

Community Facilities Infrastructure Strategy 2024–2034



MORNINGTON
PENINSULA
Shire

ACKNOWLEDGEMENT OF COUNTRY

Mornington Peninsula Shire acknowledges the Bunurong people, who have been the custodians of this land for many thousands of years; and pays respect to their elders past and present.

We acknowledge that the land on which we meet is the place of age-old ceremonies, celebrations, initiation and renewal; and that the Bunurong peoples living culture continues to have a unique role in the life of this region.



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Executive summary

The Community Facilities Infrastructure Strategy 2024-2034 (Strategy) provides Council with the strategic framework to create, support and maintain a network of community facilities that effectively and equitably meet the community needs now and into the future.

Research, best practice, local knowledge and our community's experience have been brought together to create the vision that 'the Mornington Peninsula Shire community will have access to affordable community facilities that support a mix of services, activities and programs. The facilities will be safe, accessible and meet the changing needs of communities over time. Community facilities will enhance health and wellbeing, resilience and social connectedness across the Mornington Peninsula.'

Aligned with aspirations and priorities of our community, the Strategy guides decision making across all aspects of community facilities. The following objectives have been developed to achieve the vision for our community facilities. We want to:

- » Apply a collaborative, people first, integrated whole-of-organisation approach to the planning, delivery and management of community facilities
- » Ensure decisions are transparent, evidence based and are responsive to community and service delivery needs
- » Achieve a balance between social, financial, and environmental sustainability

- » Apply innovation to explore partnerships, alternative funding streams, management models, activation and access to get the most out of our facilities
- » Manage our community facilities as a network of complementary community facilities within reasonable journey times
- » Create multipurpose and adaptable facilities that are shared by multiple user groups, services, programs and activities
- » Ensure community facilities are planned, designed, managed and maintained to be equitable, safe and accessible for all.

The Strategy objectives will be delivered through the implementation of a series of tasks across all areas of planning, design and operation of community facilities. A key outcome of the Strategy will be the development of Infrastructure Action Plans (Action Plans) for each township. Through the development of the Action Plans we will assess existing community facility provision against benchmarking standards, current and future community need and will identify how to best meet this need. This may include different management models, different ways of delivering services, improvements to our community's experience using facilities, consolidation of existing facilities and, where appropriate, disposal.

The implementation of the Strategy will be monitored and evaluated against the outputs in the recommended actions. The Strategy will be reviewed after 5 years to ensure that implementation priorities reflect current needs and expectations.



Introduction

The Mornington Peninsula is situated one hours drive south of Melbourne, and is characterised by unique townships, natural landscapes, areas of national and international conservation significance and has a blend of green wedge, urban and rural areas with more than 10% of Victoria's coastline. The current population is 170,000 and is expected to grow to 181,000 by 2036. With a growing population and an annual visitor rate upwards of 8 million, the Mornington Peninsula truly is a remarkable place to live, work, learn, visit and be a part of its many communities.

It is our collective responsibility to ensure that we have healthy, thriving, connected communities that have access to the services, programs and activities that enrich lives and foster a sense of belonging. An important part of ensuring access to these services, programs and activities is linking our community to facilities where these can occur.

Council amalgamations in 1994 consolidated the Shires of Flinders, Hastings and Mornington. As a result, and with the ongoing creation of new facilities, the Mornington Peninsula Shire Council (Council) now owns and manages more than 250 community facilities. However, ageing assets, population growth, changing demographics and evolving community needs pose both opportunities and challenges for the provision and maintenance of community facilities.

For Council to make informed strategic decisions to best serve our community, a greater understanding is needed of how our community facilities are currently used and managed, in addition to further investigation into future community needs. The Community Facilities Infrastructure Strategy brings together research, best practice and local knowledge to provide a framework to create, support and maintain a network of community facilities that effectively and equitably meet the community needs now and into the future.

Purpose

The primary purpose of this Community Facilities Infrastructure Strategy is to define a vision for community facility provision across the Mornington Peninsula, along with guiding principles, strategic objectives and actions to achieve the vision. This Strategy has been developed to assist with a coordinated whole-of-council approach, with our community at the centre, to guide decision making for the planning, design and operation of our community facilities.

Scope

For the purpose of this Strategy, community facilities refer to the physical infrastructure in the form of buildings, places and public spaces through which community services are provided by Council and other providers. Included in the scope of this Strategy are the following:

Community spaces:

- » Halls
- » Meeting rooms
- » Multipurpose community rooms
- » Men's Sheds
- » Neighbourhood Houses
- » Scouts and Guides
- » Senior Citizens Centres
- » Historical Societies
- » Youth spaces
- » Libraries
- » Arts and culture spaces

Children and early years:

- » Kindergartens
- » Community Childcare
- » Toy libraries
- » Maternal and Child Health Centres

Sport and recreation:

- » Sports halls and indoor courts
- » Pavilions
- » Boating, sailing and lifesaving
- » Aquatic centres and swimming pools

We acknowledge that many other Council and non-council owned buildings and facilities play a role in supporting our communities, and whilst they may be out of scope for this Strategy, we will take these into consideration when making decisions. Buildings that are outside the scope of this Strategy are animal shelters, municipal offices, nurseries, historic homesteads, commercial properties, depots, waste processing stations and public amenities.

Outcomes

The Strategy will be delivered through the implementation of a series of tasks across all areas of planning, design and operation of community facilities. All the tasks identified through this Strategy have been developed to achieve specific strategic objectives and will work together to improve our community facilities.

A key outcome of the Strategy will be the development of Infrastructure Action Plans (Action Plans) for each township. Through the development of the Action Plans we will assess existing community facility provision against benchmarking standards, current and future community need and will identify how to best meet this need. This may include different management models, different ways of delivering services, improvements to our community's experience using facilities, consolidation of existing facilities and, where appropriate, disposal.



McCRAE YACHT CLUB

Commodore: Paul Jenkins 0818 987 119	Membership: Peter Mc 0818 987 119	Yard Storage: Guy Hancock 0412 313 864
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NO CARS
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THIS POINT

Community facilities on the Mornington Peninsula

Why we provide community facilities

Community facilities are an essential part of society and our community. They provide spaces to meet, learn, play sport, participate in arts and improve our overall health and wellbeing.

A community facility can be used as a meeting space, for delivering services, to create social opportunities, and to provide emergency relief in a crisis. Community facilities create connected, vibrant communities that encourage diversity and inclusion. They increase resilience and contribute to a sense of place and belonging.

The Local Government Act 2020, outlines that Council will plan and provide services and facilities for the local community through service performance principles. These principles are to ensure services are provided in an equitable manner, are accessible, provide good value and are responsive to the diverse needs of the community.

The Shire does this in a range of ways, such as:

- » Owner and manager of facilities
- » Service provider, and therefore a facility user
- » Provider of space for community activities
- » Planner to ensure the supply of community facilities meet community needs
- » Advocate for new or improved facilities
- » Facilitator to support good outcomes for our community
- » Partner with other agencies to provide services and facilities for our community.

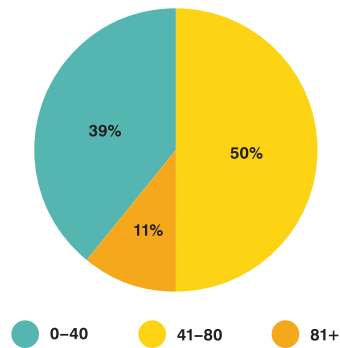


The state of our community facilities

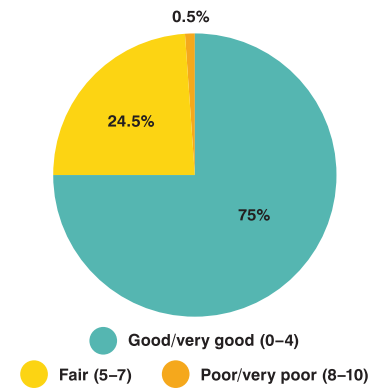
Our community facilities are ageing and they are requiring increasing amounts of maintenance. The cost to maintain buildings is almost entirely covered by Council through rates. Council is sometimes able to get support from State or Federal Government for new buildings or upgrades through grants, but generally maintenance costs are not eligible for grants.

