

SHIRE OF VICTORIA PLAINS SPORT AND RECREATION MASTER PLAN

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Executive Summary

The Sport and Recreation Master Plan is a strategic framework developed to guide the planning, development, and management of sport and recreation facilities and programs over the next 10 years. This plan aims to meet the growing and diverse needs of our community, promote active and healthy lifestyles, and ensure sustainable use of resources.

Vision:

To create a vibrant, inclusive, and sustainable sport and recreation environment that enhances the quality of life for all residents and fosters community well-being.

Strategic Priorities:

In accordance with the Shires Strategic Community Plan, Strategic Priority 1 – Community includes:

1.2 Inclusive community activities, events and initiatives

- We increase the number and diversity of sport, recreation, learning and cultural events.
- Source funding and co-ordinate delivery on initiatives that support arts, culture, learning and recreation.
- Support existing community events to attract people to our communities and businesses.

1.3 Recreational, social and heritage spaces are safe and are activated.

- Sport and recreation facilities are planned, maintained and developed in a coordinated manner, aligned with community need.
- Shire owned community buildings and places of interest are well maintained and used.
- Develop and implement a Sport and Recreation Master Plan.
- Community gym.

Implementation Plan:

The 2024-25 budget includes a number of quick wins that are achievable to provide tangible outcomes to the community and still be aligned to the strategic outcomes and objectives of this Plan.

This will allow for robust community engagement, planning and securing grant funding for the medium to long term that includes but not limited to:

1. Medium-Term

- Development of a Precinct Master Plan to ensure future investment is planned efficiently and effectively in accordance with the community.
- The introduction of smart technology.
- External investment to be secured to upgrade the infrastructure at the Calingiri Sporting Precinct.
- Commitment to exploring opportunities to expand and develop the gym space.
- Strengthen community partnerships and collaborative efforts.

2. Long-Term

- Review and adjust the Master Plan based on evolving community needs and trends.
 - Ensure all strategic objectives and priorities are met or exceeded.
 - Maintain a focus on innovation, sustainability, and inclusivity.
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Conclusion:

The Sport and Recreation Master Plan is a living forward-looking strategy designed to enhance the sport and recreation landscape in our community. By prioritizing accessibility, quality, health, community engagement, and sustainability, this plan sets the foundation for a healthier, more active, and connected community. Through careful planning, effective resource allocation, and strong partnerships, we will create lasting benefits for current and future generations.

**Adopted by Council 2410-08 23 Oct 24*

1. Background

The Shire of Victoria Plains is committed to the ongoing improvement of Sport and Recreation facilities in order to meet the needs of its residents. The Shire recognises the value of all community recreation facilities serving the townsites and the impact of such facilities in supporting a range of events and recreational and social activities, which in turn impacts the mental, physical and social health of residents. Informed by the Shire of Victoria Plains Strategic Community Plan, the Sport and Recreation Master Plan has been developed to provide a framework that guides future investment to manage, maintain and sustain public buildings and sporting space in a way that best serves the community.

This Plan will guide the consolidation and rationalisation of sport and recreation facilities, which also incorporate community halls and associated infrastructure that supports community events, in order to deliver high-quality, viable, and efficient assets to meet the community's ongoing needs.

The Plan has been developed by layering a combination of the data collected from a review of current planning processes, benchmarking, demographic analysis, relevant social, economic and environmental trends, industry guidelines and frameworks. In addition, a high-level audit of existing community and recreational facilities was undertaken, along with mapping of existing infrastructure. This document provides the Plan and key outcomes of the research, while a separate document incorporates the background research which underpins the approach contained herein.

1.1 Purpose

The purpose of the Victoria Plains Sport and Recreation Master Plan is to develop a strategic framework that guides the use of and investment in community infrastructure, which underpins key sport and recreation activities and events in the Shire. It also sets out the unique positioning and prioritisation for investment of each townsite having regard to current and future events/festivals, sporting activity and recreational needs.

1.2 Objectives

The objectives of the Plan are to:

- Meet community need by responding to the changing demographics within the Shire and projected future investment requirements.
- Identify the key financial, social and environmental drivers that will affect future provision, planning, management and maintenance of sport and recreation facilities.
- Identify prevailing trends that will affect the provision, planning, management and maintenance of sport and recreation facilities with particular regard to the potential consolidation of facilities to ensure the assets can be managed and maintained effectively within a limited Shire budget.
- To provide a series of recommendations in relation to guiding principles and specific actions appropriately prioritised for the development of sport and recreation facilities.

1.3 Community Events and Activities

The community within the Shire of Victoria Plains operate a range of annual events and sporting activities which underpin the social fabric and unique attraction of the Shire to visitors and are summarised overleaf.

