and community needs and aspirations.	<ul style="list-style-type: none"> <li>▪ Direct mail.</li> <li>▪ Newspaper.</li> <li>▪ ‘How to Be Involved’ flyers.</li> <li>▪ Council website.</li> <li>▪ ‘Recreation Update’.</li> </ul>
Agency Forum	Involved representatives from youth, aged, disability, indigenous and health and wellbeing agencies/service providers.	To canvass issues, opportunities, gaps in provision and community needs and aspirations.	<ul style="list-style-type: none"> <li>▪ Direct mail.</li> <li>▪ Follow-up telephone calls.</li> </ul>
Indoor Sports Forum	Involved representatives from a range of indoor sports including badminton, volleyball, gymnastics, basketball, table tennis and Sunraysia Academy of Sport.	To canvass issues, opportunities, gaps in provision and community needs and aspirations.	<ul style="list-style-type: none"> <li>▪ Direct contact.</li> </ul>

SUMMARY OF CONSULTATION	WHO	PURPOSE	NOTIFICATION
<b>Council staff Forum</b>	Involved representatives from service areas that play a role in the delivery of sport, recreation and related health and wellbeing services e.g. Assets, Community Services, planning, conservation.	To canvass issues, opportunities, gaps in provision, opportunities for integrated service planning and delivery.	<ul style="list-style-type: none"> <li>▪ Direct contact.</li> </ul>
<b>OTHER</b>			
<b>Submissions (14)</b>	Submissions were received from <b>14</b> organisations /individuals representing a range of groups such as township committees, progress associations and sporting groups and associations.	To canvass issues, opportunities, gaps in provision and community needs and aspirations generally, and on specific topics of interest to the submitter.	<ul style="list-style-type: none"> <li>▪ Newspaper.</li> <li>▪ 'How to Be Involved' flyers.</li> <li>▪ Council website.</li> <li>▪ 'Recreation Update'.</li> </ul>
<b>Interviews (8)</b>	<b>8</b> interviews with a range of sport, recreation and community group stakeholders.	To canvass issues, opportunities, gaps in provision and community needs with key local and peak sporting and community organisations.	<ul style="list-style-type: none"> <li>▪ Direct contact.</li> </ul>

*(\*) Note that a survey sample of 300 or more is considered a valid sample size for the population of Mildura, and at a 95% confidence level it is anticipated that results will have a maximum margin of error of approximately 5.4% (+/-). (Source: Fieldworks, Melbourne, 2004).*

The actions recommended in this project are underpinned by information and data drawn from all of the above sources. No one source of data or information has been any greater emphasis than the other.



### 3. DEFINING RECREATION FOR MILDURA

Mildura has a rich history of community involvement in recreation and this is particularly reflected in the keen participation levels in sport. Sport is a significant part of Mildura's community life and provides opportunities for individuals and communities to come together to celebrate, socialise and for mutual support and encouragement.

This strategy recognises the need to adopt a broad definition for recreation if Mildura is to offer the diversity of recreation choice that is expected of a major regional city and if it is to capitalise on recreation opportunities associated with tourism and special events.

For Mildura as a major regional city it is important that attention be given to the importance of recreation on a number of scores including:

- the City will increasingly have to provide for an ageing rural community. A priority will be to keep this demographic as active as possible to avoid the economic burden of disease that comes with inactivity, and
- the need to compete with other rural areas in terms of lifestyle attractors. This will require the support of a diversity of recreation opportunities that cater for other than the traditional rural sports of football, tennis and cricket.

Over the period of this Recreation Strategy there is a need to actively develop and promote recreation opportunities that reflect Mildura's understanding of the full meaning of recreation. Recreation will then play an active part in the physical, economic and environmental health and prosperity of the region and its people.

In summary this strategy is based on Recreation meaning:

- a casual walk or bike ride along a riverside trail, or
- playing chasey in the park with friends or the family dog, or
- working out in the gym or training for a marathon at the local oval, or
- fishing or reading from the sides of the Murray river, or
- visiting sites of historical interest or working with the local historical preservation society, or
- playing competitive sport or having a social game of sport with a group of friends, or
- volunteering for a sporting, service or welfare organisation, or
- being involved in producing a local play, festival or attending a local art and craft exhibition.

It will not be possible for Council alone to provide for the type and level of recreation needs that are being expressed by the growing Mildura community. This is particularly the case for Mildura where the expansion of the city centre and its surrounds is requiring significant resourcing for basic community infrastructure.

Partnerships will be critical if the City is to address the community's changing and expanding expectations regarding recreation.



Plate 1 – Defining Recreation for Mildura

**BEING ACTIVE**

**QUIET TIMES**

**RECREATION for Mildura is**

**FOR ALL AGES**

**THE GREAT OUTDOORS**

**ADVENTURE**

**BEING CREATIVE**

**FOR ALL ABILITIES**

**HAVING FUN**

**LEARNING NEW THINGS**

**VOLUNTEERING**

**GIVING IT A GO!**

#### 4. PARTICIPATION IN RECREATION

Six of the 12 most popular recreation activities for Mildura residents are likely to be activities that do not involve competition or club membership. Instead, they are activities that are likely to be undertaken on an informal basis and possibly at irregular times.