Asset condition

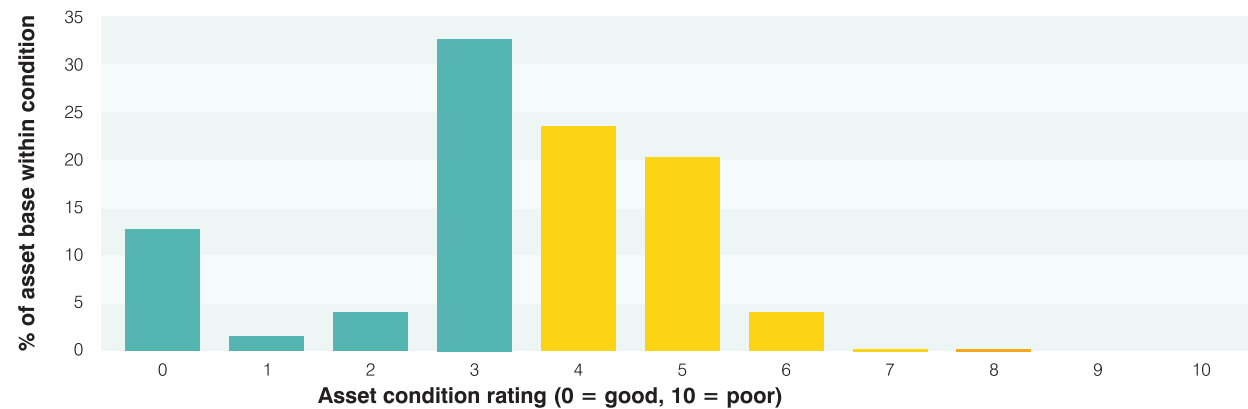
Present age (in years) of our community facilities



Present condition distribution



Present condition distribution by % of asset base



Projected renewal expenditure

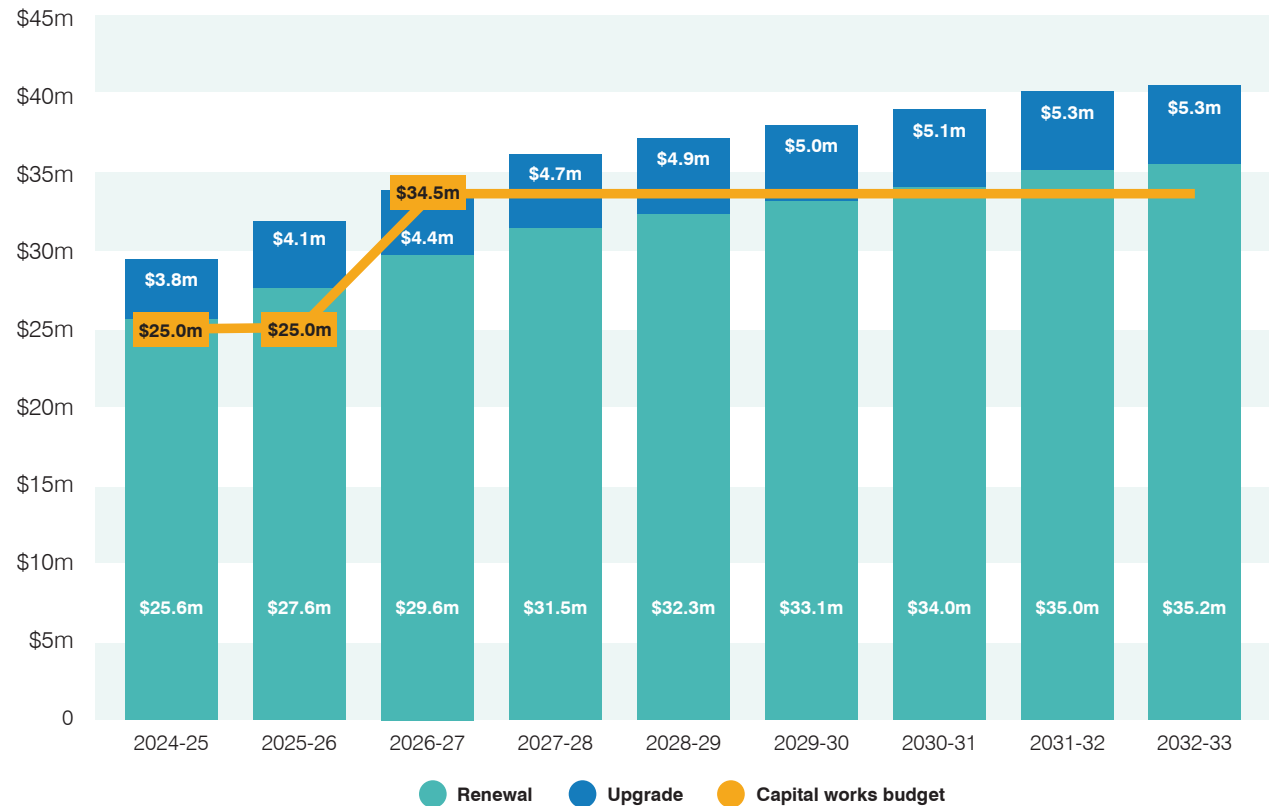
Ageing facilities, increasing maintenance costs and increasing renewal expenditure is financially unsustainable and severely restricts Council's capacity to provide new and better designed facilities that meet current community expectations, and are also fully accessible to all our community including members of more vulnerable groups.

The challenge of continuing to provide high quality facilities that provide the platform for services, community activity and connection, needs a fresh approach. This Strategy sets out a direction that provides a framework for decision making and offers guidance to the Implementation Plan outcomes, which may include rationalisation of the total number of buildings, all the while still ensuring residents and visitors have access to well designed and accessible facilities.

Maintenance costs

Over the last ten years, the cost of building maintenance services has increased by an estimated 18% over CPI. This has been largely driven by materials cost increases, an ageing and growing asset base and award rate increases among other factors.

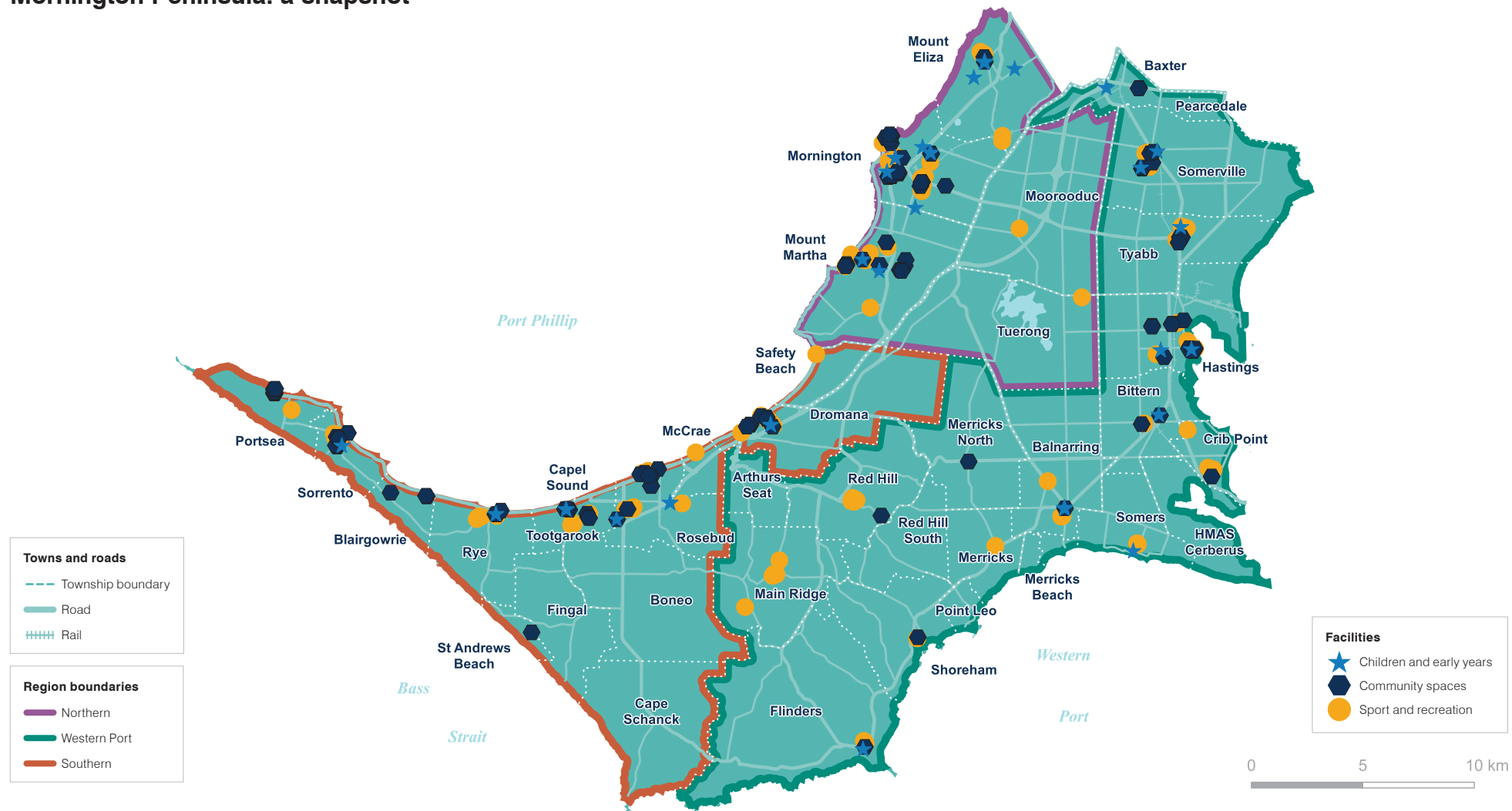
Projected renewal expenditure (including upgrade)



