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OPEN SPACE STRATEGY

VOLUME 1

THE STRATEGY PLAN

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1.0 Executive Summary

The Mornington Peninsula is well known for its natural beauty and diversity of open space including a spectacular coastline of over 190km, significant bushland and natural vegetation areas as well as a range of recreation and sporting facilities.

Its proximity to the Melbourne metropolitan area means that the Mornington Peninsula is a popular destination for day and short-term visitors as well as being an attractive place to live, with an increasing number of people choosing to retire to the Peninsula for lifestyle reasons.

The Mornington Peninsula is made up of a diversity of communities, offering a vast range of lifestyle choices and experiences including open space activities and opportunities. Throughout this study, research has suggested that residents in the Mornington Peninsula Shire greatly value their natural environment and have developed a real ‘sense of ownership and community’ around many of the special features within the environment.

This strategy was prepared because of a need to identify planning and development issues and priorities for a region that has a diverse number of competing open space demands. It is recognised that an appreciation of issues that are confronting the organisation and the community had to be fully understood by all stakeholders, so that a co-operative and integrated approach to ongoing management could be achieved.

The vast number of open space assets, the complexity of associated issues, and the number of agencies and individuals that have a role to play, makes the planning management of open space in the region a intricate process. There are varied perceptions about priority issues and actions, brought about in part by the range of motivations that bring people to live and recreate on the Peninsula, and the various interests and requirements associated with managing a unique and sensitive environment.

This project has identified a diverse range of environmental, social, recreation, visitor and resident needs, and provides a framework for addressing these needs.

The strategy has been developed in three volumes.

- Volume 1* ‘*The Strategy Plan*’
This volume provides the key directions for the planning and management of open space including the vision, key direction statements, and the recommendations
- Volume 2* ‘*The Basis of the Strategy Plan*’
This volume includes background information, project methodology and, and the project findings
- Volume 3* ‘*Planning and Policy Framework*’
This volume is a working document that categorisation criteria, management and development frameworks for each open space type and policy and procedural frameworks.

Open space areas have been categorised and defined as follows. These definitions form the basis of the planning and development framework that has been developed, for each open space type, and should form the basis for future open space planning projects.

CATEGORY

DEFINITION

Bushland Areas	These are open space areas that that have a primary function and priority of preserving the natural environment, and enhancing the quality of native bushland. These areas have a secondary priority relating to recreation use and access. These areas include waterways, wetlands and natural areas within parks and reserves.
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Foreshore Areas	<ul style="list-style-type: none"> • These are areas of coastline and associated beaches, bushland or dune landscape. They attract a range of uses by local residents and day to long term tourists, and will include such features as trails, camping facilities, high level of infrastructure that clearly defines activity areas/nodes, with associated vehicle parking and access carriage ways. May have commercial activity (e.g. boat hire/tourist attraction) or club facilities (e.g. sailing, life saving) <p>Community infrastructure and amenities are also common in foreshore areas, eg, playgrounds, skate facilities, picnic facilities, public toilets, parkland features, etc., or can also include conservation areas that have restricted access to preserve conservation values. The Shire's foreshore areas are also acknowledged for their cultural and heritage significance.</p>
Parks	These are open space areas that cater for less structured recreation activities and include such amenities as playgrounds, skate facilities, picnic areas/facilities, seating, shade structures or treed shade areas, pathways/trails, with associated vehicle parking and access carriage ways.
Roadside Reserves	These reserves form part of a transport corridor and exist to form a buffer between the road carriageway and neighbouring properties, or in reserve for future road provision. The additional benefits provided by these reserves include opportunities for preserving and enhancing environmental values, and for recreation use.
Sporting Reserves	These are reserves that provide for the needs of a range of outdoor sporting and recreation needs in the community. Reserves may be multi-purpose and cater for a range of activities including playing fields, courts, bowling greens, hockey pitches etc., or they may cater for only one activity as in the case of Golf Courses, Equestrian facilities, with associated vehicle parking and access carriage ways.
Trails	These are linear or 'loop' linkages that connect, sites of social, cultural or recreational significance, or they can exist on a smaller scale within parks. They play a significant role in providing recreation opportunities, community access to facilities, and in the provision of vegetation and habitat corridors.
Undeveloped Allotments	These areas are typically those associated with the provision of utility services e.g. transmission lines, drainage easement, water pipelines.

A summary of findings relating to each of the open space types is provided in *Volume 2* of the strategy. More detailed notes from discussions with stakeholders is attached as *Volume 2 - Appendix 1*, and a summary of relevant documents and their implications for the strategy is attached as *Appendix 3*. Recommendations have been developed in response to the findings, and are in this volume (*Volume 1*) of the strategy.

The following table provides a summary of the issues that have emerged during the preparation of the open space strategy, and the type of open space area to which they relate. Issues and opportunities that emerged across a number of open space types have been listed in the 'Open Space General' category.

Issue	Open Space general	Bushland Areas	Foreshore Areas	Parks	Roadside Reserves	Sporting Reserves	Trails	Un developed Areas
Council support to community groups		√	√					
Committee skills and knowledge		√	√			√		
Management Plans & Master Plans		√		√		√		
Planning/ Management Information & awareness programs	√	√	√	√	√	√		√
Commercial Sector			√	√	√	√	√	
Access	√	√	√		√			
Lifestyle / Unique	√	√	√		√			

environments								
Partnership Opportunities	√	√	√	√	√	√		
Participation/Development	√					√		
Capital Works			√	√		√	√	
Maintenance	√	√				√	√	
Schools		√		√				
Specific age groups	√							
Dogs in public places	√							

The implementation of the strategy is going to require strong and well managed partnerships between Council departments, state government agencies, residents, ‘friends’ groups, clubs and committees of management, and peak sport and recreation associations. Managing the relationship between all parties will be a significant task in itself, however the benefits, particularly in terms of ‘value adding’ to Council resources, will be enormous.

The future challenges for Council in relation to open space include:

- Ensuring a sustainable natural environment while accommodating increased visitation and population growth
- Encouraging and managing community and agency partnerships in the development and maintenance of open space areas
- Providing open space opportunities and infrastructure for local communities, the Peninsula as a region and visitors to the Shire.
- Ensuring that various departments both within and external to the Shire work in an integrated and coordinated way to manage and develop open space
- Ensuring fair and adequate access to open space areas and key destinations throughout the Shire
- Continuing to maintain and upgrade sporting reserves in response to community needs and sporting trends
- Pursuing partnerships with groups, residents, public agencies, commercial providers and committees to ensure maximum resources are allocated to ensuring sustainability of open space for the future.

This open space strategy provides a clear picture of the current provision of open space and sets a framework for positive action and policy to guide the future provision of a sustainable open space network for the Mornington Peninsula.

2.0 Background

In May 1998, Council adopted its *Recreation, Culture and Open Space Strategy*. This document provides a general overview of the values of open space and provides basic principles for open space planning and standards. This plan also included the development of open space overlay maps for the municipality. There was a need to review the open space component of this document to provide more strategic directions in relation to a number of issues and demands.

The purpose of the study was to develop a strategic framework, in consultation with the community, so as to:

- Identify existing and potential open space in the municipality
- Classify open space types using agreed criteria
- Provide guidelines for the use and development of open space and associated facilities
- Provide analysis of needs, issues, gaps and duplication of provision
- Provide a user friendly mapping tool/system that integrates previous open space overlay maps, and audits, to support written and visual presentation
- Develop an Implementation Plan that includes timelines, identifies responsible agents, and cost implications

The following were identified in the project brief as key issues that needed to be considered as part of this study:

- Equity/Accessibility
- Natural heritage protection
- Cultural heritage protection
- Bushland protection
- The role of foreshore and coastal areas as part of the open space network
- Relationship of Council owned open space to open space owned and managed by other bodies
- Opportunities to enhance accessibility to open space areas through a shared pathway network
- Open space and development contributions
- Issues specific to specific age groups, local communities, changing social patterns

In summary, the Open Space Strategy will provide a basis for a planned approach to the provision of open space amenities in the Shire, and in particular will ensure that:

- planning is not ad hoc
- management priorities and development is based on substantiated community need
- the diverse interests of the community are well represented during consultation
- resources are directed to priority areas
- a co-ordinated approach to the delivery of services is sustained
- there is integration with planning priorities and directions of other government agencies
- management roles and responsibilities are well defined
- partnership opportunities are identified and maximised

3.0 Strategic Framework

3.1 Relationship to Corporate Planning

Integrated Planning

The effective planning, management and development of Council auspiced services and programs requires an integrated and co-operative approach across the organisation. This is particularly relevant to the provision of open space amenities and services because of the number of departments within the organisation that play a key role in the planning, management and development of the very diverse range of open space areas.

The diagram on page 10 provides a simple, but important, representation of the important relationships that need to exist to ensure that open space planning is effective, responsive and relevant within the organisational context and for the community.

While it is appropriate for a department to take responsibility for a specific project, it is essential that all departments and staff that have a stake in the outcome of the project are involved.

The diagram clearly indicates for example, that while Asset Management may not have a large role to play in determining needs and community priorities, that department will have a clear understanding of the impacts of project outcomes, particularly in terms of maintenance demands and the resources to undertake works appropriately. These must be considered when determining priorities.

Within the strategic planning framework there must be a process that requires and allows for effective input, referral and review to each of Council's service planning projects, as opposed to these being developed in isolation. This will result in a fully integrated strategic planning process where each of the planning documents 'talk to each other'.

The Corporate Plan

The Shire is committed to developing quality and well planned open space environments and amenities that respond to the needs of residents, people that work, recreate or visit the Mornington Peninsula Shire.

This is reflected in Council's Vision,

'The Mornington Peninsula's unique characteristics and community lifestyles will be maintained and enhanced, and the Shire will continue to be a place where:

- Diverse communities can enjoy a quality lifestyle
- Environmental sustainability is applied as a guiding principle
- Social needs, ecological care and economic development are balanced and integrated
- High landscape quality is promoted and enhanced.'

(Reference: Mornington Peninsula Shire - Community Plan 2000/03, p1)

It is also reflected in key priority areas and associated goals, in particular:

- **Key Priority Area 1 – 'To Protect Our Environment'**

'Council will work in partnership with the community to manage the distinctive natural and built environment.' *(page 6)*

Goal 1.1.1 (Conserving the Coast, Areas of Agriculture and the Natural Environment)

'To encourage promote protect and enhance the conservation values of the Peninsula.'