For Mildura residents these activities are casual walking, golf, swimming, fishing, gym/fitness activities and bike riding. These trends are consistent with state and national trends. It is important to note some of the trends in participation over time as these provide some direction in terms of future provision requirements.

In the period 2001 to 2005 aerobics/gym activities increased in participation by 50.9%, walking by 37.2%, bike riding by 14.5% and running by 13.6%. Soccer was the only 'sport' to have had an increase in participation at 11.4%.<sup>(1)</sup>

During the period 2001 to 2005 the Loddon/Mallee Region recorded higher participation rates for walking (33.5%) and tennis (10.4%) compared to the State average. However participation rates for aerobics (10.6%), swimming (9.4%) and cycling (8.3%) were lower than the State average.<sup>(2)</sup>

Consideration must be given to the vast difference in provision across the whole region in drawing any conclusions for that area. Some LGAs in the region have few or no facilities that cater for some activities e.g. gymnasiums and indoor pools while other LGAs have a higher level of provision.

Research identifies that generally the local sport and recreation sector is male orientated with a higher percentage of organisations catering for male participants.<sup>(3)</sup>

In the Northern Region, of which Mildura is a part, 43% of organisations have predominantly male membership, 19% have predominantly female membership, and 39% have approximately equal numbers of males and females.

Looking at age and gender, there are more organisations catering for males in the 15-54 years age group than any other gender or age group.

Table 1 – The 12 Activities Undertaken Most Frequently Over the Last 12 Months by respondents to the Mildura Household Survey

Rank	Activity	Total Respondents	Females	Males
1	Casual Walking	33% (99)	43%	20%
2	Golf	13% (40)	7%	22%
3	Swimming (Indoor)	12% (35)	16%	6%
4	Australian Rules Football	11% (32)	7%	16%
5	Fishing	7% (22)	2%	14%
6	Gym / Fitness Classes	7% (21)	10%	2%
7	Bike Riding	7% (20)	2%	13%
8	Tennis (Outdoor)	6% (18)	3%	9%
9	Cricket	5% (16)	2%	10%
10	Netball (Outdoor)	5% (15)	9%	0
11	Swimming (Outdoor)	5% (14)	4%	6%
12	Basketball	3.9% (11)	3%	6%

Findings from the Recreation Strategy reinforce the need to encourage and promote alternative recreation participation opportunities for girls and women. Males and females generally enjoy different activities. The main sport and activities provided by organisations with a male membership/participant base include cricket (outdoor), Australian Rules football, Aerobics/gym/fitness, golf, bowls and soccer. The main activities provided by organisations with a female membership/participant base include aerobics, netball, equestrian, gymnastics/calisthenics, tennis and bowls. This is consistent with trends that emerged through the Recreation Strategy.

Throughout the project many associations and clubs reported the need for more social competition/play 'pay and play' opportunities where participants did not have to take on responsibilities relating to club membership and volunteering.

Growth in demand is likely to continue across all sport and recreation activities given the expected growth in population. In particular forward planning needs to occur in relation to soccer (male, female and junior age groups), basketball (particularly junior and social competitions) and netball and cricket to a lesser degree. Participation in activities such as rugby and touch rugby should be closely monitored given their growth in popularity generally and the growth of related cultural groups in Mildura, even though they do not have a high level of participation currently.

Sports encouraged through the Sunraysia Academy of Sport will also have an impact on local and regional demand and will need to be monitored.

(1) The Australian Sports Commission's(ASC) 2005 "Exercise, Recreation and Sport Survey"(ERASS). (2) Victorian's Participation in Exercise, Recreation and Sport" (2001-02).

(3) Community Sport Counts, People and Place – 2005.

## 5. THE BENEFITS OF RECREATION FOR MILDURA

The following provides an overview of the established health and wellbeing benefits of recreation.

SOCIAL BENEFITS such as those associated with

- HEALTH such as:
  - Increased life expectancy e.g. men who exercise are 44% less likely to die prematurely;
  - Decreased risk of heart disease and stroke e.g. sedentary people are up to twice as susceptible to heart disease or stroke;
  - A reduced risk of a range of cancers including bowel cancer;
  - A decreased likelihood of anxiety and depression; and
  - Improved chances of combating conditions such as asthma and arthritis.

Recent estimates from the Department of Human Services indicate that physical inactivity/sedentary lifestyles are responsible for about 8% of the burden of premature deaths in Victoria.

- PERSONAL DEVELOPMENT such as:
  - Increased self-esteem associated with mastering skills, and/or improving personal and team performance;
  - Reduction in anti-social behavioural tendencies;
  - Reduced likelihood of social isolation;
  - Increased opportunities for young people to develop support networks with responsible adults;
  - Observation and development of positive social skills; and
  - Improvement of/maintenance of mental health.
- COMMUNITY BENEFITS such as:
  - The strengthening of community support networks;
  - Settings through which people can:
    - engage with family and friends,
    - participate in competition,
    - experience the benefits of volunteering.
  - Built infrastructure that provides opportunities for a range of sport, recreation and social activities;
  - The celebration of community pride and achievement through special events and developing local infrastructure and environments.