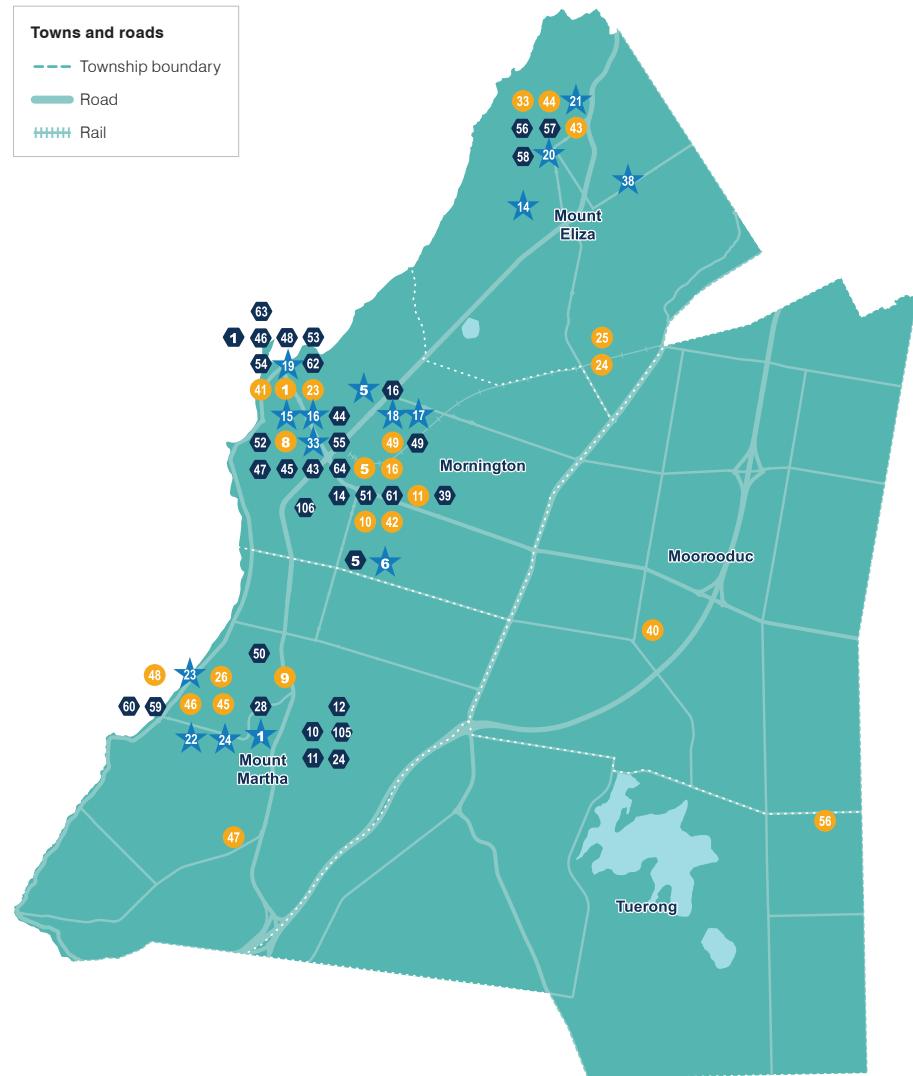
Our community facilities

The type and spread of community facilities on the Mornington Peninsula varies across townships. A snapshot of community facilities is shown below.