(page 6)

Goal 1.1.2 (Conserving the Coast, Areas of Agriculture and the Natural Environment)

'To protect and enhance waterways systems within the municipality.' *(page 9)*

- **Key Priority Area 3 – 'To Service and Strengthen Local Communities'**

' Council is committed to strengthening its communities and will promote and provide quality services, facilities, programs and opportunities that foster community health and well being.' *(page 26)*

Goal 3.1.1 (Supporting and Strengthening Communities)

'To encourage and nurture a strong sense of community and provide fair and equal access to a range of quality services and opportunities for all.' *(page 26)*

Goal 3.4.1 (Enhancing Leisure and Recreation Opportunities)

'To promote support and develop a range of opportunities, facilities and programs that encourage community participation and healthy lifestyles.' *(page 29)*

Goal 3.6.1 (Celebrating Cultural heritage)

‘To protect, promote and enhance the unique cultural heritage of the municipality and celebrate the diversity of place and people within the municipality.’ (page 32)

By undertaking this Open Space Strategy, and putting in place a thorough community consultation process, Council is maintaining its commitment to ‘Provide Open, Accountable and Consultative Government’ (*Key priority Area 5*) and ‘To ensure that Council processes and policy making is open, transparent, responsive and accountable to the community.’ (page 41)

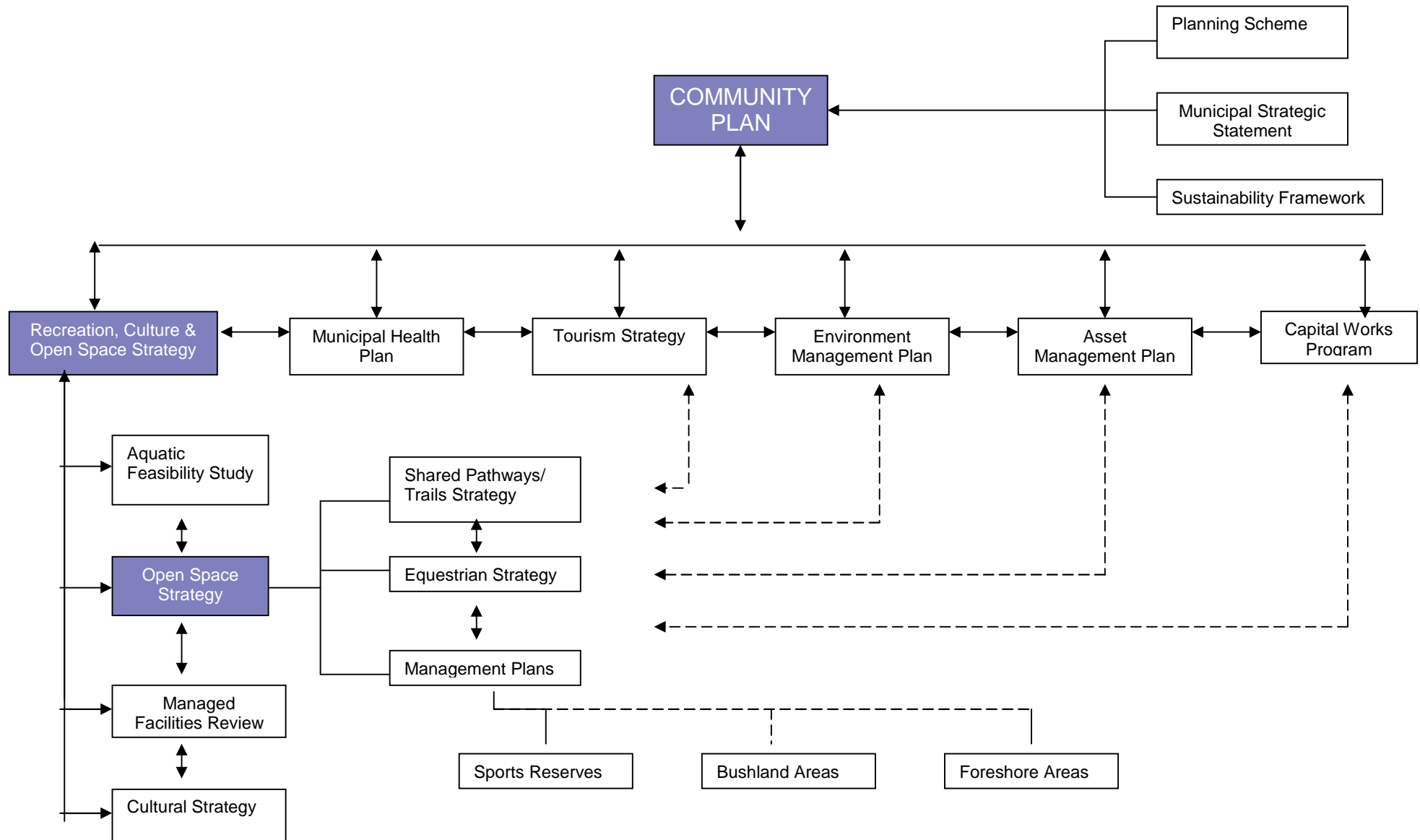
Open Space Planning

The management of open space and the delivery of associated services and infrastructure is a complex process.

In a region such as the Mornington Peninsula, this is further compounded by the extreme diversity of environment and recreation interests, the range of landscapes and open space types that require specific management regimes, the number of land management agencies that have a role to play in the planning and management of open space, the conflicts that arise out of the very nature of the geography of the area and associated settlement patterns, and community expectations regarding access to open space opportunities. These are but a few of the issues that the Shire has to grapple with in providing an effective and responsive open space planning and management role in the region.

The Mornington Peninsula Shire has completed a number of internal reviews, audits and strategic plans relating to open space and associated activities and amenities. These include foreshore management plans, bushland management plans, environment management strategies etc. An overview of these planning documents is included in the *Volume 2 – Appendix 3*, of this report.

Diagram 1 – The relationship of the Open Space Strategy with other corporate strategic planning documents and processes

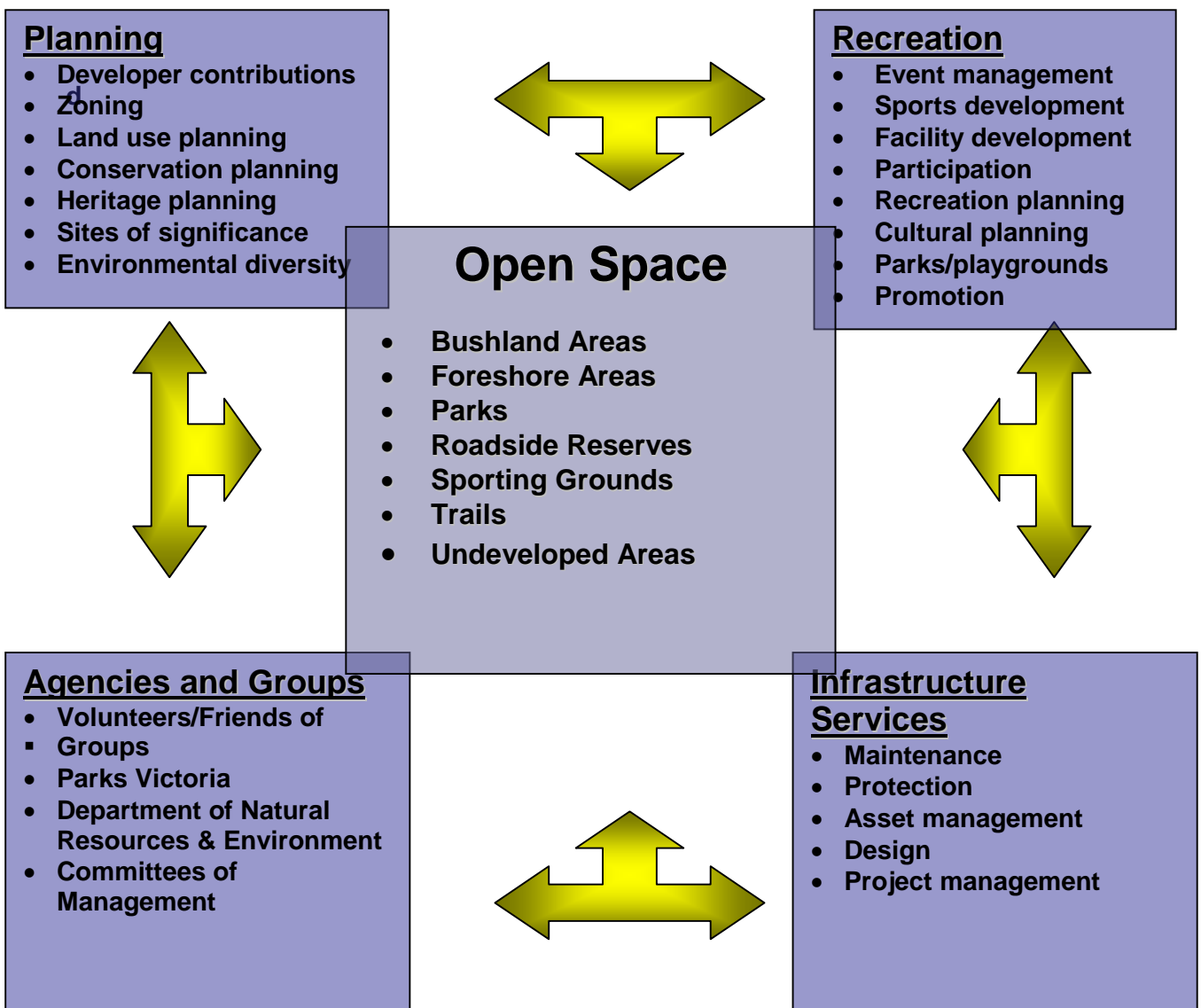


3.2 Management of Open Space

Open Space plays an important role in defining the Mornington Peninsula Shire and its communities. The management of open space is therefore an important function of Council, requiring input from many departments within the organisation, as well from external agencies.

There a number of departments within Council that play a key role in the planning for, and management of open space. It is essential that communication, co-operative work practices, and community development programs are well integrated across all functions. This will ensure that the advantages associated with the pooling of skills, knowledge, and community networks are maximised, and co-operative opportunities identified.