ECONOMIC BENEFITS such as those associated with:

- Employment - The number of people whose primary work was in the sport and recreation sector increased by 21.6% between 1996 and 2001;
- Volunteering - 8.2% of the adult population were engaged in volunteer work in 2000 and volunteers contributed approx. 433.9 million hours of voluntary work in 1995 across Australia.
- Infrastructure Development - Federal, state and local governments contributed in excess of \$2,124 million in 2000-01 to sport and recreation (mostly capital works).

ENVIRONMENTAL BENEFITS such as those associated with:

- Improved environmental health and wellbeing associated with revegetation and 'greening' projects;
- Improved wildlife environments;
- Improved visual and aesthetic values associated with improved landscape amenity.

The benefits of recreation to the Mildura communities relate in particular to:

- The social and support networks that are created and maintained through recreation;
- The economic benefits associated with recreation tourism and special events;
- Maintaining physical activity opportunities into older age to keep the 'the community' active and physically independent.



## 6. SOCIO-ECONOMIC TRENDS THAT ARE RELEVANT FOR THE RECREATION STRATEGY

There are a number of demographic and socio-economic indicators that have the potential to significantly impact on the level and type of recreation provision in Mildura into the future.

These include:

- Age related indicators which show that by 2031:
  - That the population will have increased by 36% to 67,056
  - 21.8% of the population will be aged over 65, up from 13.5% of the population in 2001;
  - those aged under 20 years of age will decrease from 30.3% to 23.4%;
  - there will be a slight decrease in the working age groups (20-65) from 56.2% in 2001 to 54.5% in 2031.
  
- Socio-economic indicators that show:
  - a high level of 'disadvantage';
  - that while the metropolitan areas have a high economic diversity index the rest of Mildura lacks economic diversity which results in decreased work opportunities and as a result a more narrow range of skills available in the community;
  - been 20-30% of children are living in a low income household;
  - the Shire has the 5<sup>th</sup> highest concentration of people with and the 3<sup>rd</sup> highest concentration of people on Disability Support Pensions of all Victorian LGAs;
  - a lower level of volunteering and participation on decision-making boards than adjoining municipalities;
  - there is a low level of cultural diversity which relates to creativity and innovation;
  - a lower level of participation in both organised (e.g. sport) and non-organised (e.g. bike-riding) exercise than regional Victoria as a whole and Melbourne; and
  - Mildura has higher levels of crime than regional Victoria as a whole and Melbourne

The implications of these indicators and trends for community recreation and sport include:

- ageing rural communities that are no longer able to sustain existing and new recreation opportunities and infrastructure;
- ageing of the population in general and therefore the need for more programs aimed at retaining mobility, health and independence;
- there potentially being less people that are interested in volunteering and taking up positions on decision-making bodies. This is likely to be more relevant in urban areas than in rural areas;
- strained economic and 'personal/social' environments in rural areas that impact on the individual's ability and capacity to contribute to community initiatives;
- low disposable income in a number of both rural and urban communities so that the ability to access recreation opportunities is limited;
- a narrow range of skills and abilities to draw on in rural areas because of the lack of 'skill diversity';
- the need to provide for a range of participation options that can be undertaken at minimal or no cost;
- the decreasing viability and sustainability of community clubs and organisations;
- the significant indigenous population in some communities; and
- comparatively low levels of engagement in physical activity and therefore the need to identify innovative programs that encourage participation so as to minimise health issues in the community.

Further implications for the Recreation Strategy relate to:

- the size of the municipality and the cost of providing basic services to outlying townships and surrounding districts;
- ageing community infrastructure; and
- the infrastructure demands that relate to a growing community.



## 7. PRIORITIES FOR RECREATION FOR THE NEXT 10 YEARS

The following table articulates Council’s focus for Recreation for the next 10 years. These key directions have been framed in terms of the four ‘environments for health and wellbeing’ (the social, natural, built and economic environments) and are based on the findings of the findings of the Recreation Strategy  
(Reference: Municipal Public Health Planning Framework, Victorian Department of Human Services)

This will ensure that all recreation benefits to the community are identified and addressed in terms of the Mildura’s social, natural, built and economic environments.