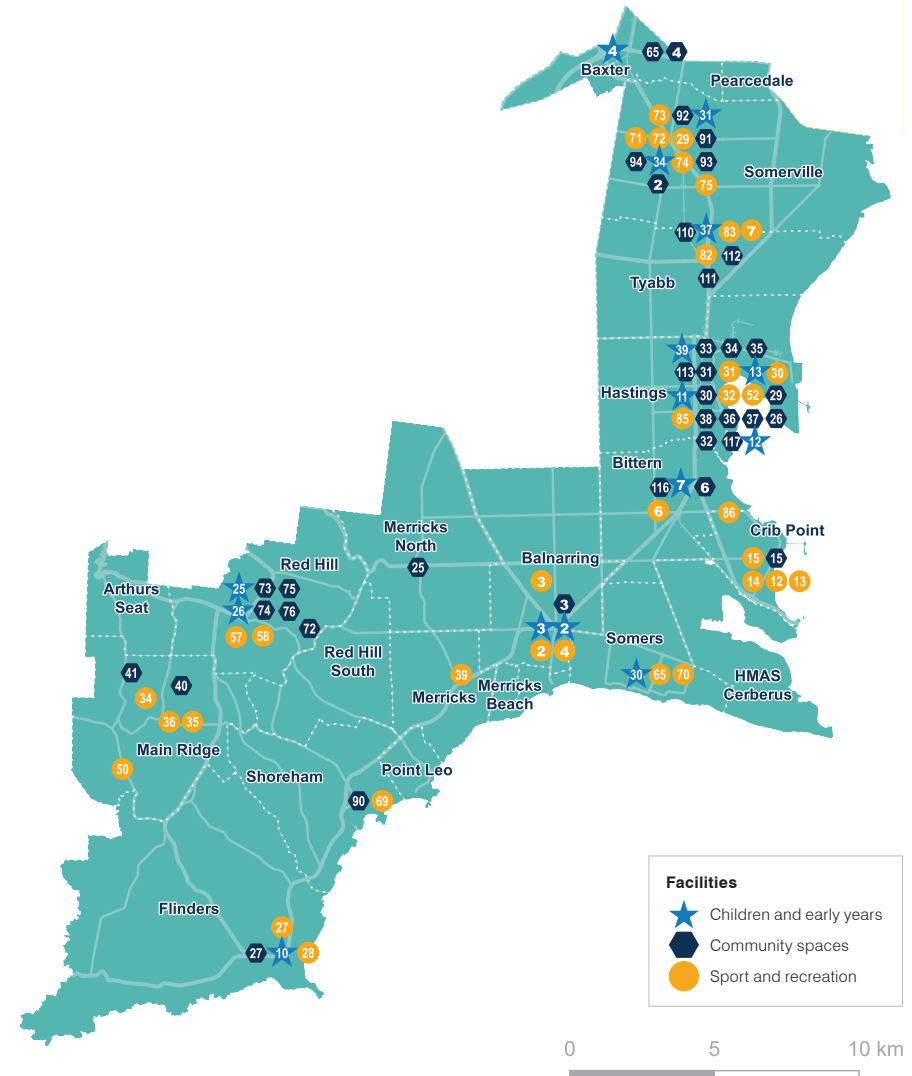
Mornington Peninsula: a snapshot



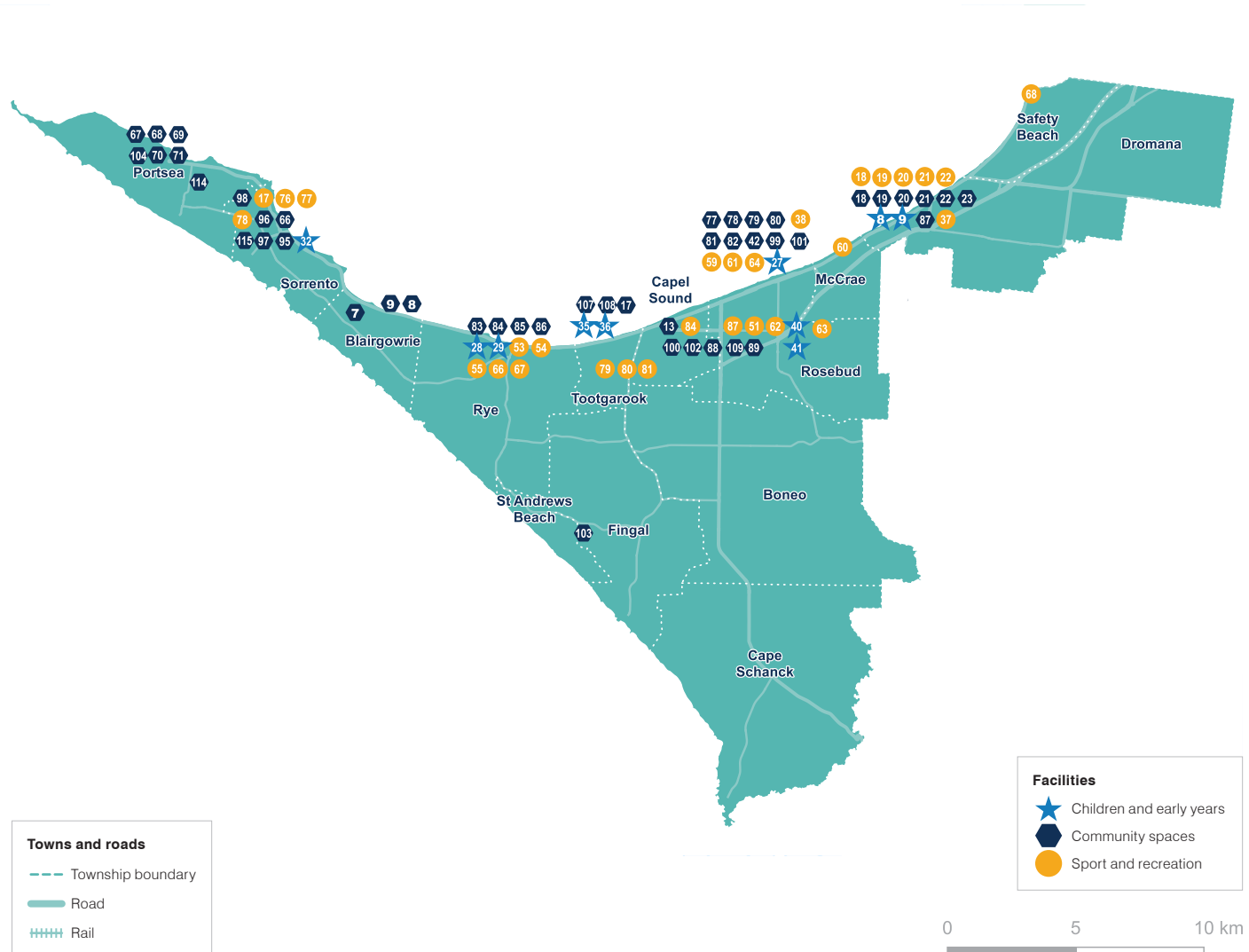
Mornington Peninsula: Northern region



Mornington Peninsula: Western Port region



Mornington Peninsula: Southern region



Community facilities index

Children and early years

KEY	FACILITY	STREET ADDRESS	SUBURB	REGION
1	Balcombe Preschool	144 Bay Road	Mount Martha	Northern
2	Balnarring Child Care and Maternal and Child Health	3045 Frankston-Flinders Road	Balnarring	Western Port
3	Balnarring Preschool	2 Civic Court	Balnarring	Western Port
4	Baxter Kindergarten & Children's Centre	26 Olstead Drive	Baxter	Western Port
5	Beleura Hill Preschool	32 Amelia Avenue	Mornington	Northern
6	Bentons Square Kindergarten	145 Bentons Road	Mornington	Northern
7	Bittern Preschool	31 Sudholz Street	Bittern	Western Port
8	Dromana Preschool	65 Pier Street	Dromana	Southern
9	Dromana Maternal and Child Health Centre	65 Pier Street	Dromana	Southern
10	Flinders Preschool	62 Bass Street	Flinders	Western Port
11	Hastings Maternal and Child Health Centre	185 High Street	Hastings	Western Port
12	Hastings Preschool	17 Marine Parade	Hastings	Western Port
13	Hastings Toy Library	7 High Street	Hastings	Western Port
14	Kunyang Preschool	44 Barmah Street	Mount Eliza	Northern
15	Leslie Moorhead Preschool	32 Hampden Street	Mornington	Northern
16	Mornington Maternal and Child Health Centre	32 Hampden Street	Mornington	Northern
17	Mornington Park Preschool	5-17 Currawong Street	Mornington	Northern
18	Mornington Park Maternal and Child Health Centre	5 Currawong Street	Mornington	Northern
19	Mornington Toy Library	8 Albert Street	Mornington	Northern
20	Mount Eliza Maternal and Child Health Centre	95-97 Wimbleton Avenue	Mount Eliza	Northern
21	Mount Eliza Preschool	95-97 Wimbleton Avenue	Mount Eliza	Northern
22	Mount Martha Community House Kindergarten	12 Dominion Road	Mount Martha	Northern
23	Mount Martha Maternal and Child Health Centre	35 Watson Road	Mount Martha	Northern
24	Mount Martha Preschool	35 Watson Road	Mount Martha	Northern
25	Red Hill Maternal and Child Health Centre	210 Arthurs Seat Road	Red Hill	Western Port
26	Red Hill Preschool	210 Arthurs Seat Road	Red Hill	Western Port
27	Rosebud Toy Library	1/35 Wannaeue Place	Rosebud	Southern
28	Rye Preschool	25 Nelson Street	Rye	Southern
29	Rye Preschool and Maternal and Child Health Centre	21 Nelson Street	Rye	Southern
30	Somers Preschool	14 Ocean View Crescent	Somers	Western Port
31	Somerville Preschool	37 Eramosa Road East	Somerville	Western Port
32	Sorrento Preschool	20 Darling Road	Sorrento	Southern
33	South Mornington Preschool	1 DownwaRoad Street	Mornington	Northern
34	Tillerkite Preschool	23 Worwong Avenue	Somerville	Western Port
35	Tootgarook Maternal and Child Health Centre	24 Barry Street	Tootgarook	Southern
36	Tootgarook Preschool	24 Barry Street	Tootgarook	Southern
37	Tyabb Preschool	1475 Frankston-Flinders Road	Tyabb	Western Port
38	Walkers Road Preschool	47 Walkers Road	Mount Eliza	Northern
39	Wallaroo Maternal and Child Health Centre	6 Wallaroo Place	Hastings	Western Port
40	Waterfall Gully Preschool	325 Bayview Road	Rosebud	Southern
41	Waterfall Gully Maternal and Child Health Centre	325 Bayview Road	Rosebud	Southern

Community spaces

KEY	FACILITY	STREET ADDRESS	SUBURB	REGION
1	Aged and disability outreach office	792 Esplanade	Mornington	Northern
2	Annie Sage Community Centre	21 Worwong Avenue	Somerville	Western Port
3	Balnarring Community Hall	3041 Frankston-Flinders Road	Balnarring	Western Port
4	Baxter Community Hall	211 Baxter-Tooradin Road	Baxter	Western Port
5	Bentons Square Community Centre	145 Bentons Road	Mornington	Northern
6	Bittern Community Hall	2426 Frankston-Flinders Road	Bittern	Western Port
7	Blairgowrie Community Garden Pavilion	464 Melbourne Road	Blairgowrie	Southern
8	Blairgowrie Community Hall	William Road	Blairgowrie	Southern
9	Blairgowrie Seniors Centre	William Road	Blairgowrie	Southern
10	Briars Nursery Office	450 Nepean Highway	Mount Martha	Northern
11	Briars Settler's Cottage	450 Nepean Highway	Mount Martha	Northern
12	Briars Visitor's Centre	450 Nepean Highway	Mount Martha	Northern
13	Capel Sound Community Hall	21 Eliza Street	Capel Sound	Southern
14	Civic Reserve Rose Garden Education Centre	350 Dunns Road	Mornington	Northern
15	Crib Point Neighbourhood House	7 Park Road	Crib Point	Western Port
16	Currawong Community Centre	5 Currawong Street	Mornington	Northern
17	Dog Obedience Club	16 BuRoadett Street	Tootgarook	Southern
18	Dromana Community Hall	2A VeRoadon Street	Dromana	Southern
19	Dromana Community House	15 Gibson Street	Dromana	Southern
20	Dromana Foreshore Hall	Point Nepean Road	Dromana	Southern
21	Dromana Old Shire Offices	359A Point Nepean Road	Dromana	Southern
22	Dromana Seniors Centre	41-45 Pier Street	Dromana	Southern
23	Dromana Tourist Information Centre	359B Point Nepean Road	Dromana	Southern
24	Eco Living Display Centre	450 Nepean Highway	Mount Martha	Northern
25	Fenton Community Hall	181 Bittern/Dromana Road	Merricks North	Western Port
26	Fisherman's Cottage	2 Herring Street	Hastings	Western Port
27	Flinders Civic Hall	56 Cook Street Flinders	Flinders	Western Port
28	Fusion Youth Resource Centre	2 Cumberland Drive	Mount Martha	Northern
29	Harry's House	4 Herring Street	Hastings	Western Port
30	Hastings Community Hall	3 High Street	Hastings	Western Port
31	Hastings Hub	1973 Frankston-Flinders Road	Hastings	Western Port
32	Hastings Library	7 High Street	Hastings	Western Port
33	Hastings Mens Shed	1/1973 Frankston-Flinders Road	Hastings	Western Port
34	Hastings Park Social Club	155 Marine Parade	Hastings	Western Port
35	Hastings Scout Hall	15 Thornhill Street	Hastings	Western Port
36	Hastings Senior Centre	16 Herring Street	Hastings	Western Port
37	Hastings Youth Centre – Shed 11	11 Marine Parade	Hastings	Western Port
38	Hastings-Western Port Historical Society Museum	7 Marine Parade	Hastings	Western Port
39	Kankarma	311 Racecourse Road	Mornington	Northern
40	Main Ridge Community Hall	455 Main Creek Road	Main Ridge	Western Port