The following stakeholders map illustrates the diversity of roles associated with the management of open space, as well as the key areas of responsibility. It is important to note that all of the open space management roles and responsibilities are interdependent and impact on the quality of open space services and programs.



4.0 Vision and Guiding Principles

4.1 Vision

The vision for Open Space for the Mornington Peninsula Shire is:

A unique, well planned and integrated open space environment that is highly valued and offers a range of opportunities.

4.2 Principles to Guide the Planning and Management of Open Space

The following policy statements reflect the basis for the Shire's practices in relation to the planning, management, enhancement and protection of open space assets. They set the direction and framework for future policies, strategic planning and the development of open space, and have been developed from consultation with stakeholders and with reference to the Shire's Community Plan.

Principle		Application of the Principle
Community Involvement and Information		
1.	It is vital that the community is informed and aware of the benefits of open space and its values.	<ul style="list-style-type: none"> • The Shire will work with the community and other land management agencies to: <ul style="list-style-type: none"> - encourage positive and responsible use - develop community awareness on environmental, recreational, economic and heritage values - promote outdoor and healthy lifestyle opportunities - provide education and information programs for community groups managing public open space assets - co-ordinate the development and distribution of information
2.	A community that is engaged in decision-making for the future of open space will be more committed to positive outcomes.	<ul style="list-style-type: none"> • The Shire will play a key role in facilitating effective consultation with all sectors of the community • The Shire will continue to support community groups and individuals assisting in the development and management of open space
Participation and Partnerships		
3.	Use and management of open space by the community is enhanced when actively promoted and supported.	<ul style="list-style-type: none"> • The Shire will actively promote and support the use of open space by a range of age groups, abilities, and people with specific needs
4.	Partnerships and alliances with land management agencies and private landowners will encourage broad and consistent support for open space.	<ul style="list-style-type: none"> • The Shire will actively seek and develop partnerships and mutually beneficial alliances with other land management agencies and private landowners to: <ul style="list-style-type: none"> - identify opportunities to increase access to recreation & environmental experiences - identify opportunities to avoid impacts on sensitive environmental areas - encourage responsible land management practices - minimise impacts of poor land management practices on abutting properties (public/private)

Principle		Application of the Principle
Access, Equity and Provision		
5.	Open space provides for a diverse range of needs and interests.	<ul style="list-style-type: none"> The Shire will endeavour to provide for a diverse range of community needs and interests across the shire and within budgetary constraints
6.	Provision of open space is determined through a range of social, environmental and financial factors.	<ul style="list-style-type: none"> The level and type of provision of open space amenities will be determined on the basis of the degree of need, ability to access similar amenities, community partnership support, and resourcing demands and opportunities Facilities that cater for a range of needs and users will be supported as a priority
Planning Priorities		
7.	Established priorities and criteria will ensure that open space is developed responsibly and rationally.	<ul style="list-style-type: none"> The Shire's open space planning and development priorities will be those that: <ul style="list-style-type: none"> strengthen local community networks maximise use of existing facilities enhance the local community's access to facilities and opportunities satisfy a substantiated need consolidate or enhance the existing amenity or infrastructure have adequate resourcing for initial development and ongoing maintenance of open space, and the replacement of associated infrastructure in the longer term have regard to the requirements of unique natural environments and associated flora and fauna
8.	Use of existing open space and related facilities should be maximised prior to new development.	<ul style="list-style-type: none"> Community groups will be encouraged and supported in: <ul style="list-style-type: none"> the sharing of community facilities and open space areas entering into joint management and usage agreements to consolidate existing facilities
Management and Development		
9.	Responsible management will ensure sustainability of open space environments.	<ul style="list-style-type: none"> Maintenance levels and capital development programs will be monitored and reviewed to ensure that: <ul style="list-style-type: none"> areas do not become degraded environments are maintained in a safe manner timely and adequate asset replacement programs are put in place opportunities for raising standards are identified and pursued A sustainable policy framework, that considers social, economic and environmental need, will guide the <ul style="list-style-type: none"> acquisition and disposal of public open space the type and level of use and access to public open spaces the type and level of open space amenity Open space will be managed in accordance with responsible financial management principles
10.	Integrated planning for open space will ensure values and community needs are understood.	<ul style="list-style-type: none"> Integrated planning across the organisation will ensure all open space values and community needs are understood and incorporated in the planning process. The Shire will liaise with external agencies to ensure integration of planning and development for all types of open space.

5.0 Key Direction Statements

These statements provide an overview of the key open space planning, management and development directions for the next 10 years. *The 'Open Space General' category (5.1) applies to all open space types.* Those key directions that relate to specific open space types are listed separately, under the appropriate heading.

OPEN SPACE TYPE	KEY DIRECTION STATEMENT	REFERENCE TO OPEN SPACE PRINCIPLES	REFERENCE TO RECOMMENDATIONS
5.1 OPEN SPACE GENERAL	A formal process that requires the active involvement of all departments with a responsibility for open space is essential for the effective planning, management, maintenance and development of open space.	7, 9, 10	OS 1, 2, 15, 16, 17, 18,
	The classification of Open Space asset types (' <i>Bushland Areas</i> ', ' <i>Foreshore Areas</i> ', ' <i>Parks</i> ', ' <i>Sporting Reserves</i> ', ' <i>Trails</i> ', ' <i>Undeveloped Areas</i> ') will provide an effective planning, management and development framework.	7, 9, 10	OS 4, 5, 6
	Provision of a quality network of open space areas that are accessible, and that provide opportunities that cater for a range of age groups and specific needs is a high priority.	3, 5, 6	OS 7, 8, 9, 10, 11, 12, 13, 14, 15
	Effective partnerships between Council, other land and property management agencies, committees, friends groups and community organisations, will maximise co-operation, participation and learning, and will minimise duplication.	1, 2, 3, 4	OS 20, 21, 23, 25, 30, 31
	Volunteer support and management is essential if resources for the management of public open space are to be harnessed and maximised.	2	OS 20, 25 BA16
	Provision of information through effective communication channels will ensure opportunities for participation in open space activities, and conditions for use and access are well promoted.	1, 2	OS 3, 7, 23, 26, 27, 39
	Well integrated community and schools education and awareness programs will maximise community understanding of important environmental values in the region, and the need to undertake appropriate actions.	1, 2, 3, 4, 10	OS 24, 25
	Acquisition, disposal and consolidation of open space and associated assets should be based on a set of criteria that includes consideration of other provision within the area, the level of use and demand, environmental value etc.	7, 8	OS 36

OPEN SPACE TYPE	KEY DIRECTION STATEMENT	REFERENCE TO OPEN SPACE PRINCIPLES	REFERENCE TO RECOMMENDATIONS
5.2 BUSHLAND AREAS	Categorisation of Bushland Areas (<i>Shire</i> , <i>Region</i> , <i>Township</i> , <i>Minor</i>) will provide an effective planning, management and development framework.	9, 10	BA 1, 2, 3, 4, 5, 6 OS 4, 5, 6
	Bushland Areas have a <i>primary</i> role to play in relation to the protection and enhancement of environmental values, and a <i>secondary</i> role in relation to recreation access.	9, 10	OS 5, 6
	Integrated management of Bushland Areas requires strategic partnerships to be developed and fostered	4, 7, 9, 10	BA 7, 8, 9, 10, 11, 12, 13, 14, 15, 16 OS 1, 2, 30, 31, 32
	Effective information and education programs will ensure a greater awareness of bushland values and promote positive bushland management practices.	1, 2, 3	BA 8, 10, 16 OS 3, 24
5.3 FORESHORE AREAS	Categorisation of Foreshore Areas (<i>Shire</i> , <i>Region</i>) will provide an effective planning, management and development framework.	9, 10	FA 1, 2, 7 OS 5, 6
	The application of management zones within Foreshore Areas will provide an effective framework for managing the interface between the environment and visitor access.	5, 9, 10	FA 6, 7 OS 5
	A pro-active relationship between foreshore management agencies will enhance an appreciation of local infrastructure needs and provision issues.	1, 4, 9, 10	FA 3, 4, 5, 6, 10 OS 30, 31
	Foreshore Areas include a range of highly valued and well used activity and environmental areas that need to be protected and, where appropriate, enhanced.	6, 9, 10	FA 8, 9, OS 5, 6
5.4 PARKS	Categorisation of Parks (<i>Shire</i> , <i>Region</i> , <i>Township</i> , <i>Minor</i>) will provide an effective planning, management and development framework.	9, 10	OS 6 P 1, 2, 3
	It is a priority to consider opportunities for young people, families and other special needs groups in the planning of parks	1, 3, 5, 6	OS 7, 8, 9, 10, 11, 12, 13, 14, 15 P 14, 15, 16

OPEN SPACE TYPE	KEY DIRECTION STATEMENT	REFERENCE TO OPEN SPACE PRINCIPLES	REFERENCE TO RECOMMENDATIONS
<i>(Parks continued)</i>	'The Briars' has a role to play in the region in relation to environmental, cultural and outdoor education and appreciation.	3, 5	OS 24 P4, 5, 6, 7, 8, 9, 10, 11, 12, 13
5.5 ROADSIDE RESERVES	Roadside reserves can contain areas of sensitive and remnant vegetation through which access must be well managed.	7	RS 1, 2
	Management regimes that respond to access needs and environmental sensitivities will ensure that roadside reserves are managed in a responsible manner.	9, 10	RS 1, 3 T 4, 5, 6
	Partnerships with both the community (groups and individuals) and commercial sectors is essential if roadside reserves are to be managed responsibly and appropriately.	1, 2, 3, 4	RS 1,2,4,5,6 T 12
5.6 SPORTING RESERVES	Reviewed tenancy agreements and requirements, and new pricing guidelines will assist Council, committees, clubs schools etc. in determining fair and equitable management and pricing arrangements for use of reserves.	1,4,6,9	SR 2,3,4,5,6,9
	Categorisation of Sporting Reserves ('Shire', 'Region', 'Townships', 'Minor') will provide an effective management, planning and development tool.	2,5,6	OS 6, 7 SR 1,14
	The adoption of a clear set of development and management criteria for Sporting Reserves will ensure that decisions are based on identified social, environmental, and financial considerations.	2,6,7,8	SR 1, 7, 8, 14
	Involving peak and regional sporting associations in the planning of local sporting infrastructure will ensure effective long-term planning for facilities and sport participation.	3, 4	SR 10, 11, 12, 15, 16, 17, 18, 19, 20,
	An effective networking structure for sport and recreation organisations will strengthen communication, information and support opportunities for organisations.	1, 2	SR13
5.7 TRAILS	Trails and footpaths are important off-road commuter and recreation assets that need to be well integrated to maximise safe off-road linkage opportunities.	5, 6	T 1,2 OS 1, 3
	Categorisation of Trails ('Shire-primary', 'Shire-secondary', 'Local-Urban', 'Local-Rural') will provide an effective management tool.	7, 9, 10	T 3, 4, 5 OS 6, 7