Priorities for Recreation Relating to THE SOCIAL ENVIRONMENT	Priorities for Recreation Relating to THE ECONOMIC ENVIRONMENT	Priorities for Recreation Relating to THE BUILT ENVIRONMENT	Priorities for Recreation Relating to THE NATURAL ENVIRONMENT
<ul style="list-style-type: none"> <li>▪ Redefining Recreation</li> <li>▪ Recreation Participation</li> <li>▪ Priority Groups for Recreation</li> <li>▪ Volunteering</li> <li>▪ Information</li> <li>▪ Schools</li> <li>▪ Sport and Recreation Clubs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provision and Management</li> <li>▪ Sports Development and Management</li> <li>▪ Events</li> <li>▪ Small and Rural Communities</li> <li>▪ Planning and Policy</li> <li>▪ Town and Community Planning for recreation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asset Management Sport and Recreation Facilities</li> <li>▪ Facility Consolidation/ Community Hubs</li> <li>▪ Non-Council Owned/ Managed Facilities</li> <li>▪ Environmental Amenity, Quality of Provision and Compliance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Trails</li> <li>▪ Minor/Local Reserves Master Plans</li> <li>▪ Natural Areas, Wetlands and Waterways</li> <li>▪ Water</li> </ul>
KEY ACTIONS TO ADDRESS PRIORITIES WILL RELATE TO			
<ul style="list-style-type: none"> <li>▪ Unstructured recreation environments .</li> <li>▪ Social and healthy lifestyle participation opportunities.</li> <li>▪ Safe environments.</li> <li>▪ Creating opportunities for: <ul style="list-style-type: none"> <li>- isolated groups</li> <li>- young people</li> <li>- girls</li> <li>- older age groups</li> <li>- indigenous communities.</li> </ul> </li> <li>▪ Volunteer strategy and initiatives.</li> <li>▪ Arts Strategies.</li> <li>▪ Promotion of opportunities.</li> <li>▪ Indoor and outdoor school recreation facilities.</li> <li>▪ Sustainability of clubs.</li> <li>▪ Club support programs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Framework and levels of provision.</li> <li>▪ Priority setting.</li> <li>▪ Funding Submissions.</li> <li>▪ Peak sporting organisations.</li> <li>▪ Tenancy agreements.</li> <li>▪ Attracting events.</li> <li>▪ Council Grant programs.</li> <li>▪ Equity and amenity of provision.</li> <li>▪ Policies relating to: <ul style="list-style-type: none"> <li>- funding of Capital Works (Recreation), and</li> <li>- Shade structures</li> </ul> </li> <li>▪ Council planning processes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assets database.</li> <li>▪ Reviewing the use of sport and recreation facilities.</li> <li>▪ Provision of indoor recreation facilities.</li> <li>▪ Partnerships with schools.</li> <li>▪ Provision for scout/guide halls.</li> <li>▪ Provision for sport (in particular Netball and Soccer)</li> <li>▪ Expanding the use of Senior Citizens Centres.</li> <li>▪ Review of the use and management of community halls.</li> <li>▪ Creating community hubs.</li> <li>▪ Policies relating to: <ul style="list-style-type: none"> <li>- support to groups on non-Council owned land, and</li> <li>- amenity and quality standards.</li> </ul> </li> <li>▪ Compliance of buildings with codes of practice.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Preparation of ‘minor’ reserves master plans.</li> <li>▪ Management Plan for Lake Cullulleraine.</li> <li>▪ Management Plans for wetlands and natural areas.</li> <li>▪ Management Plans for riverside reserves.</li> <li>▪ Managing recreation impacts in natural environments.</li> <li>▪ Innovative water management practices.</li> </ul>
HOW COUNCIL WILL WORK WITH THE COMMUNITY TO ADDRESS PRIORITIES			
<ul style="list-style-type: none"> <li>▪ Council will work with local communities to provide for a range of recreation opportunities that: <ul style="list-style-type: none"> <li>- increase active and social participation,</li> <li>- are sustainable, and</li> <li>- that strengthen community networks.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Council will work with local communities to maximise the benefits and sustainability of recreation services, programs, infrastructure into the future.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Council will work with local communities to plan responsibly for the long-term infrastructure needs of sport and recreation.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Council will work with local communities to <ul style="list-style-type: none"> <li>- effectively manage recreation access to natural resources and environments, and</li> <li>- responsible manage use of scarce natural resources for recreation facilities.</li> </ul> </li> </ul>

## 8. COUNCIL'S VISION AND THE PRINCIPLES THAT UNDERPIN THE RECREATION STRATEGY

The principles have been developed in consideration of Council's Vision and corporate objectives to ensure that the Recreation Strategy recommendations are consistent with Council's service objectives for recreation and sport.

### COUNCIL'S VISION

'The most livable, people-friendly community in Australia'

### KEY RESULT AREAS FOR RECREATION

The following are Council's key result areas for Recreation.

- A community in which all people have equal access to appropriate recreation facilities and services
- A community that promotes and encourages participation in sporting and recreational activities
- A community that recognises, supports and encourages sports people to achieve their potential
- Community sporting and recreation organisations which have the capacity and support to provide a diverse range of programs and activities
- A community with the appropriate infrastructure that can cater for international, national and state recreation events (Reference: Mildura Rural City Council Plan 2006-2010)

### PRINCIPLES TO GUIDE DECISION - MAKING FOR RECREATION

The following principles were developed as part of the Recreation Strategy and will underpin Council's role in Recreation.