Table 1: Current Events and Significant User Group Activities

Events/Clubs	Considerations
Mogumber Outback Club - Mogumber Rodeo	<p>Mogumber Outback Club organises the Mogumber New Year's Eve Rodeo.</p> <p>For the Rodeo event, the campground is open 24 hours. Portable serviced toilets are available onsite, but showers, power, and water are not available.</p> <p>The Mogumber Rodeo is a significant event on the shire calendar.</p>
Mogumber Christmas Community Cricket	<p>Located at the Mogumber Cricket Ground annually. Supported by the Mogumber Outback Club.</p>
Piawaning Expo	<p>Located adjacent to the tennis courts and community hall, it is operated annually in September including performances, family entertainment, stalls/markets, tractor pulls, lawn mower racing, vintage machinery, trade exhibitions and fireworks. The Piawaning Expo is a significant event on the shire calendar.</p>
Yerecoin Tennis Club	<p>The season runs from October to April. They hold 8 large event days annually.</p>
Yerecoin Markets	<p>An annual event and celebration in November including 90-100 market stalls & food trucks, currently at the Yerecoin Hall from 8:30 am to 1 pm (although the location can vary).</p>
Bolgart Twilight / Christmas Bush Markets	<p>Operated annually late in November at Bolgart Community Hall. An annual Community Fundraiser and Family Day with funds directed to towards local organisations.</p>
Bolgart Bowling Club/ Bolgart Sports Club	<p>It was established in the late 1960's with the season operating from October through to the end of March/early April. Operates a range of events, including Mixed Championship Pairs, Men's Classic Fours, Singles Grand Finals, Gala Day, regular pennants (14 games - home & away) and occasional regional events. Part of the Avon Valley Country Zone and Country Leagues includes Beverley, Bolgart, Dowerin, Goomalling, Meckering, Northam, Toodyay, and York Bowling Clubs.</p> <p>Ladies open day in December, Men's open day in Oct and Feb. About 35 members currently from all over the Shire and Toodyay</p>
Calingiri Cougars Football, Netball and Hockey Clubs	<p>The Football, Hockey, and Netball clubs, known as the Calingiri Cougars, that play at the main sporting precinct from March to September with multiple junior and seniors teams representing each club. Events are generally held on Sunday throughout the season against Gingin, Dalwallinu, Wongan Ballidu, Toodyay, Dowerin, and Goomalling that can attract 300-500 people (2024 count). Training sessions occur on 3 days per week.</p>
Golf at Yerecoin, Calingiri & Bolgart	<p>Season is April to September with each club having approximately 5 bigger event days each season. Yerecoin have the Ambrose day in August which attracts about 60 golfers from other clubs around the state.</p>

Events/Clubs	Considerations
Seniors Events and Activities	A number of events are held for Seniors including Christmas in July.
Victoria Plains Arts Society	A non-profit organisation who meet every Thursday at the Calingiri Hall.

1.4 The Context - Summary Conclusions

The main considerations for the Plan are:

- The importance of developing sport and recreation infrastructure to support and encourage existing residents to remain within the Shire and attract new residents seeking diverse community facilities and services to support their and their family's social and community integration.
- Enabling the community to improve their physical and mental health and well-being. This seeks to address ongoing recognised challenges of residing within a sparsely populated regional area and the ongoing viability of infrastructure and services.
- The Shire is committed to protecting and enhancing its environment as responsible land managers, aligning investment to environmental sustainability measures (i.e. appropriate use of materials and natural resources) and financial sustainability of facility assets.
- The ongoing support role of the Shire to all community groups/clubs/users is one of facilitation to ensure the long-term viability of infrastructure within each of the main population areas is secured. Building capacity and supporting clubs in managing the assets they use is a focal point for shire support rather than direct operational management. This is reaffirmed in the MoU agreements, which have been established and reviewed regularly.
- The need to ensure, as far as practical, non-contemporary sporting facilities are upgraded to reflect priorities in increasing diversity of use across all genders, race and ability.
- A balance must be struck between the financial viability of developing new infrastructure and managing the existing and future assets.
- Community-run and facilitated events would benefit from Shire support. This would need to be aligned to the benefit to the local economy and health and wellbeing outcomes.

2. Current Facility Provision and Functionality

The table below is a summary of the visual assessment of key selected facilities and potential implications in respect of current investment and future use:

Table 2: Facility Audit Outputs and Implications

Facility	Commentary: Main Considerations
<p>Bolgart Memorial Hall and Sports Facilities, George Street</p>	<ul style="list-style-type: none"> • Opened in January 1933 and added to in 1953, the hall possesses many of its original heritage features with a Jarrah floor, brick fireplace, weatherboarding, stage and window openings (many modified). The Hall is run by Bolgart Progress Association and maintained by the Shire. • While the building fixtures and fittings are dated, it is reasonably well maintained. The building lacks storage servicing the hall but is generally functional and well-maintained. • It can be used for various community events, meetings, performances and recreational/social activities, incorporating a good sized food preparation/kitchen area, library and dedicated Country Women’s Association craft and meeting room area. • The broader site includes public toilets, a daycare building, an exhibition displaying the ‘First Tractor in Bolgart’, Bolgart Bush Fire Brigade, Bell Tower, a playground with covered seating adjacent, a sports court and a skate park. To the rear of the hard court area: previously used for netball/basketball, potentially servicing the adjacent school, but has now fallen into a state of disrepair and is no longer viable to use. <p>Potential options: Retention of the existing functional buildings and removing redundant structures and services. The site should be Master Planned to develop the area as a heritage and cultural precinct and focal point for future events.</p>
<p>Bolgart Bowling Club, Tennis Club and Golf Club</p>	<ul style="list-style-type: none"> • A well-maintained clubhouse, golf course and bowling green with associated maintenance buildings. The tennis courts (4 x floodlit synthetic) were in a relatively poor state of repair in comparison. <p>Potential options: Consideration should be given to whether the extent of court infrastructure is necessary and/or whether the complete removal or replacement with a reduced number of courts/multi-court infrastructure is more viable.</p>
<p>Bolgart Caravan Park</p>	<ul style="list-style-type: none"> • Benefits from a recently constructed public toilet and shower block with modern centralised reticulated grass, shade shelter and BBQ area. <p>Potential options: The site would benefit from having access to an online booking and payment system. Due to its unmanned nature, the Shire could investigate the viability of alternative payment methods such as online, swipe card, and after-hours hotel-style access.</p>