Community spaces (cont)

KEY	FACILITY	STREET ADDRESS	SUBURB	REGION
41	Main Ridge Mens Shed	366 Main Creek Road	Main Ridge	Western Port
42	Meals on Wheels Kitchen	52-54 Spray Street	Rosebud	Southern
43	Mornington Community House	91 Wilsons Road	Mornington	Northern
44	Mornington Community Support Centre	316 Main Street	Mornington	Northern
45	Mornington Girl Guides Hall	47 Mitchell Street	Mornington	Northern
46	Mornington Library	8 Vancouver Street	Mornington	Northern
47	Mornington Men's Shed	23 Pine Avenue	Mornington	Northern
48	Mornington Park Pavilion	9 Flinders Drive	Mornington	Northern
49	Mornington Peninsula Arts Centre Tanti Park Crafts Workshop	5 Currawong Street	Mornington	Northern
50	Mornington Peninsula Dog Club	88 Helena Street	Mount Martha	Northern
51	Mornington Peninsula Regional Gallery	350 Dunns Road	Mornington	Northern
52	Mornington Scout Hall	45 Mitchell Street	Mornington	Northern
53	Mornington Sea Scout Hall	Bshed 1 Scout Beach	Mornington	Northern
54	Mornington Seniors Centre	11 Flinders Drive	Mornington	Northern
55	Mornington Youth Centre - The Corner	91 Wilsons Road	Mornington	Northern
56	Mount Eliza Community Hall	90 -100 Canadian Bay Road	Mount Eliza	Northern
57	Mount Eliza Neighbourhood House	90 -100 Canadian Bay Road	Mount Eliza	Northern
58	Mount Eliza Scout Hall	2 Ranelagh Drive	Mount Eliza	Northern
59	Mount Martha Community House & Community Learning Centre	12 Dominion Road	Mount Martha	Northern
60	Mount Martha House Caretaker's Residence	466 Esplanade	Mount Martha	Northern
61	Oakhill Gallery	100 Mornington-Tyabb Road	Mornington	Northern
62	Old Mornington Court House	790 Esplanade	Mornington	Northern
63	Old Mornington Post Office	789 Esplanade	Mornington	Northern
64	Peninsula Community Theatre	91 Wilsons Road	Mornington	Northern
65	Peninsula North Mens Shed	209 Baxter-Tooradin Road	Baxter	Western Port
66	Point Nepean Mens Shed	4 Hotham Road	Sorrento	Southern
67	Police Point Artist Cottage	5 Franklands Drive	Portsea	Southern
68	Police Point Cottage 1	1 Franklands Drive	Portsea	Southern
69	Police Point Cottage 2	2 Franklands Drive	Portsea	Southern
70	Police Point Cottage 3	3 Franklands Drive	Portsea	Southern
71	Police Point Cottage 4	4 Franklands Drive	Portsea	Southern
72	Red Hill Mechanics Hall	19-23 Mechanics Road	Red Hill	Western Port
73	Red Hill Recreation Reserve Cattle Pavilion	184 Arthurs Seat Road	Red Hill	Western Port
74	Red Hill Recreation Reserve Craft Pavilion	184 Arthurs Seat Road	Red Hill	Western Port
75	Red Hill Recreation Reserve Poultry Pavilion	184 Arthurs Seat Road	Red Hill	Western Port
76	Red Hill Recreation Reserve Produce Pavilion	184 Arthurs Seat Road	Red Hill	Western Port
77	Rosebud Band Hall	Point Nepean Road	Rosebud	Southern
78	Rosebud Community Hall	994 Point Nepean Road	Rosebud	Southern

KEY	FACILITY	STREET ADDRESS	SUBURB	REGION
79	Rosebud Library	25 Ninth Avenue	Rosebud	Southern
80	Rosebud Sea Scout Hall	Point Nepean Road	Rosebud	Southern
81	Rosebud Seniors Centre	115 Ninth Avenue	Rosebud	Southern
82	Rosebud Youth Centre - The Y Lounge	9-11 Nepean Plaza	Rosebud	Southern
83	Rye Civic Hall	12 Napier Street	Rye	Southern
84	Rye Community House	27 Nelson Street	Rye	Southern
85	Rye Foreshore Scout Hall	Point Nepean Road	Rye	Southern
86	Rye Seniors Centre	17 Nelson Street	Rye	Southern
87	Safety Beach & Dromana Mens Shed	3/10 Marna Street	Dromana	Southern
88	Seawinds Community Hub & Early Learning Centre	11A Allambi Avenue	Capel Sound	Southern
89	Seawinds Mens Shed	11A Allambi Avenue	Rosebud	Southern
90	Shoreham Community Hall	67 Byrnes Road	Shoreham	Western Port
91	Somerville Library	1085 Frankston Flinders Road	Somerville	Western Port
92	Somerville Mechanics Hall	66 Station Street	Somerville	Western Port
93	Somerville Scout Hall	307 Jones Road	Somerville	Western Port
94	Somerville Seniors Centre	1/21 Worwong Avenue	Somerville	Western Port
95	Sorrento Activities Centre	825 Melbourne Road	Sorrento	Southern
96	Sorrento Community Centre	860-868 Melbourne Road	Sorrento	Southern
97	Sorrento Museum	827 Melbourne Road	Sorrento	Southern
98	Sorrento Scout Hall	870 Melbourne Road	Sorrento	Southern
99	Sound Shell	Point Nepean Road	Rosebud	Southern
100	Southern Peninsula Amateur Radio Club	66C Elizabeth Ave	Capel Sound	Southern
101	Southern Peninsula Community Support and Information Centre	878 Point Nepean Road	Rosebud	Southern
102	Southern Peninsula Woodworkers Group	66 Elizabeth Ave	Capel Sound	Southern
103	St Andrews Beach Recreation Hall	Bass Meadows Boulevard	St Andrews Beach	Southern
104	Superintendents Cottage	6 Franklands Drive	Portsea	Southern
105	The Briars Historic Homestead	450 Nepean Highway	Mount Martha	Northern
106	The Studio	91 Wilsons Road	Mornington	Northern
107	Tootgarook Community Hall	30 Barry Street	Tootgarook	Southern
108	Tootgarook Seniors Centre	6 Barry Street	Tootgarook	Southern
109	Southern Peninsula Youth Centre - Tounin Wominjeka	80 Besgrove Street Rosebud	Rosebud	Southern
110	Tyabb Community Hall	1535 Frankston-Flinders Road	Tyabb	Western Port
111	Tyabb Scout Hall	1580 Frankston-Flinders Road	Tyabb	Western Port
112	Tyabb Youth Guide Hall	103 The Crescent	Tyabb	Western Port
113	Wallaroo Community Centre & Preschool	6 Wallaroo Place	Hastings	Western Port
114	Watsons Pavilion	33 Blair Road	Portsea	Southern
115	Watt's Cottage Sorrento	165 Ocean Beach Road	Sorrento	Southern
116	Western Port Memorial Youth Centre	101 Henderson Road	Blittern	Western Port
117	Willum Warrain	10C Pound Road Hastings	Hastings	Western Port