TOPIC	PRINCIPLE
Regional Context	<ul style="list-style-type: none"> <li>▪ Provision of recreation services and facilities takes into account the central role that Mildura plays in the broader region and the cross boundary participation that makes this area unique.</li> </ul>
Benefits of Recreation	<ul style="list-style-type: none"> <li>▪ Support is provided to recreation in recognition of the personal, social, environmental and economic benefits that it returns to the community.</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>▪ Provision for recreation will be based on:               <ul style="list-style-type: none"> <li>- substantiated community need;</li> <li>- environmentally sustainable practices and principles;</li> <li>- viable solutions;</li> <li>- a consideration of both establishment costs and ongoing resourcing demands;</li> <li>- partnership opportunities; and</li> <li>- flexibility to respond to issues, innovations and challenges as they arise.</li> </ul> </li> </ul>
Integrated Planning	<ul style="list-style-type: none"> <li>▪ The effective planning and delivery of recreation services will require a well integrated 'whole of Council' approach:               <ul style="list-style-type: none"> <li>- given the range of service areas that will be involved in implementing the Plan;</li> <li>- to ensure consistent advice and information is provided to the community;</li> <li>- maximise opportunities to achieve multiple service outcomes e.g. health and wellbeing, environmental, community service; and</li> <li>- to incorporate information from research and other community planning processes.</li> </ul> </li> </ul>
Infrastructure Development	<ul style="list-style-type: none"> <li>▪ Priority will be given to recreation development proposals that:               <ul style="list-style-type: none"> <li>- maximise co-location of activities and facilities;</li> <li>- are designed to address a range of compatible uses;</li> <li>- minimise management and asset maintenance imposts on the community;</li> <li>- form part of a community hub or are part of a strategy to establish a community hub;</li> <li>- reflect desired standard and quality of provision; and</li> <li>- have secondary benefits e.g. tourism benefits</li> </ul> </li> </ul>
Infrastructure Maintenance	<ul style="list-style-type: none"> <li>▪ Maintenance of buildings will:               <ul style="list-style-type: none"> <li>- be in accordance with determined standards and agreements with relevant parties; and</li> <li>- generally be a priority over the development of new buildings.</li> </ul> </li> </ul>
Council's Role & Partnerships	<ul style="list-style-type: none"> <li>▪ Council is one of a number of providers of recreation opportunities in the community and its role will be clearly defined.</li> </ul>
Equity of Provision	<ul style="list-style-type: none"> <li>▪ Groups providing recreation opportunities will be treated equitably and according to clear criteria in funding programs and provision of services.</li> </ul>
Access to Opportunities	<ul style="list-style-type: none"> <li>▪ Council will seek to:               <ul style="list-style-type: none"> <li>- minimise social, information, physical, economic, and geographic barriers to participation; and</li> <li>- promote inclusive environments, greater diversity of participation and improved access to opportunities for people with special needs.</li> </ul> </li> </ul>

## 9. COUNCIL'S ROLE IN IMPLEMENTING THE RECREATION STRATEGY

Council plays a major role in providing for and supporting other groups and organisations that provide for the recreation needs of the community. Council recognises however that it does not have the capacity to address all the recreation needs in the community nor to provide the same level and type of assistance to all groups and activities.

Council has defined the type of role that it will play in relation to each of the actions identified in this Strategy. This role has been determined in consideration of:

- The capacity of the community in relation to the Action;
- Resourcing opportunities available from other sources;
- The capacity of Council to sustain its role over the life of the Strategy; and
- The opportunity for a range of benefits to be achieved from Council's role (e.g. economic, tourism, health and wellbeing) as identified in other strategic plans;

Council will play any one or number of the following roles in relation to the implementation of this Strategy:

- **Service Planning**  
This role includes identifying service needs, gaps, opportunities and service provision partners and developing strategies to address these issues.
- **Service Provision and Management**  
This role includes the direct provision of services and programs; facilitation of program,, development of sport and recreation infrastructure; maximising access to a variety of opportunities through promotion; and encouraging new private and public recreation providers.
- **Advocacy**  
This role includes making representations to potential project and funding agencies and government; and advocating on behalf of groups and needs in the community.
- **Innovation and Leadership**  
This role includes encouraging and identifying new and alternative opportunities to provide for the recreation needs of the community.
- **Facilitation and Communication**  
This role includes maximising networking between recreation and sport groups; exchanging information and advice; identifying and encouraging partnerships and consulting on issues of interest to the sport and recreation sector.

## 10. THE IMPLEMENTATION AND REVIEW OF THE RECREATION STRATEGY

The implementation of the Recreation Strategy will be monitored by an Implementation and Review Working Group. The working group will consist of representatives from Council Branches that have a key role to play in implementing the Strategy.

Council Branches will be required to integrate Actions from the Action Plan into Branch Plans and to report on the implementation timeline and process to the Working Group.

A review process is important to ensure that the Action Plan continues to respond to current issues and opportunities. The Recreation Strategy has been prepared as a working document therefore any review must consider changing social, environmental or economic factors that may affect timelines.

It is unlikely that there will be significant change to the principles that underpin the Strategy.

Year	Action
<b>Annual monitoring</b>	On an annual basis the Action Plan and priorities will be reviewed to identify changing needs and issues, and to ensure the Strategy is being implemented in accordance with key measures.
<b>Every 3 years</b>	Review of timelines, key directions and priorities.
<b>Year 9</b>	Commencement of the full review of the Recreation Strategy

## 11. SUMMARISED ACTION PLAN

The tasks outlined in the Action Plan respond to the issues and opportunities identified throughout the project and have been prioritised according to whether these issues and opportunities:

- were significant throughout the consultation process; and/or
- have particular implications in relation to the demographic trends in the municipality; and/or
- have been identified in other community planning projects; and/or
- have been identified as a priority by Council, state and federal government agencies.