OPEN SPACE TYPE	KEY DIRECTION STATEMENT	REFERENCE TO OPEN SPACE PRINCIPLES	REFERENCE TO RECOMMENDATIONS
<i>(Trails continued)</i>	Partnerships with key user groups will improve co-operation and understanding between groups and assist with community education relating to trail use.	1, 4	T 11, 12, RS 1, 2, 3
	Effective information and promotion will enhance awareness of trail opportunities and user responsibilities and rights.	1, 3	T,8, 9, 10 OS 23, 26
5.8 UN-DEVELOPED ALLOTMENTS	Undeveloped areas can form valuable open space linkages, and enhance environmental and social amenity.	7, 8	U 2
	Undeveloped Allotments should be evaluated against a set of criteria to determine their future role and importance in the open space network.	9	U 1

6.0 Recommendations

Strategies have been developed for each open space type. The basis for each strategy can be found in *Volume 2, Section 5 – ‘Key Findings’*. The Strategy Plan Reference (e.g. OS1) will be found alongside the relevant findings. Detailed notes from consultations can be found in *Volume 2 - Appendix 1*.

Priorities have been developed in accordance with the Shire’s standard strategic planning frameworks as follows:

Short Term priorities	Those recommendations that are to be implemented in years 1-4 of the strategy plan.
Medium Term priorities	Those recommendations that are to be implemented in years 4-6 of the strategy plan
Long term priorities	Those recommendations that are to be implemented in years 6-10 of the strategy plan

The following pages detail the recommendations for each open space type.

6.1 Recommended Strategies - Open Space General

Recommendations in this section relate to issues that were common across all, or a significant number of, open space areas.

Subject	Strategy Plan Ref.	Recommendation	Responsibility	Priority	Resourcing
<i>Integrated Management</i> - <i>Internal Co-ordination</i>	OS1	<ul style="list-style-type: none"> • Formalise the 'Open Space Strategy E-team' as the team <ul style="list-style-type: none"> - responsible for the implementation of the Open Space Strategy - monitors performance measures relating to the plan - that is a referral and information forum for open space issues - that provides feedback on open space planning and management projects and priorities and, ensure that <ul style="list-style-type: none"> - it has active representation from all departments with an open space planning and management responsibility - a Director is made responsible 	Recreation & Culture Services	SHORT (Year 1)	Within existing operational budget
	OS2	<ul style="list-style-type: none"> • Adopt the <i>Open Space Referral Process</i> and the <i>Open Space Project Assessment Proforma</i> developed as part of this project, to insure integration of open space planning and management across the organisation. 	All depart's with an open space management role	SHORT (Year 1)	Within existing operational budget
	OS3	<ul style="list-style-type: none"> • Appoint an Open Space Planner 	Council	SHORT (Year 1)	\$60,000 (ongoing)
- <i>Community Liaison</i>	OS4	<ul style="list-style-type: none"> • Review the list of key Council contacts and associated responsibilities (particularly 'final authorisation' contacts) in relation to the management of open space, ensuring that: <ul style="list-style-type: none"> - the list is co-ordinated across the organisation - staff involved in the management of open space are aware of their community liaison roles and responsibilities - other staff, in particular customer service staff, are aware of appropriate referral processes 	Recreation and Culture Services Customer Service	SHORT (Year 1)	Within existing operational budget

Subject	Strategy Plan Ref.	Recommendation	Responsibility	Priority	Resourcing
<i>(continued)</i>		<ul style="list-style-type: none"> - the list of contacts is promoted to the community and to relevant community groups through Council's website, Peninsula Wide and general flyer that is updated and circulated to relevant groups - the responsibility for updating and circulating is allocated to a responsible officer 			
<i>Management Plans and Master Plans</i>	OS5	<ul style="list-style-type: none"> • Develop program for the preparation and implementation of management plans for key open space areas. In general, priority should be given to those assets with a 'Shire' or 'Region' classification. Management Plans should be a prerequisite for any open space area for which major works and programs (environmental or infrastructure development) are proposed. (These may be developed in conjunction with community groups and other agencies. The program should be coordinated through the Open Space E-Team. All Plans should consider and include specific management zones, i.e. conservation, buffer, recreation – open space, recreation – tourism activity, water activity.) 	Infrastructure Services Recreation and Cultural Services Conservation planning Natural Systems maintenance Open Space E-Team	SHORT (Year 1)	Within existing operational budget
<i>Level and Type of Recreational Access</i>	OS6 OS7	<ul style="list-style-type: none"> • Implement the 'Classification Framework' and 'Management and Development Framework' in <i>Volume 3</i> of this report, for the purpose of determining the type and level of access in <ul style="list-style-type: none"> - Bushland Areas - Foreshore Areas - Parks - Sporting Reserves • Use the framework in <i>Volume 3</i> of this report, for the purpose of determining the type and level of access: <ul style="list-style-type: none"> - on roadside reserves - through bushland areas associated with sporting reserves 	Infrastructure Services Recreation & Culture Services Conservation Planning Natural Systems Maintenance	SHORT (Year 1)	Within existing operational budget
<i>Specific Age Groups</i> - <i>Young people</i>	OS8	Skate Facilities <ul style="list-style-type: none"> • Prepare a Skate Strategy that: 	Recreation and Cultural Services	SHORT (Year 2)	Within existing operational budget or if external

Subject	Strategy Plan Ref.	Recommendation	Responsibility	Priority	Resourcing
<i>(continued)</i> - Older Adults	OS14	<ul style="list-style-type: none"> Ensure that the planning of open space areas considers the infrastructure needs of older adults (e.g. seating, security lighting, carparking, viewing areas, access) particularly in relation to those areas that are commonly used by this age group (i.e. trails, parks, foreshore areas). 	Infrastructure Services Infrastructure Planning Recreation & Culture Services	SHORT (Year 2)	Within existing operational budget
	OS15	<ul style="list-style-type: none"> Liaise with private/commercial providers of outdoor recreation services and programs to maximise opportunities for involvement by older adults, and promotion of opportunities to this age group. 	Recreation & Culture Services Aged and Disability	SHORT (Year 2)	Within existing operational budget
<i>Inventory of Planning and Management Documents</i>	OS16	<ul style="list-style-type: none"> Develop a centralised inventory of all strategic planning documents relating to open space that is linked to individual properties through the GIS system. 	Infrastructure Services	SHORT (Year 1)	Within existing operational budget (or short term resource for the task)
	OS17	<ul style="list-style-type: none"> Develop a process for insuring that all documents that relate to individual assets (e.g. Management and Development Plans, Master plans etc.), and those that relate to all open space (Open Space Strategy, Conservation Strategy etc.), are registered on the inventory. 	All departments with open space role to compile data base	SHORT (Year 1)	
<i>Maintenance of Open Space</i>	OS18	<ul style="list-style-type: none"> Ensure that the Open Space E-Team: <ul style="list-style-type: none"> - is involved in the review of open space maintenance issues and priorities as a result of the findings of this report, and on an ongoing (annual) basis. - is used as a forum through which open space maintenance issues can be flagged and discussed - is used as a forum through which liaison with organisations can be co-ordinated 	Recreation and Culture	ONGOING	Within existing operational budget
<i>Process for Listing New Assets</i>	OS19	<ul style="list-style-type: none"> Develop a referral procedure for registering all new assets on the asset inventory, as part of the planning and development process, to insure that staff responsible for the maintenance are aware of new assets coming on line. 	Asset Management	SHORT (Year 1)	Within existing operational budget

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Subject	Strategy Plan Ref.	Recommendation	Responsibility	Priority	Resourcing
<i>Support to Community Groups and Volunteers</i>	OS20	<ul style="list-style-type: none"> • Develop a co-ordinated approach to Volunteer Management and Support for groups and individuals involved in the development and management of public open space and associated assets. This should be done as part of and integrated ‘<i>Support and Community Development Program</i>’ that: <ul style="list-style-type: none"> - incorporates existing and new volunteer programs provided by all departments - identifies gaps in program delivery and resourcing (for all groups e.g. Friends Groups, Sporting Clubs, Committees of Management) - identifies opportunities for partnering with other agencies to deliver programs <p>(Refer framework provided in <i>Volume 3</i> of this report)</p>	All Depart’[s with a responsibility for Volunteers Open Space E-Team Comm-unications	SHORT (Year 2)	Within existing operational budget
<i>Dogs in Public Places</i> - <i>Dog Management</i> - <i>Dog off-leash & Dog no-go Areas</i> - <i>Community Awareness</i>	OS21 OS22 OS23	<ul style="list-style-type: none"> • As part of an inter-department ‘Responsible Pet Ownership’ program ensure all appropriate staff are involved in addressing issues and opportunities associated with dogs in public places including the following - community services, recreation, local laws, planning, risk management etc. • In consultation with the community review the number, location and quality of areas currently designated as dog off-leash areas and dog no-go areas. • Liaise with local dog obedience clubs, the ‘Responsible Pet Ownership in Schools’ program, animal welfare organisations, other park management agencies, special event organisers to: <ul style="list-style-type: none"> - identify opportunities to reinforce positive animal management messages in the community - develop strategies for encouraging responsible dog ownership/management in rural and semi-rural areas, particularly where dogs can access bushland areas 	Neighbourhood Support Neighbourhood Support Neighbourhood Support	SHORT (Year 3) SHORT (Year 3) SHORT (Year 4)	Within existing operational budget Within existing operational budget Within existing operational budget