Sport and recreation

KEY	FACILITY	STREET ADDRESS	SUBURB	REGION
1	Alexandra Park Pavilion	275 Main Street	Mornington	Northern
2	Balnarring Bowls Pavilion	Bruce Street	Balnarring	Western Port
3	Balnarring Recreation Reserve Pavilion	95 Balnarring Road	Balnarring	Western Port
4	Balnarring Tennis Pavilion	12 Strathmore Road	Balnarring	Western Port
5	Beleura Junior Football Club Pavilion	85 Mornington Tyabb Road	Mornington	Northern
6	Bittern Tennis Pavilion	38 Cresswell	Bittern	Western Port
7	Bunguyan Reserve Pavilion	1475 Frankston-Flinders Road	Tyabb	Western Port
8	C.B. Wilson Reserve Pavilion	35 Wilsons Road	Mornington	Northern
9	Citation Sports Reserve Pavilion	88 Helena Street	Mount Martha	Northern
10	Civic Reserve Bowls Pavilion	350 Dunns Road	Mornington	Northern
11	Civic Reserve Recreation Centre	350 Dunns Road	Mornington	Northern
12	Crib Point Pool	31 Governors Road	Crib Point	Western Port
13	Crib Point Recreation Reserve Pavilion	31 Governors Road	Crib Point	Western Port
14	Crib Point Tennis Pavilion	28 Colin Parade	Crib Point	Western Port
15	Cyril Fox Reserve Pavilion	55 Governors Road	Crib Point	Western Port
16	Dallas Brooks Parks Reserve Soccer Pavilion	85 Mornington-Tyabb Road	Mornington	Northern
17	David MacFarlan Reserve Pavilion	870 Melbourne Road	Sorrento	Southern
18	Dromana Country Bowls Pavilion	1 Stawell Street	Dromana	Southern
19	Dromana Life Saving Club	Point Nepean Road	Dromana	Southern
20	Dromana Recreation Reserve Don McKenzie Pavilion	47-49 Pier Street	Dromana	Southern
21	Dromana Recreation Reserve Eric Oakes Pavilion	47-49 Pier Street	Dromana	Southern
22	Dromana Tennis Pavilion	10 Marna Street	Dromana	Southern
23	Elsie Dorrington Reserve Netball Pavilion	275 Main Street	Mornington	Northern
24	Emil Madsen Reserve Cricket Pavilion	261 Wooralla Drive	Mount Eliza	Northern
25	Emil Madsen Reserve Football Pavilion	261 Wooralla Drive	Mount Eliza	Northern
26	Ferrero Reserve Pavilion	37 Seppelt Avenue	Mount Martha	Northern
27	Flinders Cricket Pavilion	26 Barker Street	Flinders	Western Port
28	Flinders Tennis Pavilion	26 Barker Street	Flinders	Western Port
29	Fruitgrowers Recreation Reserve Pavilion	328 Jones Road	Somerville	Western Port
30	Hastings Bowling Pavilion	40 Marine Parade	Hastings	Western Port
31	Hastings Park Pavilion	159 Marine Parade	Hastings	Western Port
32	Hastings Tennis Pavilion	54 Marine Parade	Hastings	Western Port
33	HowaRoad Parker Reserve Pavilion	90 -100 Canadian Bay Road	Mount Eliza	Northern
34	Main Ridge Bowls Pavilion	441 Main Creek Road	Main Ridge	Western Port
35	Main Ridge Cricket Pavilion	455 Main Creek Road	Main Ridge	Western Port
36	Main Ridge Tennis Pavilion	441 Main Creek Road	Main Ridge	Western Port
37	Marna Street Reserve Netball Pavilion	10 Marna Street	Dromana	Southern
38	McCrae Yacht Club	690 Point Nepean Road	McCrae	Southern
39	Merricks Station Ground Reserve Pavilion	3450 Frankston-Flinders Road	Merricks	Western Port

Sport and recreation (cont)

KEY	FACILITY	STREET ADDRESS	SUBURB	REGION
40	Moorooduc Recreation Reserve Pavilion	700 Derril Road	Moorooduc	Northern
41	Mornington Bowls Pavilion	Esplanade	Mornington	Northern
42	Mornington Croquet Pavilion	350 Dunns Road	Mornington	Northern
43	Mount Eliza Reserve Bowls Pavilion	90A Canadian Bay Road	Mount Eliza	Northern
44	Mount Eliza Tennis Pavilion	90A Canadian Bay Road	Mount Eliza	Northern
45	Mount Martha Bowling Pavilion	45 Watsons Road	Mount Martha	Northern
46	Mount Martha Life Saving Club	Esplanade South Beach	Mount Martha	Northern
47	Mount Martha Public Golf Course	265 Nepean Highway	Mount Martha	Northern
48	Mount Martha Tennis Pavilion	466 The Esplanade	Mount Martha	Northern
49	Narambi Reserve Pavilion	15 Narambi St	Mornington	Northern
50	Nepean Equestrian Centre	Baldry's Road	Main Ridge	Western Port
51	Olympic Park Reserve Pavilion	193 Eastbourne Road	Rosebud	Southern
52	Pelican Park	4 Marine Parade	Hastings	Western Port
53	R.J. Rowley Reserve Junior Football Pavilion	22-59 Melbourne Road	Rye	Southern
54	R.J. Rowley Reserve Netball Pavilion	22-59 Melbourne Road	Rye	Southern
55	R.J. Rowley Reserve Pavilion	22-59 Melbourne Road	Rye	Southern
56	R.M. Hooper Reserve Pavilion	111 Graydens Road	Tuerong	Northern
57	Red Hill Pavilion	184 Arthurs Seat Road	Red Hill	Western Port
58	Red Hill Tennis Pavilion	184 Arthurs Seat Road	Red Hill	Western Port
59	Rosebud Bowling Pavilion	Point Nepean Road	Rosebud	Southern
60	Rosebud Life Saving Club	650 Point Nepean Road	Mccrae	Southern
61	Rosebud Motor Boat Squadron	Opposite 1095 Point Nepean Road	Rosebud	Southern
62	Rosebud Soccer Pavilion	193 Eastbourne Road	Rosebud	Southern
63	Rosebud Tennis Pavilion	28A Hove Road	Rosebud	Southern
64	Rosebud Yacht Club	990 Point Nepean Road	Rosebud	Southern
65	RW Stone Reserve Pavilion	68 Camp Hill Road	Somers	Western Port
66	Rye Bowls Pavilion	18-26 Collingwood Street	Rye	Southern
67	Rye Tennis Pavilion	22-59 Melbourne Road	Rye	Southern
68	Safety Beach Sailing Club and Community Centre	185 Marine Drive	Safety Beach	Southern
69	Shoreham Tennis Pavilion	1 Steen Avenue	Shoreham	Western Port
70	Somers Tennis Pavilion	68 Camp Hill Road	Somers	Western Port
71	Somerville Bowls Pavilion	307 Jones Road	Somerville	Western Port
72	Somerville Recreation Centre	14 EdwaRoad Street	Somerville	Western Port
73	Somerville Recreation Reserve Netball Pavilion	307 Jones Road	Somerville	Western Port
74	Somerville Recreation Reserve Pavilion	307 Jones Road	Somerville	Western Port
75	Somerville Tennis Pavilion	307 Jones Road	Somerville	Western Port
76	Sorrento Bowls Pavilion	35 Hotham Road	Sorrento	Southern
77	Sorrento Netball Pavilion	870 Melbourne Road	Sorrento	Southern
78	Sorrento Tennis Pavilion	870 Melbourne Road	Sorrento	Southern

KEY	FACILITY	STREET ADDRESS	SUBURB	REGION
79	Truemans Road Recreation Reserve Bocce Pavilion	113 Truemans Road	Capel Sound	Southern
80	Truemans Road Recreation Reserve Netball Pavilion	113 Truemans Road	Capel Sound	Southern
81	Truemans Road Recreation Reserve Pavilion	113 Truemans Road	Capel Sound	Southern
82	Tyabb Central Reserve Pavilion	1580 Frankston-Flinders Road	Tyabb	Western Port
83	Tyabb Tennis Pavilion	1475 Frankston-Flinders Road	Tyabb	Western Port
84	Vern Wright Reserve Bowls Pavilion	66 Elizabeth Avenue	Capel Sound	Southern
85	Westernport Athletics Pavilion	201 High Street	Hastings	Western Port
86	Woolleys Road Reserve Pavilion	1 Mills Avenue	Crib Point	Western Port
87	Yawa Aquatic Centre	100 Besgrove Street	Rosebud	Southern
88	Tyabb Tennis Pavilion	1475 Frankston-Flinders Road	Tyabb	Western Port
89	Vern Wright Reserve Bowls Pavilion	66 Elizabeth Avenue	Capel Sound	Southern
90	Watsons Pavilion	33 Blair Road	Portsea	Southern
91	Westernport Athletics Pavilion	201 High Street	Hastings	Western Port
92	Woolleys Road Reserve Pavilion	1 Mills Avenue	Crib Point	Western Port
93	Yawa Aquatic Centre	100 Besgrove Street	Rosebud	Southern



Development of the Community Facilities Infrastructure Strategy

The process for developing the community facilities infrastructure strategy is outlined below:

Research, analysis and engagement

In 2023 Council undertook a review into the ways in which the planning, management and investment in community facilities could be improved. This review included the following elements:

- » A strategic review of Council and State policies, plans and strategies
- » Analysis of demographic trends on the Mornington Peninsula
- » Review of planning approaches to community facilities developed across Victorian Local Government
- » Community facility audits undertaken through a combination of site visits and desktop analysis, including:
 - Mapping and distribution
 - Utilisation
 - Location and accessibility within a township
 - Appearance, fit out, configuration and size of the facility
 - Universal design and access
 - Building condition.

A review of the findings identified several areas Council need to address to better meet community needs, such as:

- » Physical issues relating to ageing infrastructure
- » Community facilities are not in the right location
- » Community facilities are underutilised, yet difficult for groups to find appropriate spaces
- » A need to improve equity relating to usage arrangements, costs to users and access to space
- » Access issues relating to universal design and the ability to access public transport
- » Escalating costs to maintain facilities
- » Lack of awareness surrounding availability of community facilities, booking requirements and facility functionality.