Priority 1 Actions are those identified for implementation in years 1-3, Priority 2 Actions are those identified for implementation in years 4-6, and Priority 3 Actions are those identified for implementation in years 7-10.

Priorities may alter if resources become available earlier than anticipated, if community and Council priorities change and/or if resourcing is delayed.

A detailed Action Plan is included in 'The Background Papers' compiled as part of the project. The detailed Action Plan includes timelines, project partners and anticipated budget and resourcing requirements.

No.	Action	Priority		
		1	2	3
1.	<b>Action:</b> Complete a Trails and Pathways Strategy for Mildura that: <ul style="list-style-type: none"> <li>- has a priority for linking places of significance within local communities;</li> <li>- identifies linkages between different urban areas and townships;</li> <li>- identifies linkages to regional sites of significance; and</li> <li>- identifies opportunities to effectively integrate footpath and trail networks.</li> </ul>			
2.	<b>Social Sporting Activities</b> <b>Action:</b> Work with clubs and private providers to identify, facilitate and promote 'social' sporting opportunities for all age groups e.g. 'Barefoot Bowls', 'Rugby in the Park', social junior basketball.			
3.	<b>Health Lifestyle Groups</b> <b>Action:</b> Work with local communities to establish community-based 'healthy lifestyle' groups e.g. walking groups, and to identify opportunities to improve environments for these groups e.g. defining safe-off-road trails/tracks, circuit trails, improved integration between trails and footpaths, information.			
4.	<b>Safe Environments for Recreation</b> <b>Action:</b> Ensure the principles contained in 'Safe Environments for Physical Activity' and 'Safer Design Guidelines for Victoria' are addressed when developing 'activity' environments, particularly those in open space areas.			
5.	<b>Community-based gymnasiums/fitness rooms</b> <b>Action:</b> Work with local communities and health agencies to research and identify opportunities to establish fitness rooms/community-based gymnasiums in outlying areas.			
6.	<b>Hope Project</b> <b>Action:</b> Engage with the 'Hope Project' (Chaffey Secondary College) project to identify opportunities to maximise benefits to local sporting and recreation clubs and opportunities to increase participation by project communities.			
7.	<b>Arts and Cultural Strategy</b> <b>Action:</b> Ensure that Council's Arts and Cultural Strategy identifies and plans to support community based arts, including programs in small and remote communities.			
8.	<b>Isolated/potential Isolated Groups</b> <b>Action:</b> Work with relevant community groups, agencies and private providers to profile engagement (e.g. Active Retirement Group) opportunities for isolated/potentially isolated groups (e.g. people in remote communities, people with language barriers) and to assist with the establishment of new opportunities			
9.	<b>Young People</b> <b>Action:</b> Work with a range of targeted recreation organisations (e.g. sport, community service, arts) and youth based organisations (e.g. schools, youth clubs) to develop and trial strategies for increasing participation by young people.			

No.	Action	Priority		
		1	2	3
10.	<b>Girls in Sport</b> <b>Action:</b> Facilitate the establishment of a 'Girls in Recreation' Working Group: <ul style="list-style-type: none"> <li>- that focuses on and is facilitated by girls and young women;</li> <li>- to develop strategies to address the barriers to participation;</li> <li>- to identify and establish alternative pathways for girls into recreation activities and organisations;</li> <li>- that trials different promotional and engagement strategies with targeted activities (traditional/non-traditional sports/recreation activities; and</li> <li>- that involves and skills girls/young women to play the lead and active role in projects.</li> </ul>			
11.	<b>Older Age Groups</b> <b>Action:</b> Identify program and engagement opportunities that maintain health and wellbeing for people in older age groups.			
12.	<b>Indigenous Communities</b> <b>Action:</b> Advocate for an industry based approach to: <ul style="list-style-type: none"> <li>- research on engaging young indigenous people in sport (e.g. successful models, social, family etc. 'environments' required to achieve and retain engagement;</li> <li>- developing and trialing a model of 'engagement' with a local indigenous community and local sport and recreation organisations.</li> </ul>			
13.	<b>Web-based Volunteer Database</b> <b>Action:</b> Develop a web based Volunteer database that enables prospective volunteers and clubs requiring support and advice to register.			
14.	<b>Volunteer Strategy</b> <b>Action:</b> Ensure that Council's Volunteer Strategy: <ul style="list-style-type: none"> <li>- addresses the needs of all volunteer sectors;</li> <li>- identifies opportunities for existing volunteer support networks/organisations to better integrate with each other; and</li> <li>- identifies strategies and/or trial initiatives to encourage young people into volunteering roles.</li> </ul>			
15.	<b>Young People and Volunteering</b> <b>Action:</b> Work with schools and/or school networks to: <ul style="list-style-type: none"> <li>- research school based volunteering initiatives (e.g. East Loddon Secondary College in the Shire of Loddon) and associated outcomes (cost-benefit); and</li> <li>- identify community volunteering initiatives that can be incorporated into the school program.</li> </ul>			
16.	<b>Promotion of Recreation Opportunities</b> <b>Action:</b> Facilitate discussions with peak sporting and recreation activities to identify more effective ways to promote participation opportunities using print media, internet, radio, TV etc.			
17.	<b>Indoor School Sporting Facilities – Community Use</b> <b>Action:</b> Work with local schools to: <ul style="list-style-type: none"> <li>- identify barriers restricting community use of indoor school sporting facilities (e.g. insurance);</li> <li>- maximise community use of school facilities; and</li> <li>- promote opportunities.</li> </ul>			
18.	<b>School Outdoor Sports Facilities – Community Use</b> <b>Action:</b> Research outdoor sport opportunities available through local schools including: <ul style="list-style-type: none"> <li>- an audit of facilities available;</li> <li>- the preparedness of schools to increase community access and any conditions;</li> <li>- works required (if any); and</li> <li>- cost benefit analysis.</li> </ul>			
19.	<b>School Indoor Sports Facilities – Minimum Standards</b> <b>Action:</b> Liaise with the Department of Education to ensure that any new indoor sporting development on school sites adheres to minimum court dimensions.			
20.	<b>Sustainability of Existing Clubs and Activities</b> <b>Action:</b> Ensure the sustainability of existing sport and recreation clubs by facilitating discussions and programs relating to: <ul style="list-style-type: none"> <li>- promotional strategies (proactive);</li> <li>- club development programs (proactive); and/or</li> <li>- co-location of clubs (when approached by clubs/associations).</li> </ul>			