Subject	Strategy Plan Ref.	Recommendation	Responsibility	Priority	Resourcing
<i>(continued)</i>	OS27	<ul style="list-style-type: none"> Identify high profile sites (i.e. sites classified Shire and Region) to highlight a range of environmental values, impacts and opportunities/restoration actions being undertaken in the region. 	Recreation & Culture	MEDIUM (Year 6)	Within existing operational budget
	OS28	<ul style="list-style-type: none"> As an addition to Council's 'Comprehensive Signage Policy' develop standards and guidelines for interpretive signage and on-site directional signage (parks, trails etc.) 	<i>(continued)</i> Open Space E-Team Tourist Association Neighbourhood Support	SHORT (Year 2)	Within existing operational budget
	OS29	<ul style="list-style-type: none"> As part of Council's community awareness activities develop an 'on-site' signage' program in relation to profiling sites where 'environmental vandalism' has occurred. 		MEDIUM (Year 7)	
<i>Liaison with other open space management agencies</i>	OS30	<ul style="list-style-type: none"> As part of establishing and consolidating inter agency co-operation and understanding: <ol style="list-style-type: none"> Conduct an inter-agency workshop that includes representatives from agencies that have a regional and local open space management and planning role. The purpose of the workshop is to: <ul style="list-style-type: none"> - establish/consolidate networks - identify joint development/promotional opportunities - resolves/discuss areas of misunderstanding - benefit from experience and knowledge - establish ongoing networking and project co-operation The purpose of the workshop is not to create additional workloads but to identify opportunities for efficiencies and mutual support. 	Open Space E-Team	SHORT (Year 1)	Within existing operational budget
	OS31	<ol style="list-style-type: none"> Review the outcome of the workshop and short-term benefits derived as a result of the workshop. 	Open Space E-Team	SHORT (Year 1)	Within existing operational budget
	OS32	<ol style="list-style-type: none"> Monitor the benefits from the bi-annual meetings recently established between Council's bushland management staff and regional Parks Victoria staff to identify further networking benefits for other departments within 	Infrastructure Services	ONGOING	Within existing

		Council.			operational budget
Subject	Strategy Plan Ref.	Recommendation	Responsibility	Priority	Resourcing
<i>Former Devilbend Reservoir</i>	OS33	<ul style="list-style-type: none"> Work closely with the Devilbend Reservoir (decommissioning) Project Control Group to identify opportunities to develop and demonstrate innovative and sustainable practices relating to environmental, social and economic management and development. 	Recreation & Cultural Services Conservation Planning Services	SHORT (Year 1)	Within existing operational budget
<i>'Net Gain'</i>	OS34	<ul style="list-style-type: none"> Prepare a policy that clearly establishes Council's position and requirements for public (and, as part of the policy, private land) land in relation to 'Net Gain'. 	Conservation Planning Natural Systems Maintenance	SHORT (Year 2)	Within existing operational budget
<i>Subdivisions</i>	OS35	<ul style="list-style-type: none"> Prepare a policy that clearly articulates the requirements on developers in relation to the provision of public open space as part of (small and large) subdivision developments. <i>Refer policy framework provided in Volume 3, section 4.</i> 	Conservation Planning	SHORT (Year 1)	Within existing operational budget (or \$5,000-8,000 for external assistance)
<i>Rationalisation and Consolidation of Open Space</i>	OS36	<ul style="list-style-type: none"> Develop a policy that clearly outlines criteria to be used in relation to: <ul style="list-style-type: none"> the rationalisation and/or consolidation of public open space the purchase of additional public open space joint development of open space areas (e.g. joint/cross boundary development of open space facilities or assets with other community agencies) 	Conservation Planning Natural Systems Maintenance Recreation and Culture	SHORT (Year 2)	Within existing operational budget (or \$5,000-8,000 for external assistance)
<i>Inventory of Open Space Assets</i>	OS37	<ul style="list-style-type: none"> Review all Parks against the 'Parks Classification Framework' criteria (<i>Refer Volume - section 2</i>) and allocate appropriate classification to each park. 	Infrastructure Services Recreation and Culture	SHORT (Year 1)	
	OS38	<ul style="list-style-type: none"> Apply new open space Categories (e.g. Bushland Area, Foreshore Area, Park, Sporting Reserve) and Classifications (e.g. Shire, Region, Township, Minor) to all open space assets and ensure this is updated through the GIS system. 	Asset Management Systems	SHORT (Year 1)	

	OS39	<ul style="list-style-type: none"> Prepare a consolidated list of all open space assets with new categories and classifications. 	Asset Management	SHORT (Year 1)	
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6.2 Recommended Strategies - Bushland Areas

Recommendations in this section relate to Bushland Areas only. They should however be read in conjunction with recommendations in *Section 6.1 - 'Open Space General'* which relate to all open space areas, including Bushland Areas.

Subject	Strategy Plan Ref	Recommendation	Responsibility	Priority	Resourcing
Planning and Development	BA1	<ul style="list-style-type: none"> Adopt the <i>Bushland Classification Framework</i> (Shire, Region, Township, Minor) that has been developed as part of this project (<i>Volume 3</i>) to define the different levels of provision for Bushland assets. 	Natural Systems Maintenance	SHORT (Year 1)	Within existing operational budget
	BA2	<ul style="list-style-type: none"> Adopt the <i>Planning and Management Framework for Bushland Areas</i> that has been developed as part of this project (<i>Volume 3</i>) to guide the future level and extent of provision for each Bushland Area. 	Natural Systems Maintenance	SHORT (Year 1)	Within existing operational budget
Management Plans	BA3	<p>Bushland Areas – 'Shire' and 'Region' classification</p> <ul style="list-style-type: none"> Prepare a timetable for the development of site specific <u>Management/Development Plans</u> for Bushland Areas classified 'Shire' and 'Region' (<i>refer to the framework provided in Volume – section 3 of this strategy</i>) so as to provide both Council and the community with: <ul style="list-style-type: none"> a clear vision and understanding re the level and type of development at these reserves details relating to role of management stakeholders the level of resourcing that is needed from stakeholders to achieve desired/agreed outcomes the basis for involvement of stakeholders timelines and expectations re contributions where the asset is placed in terms of Council's overall priorities for open space 	Natural Systems Maintenance	SHORT (Year 4)	Within capital Works budget \$20,000 over 6 years
	BA4	<ul style="list-style-type: none"> As a high priority review the Management and Development Plan for the Balcombe Estuary, and ensure a review process for all Management/Development Plans is in place. 	Natural Systems Maintenance Conservation Planning Recreation & Cultural	SHORT (Year 1)	Within capital Works budget \$20,000 over 6 years

			Services		
Subject	Strategy Plan Ref	Recommendation	Responsibility	Priority	Resourcing
	BA5	Bushland Areas – ‘Township’ classification <ul style="list-style-type: none"> Develop site specific <u>Management Plans</u> (only) for Bushland Areas classified 			
<i>(continued)</i>		‘Township’ using the framework provided in <i>Volume 3</i> of this strategy. As a HIGH priority develop Management Plans for: <ul style="list-style-type: none"> Port Estate Hanns Creek Goolgowie St. Reserve Peninsula Gardens Woods Reserve Buxton Reserve Red Hill South Trail Mt. Martha Park Lorna’s Triangle Koala Reserve 	Natural Systems Maintenance	MEDIUM (Year 5)	Within Capital Works budget
	BA6	Bushland Areas – ‘Minor’ classification <ul style="list-style-type: none"> Develop overall management principles and guidelines that will apply to Bushland Areas classified ‘Minor’. 	Natural Systems Maintenance	MEDIUM (Year 6)	
<i>Agency Roles and Responsibilities</i>	BA7	<ul style="list-style-type: none"> Liaise with NRE, Parks Victoria and other local government authorities to: <ul style="list-style-type: none"> clearly identify and clarify roles and responsibilities of various management stakeholders identify opportunities for developing an integrated set of guidelines for community groups managing bushland areas on behalf of Council and the Crown identify opportunities for producing written material that clearly sets out roles and responsibilities to identify joint skill development and training opportunities for community groups 	Recreation & Cultural Services Natural Systems Maintenance Conservation Planning	SHORT (Year 4)	Within existing operational budget
<i>Practices of Private Property</i>	BA8	<ul style="list-style-type: none"> As part of the ‘Community Education and Awareness Program’ (refer Open Space General recommendation – OS24) 	Conservation Planning	MEDIUM (Year 5)	Within existing

Owners		- develop an information 'package' for private landowners that includes the existing 'Weed Identification Brochure' and other information that provides practical and manageable advice in relation to weed eradication and other land management issues	Natural Systems Maintenance		operational budget
Subject	Strategy Plan Ref	Recommendation	Responsibility	Priority	Resourcing
(continued)	BA9	<ul style="list-style-type: none"> - develop awareness programs and practical courses designed to support private landowners (new and established) to incorporate responsible land management practices. • Liaise with state government departments (e.g. Agriculture Victoria, Department of Agriculture Fisheries and Forestry), private industry, local commercial and non-commercial large acre and small acre farming interests to identify opportunities to source expertise and opportunities for workshops and information seminars as part of the 'Community Education and Awareness Program'. 	Conservation Planning Natural Systems Maintenance	ONGOING	Within existing operational budget
Council Support to Community Groups	BA10	<ul style="list-style-type: none"> • As part of the <i>Support and Community Development Program</i> (refer Open Space General recommendation – OS20) promote and provide information on environmental and bushland management literature and programs available. 	Conservation Planning Natural Systems Maintenance	ONGOING	Within existing operational budget
Schools Use and Interest	BA11	<p>Partnership Opportunities</p> <ul style="list-style-type: none"> • As part of the <i>Community Information and Awareness Program</i> (Refer Open Space General - recommendation OS24) identify opportunities for an integrated approach to environmental education that: <ul style="list-style-type: none"> - draws on local examples to improve the knowledge of young people in relation to environmental education - involves private operators and - integrates curriculum opportunities (e.g. outdoor education/ environmental education/community studies) 	Conservation Planning Natural Systems Maintenance	ONGOING	Within existing operational budget
	BA12	<ul style="list-style-type: none"> • Liaise with schools that have expressed an interest, through this project, (<i>Refer Appendix 2, Volume 2</i>) in partnering with Council in relation to environmental/bushland management and enhancement of specific sites, and review these projects in consideration of potential partnership opportunities. 	Natural Systems Maintenance	ONGOING	Within existing operational budget