<p>Calingiri Caravan Park</p>	<ul style="list-style-type: none"> • Located within the centre of town behind the historic Victoria Plains Road Board Building with powered and unpowered sites available with bookings made through the Shire Office. The site is constrained on all sides with a centrally located ablution block with shaded seating and a BBQ area. Male and Female toilets with limitations for disability access. <p>Potential options: The site would benefit from having access to an online booking and payment system and aligned to a broader Shire Tourism app, where ongoing administration implications and limited booking opening hours may be overcome. The intended replacement on relatively unconstrained land adjacent to Calingiri Golf Course would be more beneficial.</p>
<p>Calingiri Golf Club and Proposed Caravan Park Development</p>	<ul style="list-style-type: none"> • The golf club is an 18 hole 5,611m layout with sand greens, pitching/ chipping area and putting green. It is self-managed but benefits from close proximity to Calingiri Sports Club Inc. <p>Potential options: The site would benefit significantly if the Caravan Park Development were relocated as the area is relatively unconstrained land adjacent to existing operational infrastructure, potentially providing passive surveillance and controlled access.</p>
<p>Hard Courts – Calingiri Town Centre</p>	<ul style="list-style-type: none"> • The tennis courts (x1) are in a state of disrepair and have no value for sporting use. Similarly, the netball/basketball courts (x2) have not been maintained with undistinguishable court markings. • A small Nature Play and a contemporary toddlers and young children playground area are located in the vicinity (and adjacent to the recreation centre) with a sand base and shade over the main toddler play infrastructure. <p>Potential options: The area would benefit from master planning to rationalise and replace infrastructure in the town centre. While not identified as the long-term camp park, it would benefit from the consolidation of activities which would act as both an attractor for passing campers but also for local families (i.e. zero-depth water park, redevelopment of tennis courts for something for children/youth with potential multi-sport court provision for basketball, volleyball, cricket, football/futsal and training opportunities, given its prominent location in the Town and adjacency to the Recreation Centre and Calingiri Sports Club Inc.).</p>
<p>Calingiri Recreation Centre</p>	<ul style="list-style-type: none"> • While appearing structurally sound the building lacks a high degree of functionality due to its age and limited indoor court space (half a basketball court). • The building at the rear is showing signs of degradation from use with paved hardstanding access to a roller shutter door to access an additional storage unit as an extension of the facility. <p>Potential options: The area would benefit from master planning to rationalise and replace infrastructure within the town centre while also providing for the town's evacuation centre.</p>
<p>Calingiri Sports Complex - Oval, Netball,</p>	<ul style="list-style-type: none"> • One reticulated rectangular grass pitch used for hockey orientated north to south. Benefitting from floodlighting and fence surround. • Netball and Tennis court (x1) with 2.5m high chain-link fence surround and boxed floodlighting orientated north-south.

<p>Hockey and Multi-functional Clubhouse</p>	<ul style="list-style-type: none"> • The oval benefits from high-level floodlighting. Spectator viewing is around the oval and from the main pavilion (under the cover area on the paved apron, albeit not raised above the oval). • A children’s play area adjacent to the netball court providing for toddlers and young children with no shade over. • The clubhouse is a brick structure with adequate function space overlooking the football oval. • The football changing facilities are benched (fixed to the floor) and carpeted. The carpet shows signs of wear and tear, and cleaning will likely be an issue. • Changerooms are in reasonable condition but lack gender-neutral design, although dedicated ladies' changerroom areas have been provided. • Storage within the building has been identified as a potential weakness, but overall, the space's appearance and flexibility are relatively good and serviceable. <p>Potential options: The site is relatively unconstrained and provides the main social hub for the community in addition to the Calingiri Sports Club Inc. As a relatively modern facility, it benefits from many contemporary activity areas. As the most significant active sporting ground within the Shire, ongoing asset maintenance, upgrade and extension of the sporting space will be required. Consideration should be given to expanding the court space and upgrading infrastructure servicing the two main oval spaces, together with improved technology and potentially replacing the playground area to provide a more contemporary all-ages play area.</p>
<p>Calingiri Emergency Services Building and Calingiri Playgroup</p>	<ul style="list-style-type: none"> • A relatively old facility with detached toilets to the rear. • To the front of the building are service bays for the St John’s Ambulance and Freemasons Emergency Services, upgraded through funding from the Federal Government (Nation Building Grant). <p>Potential options: Retention in place but considered as part of the broader Townsite Master Plan</p>
<p>Calingiri Sport Club Inc.</p>	<ul style="list-style-type: none"> • Located to the southeast of the golf course and adjacent to the disused bowling greens which lie to the east. It is part of the former sports precinct, which included netball, basketball and tennis courts, which have also fallen into disrepair. • The building is old and of a traditional sports club design. It has a central function space that is carpeted throughout, and side areas are serviced by a bar and kitchen. <p>Potential options: Overall, the building has an extensive footprint, which provides a centralised social connection for residents. The current sporting capability and use is unlikely to sustain the sporting club, and a focal point should be provided on potential alternative use and rationalising the building footprint to service the future campsite and golf course. This, however, would require significant investment and cannot be achieved without master planning the central town site to incorporate the recreation centre, courts and playgrounds.</p>