No.	Action	Priority		
		1	2	3
21.	<b>Integrated and Co-operative Management Structures</b> <b>Action:</b> Facilitate discussions with clubs and organisations to identify opportunities for integrated and co-operative management and/or administration (e.g. membership databases, fee collection etc.) structures (particularly in rural areas).			
22.	<b>Club Development Programs</b> <b>Action:</b> Identify opportunities to develop and implement generic (e.g. club administration, first aid, membership strategies, opportunities for people with disabilities/limited ability) club development programs.			
23.	<b>Mallee Sports Assembly</b> <b>Action:</b> Work closely with the Mallee Sports Assembly to identify the most effective way to support local clubs into the future.			
24.	<b>Framework/Levels of Provision</b> <b>Action:</b> Develop a provision framework that clearly establishes different levels of provision for (across both urban and rural townships): <ul style="list-style-type: none"> <li>- play spaces (including playgrounds and skate parks);</li> <li>- trails (may be done as part of the trails strategy);</li> <li>- environmental areas;</li> <li>- indoor sporting facilities; and</li> <li>- outdoor facilities not included in the Open Space Strategy e.g. tennis courts</li> </ul>			
25.	<b>Criteria for Determining Recreation Development Priorities</b> <b>Action:</b> Develop a set of criteria that can be used by Council to prioritise different projects.			
26.	<b>Submission Writing Support for Recreation Services</b> <b>Action:</b> Allocate resources for support with the preparation of funding submissions.			
27.	<b>Sunraysia Academy of Sport</b> <b>Action:</b> Consider providing support to the Sunraysia Academy of Sport.			
28.	<b>Involvement of Peak Associations</b> <b>Action:</b> Facilitate discussions with key stakeholders to identify opportunities to increase the involvement of peak/state associations (e.g. advice and support to clubs, advocacy) in the region, and to strengthen the relationship of clubs with state associations.			
29.	<b>Tenancy Agreements</b> <b>Action:</b> As part of a review of tenancy agreements for all Council facilities, review the nature of agreements for all sport and recreation facilities.			
30.	<b>Attracting Major Events</b> <b>Action:</b> Work with local sporting clubs and Associations to identify barriers and opportunities to better support (e.g. advocacy, planning, project management training, visitor packages etc.) initiatives to attract events to the region.			
31.	<b>Council Grants/Funding Programs</b> <b>Action:</b> Review current recreation grants programs in relation to: <ul style="list-style-type: none"> <li>- The type and level of funding;</li> <li>- Timing of funding programs;</li> <li>- Small and larger communities</li> <li>- Outcome requirements; and</li> <li>- Consistency with the priorities in the Recreation Strategy.</li> </ul>			
32.	<b>Equity and Amenity of Provision</b> <b>Action:</b> Review open space and township amenity provision and maintenance to ensure an equitable quality and level of provision for small communities.			
33.	<b>Capital Works Contribution Policy (Sporting Infrastructure)</b> <b>Action:</b> Prepare a policy that clearly establishes the level of funding that Council will consider for recreation infrastructure.			
34.	<b>Funding of Infrastructure on Non-Council Owned Land Policy</b> <b>Action:</b> Prepare a policy that clearly defines the type and level of Council funding of developments on non-Council owned land.			
35.	<b>Open Space Strategy</b> <b>Action:</b> Review of Council's Open Space Strategy.			
36.	<b>Open Space Co-ordination Group</b> <b>Action:</b> Consider the formation of an Open Space Co-ordination Group.			
37.	<b>Shade Policy</b> <b>Action:</b> Prepare a policy that articulates Council's position in relation to the provision of shade.			