In addition, the review identified challenges and opportunities such as:

- » Providing additional spaces to respond to emergencies
- » Making better use of existing spaces
- » Investigating opportunities to work in partnership to better meet community need
- » The opportunity to optimise services and activities offered from community facilities
- » Creating opportunities for rationalisation and consolidation of facilities, along with redirection of limited capital and operational budgets, to enhance Council's ability to meet and prioritise need
- » Exploring new ways of working with clubs and community groups to enable a shared approach to community facility usage, management and provision
- » Supporting other Council strategies to improve social, environmental and economical outcomes
- » Exploring external funding opportunities to enhance our community facilities
- » Responding to changes in population and social trends.

Engagement with community and stakeholders

Significant engagement with facility users, decision makers and people responsible for managing and maintaining facilities was conducted. This included:

- » Workshops and interviews with over 70 staff who have responsibility for planning, designing and using facilities or provide services from the facilities
- » Interviews and workshops with over 90 facility users
- » Engagement with over 200 community members through pop ups and surveys
- » 2 x workshops with elected representatives
- » 1 x workshop with non-government agencies and service providers
- » Onsite visits
- » Meetings and focus groups with Council Advisory Boards.

A draft of the Strategy was placed on public exhibition for the community to review and provide feedback. The draft Strategy was promoted through a media release, direct emails to key stakeholders, a dedicated webpage and social media promotion. Community engagement was sought via an online survey which received 90 responses and 3 in-person pop ups at the Mornington Library, Yawa Aquatic Centre and Balharring Shopping Centre.

Engagement findings

Throughout the engagement process some key themes emerged, including:

- » Many facilities do not meet the needs of our community in terms of accessibility, kitchen facilities and storage
- » Issues relating to maintenance, regarding ageing physical infrastructure, processes and communication
- » Inconsistent, inequitable and inefficient access to community facilities
- » There is a need to advertise which facilities are available and promote their use to a wider section of the community
- » Recognition of the need to get greater utilisation from our community facilities
- » There are opportunities for Council and community to work together; to improve facilities, improve communication and enhance relationships
- » There is a willingness to share facilities and a recognition of the social benefits of groups mixing and interacting
- » Spaces need to be designed to be more flexible
- » There is a need for a transparent, easy to use booking system across all community facilities, for one off and longer-term bookings
- » Council could enhance its role of enabler rather than facility provider and manager.





Strategic context

Guiding the development of a Community Facilities Infrastructure Strategy is the Council and Wellbeing Plan 2021-25, which outlines the need to develop a Community Facilities Infrastructure Strategy, “to plan for shared community facilities that meet the current and future needs of our communities”. The Community Vision 2040 outlines principles that relate to community facility use, such as utilising existing community infrastructure, climate change adaptation and carbon reduction, a network of services and facilities, accessibility, support of vulnerable populations and the expansion of sporting, arts and education opportunities.

The integrated planning and reporting framework outlines how the Community Facilities Infrastructure Strategy fits in with Council’s other strategic planning documents. The Community Facilities Infrastructure Strategy has been informed by, and taken into account relevant strategies, policies and plans, a full list can be found in Appendix four.

Community Vision



Climate



Transport



Community



Economy



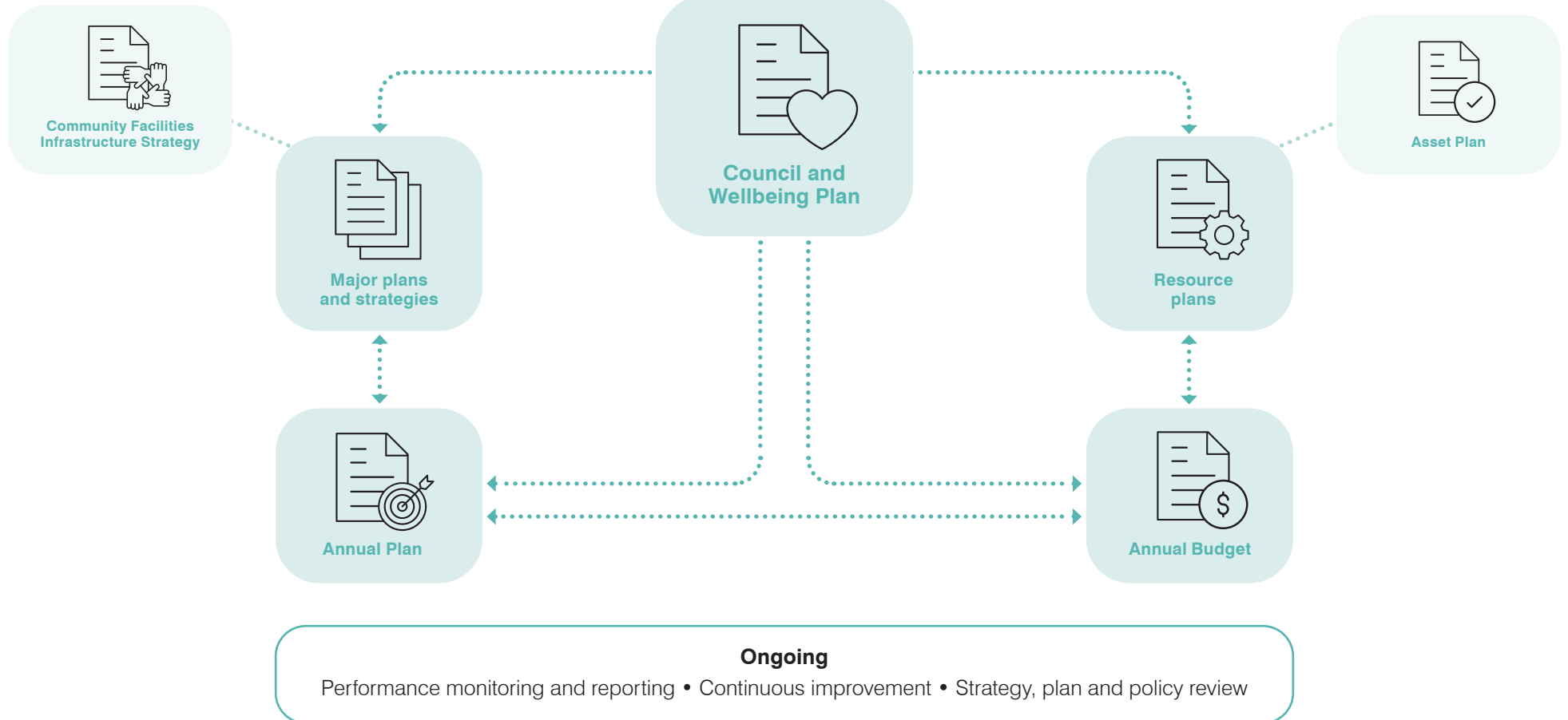
Opportunity



Nature



Housing



About the Mornington Peninsula



Population: 169,663

Male 48% Female 52%

34.3% of the population are **60 years and over**

(GREATER MELBOURNE 20.1%)

19.8% are **under 18**

(GREATER MELBOURNE 21.5%)

14.3% are aged **18 to 24**

(GREATER MELBOURNE 24.9%)

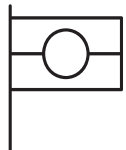


Country of birth

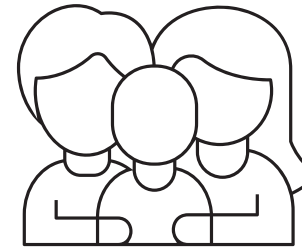
Australia 76.6%

United Kingdom 8.2%

Other 15.2%



1723 residents identify as **Aboriginal and/or Torres Strait Islander**

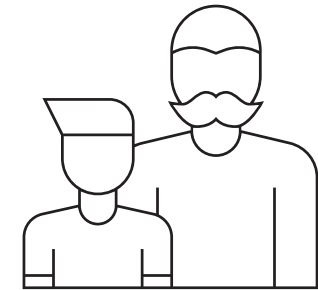


Family composition

Couple without children 45.1%

Couple with children 39%

One parent family 14.9%



Single (or lone) parents

Male 20.2%

Female 79.8%

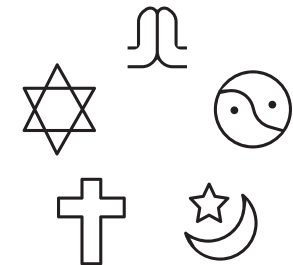
Religion

Not religious 48.8%

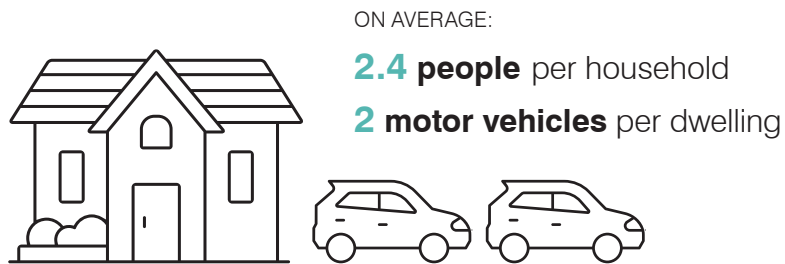
Identify as Christian 34.0%

Other faiths 10.4%

Not stated 6.8%



89.2% of households speak **only English** at home



93,600 private dwellings

73.7% occupied private dwellings

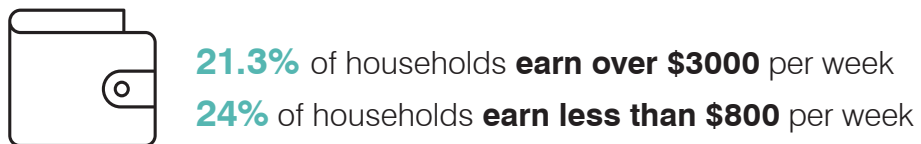
26.2% unoccupied private dwellings

40.7% of properties are **owned outright**

33.2% of properties with a **mortgage**

17.8% of properties are **rented**

8.3% are **other** tenure types



75,765 people employed

Work full time 53%

Work part time 38%

Unpaid carer 14.4%

Volunteer 14.8%

71% live and work in the area

29% work in the area but **live in another municipality**

14.3% construction (10,839 people)