<p>The Yerecoin camp site and tennis court (x4) facilities</p>	<ul style="list-style-type: none"> • The tennis courts, which benefit from high-level floodlighting and fenced surround (2.5m), are well maintained and provide a valuable community resource. A small well-maintained clubhouse is located to the north of the courts. • The site includes the Yerecoin Community Federation Playground, covered seating area with brick paved entry, public ablutions which service both the tennis facility and adjacent camping area. • The camping area contains open field access with a limited number of powered site capability. <p>Potential options: The site is relatively unconstrained and provides the main camping and event site for Yerecoin. Ongoing maintenance and support for future event infrastructure will be required. Consideration should be given to the viability of the shire supporting this further should a need be demonstrated.</p>
<p>Yerecoin Golf Course</p>	<ul style="list-style-type: none"> • The clubhouse is an old building lacking effective maintenance, being of brick and panel construction with a colourbond roof structure. • The course is clearly maintained with sand greens in a reasonable condition. <p>Potential options: The site, while offering a local sporting opportunity, requires significant investment in key infrastructure, which should be considered subject to an explicit need being proven. Improving the functionality of the clubhouse would be beneficial subject to clarification of future likely usage and attractiveness to tourists and competition use.</p>
<p>Yerecoin Hall</p>	<ul style="list-style-type: none"> • A small community hall was built in 1952 and is centrally located within the Yerecoin settlement. • The hall incorporates images of local history and events. While limited in size, the hall provides a valuable asset for current fitness classes and meetings/socialising/events. <p>Potential options: Retention in place as the key settlement meeting and recreational centre. Requiring shire assistance.</p>
<p>Piawaning Hall and Courts</p>	<ul style="list-style-type: none"> • The tennis court provision is in an extremely poor state of repair with the courts cracked and fencing surround damaged. • The adjacent clubhouse provides a shaded concrete plinth used as a viewing/BBQ area. The kitchen is functional, has a good level of storage, and provides a viable space to support the annual event(s) at the site. • Piawaning Hall provides clean, and serviceable public toilets, which are of brick construction. The hall incorporates a stage area with timber flooring throughout. • Includes a recently developed water harvesting project. <p>Potential options: Retention of the Hall and serviceable BBQ and kitchen area as the key meeting and recreational centre with the capability of supporting ongoing annual event commitment. This requires an ongoing maintenance commitment. There is a need to review whether there is a need for the extent of court space and/or flexibility of use for a range of sports or just to be re-surfaced and utilised as an event space hard standing.</p>

<p>Mogumber Hall and Sports Ground</p>	<ul style="list-style-type: none"> • The single sporting oval space is currently in a poor state of repair and overgrown in areas but is the only public space in Mogumber available to support community facilities. • The site is managed by Mogumber and Districts Progress Association on behalf of the Shire. • Campers and Caravaners are permitted to locate overnight on the site and are charged through an honour system. • Public conveniences have been upgraded with new urinals in the Men’s and tiling, but the overall appearance is tired and dated. The female toilets show signs of significant damage and lack contemporary features. • While ageing, the structure of Mogumber Hall is sound, functional, and reasonably well maintained (albeit the corrugated walling is damaged in places). <p>Potential options: Retention of the Hall and serviceable BBQ and kitchen area as the key meeting and recreational centre servicing the local area. Ideally, improved direct access with the provision of a walkway from this public space / camping area to the townsite is recommended to ensure the services are strongly aligned to support community social and event activities. Bushwalking would also be beneficial as a recreation activity for the Mogumber region with the camping area as a base camp.</p>
<p>Gillingarra Sports Ground and Community Hall</p>	<ul style="list-style-type: none"> • The community hall is relatively large, and additions were made to the building to provide male and female toilets sheltered from the elements. • There is a detached public toilet block to the rear of the main hall, which is ageing and in a poor state of repair (it could potentially be removed, given the more contemporary toilet area). • Although the community centre was not available to inspect internally, it was evident that storage space was an issue, with tables and chairs stacked in the main hall. <p>Potential options: The focal point for future investment should be to support the ongoing viability of the hall as a community meeting place, social connection for the local community and events/festivals. Future master planning of the site to rationalise and repurpose current redundant infrastructure should be considered.</p>

3. Consultation Outcomes

This section summarises the consultation process which was undertaken by Shire Officers with all Progress Association and User Groups in late 2023 and early 2024. The groups consulted were requested to provide responses to a questionnaire which covered the following areas:

- Benefit of living within the Shire
- Biggest disadvantage of living within the Shire
- Overview of community’s use of town facilities
- Usage within the last 5 years
- Programs and services the Association/group/club wish to operate
- Intend to undertake in the future
- What would they wish to see if there were unlimited resources / capability
- Where do they require assistance from the Shire
- What are the gaps in the local community
- How would you use facilities if each Townsite were to provide a relatively unique service
- Commitment that can be provided to support future growth

A summary of the Positives and Negatives which emerged is provided in Table 4:

Table 3: Summary of Positives and Negatives

Positives:	Negatives:
<ul style="list-style-type: none"> • The natural environment • Close proximity to the Metro Area • Unique history across the Shire • Events and socially connecting • Strong community – close knit • Small town security • Diversity of the Shire • Volunteer Enthusiasm • Affordable living • Potential partnerships with neighbouring local governments 	<ul style="list-style-type: none"> • Small-town politics • Too close to the Metro area • Strain on Volunteers (too few and onerous) • Reducing and ageing population • Elderly residents are often forced to move due to limited close by access to health care service. • Limited amenities and few businesses • Communication • Services (water/power/internet) unreliability • Level of maintenance of Shire assets

A summary of the key outputs is provided at Table 5 below:

Table 4: Summary of Key Consultation Outcomes by Townsite

	Key Facility Requirements	Required Shire Support
Calingiri	<ul style="list-style-type: none"> • Support (connection) for youth services in the community • Social activities/health/seniors • Interactive contemporary play spaces • Additional funding, grant application support/resourcing. 	<ul style="list-style-type: none"> • Future growth of sport and recreation activities and events in Calingiri • Fundraising in conjunction with Shire • Increased collaboration