No.	Action	Priority		
		1	2	3
38.	<b>Integrated Planning</b> <b>Action:</b> A formal process established to: - Ensure the engagement of relevant Departments in all of Council's service planning process; and - Maximise outcomes from all strategic planning actions.			
39.	<b>Town and Community Planning for Recreation</b> <b>Action:</b> Develop relevant input and referral processes and ensure that recreation provision principles are addressed in all community planning and town planning projects.			
40.	<b>Asset Database</b> <b>Action:</b> Prepare and integrated information database for recreation assets.			
41.	<b>Referral of New and Upgraded Recreation and Open Space Assets to the Asset Database</b> <b>Action:</b> Develop and formalise a process to ensure that all new and upgraded assets are referred to the asset database.			
42.	<b>Review of the Use of Sport and Recreation Facilities</b> <b>Action:</b> Undertake a review (to include pavilions, halls, scout/guide facilities on Council and non-Council owned/managed land) of the usage of community facilities.			
43.	<b>Provision of Indoor Sport Facilities</b> <b>Action:</b> Complete the 'Indoor Sports Facility Provision Assessment Report'.			
44.	<b>Partnerships with Schools</b> <b>Action:</b> Liaise with relevant industry and professional organisations and government agencies to address key community partnership issues relating to school facilities (e.g. minimum standards for indoor courts, equity relating to joint user agreements).			
45.	<b>Provision for Scout/Guide Halls</b> <b>Action:</b> Work with the Scout and Guide Associations to maximise opportunities for consolidation and sharing of infrastructure and integration with other community infrastructure.			
46.	<b>Netball</b> <b>Action:</b> Prepare a framework for addressing issues in relation to grass netball courts.			
47.	<b>Soccer</b> <b>Action:</b> Prepare a plan that identifies and addresses future growth needs of soccer and identifies opportunities for further consolidating clubs.			
48.	<b>Expanding the Use of Senior Citizens Centres</b> <b>Action:</b> As part of the review of usage of community facilities identify opportunities to expand the use of Senior Citizens Centres and develop as 'Community Recreation Centres' (particularly those in small communities).			
49.	<b>Reviewing the Use of Halls</b> <b>Action:</b> As part of the review of usage of community facilities identify opportunities to: - increase the use of halls; and - rationalise buildings, if appropriate.			
50.	<b>Consolidation/Rationalisation of Community Buildings</b> <b>Action:</b> Using the information obtained in the Asset Audit and Usage Review: - identify opportunities to consolidate or rationalise community buildings in the short to medium term; and - ensure that the planning for community infrastructure identifies opportunities to consolidate or rationalise community buildings as part of any redevelopment strategy.			
51.	<b>Operational Support to Non-Council Owned/ Managed Facilities Policy</b> <b>Action:</b> Develop a policy that clearly defines the type and level of support that will be provided to groups that manage or operate from non-Council owned land. The policy should consider support relating to advice (all Departments), operational support (e.g. tree management, maintenance), advocacy support etc.			
52.	<b>Amenity and Quality Standards Policy</b> <b>Action:</b> Ensure that all development proposals identify how they are going to address environmental amenity, quality standards and sustainable water use.			
53.	<b>Compliance of Council buildings with Relevant Codes of Practice.</b> <b>Action:</b> Develop a process for ensuring compliance of all Council (and community owned/managed facilities comply with relevant legislation and/or guidelines.			
54.	<b>Preparation of Minor Reserves Master Plans</b> <b>Action:</b> Complete Master Plans for Councils local and minor reserves in consideration of the policies that will determine the type and level of development and amenity for each reserve.			

No.	Action	Priority		
		1	2	3
55.	<b>Management Plan for Lake Cullulleraine</b> Action: Prepare a integrated management and development plan for Lake Cullulleraine Recreation Precinct (Water body and surrounds)			
56.	<b>Management Plans for Wetlands and Associated Natural Areas (including Cardross Lakes and Lake Hawthorn)</b> Action: Prepare Management Plans for Identified Wetland and Associated Natural Areas.			
57.	<b>Management Plans for Riverfront Reserves (including Apex Park as a priority)</b> Action: Prepare Management Plans for Riverfront Reserves.			
58.	<b>Managing Recreation Impacts in Natural Environments</b> Action: Work with relevant agencies and community groups to ensure: <ul style="list-style-type: none"> <li>- a responsible approach to activities that are conducted in natural environments;</li> <li>- to maximise opportunities for built structures in these areas to integrate with the environment; and</li> <li>- to develop and put in place responsible user protocols.</li> </ul>			
59.	<b>Innovative Water Management Practices</b> Action: As part of Council's Sustainable Water Use Plan continue to identify opportunities for innovative water access, storage and usage strategies to maximise access to water for recreation and open space uses.			
60.	<b>Open Space Watering Practices</b> Action: Review all watering protocols and systems on Council owned and managed land to ensure that they comply with sustainable water use practices (e.g. time of day, location of sprinklers, community education).			