<i>Networking Opportunities for Community Groups</i>	BA13	<ul style="list-style-type: none"> Continue to support the Network of Bushland Management Groups in its role of: <ul style="list-style-type: none"> providing a forum through which bushland management groups can identify joint opportunities, share information and provide support identifying community education and awareness program needs 	Natural Systems Maintenance	ONGOING	Within existing operational budget
Subject	Strategy Plan Ref	Recommendation	Responsibility	Priority	Resourcing
<i>(continued)</i>	BA14	<ul style="list-style-type: none"> providing support to the management and enhancement of bushland areas Ensure that the Network of Bushland Management Groups: <ul style="list-style-type: none"> has very clear terms of reference is reviewed on a regular basis to ensure that it remains relevant to the needs of members and land management requirements is integrated with an overall environmental support and education program for groups that assist with the management of public open space 	Natural Systems Maintenance	SHORT (Year 1)	Within existing operational budget
<i>Group/Committee skills and Knowledge</i>	BA15	<ul style="list-style-type: none"> Work with DNRE, Parks Victoria and local Committees of management to: <ul style="list-style-type: none"> identify that type and range of skills that are required on committees. Positions need to reflect both generic skills required by all committees and any specific skills that may be required due to the nature of the activities etc. relating to a specific site develop a committee selection process that identifies and seeks specific skills that are required committees identify and put in place skill development programs and information programs for committees of management 	Natural Systems Maintenance	SHORT (Year 2)	Within existing operational budget
<i>Volunteer Management</i>	BA16	<ul style="list-style-type: none"> Develop guidelines and protocols for Volunteers working on Council owned and/or managed land, particularly in relation to: <ul style="list-style-type: none"> manual handling lifting community conservation trailer – safe operation, responsibilities, bookings and management etc. collection and return of trailer etc 	Natural Systems Maintenance	SHORT (Year 3)	Within existing operational budget

6.3 Recommended Strategies - Foreshore Areas

Recommendations in this section relate to Foreshore Areas only. They should however be read in conjunction with recommendations in *Section 6.1 - 'Open Space General'* which relate to all open space areas, including Foreshore Areas.

Subject	Strategy Plan Ref	Recommendation	Responsibility	Priority	Resourcing
<i>Planning and development</i>	FA1	<ul style="list-style-type: none"> Adopt the <i>Foreshore Classification Framework</i> (Shire, Region) that has been developed as part of this project (<i>Volume 3</i>) to define the different levels of provision for Foreshore assets. 	Conservation Planning Natural Systems Maint	SHORT (Year 1)	Within existing operation budget
	FA2	<ul style="list-style-type: none"> Adopt the <i>Planning and Management Framework for Foreshore Areas</i> that has been developed as part of this project (<i>Volume 3</i>) to guide the future level and extent of provision for each Foreshore Area classification 	Conservation Planning Natural Systems Maint	SHORT (Year 1)	
<i>Combined Foreshores Management Committee</i>	FA3	<ul style="list-style-type: none"> That Council use the Combined Foreshores Management Committee as a formal forum through which to more effectively communicate information and policy to residents and committees, and to identify and discuss strategic planning issues that are common to both Council and DNRE in relation to Committees 	Conservation Planning Conservation Planning Natural Systems Maintenance Rec & Culture	ONGOING	Within existing operation budget
<i>Skill & Knowledge Development</i>	FA4	<ul style="list-style-type: none"> Liaise closely with DNRE in regard to that department's support and development program for Committees of Management. In particular, opportunities for partnering with DNRE in relation to the following programs (that are being developed by the department) <ul style="list-style-type: none"> Development and running of training programs Drafting of information kits Membership selection process 	Conservation Planning Natural Systems Maintenance	ONGOING	Within existing operation budget
<i>Toilets</i>	FA5	<ul style="list-style-type: none"> Support all Committees of Management in their approach to DNRE to: <ul style="list-style-type: none"> to have an audit of all toilets on crown land undertaken secure funds for the removal, upgrade or replacement of toilets. 	Infrastructure Services	MEDIUM (Year 6)	Within existing operation budget
<i>Strategic Planning</i>	FA6	<p>Strategic Planning – State Government</p> <ul style="list-style-type: none"> Continue to liaise with DNRE in relation to the application of 'management 	Conservation Planning	ONGOING	Within existing operation budget

Subject	Strategy Plan Ref	Recommendation	Natural Responsibility	Priority	Resourcing
(continued)		zones' within designated foreshore and coastal areas, particularly those that have a close interface with urban environments, and that have the capacity (size, nature of the landscape etc.) to have zones applied (Refer Volume 3 – Section 1 ,Management of zones)	Systems Maintenance		
	FA7	<p>Strategic Planning – Local planning</p> <ul style="list-style-type: none"> Use the framework developed in <i>Volume 3 – Section 4 (Access through Multi-use Areas and Bushland Areas)</i> to develop a policy relating to the level and type of access appropriate to Foreshore Areas, and the type of management and monitoring regimes required in those areas. <p>Refer also Open Space General (OS4)</p>	Conservation Planning Natural Systems Maintenance	SHORT (Year 2)	Within existing operational budget
<i>Encroachment on to Public Open Space</i>	FA8	<ul style="list-style-type: none"> That Council take action to ensure that foreshore title boundaries are not encroached on by private interests and consider opportunities to: <ul style="list-style-type: none"> re-claim land according to entitlement negotiate access to public open space that has been incorporated into the boundaries of adjoining properties 	<ul style="list-style-type: none"> Economic Development Conservation & Conservation Planning 	MEDIUM (Year 6)	Within existing operational budget
	FA9	<ul style="list-style-type: none"> That Council work with the department of Natural Resources and Environment to develop a policy relating to the redevelopment of boat sheds on foreshores. 	Planning	SHORT (Year 2)	Within existing operational budget
<i>Jetties and Marinas</i>	FA10	<ul style="list-style-type: none"> Recognise the importance and value of jetties and marinas, and include consideration of access and range of opportunities in the Shire's open space planning and management processes. 	Conservation Planning	ONGOING	Within existing operational budget
	FA11	<ul style="list-style-type: none"> Liaise closely with DNRE in relation to the upgrade and development of jetty and pier amenities and access. 	<ul style="list-style-type: none"> Natural Systems Maintenance Open Space E-team 		

6.4 Recommended Strategies - Parks

Recommendations in this section relate to Parks only. They should however be read in conjunction with recommendations in *Section 6.1 - 'Open Space General'* which relate to all open space areas, including Parks.

Subject	Strategy Plan Ref	Recommendation	Responsibility	Priority	Resourcing
<i>Planning and Management Framework</i>	P1	<ul style="list-style-type: none"> Adopt the <i>Parks Classification Framework</i> (Shire, Region, District, Local) that has been developed as part of this project (<i>Volume 3</i>) to define the different levels of provision for Park assets. 	Recreation & Cultural Services Open Space E-Team	SHORT (Year 1)	Within existing operational bud
	P2	<ul style="list-style-type: none"> Adopt the <i>Planning and Management Framework for Parks</i> that has been developed as part of this project (<i>Volume 3</i>) to guide the future level and extent of provision for each Foreshore Area classification. 		SHORT (Year 1)	Within existing operational budget get
<i>Park Priorities</i>	P3	<ul style="list-style-type: none"> Focus on 'District' and 'Local' parks as a planning and development priority for Parks. 	All departments	ONGOING	Within existing operational budget
<i>The Briars Park</i>	P4	Visitation <ul style="list-style-type: none"> Review the level of amenities at The Briars Park in relation to the change in visitation and level of demand. As a priority extend the picnic and BBQ area, and provide additional shelter areas to cater for the increased demand for these amenities. 	Recreation & Cultural Services	SHORT (Year 2)	\$80,000 over 3 years as per budget Dennis/ Peter to check
	P5	Integration of activity areas/components <ul style="list-style-type: none"> Through more appropriate directional signage, physical planting/landscaping, and information, better 'link' visitor opportunities and better inform visitors of these opportunities across the whole site. 	Recreation & Cultural Services	SHORT (Year 2)	Within existing operational budget

Subject	Strategy Plan Ref	Recommendation	Responsibility	Priority	
(The Briars Park cont.)	P6	Open Space Network <ul style="list-style-type: none"> • As part of the linear Open Space Network: <ul style="list-style-type: none"> - extend the local trail network into the park - identify opportunities for extending the Balcombe Estuary trail around/through The Briars - identify opportunities for linking the Balcombe Estuary Trail via Woods Reserve to the hinterland and the former Devilbend Reservoir site 	Open Space E- Team	MEDIUM (Year 5)	\$35,000
	P7	Management <ul style="list-style-type: none"> • Recognise the significant role that staff on site at The Briars Park play in relation to Council public relations and encouraging 'good neighbour' relations in relation to other tenants. 	Council All Departments	ONGOING	Within existing operational budget
	P8	<ul style="list-style-type: none"> • Ensure that a high level of operational and business management and development skills are available to The Briars Park operations. 	Recreation & Culture Services	ONGOING	Within existing operational budget
	P9 P10	Management Plan <ul style="list-style-type: none"> • Endorse the business focus for The Briars Park as recreation, culture, and 'education' and conservation. • Review the <i>Business and Marketing Plan</i> directions in respect of: <ul style="list-style-type: none"> - the changing visitor profile to the facility - the focus of the business activities on recreation, culture, education and conservation - the need to clearly articulate key strategic directions and associated actions - implementation of operation and strategic plans e.g. Wildlife Reserve Management Plan - joint marketing and promotional opportunities 	Recreation & Culture Services Recreation & Culture Services	SHORT (Year 1) SHORT (Year 2)	Within existing operational budget Within existing operational budget