	Key Facility Requirements	Required Shire Support
	<ul style="list-style-type: none"> • Hockey – better upkeep of oval and financial assistance. • Netball – second court and upkeep • Football – facilities upgrade and collaboration • Sports Club – upgrade and expansion 	<ul style="list-style-type: none"> • Volunteering
Bolgart	<ul style="list-style-type: none"> • BCWA – Funding and more activities for seniors, youth and children - desperate need of a new playground • BBC – Insurance for bowling surface • Senior Services • BGC – Assistance with maintenance – fix up greens and renovate fairways 	<ul style="list-style-type: none"> • Volunteering • Fundraising
Gillingarra	<ul style="list-style-type: none"> • Setting up outdoor exercise equipment • Water point for cockatoos / Secure water supply to buildings • Gillingarra Church building returning to the local community 	<ul style="list-style-type: none"> • Facilities used to their full capacity • Bushwalking Trails • Fundraising and promote Gillingarra and facilities.
Mogumber	<ul style="list-style-type: none"> • Water supply • Response to request for assistance/help with negotiations • Maintenance to oval and cricket pitch • Mogumber Outback Club – tourism promotion • Extension of library services • Expanded equine activities/arena surface (purpose built) 	<ul style="list-style-type: none"> • Volunteering, Financial commitment • And Fundraising • Mogumber Outback Club – tourism promotion
Piawaning	<ul style="list-style-type: none"> • Water and digital connectivity • Pool resources with other community groups 	<ul style="list-style-type: none"> • Shire attendance at meetings/resolve long-standing issues • Volunteering, Financial commitment • Fundraising
Yerecoin	<ul style="list-style-type: none"> • Public toilets and playground • Assistance with funding and in-kind for previous to occur • More for seniors/youth/children • Closure of the tavern – loss of a hub • Facility for future events in the area • Golf and Darts – upgrade to clubhouse/storage/shed 	<ul style="list-style-type: none"> • Happy to help with all things to see community grow. • YTC - Enthusiastic volunteer base but limited financial capability
New Norcia	<ul style="list-style-type: none"> • Business As Usual 	<ul style="list-style-type: none"> • Business As Usual

In addition, there are some overarching themes which emerged, which include:

- A significant number of assets are ageing and needing upgrade or replacement, having reached a critical stage in their viability.
- The extent of investment required to upgrade existing assets is unlikely to be affordable without a long-term sustainable investment plan, which will need to be supplemented through significant grant/state government investment commitment. This is also critical to the delivery of the Shire's Long-Term Financial Plan.
- The sporting spaces in Calingiri and Bolgart service a shire-wide demand. Limited investment is required in other sporting ovals and court spaces, which largely facilitate annual events and occasional use. Except for the tennis facilities at Yerecoin, the court space is not viable and should be removed/repurposed.
- The need to coordinate shire events to promote and attract visitors to the area.
- Future development considerations within the Townsites relate to minor investment in children's play space and shade.
- There is a strong commitment to providing volunteer resources across all areas but a concern that the succession planning is limited and new volunteers are not coming forward sufficiently.
- Focus on areas of excellence within the Town rather than providing the same facilities.

4. Shire Wide and Townsite Considerations

Based on the outcome of the research and consultation process, a series of priorities emerged. These included:

Considerations	Justification
<p>The need to develop guiding Principles for investment:</p>	<p>Currently, there are no guiding principles and a lack of clear direction for Progress Associations, sporting clubs, and user groups. As a minimum, this expectation should be confirmed through each MoU when reviewed, as it is the core guiding document establishing roles and responsibilities. The shire should continue to enable community groups to manage and maintain facilities on behalf of the Shire with minimal intervention. It is suggested the guiding principles should incorporate:</p> <ul style="list-style-type: none"> • Equity of access/Non-discriminatory. • Management of assets – responsibilities. • Self-sufficiency and good governance. • Recognising in-kind support. • Working in partnership with community groups (as per the current MoU approach)
<p>Consolidation of existing facilities, rationalisation and future financial viability by reducing the ongoing commitment to an extensive asset base.</p>	<p>Key facilities which need to be rationalised include:</p> <ul style="list-style-type: none"> • Calingiri – Remove the disused courts and bowling green, and relocate the Caravan Park. Review the future of Calingiri Sports Club Inc. and consolidate sporting investment within the sporting precinct. Rationalising existing infrastructure elsewhere and repurposing the land informed by a Master Plan for sporting reserve/Townsite. Youth provision could be considered within Calingiri as a strategic investment subject to the outcome of the Master Plan and alignment with opportunities to consolidate youth development at Bolgart. • Bolgart—Remove disused courts (at the golf club and adjacent to Bolgart Hall), remove surplus infrastructure (including the playgroup building), and focus the Bolgart Hall precinct on youth, heritage, and events. Prioritise investment in storage and maintenance and continuation of seniors' activity and provision/historic profiling. • Piawaning - removal of disused courts. • Yerecoin—Rationalise and enhance the golf infrastructure in partnership with the golf club, and support tourism capability by recognising the existing strong volunteer capability and limited need for additional investment. • Mogumber—Consolidate infrastructure as far as practical and improve walkway connectivity to the oval/campsite. Consider consolidating the library and postal service within the Mogumber Townsite.

Considerations	Justification
	<ul style="list-style-type: none"> Gillingarra - Remove disused courts and cricket wickets and focus on the future viability of Gillingarra Hall in partnership with the Gillingarra Sports and Recreation Club. While maintaining the oval and repairing the wicket was identified, there would be a lack of investment return to justify the intervention though mowing of oval will continue. New Norcia – Support for its tourism value.
Volunteer Support Program and Grant application/writing assistance – resourcing.	Most user groups have indicated this is currently a weakness/gap.
Building capacity and succession planning.	Most user groups have indicated that this is currently a weakness/gap. Intervention through training and development programs will be necessary.
<p>Confirm minimum standards of provision and focus for each town site:</p> <ul style="list-style-type: none"> Bolgart and Calingiri – Strategic Centres. Shade/Storage/Wi-Fi/floodlighting/Facility modernisation/ upgrades. Business Case for investment/weighting system 	<p>Given Bolgart and Calingiri's population base and the extent of their sporting and recreation infrastructure, these centres could be the focus of future sporting provision.</p> <p>Piawaning, Yerecoin, Mogumber, and Gillingarra are secondary population centres where assistance should be provided to support ongoing annual events and help the community manage and maintain the community's current community hall infrastructure.</p> <p>Future investment commitments should be underpinned by a Business Case, with the financial, social, and environmental return on investment aligned to the Shires Integrated Strategic Community Plan outcomes.</p>
Partnership with neighbouring local governments to gain access to infrastructure which is not readily available to Shire residents	While this may have benefits, funding across local government boundaries in all but exceptional circumstances (waste and shared services such as statutory planning, environmental services, parks maintenance etc.) rarely work, and when they have been put in place, generally fall by the wayside due to the lack of monitoring, limited transport capability and rates being expended outside of the local government's jurisdiction to the detriment of local services.
Promotion and coordination of events and activities.	Most user groups have indicated this is currently a weakness/gap. Opportunities exist to develop promotional apps linked to event details, accommodation and service offerings. This would require resources to be allocated to its ongoing management.

5. Recommendations

This section identifies the development principles, policies and standards of provision together with recommendations in respect of current facility infrastructure and prioritization process. The timing of the following recommendations has been split into the following:

- Immediate (I): Within the next 0 to 2 years
- Ongoing: Regular intervention and updating
- Short Term (S): Within the next 1 to 4 years
- Medium Term (M): Within the next 5 to 10 years
- Long Term (L): 10 years plus

Table 5: Operational and Facility Specific Recommendations

No.	Recommendation	Rationale	Timing
Principle and Business Processes			
1	<p>As a key principle, the Shire will focus future investment on:</p> <ul style="list-style-type: none"> • Community based sport and recreation infrastructure at Calingiri Sporting Precinct to serve the broadest usage base. • Seniors-based sport and recreation infrastructure at Bolgart. • All other towns need to improve their capability of delivering annual events, tourism and business opportunities, and local social connectivity. 	<p>The Calingiri facility currently provides one consolidated co-located sporting and event facility that makes the most effective and efficient use of resources. Similarly, the Bolgart Bowling Club and Golf Club provide co-located activities with a strong senior membership base. Future investment will focus on enhancing the functionality and capacity of the facilities.</p> <p>Social, tourism and economic outcomes will be the focal points for investment in other townsites, with each identified based on the current focus of specific event activities.</p>	I
2	<p>The Shire is to apply a weighting system to requests of the Shire for assistance (whether to secure investment under existing funding programs or other requests for support). Resources will be allocated based on:</p>	<p>Currently, the Shire does not have a process in place to prioritise investment decisions, so it is required to respond to a series of ad hoc requests. It is important to establish a prioritisation process in accordance with a</p>	S

No.	Recommendation	Rationale	Timing
	<ul style="list-style-type: none"> those priority projects identified which are likely to increase the use of existing facilities, the effective management of assets, Potential for success in grant submission processes and providing services where specific needs have been proven. Applications which align with the guiding principles will be given the highest priority (see section 6 above). 	series of guiding principles that will assist future budget planning and grant funding requests.	
3	Investment in Sport and Recreation facilities will be prioritised (except in exceptional circumstances) for the provision of multi-use facilities that meet the community's needs.	The co-location of users groups is a high priority to minimise ongoing servicing and asset management costs.	S-M
4	<p>Current leasing and MOU arrangements which are due to expire between 2024 and 2026 are to be reviewed to ensure there is consistency across all current and future agreements. Through this process the focus will be on maximising the use of all facilities and ensuring the asset maintenance / management obligations are clearly understood by all parties and appropriate funding is set aside as part of the agreements (including the capability to fundraise locally through events to offset ongoing operational and asset management costs). The Shire in consultation with Progress Associations, Sport and Recreation groups will develop a minimum level of service to be incorporated within MoU's which will include:</p> <ul style="list-style-type: none"> Maintenance obligations. Standard of pitch maintenance. Facility embellishments (shade, seating, drinking fountain, BBQ area, playground and viewing areas). Adhering to the principles of the Disability Access and Improvement Plan (DAIP). The Shire will commit to attend at least one Progress Association meeting per financial year. Agreed response of the Shire to notifications of faults in Shire properties. 	<p>The Shire recognises that current leases and MOU arrangements are subject to renewal and it is critical to maintain fairness and equity across all user groups, recognising the capability to manage and invest in infrastructure. They are in need of review and clarification will be required on the responsibilities of each party and potential alignments to identified shortfalls through the consultation undertaken to support this plan.</p> <p>Investment in sport and recreation facilities can only be undertaken in accordance with the budget capability of the Shire. This needs to ensure a consistent and equitable level of provision for all user groups and be aligned to the Shires Long Term Financial Plan.</p> <p>All functional facilities wherever possible should be brought up to standard in meeting the Shires obligations in complying with Australian Standards and commitments under the DAIP.</p>	S and Ongoing