Subject	Strategy Plan Ref	Recommendation	Responsibility	Priority	Resourcing
	P11	Partnerships and liaison <ul style="list-style-type: none"> Recognise the role that on-site staff play in relation to maintaining 'good neighbour' relations with other tenants. 	Recreation & Culture Services	ONGOING	Within existing operational budget
<i>(The Briars Park cont.)</i>	P12	Marketing and Promotion <ul style="list-style-type: none"> Review all marketing and promotional material (including entry signage, brochures), to better reflect the <i>purpose and role</i> of the facility as a regional park that provides the opportunity for a range of recreation and outdoor pursuits and activities. 	Recreation & Cultural Services	SHORT (Year 3)	Within existing operational budget
	P13	The Homestead <ul style="list-style-type: none"> As a priority integrate the Homestead as a more prominent part of the visitor experience, incorporating the theme 'History of Landuse Over Time' as proposed in the Business and marketing Plan that is being developed. 	Recreation & Culture Services	SHORT (Year 2)	Within existing operational budget
	OS24	Community and Schools Education <ul style="list-style-type: none"> (Refer Open Space General – OS 24) 			
<i>Playgrounds</i>	P14	<ul style="list-style-type: none"> Continue to implement the findings of the playground audit (Playground Development Plan), particularly in relation to the removal of aged equipment, relocation of under utilised equipment, and upgrading of regional playgrounds. 	Recreation & Culture Services	ONGOING	Within existing operation budget
	P15	<ul style="list-style-type: none"> Prepare a Playground Strategy that provides Council with a sound basis for the type and level of provision for playgrounds in the Shire. 	Recreation & Culture Services	SHORT (Year 2)	Within existing operation budget
<i>Dunns Reserve</i>	P16	<ul style="list-style-type: none"> Prepare a masterplan for Dunns reserve that considers: <ul style="list-style-type: none"> formal and informal dog off-leash opportunities unstructured play activity opportunities for children and young people the need to cater/plan for structured sport needs in the region linkages to other community facilities 	Recreation & Cultural Services	SHORT (Year 1)	Within existing operation budget or if external support required est. only of \$15,000

6.5 Recommended Strategies - Roadside Reserves

Recommendations in this section relate to Roadside Reserves only. They should however be read in conjunction with recommendations in *Section 6.1 - 'Open Space General'* which relate to all open space areas, including Roadside Reserves.

Subject	Strategy Plan Ref	Recommendation	Responsibility	Priority	Resourcing
<i>Equestrian use of Roadside Reserves</i>	RS1	<p>Commercial trail ride operators</p> <ul style="list-style-type: none"> Using the policy framework in Volume 3 – section 4 of this report (<i>'Use of Trails by Commercial Operators'</i>) develop a policy that clearly defines level and type of access, and management and user obligations and requirements. The development of this policy should involve discussion with all stakeholders to ensure the extent of the issues are understood, and ensure understanding of the basis of the policy. 	Conservation Planning Natural Systems Maintenance Recreation and Culture Economic Development	SHORT (Year 2)	Within existing operational budget
	RS2	<ul style="list-style-type: none"> Work with commercial trail ride operators to develop a 'Voluntary Code of Conduct' in regard to the use and management of roadside and bushland trails. <p>General Access</p> <ul style="list-style-type: none"> Refer recommendation (<i>Trails</i>) T12 	Natural Systems Maintenance	SHORT (Year 2)	Within existing operational budget
<i>Greens Bush</i>	RS 3	<ul style="list-style-type: none"> <i>Prepare a Roadside Reserve Management Plan' for the 'Greens Bush area that:</i> <ul style="list-style-type: none"> involves a fully integrated working party with representation from relevant Council departments, other land management agencies, commercial trail ride operators, recreation horse riders, equestrian groups, conservation interests, potential landcare groups, state government considers the type and level of access that is appropriate in the area identifies access protocols and conditions 	Conservation Planning Natural Systems Maintenance Planning Recreation and Culture Economic Development	SHORT (Year 2)	Within existing operational budget

Subject	Strategy Plan Ref	Recommendation	Responsibility	Priority	Resourcing
<i>Vegetating of nature strips</i>	RS4	Access <ul style="list-style-type: none"> • Promote town planning requirements relating to the rights and obligations of adjoining landowners re naturestrips. In particular, promotion should cover permitted uses and structures, access provision, risk obligations and requirements, type and extent of planting in different environments (e.g. urban, fringe, rural) 	Conservation Planning Natural Systems Maint Planning Recreation and Culture	SHORT (Year 4)	Within existing operational budget
	RS5	<ul style="list-style-type: none"> • Continue to implement the Roadside Management Plan 	Conservation Planning Natural Systems Maint Infrastructure Services		
<i>(continued)</i>	RS6	New subdivisions - Vegetation plantings in new subdivisions (developers) <ul style="list-style-type: none"> • Ensure that planting plans for nature strips and open space areas in new subdivisions <ul style="list-style-type: none"> - comply with Council policy or are within resourcing capability - are reviewed by the appropriate departments (e.g. street trees – Infrastructure services., parks - Infrastructure Services, Recreation and Culture etc.) - are within Council’s capability to maintain into the future (i.e. appropriate on-going budget resources available) 	Statutory Planning	ONGOING	Within existing operational budget
<i>Requests for revegetation of private land</i>	RS7	<ul style="list-style-type: none"> • Develop a policy on the type and level of resources that Council will provide private landowners for the revegetation and rehabilitation of bushland areas on private land and associated ‘naturestrips’ (urban)/roadside reserves (rural). If Council is to support a program of revegetation or enhancement of private land, then a policy should consider <ul style="list-style-type: none"> - the type and extent of assistance for works on private land - the type and extent of assistance for works by private landowners on adjoining land (nature strips, parks, bushland areas etc.) - the criteria that determines priority and inclusion in the program (e.g. minimising impact on waterways, minimising impacts on public open space etc.) - total resource allocation to the program 	Conservation Planning Natural Systems Maintenance	SHORT (Year 4)	Within existing operational budget

6.6 Recommended Strategies - Sporting Reserves

Recommendations in this section relate to Sporting Reserves only. They should however be read in conjunction with recommendations in *Section 6.1 - 'Open Space General'* which relate to all open space areas, including Sporting Reserves.

Subject	Strategy Plan Ref	Recommendation	Responsibility	Priority	Resourcing
<i>Categorisation of Sporting Reserves</i>	SR1	<ul style="list-style-type: none"> Adopt the categories that have been developed as part of this project as the basis for the future planning and management of sporting reserves. 	Recreation & Culture Services	SHORT (Year 1)	Within existing operational budget
<i>Management at Reserves</i>					
- <i>Tenancy Agreements</i>	SR2	<ul style="list-style-type: none"> In conjunction with local tennis and bowling clubs and associations develop tenancy agreements that: <ul style="list-style-type: none"> clearly outlines roles and responsibilities has sports development as one of the tenancy conditions recognises the capacity of clubs/associations to maintain facilities the nature and extent of commercial activities conducted by clubs 	Recreation & Culture Services Property Co-ordination Services	SHORT (Year 3)	Within existing operational budget
- <i>LMSG Handbook</i>	SR3	<ul style="list-style-type: none"> Formally adopt the revised Local Management Support Group (LMSG) handbook as the basis for the tenancy agreement between all sporting clubs/reserve committees and Council and ensure that all clubs are familiar with responsibilities. 	Recreation & Cultural Services	SHORT (Year 1)	Within existing operational budget
- <i>LMSG's</i>	SR4	<ul style="list-style-type: none"> Review the roles and responsibilities of LMSG's particularly in relation to: <ul style="list-style-type: none"> accountability for managing the facility setting and collecting of fees and charges compliance with Council policy liaison requirements with the Shire, relationship (authority) of LMSG's with seasonal tenants re use of facilities and seasonal changeover. 	Recreation & Culture Services	SHORT (Year 2)	Within existing operational budget
- <i>Changeover of Seasons</i>	SR5	<ul style="list-style-type: none"> Adopt the Minister's 'Determination of Seasons' in relation to the changeover of winter and summer tenants at sporting reserves, and ensure information is included in the LMSG Handbook. 	Recreation & Cultural Services	SHORT (Year 1)	Within existing operational budget

Subject	Strategy Plan Ref	Recommendation	Responsibility	Priority	Resourcing
<i>Pricing Policy</i>	SR6	<ul style="list-style-type: none"> Develop a Pricing Policy that: <ul style="list-style-type: none"> clearly defines the basis for the policy is equitably and consistently applied to all clubs and organizations is related to the organisation's use of the facility and not to contributions to capital development and maintenance projects is part of a broader tenancy agreement recognises the different financial capacity of clubs that are operating commercial business activities e.g. electronic gaming machines 	Recreation & Cultural Services	SHORT (Year 1)	\$20,000
<i>Reserve Masterplans</i>	SR7	<ul style="list-style-type: none"> Ensure that masterplans being prepared by/for some sporting reserves: <ul style="list-style-type: none"> include a feasibility assessment for new capital works proposals is consistent with the strategic direction for the development of that sport in the region does not commit Council to further development without appropriate needs assessment and funding consideration, including partnership contributions identifies ongoing maintenance and recurrent/operational costs in relation to development proposals 	Recreation & Culture Services	ONGOING	Within existing operational budget
	SR8	<ul style="list-style-type: none"> Finalise, implement and monitor the Main Ridge Equestrian Centre Management Plan 	Planning Recreation & Culture Services Conservation Planning	SHORT (Year 1)	As per Capital Works budget \$25,000
<i>School Use of Council Facilities</i>	SR9	<ul style="list-style-type: none"> In conjunction with schools that use facilities that are owned or managed by Council, develop a policy that clarifies roles and responsibilities in relation to such issues as general community access, fees and charges, maintenance, wear and tear, joint community development opportunities etc. 	Recreation & Culture Services	SHORT (Year 2)	Within existing operational budget
<i>Sports Development - Soccer</i>	SR10	<p>As a sports development priority:</p> <ul style="list-style-type: none"> Council work with local soccer clubs and the Victorian Soccer Federation in relation to: <ul style="list-style-type: none"> the implications of the Local Government and Victorian Soccer Resource Study (1999) for the shire the potential/current impacts of increased soccer participation in the Shire 	Recreation & Culture Services	SHORT (Year 3)	Within existing operational budget