No.	Recommendation	Rationale	Timing
5	<p>In addition to the review of the leases and MoU's with clubs and Progress Associations, the Shire will facilitate the development of business plans which identifies their commitment to the development of their sport/facility/service/activity. These plans will seek to clearly establish facility requirements and rationale for potential future investment. This will assist in substantiating the business case and prioritising future intervention and potential investment on an annual basis.</p>	<p>The current lack of available business plans and clarity on facility requirements means that priorities cannot be easily determined. It is important to ensure that these are documented to support any future Shire investment and support through the grant funding process/application.</p>	Ongoing
6	<p>Where proposals are put forward for asset improvements, these should be accompanied by a simple business case which identifies:</p> <ul style="list-style-type: none"> • The requirement for infrastructure improvement based on an identified need having regard to the likely increase in participation/gap in service provision. • The financial costs of any development. • The improved operational management and performance (including the implications on asset maintenance and replacement costs). • An income and expenditure plan to identify how the operational, servicing and replacement costs are to be met. <p>The implications on the Shire's Long Term Financial Plan which will need to be adjusted to reflect any changes in priorities for investment.</p>	<p>It is important that the Shire are able to prioritise project investment based on the best available information to hand. The Shire in future will only consider applications for funding where they are accompanied by a realistic business case identifying the benefits which are likely to be delivered through the investment being sought.</p>	Ongoing – Case by Case
7	<p>A regular asset review of all facilities leased or managed by agreement under the MoU's will be undertaken to ensure they are appropriately maintained in accordance with recognised standards for the asset lifecycle.</p>	<p>The Shire is committed to managing risk by reviewing sport and recreation assets on an annual basis and taking the appropriate action to rectify deficiencies through planned investment within its Long-Term Financial Plan.</p>	S and Ongoing
8	<p>Assistance to sports clubs and recreational groups/organisations will be supported in upgrading/enhancing facility provision in accordance with the Shires Prioritisation Program. Priority will be given to those clubs/ Progress Associations/organisations/ that demonstrate good governance and open and transparent management practices in seeking grant funding will be provided. This will be subject to the club/organisation first having secured or</p>	<p>Priority will be given to those clubs/Progress Associations/ organisations seeking to attract external funding and where they can demonstrate fair and equitable business practices and are identified as a priority under the assessment criteria referenced at No.2 above</p>	S and Ongoing

No.	Recommendation	Rationale	Timing
	being in the process of securing the required level of funding in accordance with the relevant program guidelines.		
9	The Shire, in conjunction with its sport and recreation clubs and Progress Associations/Organisations, will seek to market, promote and coordinate events and activities.	Promoting events will assist clubs and organisations in enhancing their revenue streams and overall viability.	S-M
10	The Shire will facilitate a coordinated program of support for clubs and organisations to support volunteer growth and build capacity to maintain an appropriate level of sport and recreation service delivery for the resident population.	A range of volunteer clubs and organisational support programs are available through state government and State Sporting Associations, which require targeted coordination. The Shire is committed to supporting this process.	S and Ongoing
Specific Project Commitments			
11	The Shire is committed to establishing a Youth Steering Committee (YSC) where such matters, including sport and recreation, can be discussed and reviewed, and they can be directly consulted on the future Master Planning of Youth-based infrastructure.	Future youth provision must be contemporary and meet the cohort's specific needs. This will enable the Shire to develop a sounding board for youth initiatives.	I
12	Redevelop the tennis court next to Calingiri Sports Club Inc. for multi-use and in a reduced form if necessary, informed by the YSC.	The YSC could support the design and development process as an immediate project consideration. However, this should not compromise the long-term Master Planning for the precinct, referenced at No.19 below.	I
13	Finalise the planning work on releasing the Gillingarra Community Church to the Gillingarra Sports and Recreation Club (GSRC) following the terms of the MoU.	The GSRC has expressed this desire through the consultation process. Through the agreed MoU, the Shire is committed to working with the GSRC to bring the Church building back into community use through external funding opportunities.	I

No.	Recommendation	Rationale	Timing
14	The Shire will commit to developing a new cricket pitch at Mogumber to ensure equity in the provision of sporting infrastructure servicing all townsites.	This replaces the existing facility, which has fallen into a state of disrepair.	I
15	The Shire will facilitate the replacement of water tanks to supply the building at Gillingarra.	To ensure the Shire townsites have adequate water supply to meet their ongoing needs.	I
16	The Shire will evaluate the cost and development options available to refurbish the Basketball and Skatepark at Bolgart subject to a need being demonstrated.	As an immediate project consideration, the design and development process could be supported by the YSC.	I
17	<p>To support community events, sports and recreation activities, the Shire will develop a sponsorship policy with a view, as a minimum, to providing the following resources to the named community groups over the next two years outside of its community grants program:</p> <ul style="list-style-type: none"> • Annual contribution of \$5,000 to Piawaning Expo • Annual contribution of \$5,000 to Mogumber Rodeo • Shire sponsored Tennis Day \$1,000 • Shire sponsored Golf Tri-Cup \$400 • Shire sponsored Bowling Day \$400 <p>These commitments will be subject to agreement and reporting requirements related to the levels of visitors attracted from outside of the shire, participation levels and potential economic benefit of the investment.</p>	<p>While the Shire is establishing a series of MoU's and related agreements, together with the business processes identified above, investment will be made in key events outside the traditional grants program. This will bridge the gap in the planning process and ensure that those community events in greatest need are supported on an ongoing basis and are not reliant on the outcome of a Shire decision-making process.</p> <p>It will also be expected that where equipment is purchased which may be shared with other user groups, a process will be established to enable other groups to hire such equipment.</p>	I
18	The Shire will commit to investing in temporary infrastructure to enable transitional activities for events to be undertaken seamlessly (fencing, gates, barriers, storage units), and seek to develop event plans in advance of events with key partners to reduce approval processes generally.	The event providers have highlighted a significant concern regarding engagement and the cost of hiring event infrastructure. This could be offset through resourcing through LotteryWest or alternative sources and stored locally for a minimal hire charge.	I
19	A Precinct Master Plan will be developed individually for Calingiri (Town Centre to incorporate disused courts, recreation centre, playground and	Each of the identified townsites has redundant infrastructure, which inhibits future investment. Over	M

No.	Recommendation	Rationale	Timing
	Sports Club), Bolgart (Bolgart Hall and surrounding heritage and sports precinct), Gillingarra (Oval and court site) and Mogumber (Oval) to ensure future investment is planned efficiently and effectively in accordance with community and event need and its alignment to reducing ongoing risk and asset management/ maintenance burden.	time, these facilities must be rationalised to improve efficiency and reduce risk.	
20	The introduction of smart technology and the development of a Shire marketing App to promote events and ease the booking process across all bookable spaces will assist in the efficient management of assets, capture usage data, and report annually on the value return of any investment.	Significant opportunities exist to use low-cost smart technology to obtain data on use and control service costs/energy efficiency on each of the sport and recreation sites. This opportunity will be explored through funding via Tourism WA/LotteryWest.	S-M
21	The Shire will reduce investment in single-use buildings and facilities and review the replacement of assets when they reach the end of their viable life. In particular, the capability and need of the detached ablutions at Bolgart Hall, Mogumber Hall, Gillingarra Oval, and Camp Park areas will be reviewed and potentially removed when they reach the end of life, where sufficient ablutions may be accessed within close proximity.	The Shire manages, maintains, and cleans various ablutions throughout the Shire that are reaching the end of their viable life and need replacement/ removal or integration within a broader precinct master Plan.	Ongoing
22	External investment will be secured to upgrade the changing infrastructure at the Calingiri Sporting Precinct, providing gender-neutral facilities to meet the needs of all user groups and rationalising the existing footprint.	As funding becomes available, opportunities to upgrade changeroom infrastructure to all gender facilities will be pursued.	S - M
23	The Shire is committed to developing the Trails Plan to provide effective walking connectivity between Townsites and will seek the appropriate level of investment from external funding agencies to deliver the Plan with appropriate signage and end-of-trip facilities and achieve the desired outcome.	As funding becomes available, opportunities to develop the Trails Plan in a phased manner will be explored to increase connectivity, bushwalking or wildflower/bird watching and provide an attractive Tourism opportunity to support community events and businesses.	Ongoing
24	In recognition of the community's commitment, the Shire will assist the Mogumber Outback Club (MOC) in establishing a private recreation venue at its current location.	This is an objective of the MOC but would not be considered a core responsibility for the Shire to manage and maintain. Opportunities may exist to rationalise the	S

No.	Recommendation	Rationale	Timing
		library and post office function, subject to consultation related to the potential opportunity.	
25	The Shire will work with the Piawaning Expo and Piawaning Progress Association to rationalise the current site infrastructure, determine the investment required to facilitate its ongoing growth and ensure that an event plan is in place to minimise time loss during the annual approvals process.	As an important Shire event attracting visitors to the community, the financial implications and potential benefits will need to be explored in detail. The Shire will seek to understand the cost of additional storage and resourcing implications.	S
26	The Shire is committed to exploring opportunities to expand and develop the gym space and will review on an ongoing basis in accordance with customer throughput and use with the gradual expansion of the service through the purchase of equipment outright and being an ongoing budget commitment.	The current gym meets an ongoing need that is not provided elsewhere within the town site. However, the purchase of gym equipment and ongoing maintenance has a cost risk associated with it if in high-use areas. Opportunities to hire equipment to ensure it is updated and replaced on a regular basis are to be explored, but this may not be the most viable solution. The use of the redundant squash courts is considered a good option pending the development of a precinct master plan.	Ongoing
27	The Shire will assist Bolgart Bowling Club in sourcing funding to develop a permanent roof over the bowling green.	It would increase the functionality and Sunsmart capability of the facility as a core provision for seniors.	S-M
28	The Shire will commit to investigating the option of providing a community bus for use (by authorised and qualified community drivers) to ensure access to key sport and recreation infrastructure can be maintained and provided.	While car ownership within the Shire is high, seniors and youth are likely to have access issues to infrastructure and services, which are to be focussed on Calingiri and Bolgart and outside of the secondary Townsites. The community bus would provide a lower cost impact than the duplication and provision of facilities, which would have limited usage.	S-M

Warranties and Disclaimers

The information contained in this report is provided in good faith. While Otium Planning Group has applied their own experience to the task, they have relied upon information supplied to them by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence' and as such these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

There will be differences between projected and actual results, because events and circumstances frequently do not occur as expected and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite or guarantee the achievability of the projections as it is not possible to substantiate assumptions which are based on future events.

Accordingly, neither Otium Planning Group, nor any member or employee of Otium Planning Group, undertakes responsibility arising in any way whatsoever to any persons other than client in respect of this report, for any errors or omissions herein, arising through negligence or otherwise however caused.