Subject	Strategy Plan Ref	Recommendation	Responsibility	Priority	Resourcing
<i>(continued)</i> - Football - Cricket	SR11 SR12	<ul style="list-style-type: none"> - the development of women's soccer - future provision requirements <ul style="list-style-type: none"> • The Shire work with the Mornington Peninsula and Nepean Football League to encourage a more effective integration of the management and development of junior and senior football. This would focus on: <ul style="list-style-type: none"> - developing strong relationships between junior and senior clubs - addressing issues contributing to the decline of young people taking up senior football e.g. club attitudes and behaviour, lack of 'family friendly environments', codes of conduct, lack of positive role models etc. • Council work with the Mornington Peninsula Cricket Association in relation to the growth of women's cricket in the shire and implications for future provision. 	Recreation & Culture Services Recreation & Culture Services	SHORT (Year 4) SHORT (Year 4)	Within existing operational budget Within existing operational budget
Networking and Support	SR13	<ul style="list-style-type: none"> • Trial the establishment of a Sports Development Network for local clubs and associations that: <ul style="list-style-type: none"> - has a very clear terms of reference based on the needs of sports organisations - is co-ordinated by a committee - is integrated with club development opportunities available through the peak associations, the Active Australia Club/Association Management Program (CAM), and the Volunteer Management Program (VMP) - is used as the channel through which Council disseminates information relating to funding opportunities, tenancy documents/handbooks etc. refers policy documents for feedback and comment etc. - has a focus of developing sport participation opportunities etc. 	Recreation & Cultural Services	MEDIUM (Year 6)	Within existing operational budget
Capital Works - Capital Works Funding and Development Policy	SR14	<ul style="list-style-type: none"> • Implement the draft Capital Works Funding and Development Policy following adoption by Council. 	Recreation & Cultural Services	SHORT (Year 1)	Within existing operational budget

Subject	Strategy Plan Ref	Recommendation	Responsibility	Priority	Resourcing
- Policy for the Development of Facilities on Non-Council owned Land	SR15	<ul style="list-style-type: none"> • Develop a policy that states Council's position in relation to making a contribution to facilities that are not on Council owned or managed land. 	Recreation & Culture Services	SHORT (Year 5)	Within existing operational budget
- Ground Upgrade and Provision	SR16	<ul style="list-style-type: none"> • Continue with the program of ground refurbishment and upgrade as per the program of works 	Infrastructure Services	ONGOING	Within existing operational budget
- Netball	SR17	<ul style="list-style-type: none"> • Undertake an audit of sporting reserves to ensure that all components of reserves are identified and condition recorded. 	Recreation & Culture Services Infrastructure Services	SHORT (Year 3)	
- Tennis Facilities	SR18	<ul style="list-style-type: none"> • Liaise with the MPNFL and the local netball associations to <ul style="list-style-type: none"> - monitor the response (participation) to the combined football/netball league competitions - adverse impacts on established regional netball competitions - possible impacts re possible court provision at reserves. 	Recreation & Culture Services	SHORT (Year 4)	Within existing operational budget
- Junior Football	SR19	<ul style="list-style-type: none"> • Council to liaise with local tennis clubs, associations and Tennis Victoria to identify tennis upgrade and development priorities based on: <ul style="list-style-type: none"> - needs/demand assessment of club growth/decline - opportunities for consolidation of facilities - the condition audit of tennis facilities conducted by Council in 1999 	Recreation & Cultural Services	SHORT (Year 3)	Within existing operational budget
- Junior Football	SR20	<ul style="list-style-type: none"> • Liaise with the Junior Football League and relevant senior and junior clubs re: <ul style="list-style-type: none"> - the programming of works for the development of the 2nd oval at the Tootgarook Recreation Reserve - contribution to the project in line with the Capital Works Funding and Development Policy - opportunities to support the provision of basic amenities at junior reserves in line with recommended level of provision for like facilities 	Recreation & Cultural Services	SHORT (Year 4)	Within existing operational budget

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6.7 Recommended Strategies - Trails

Recommendations in this section relate to Trails only. They should however be read in conjunction with recommendations in *Section 6.1 - 'Open Space General'* which relate to all open space areas, including Trails.

Subject	Strategy Plan Ref.	Recommendation	Responsibility	Priority	Resourcing
<i>Shared Pathways and Trails Strategy</i>	T1	<ul style="list-style-type: none"> Implement the recommendations of the Shared Pathways and Trails Strategy. 	Recreation & Culture Services	SHORT (Year 1)	Within existing operational budget
<i>Linear linkages</i>	T2	<ul style="list-style-type: none"> As part of the proposed Footpath Strategy: <ul style="list-style-type: none"> Ensure that new subdivisions are required to provide effective footpath and trail linkages to community facilities. These linkages need to be of a surface that can accommodate a number of uses, and routed to for maximum safety of users. Identify gaps in linkages Identify opportunities to link into the trail network Link outlying subdivisions with town centres either through footpath provision or appropriately surfaced trail network 	Infrastructure Design Services	SHORT (Year 1)	Within existing operational budget
	T3	<ul style="list-style-type: none"> In accordance with the program of trail development as proposed in the '<i>Shared Pathway Trail Strategy</i>' develop the network of regional trails, ensuring that they integrate well with the township trail and footpath network. 	Open Space E-Team	ONGOING	As per Shared Pathway/ Trail Strategy
<i>Trail Infrastructure</i>	T4	<p>Development Standards</p> <ul style="list-style-type: none"> Adopt trail development standards (specific to each category of trails - width, alignment, surface etc.) proposed in the '<i>Shared Pathways Trail Strategy</i>' in relation to the development of new shared pathways and trails. 	Open Space E-Team	SHORT (Year 1)	Within existing operational budget
	T5	<p>Maintenance Standards</p> <ul style="list-style-type: none"> Develop maintenance standards for each category of trail, and identify 'gaps' between the desired standard of provision, and the ability of Council to maintain trails to this level. 	Infrastructure Services	SHORT (Year 2)	Within existing operational budget
			Open Space	SHORT	Within

	T6	Trail Management Infrastructure <ul style="list-style-type: none"> In accordance with the guidelines provided in the <i>'Shared Pathways Trail Strategy'</i> develop protocols and standards for the type and placement of trail 	E-Team	(Year 3)	existing operational
Subject	Strategy Plan Ref.	Recommendation	Responsibility	Priority	Resourcing
<i>(continued)</i>		infrastructure e.g. bollards, road crossing signage.			budget
	T7	Horse registration <ul style="list-style-type: none"> Consider the benefits and issues associated with the introduction of horse registration to support the maintenance and development of the shared use trail network in the Shire. 	Open Space E-Team	MEDIUM (Year 6)	Within existing operational budget
<i>Information</i>	T8	Electronic/hard copy <ul style="list-style-type: none"> As part of the Community Information and Awareness Program (OS24) develop an electronic database of trail information that is linked to an online map of the region. The data base would include a standard flyer/brochure format (e.g. standard banner, logo, headers) to which appropriately skilled or experienced personnel can insert information provided by the community, visitors, or other agencies 	Open Space E-Team Asset Management	MEDIUM (Year 6)	\$10,000
	T9	Signage <ul style="list-style-type: none"> As recommended in the Shared Pathways Strategy develop and implement a trails signage program that clearly communicates to users <ul style="list-style-type: none"> the type of uses permitted on trails the type of trail friendly behaviour that should be adopted protocols for using the trail 	Open Space E-Team	SHORT (Year 3)	Capital Works budget \$30,000 over 3 years
<i>Local 'walks'</i>	T10	<ul style="list-style-type: none"> Trial the development of a local 'walk and talk' trail model. This would involve: <ul style="list-style-type: none"> identifying a local community or group that is interested in developing the model, or has a current interest in local walking routes developing route markers that can be well integrated with the regional trail network promotion of the 'walks' and health benefits associated with walking etc. seeking potential sponsorship of the network 	Recreation & Culture Services Social Planning	MEDIUM (Year 6)	Within existing operational budget

<i>Partnerships</i>	T11	Schools • Refer recommendation (Bushland Areas) BA12			
Subject	Strategy Plan Ref.	Recommendation	Responsibility	Priority	Resourcing
	T12	Equestrian • Work with equestrian clubs and organisations to prepare a ‘Voluntary Code of Conduct’ for use of trails including protocols for accessing sensitive environments, getting on well with other users etc., and determining ‘no-go’ areas.	Recreation & Cultural Services	SHORT (Year 3)	Within existing operational budget

6.8 Recommended Strategies - Undeveloped Allotments

Recommendations in this section relate to Undeveloped Allotments only. They should however be read in conjunction with recommendations in *Section 6.1 - ‘Open Space General’* which relate to all open space areas, including Undeveloped Allotments.

Subject	Strategy Plan Ref.	Recommendation	Responsibility	Priority	Resourcing
<i>Disposal of Undeveloped land</i>	U1	<ul style="list-style-type: none"> Using the policy framework prepared in Volume 3 of the strategy, prepare a policy that will guide the process for determining the need for land that might otherwise be considered surplus to community needs. 	Infrastructure Services Recreation and Culture Conservation Planning	MEDIUM (Year 6)	Within existing operational budget
<i>Land used for provision of Public Utilities</i>	U2	<ul style="list-style-type: none"> Work with other land management agencies to maximise the opportunity for the integration of land used for the purpose of provision of public utilities into the open space network. 	Infrastructure Services Recreation and Culture	ONGOING	Within existing operational budget

7.0 Review Process

A review process is important to ensure that any policy remains relevant and up-to-date. The Open Space Strategy has been prepared as a working document for departments that have a role to play in the planning, and management of open space. It provides a basis for departmental 'workplans', site-specific masterplans, and integrated strategic planning across the organisation.

It is therefore essential that the principles on which the strategy is based, the policy frameworks and strategies, reflect the changing needs and priorities of Council, the community and other stakeholders. It is unlikely that there will significant change to the vision and principles of the policy – it is more likely that strategies may be reviewed and varied in response to changing issues and needs.

Each Department that has responsibility for implementing part of the strategy, needs to incorporate these tasks into their departmental plans, in accordance with the agreed timeframe. In addition, the Open Space E-team must be responsible for monitoring the overall implementation, and reviewing strategy timelines and resourcing. The Recreation and Culture Services Department will be responsible for guiding this process.

As additional research is completed and plans and strategies prepared, this Open Space Policy should be reviewed within the context of Council's strategic framework.

Annual monitoring	It is necessary that all the strategies identified as 'HIGH' priority be reviewed on an annual basis. This will provide the opportunity to reassign priorities, if necessary, based on resourcing availability, changing priorities, additional research and needs assessment, or issues that were not apparent during the development of the strategy.
4 years (2006)	An internal review of the strategy should be completed in year 4 to identify those High priority projects that have not been completed, and to reschedule these in view of 'MEDIUM' priority projects coming on line.
8 years (2010)	Full review of the strategy including full community consultation process