13.8% healthcare and social assistance (10,467 people)

10% retail trade (7,596 people)

9% education and training (6,842 people)



Education

Bachelor degree or higher 21.5%

Year 12 or equivalent 51.8%

Below year 12 including other qualifications 26.7%

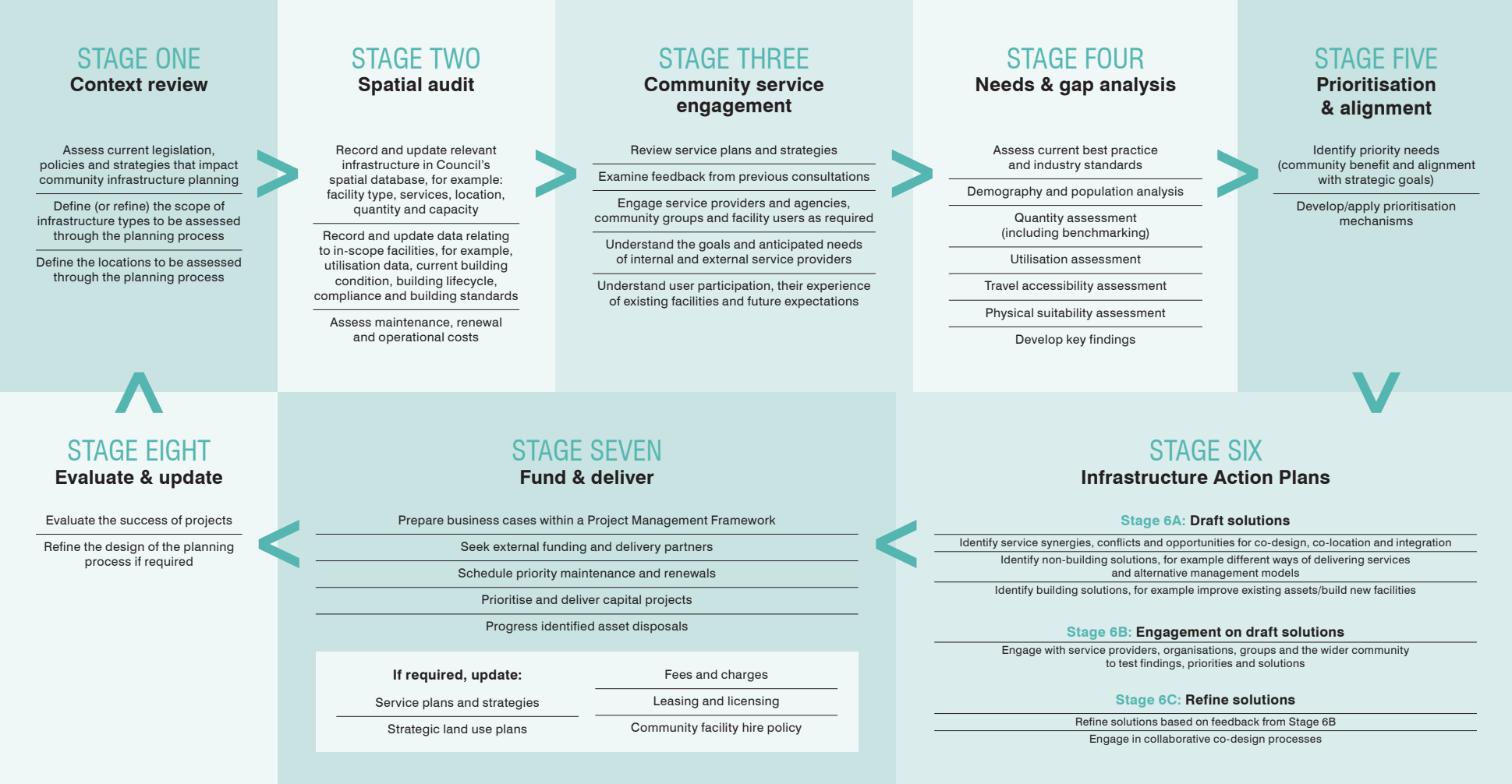


Community Infrastructure Planning Process

Mornington Peninsula Shire Council is not alone in identifying the need for long-term integrated community infrastructure planning. In recent years, a number of Victorian Councils¹ have developed whole-of-organisation approaches that define methodologies for translating services and community needs into infrastructure priorities.

Following best practice, a typical community infrastructure planning process has the aim of ensuring collaboration and alignment across Council, encompassing service planning, asset management and capital works. This typical process has been adapted to the specific circumstances of the Mornington Peninsula and the process identified on page 27 will be used in planning for community infrastructure.

¹ Examples include cities of Ballarat, Banyule, Brimbank, Casey, Geelong, Merri-Bek and the shires of Golden Plains, Moorabool and Southern Grampians, amongst others.



Vision

Our vision is that the Mornington Peninsula Shire community will have access to affordable community facilities that support a mix of services, activities and programs. The facilities will be safe, accessible and meet the changing needs of communities over time. Community facilities will enhance health and wellbeing, resilience and social connectedness across the Mornington Peninsula.

Aim

The aim of the Community Facilities Infrastructure Strategy 2024-2034 is to provide Council with the strategic framework to create, support and maintain a network of community facilities that effectively and equitably meet the community needs now and into the future.

Guiding Principles

The following guiding principles have been developed to support Council in delivering the vision, aim and strategic objectives of this Strategy:

1. **People first** – the needs of our community will be at the centre of our decision making.
2. **Integrated, whole-of-council approach** – we will take a collaborative approach to the planning delivery and management of our community facilities.
3. **Transparent evidenced based decision making** – our decision making will be informed by best available evidence and responds to community need.
4. **Financial, social and environmental sustainability** – we will take a triple bottom line approach to decision making.
5. **Equitable and accessible** – community facilities will be shared and accessible to all community members.
6. **Managed as a network** – community facilities will operate as a network of shared and complementary facilities across the Mornington Peninsula.
7. **Working in partnership** – community facilities will be funded, delivered and programmed through collaborative partnerships between council, government and other public, private and community sector providers.
8. **Innovative** – we will look for innovation in the design, delivery and management of community facilities.
9. **Multipurpose and adaptable** – community facilities are and designed to meet the needs of multiple services and user groups.

They will be applied to:

- » The design and implementation of the Strategy itself
- » The implementation of the Community Infrastructure Planning Process, in particular how:
 - collaborative planning takes places across Council
 - community infrastructure needs are assessed and prioritised
 - solutions are co-designed and delivered

- » Investment decisions regarding the type, scale, location and timing of infrastructure improvements
- » Relationships between Council, external service providers and agencies, community groups, lessors, licensees and other facility users.

Greater detail on the guiding principles is provided as Appendix three.

Strategic Objectives

The following objectives have been developed to achieve the vision for our community facilities. These objectives will be delivered through the implementation of a series of tasks across all areas of planning, design and operation of community facilities.

Objective 1: Apply a collaborative, people first, integrated whole-of-organisation approach to the planning, delivery and management of community facilities

Our community facilities will be designed and delivered to meet the needs of the whole community. We will work together to ensure that our facilities reflect our evolving needs and expectations.

How this helps our community:

- » Facilities are designed to be flexible and meet community needs now and into the future
- » Decisions are made in a considered and collaborative way to ensure good outcomes
- » Council departments work together to provide a seamless experience for facility users.

Objective 2: Ensure decisions are transparent, evidence based and are responsive to community and service delivery needs

Decisions around the development, use and management of our community facilities will be made using the best available evidence and respond to community needs and expectations.

How this helps our community:

- » Facility planning and management is based on needs analysis and an understanding of community expectations
- » The provision of suitable facilities encourages additional services into the Mornington Peninsula
- » The use of facilities is monitored and evaluated to ensure fair and equitable access
- » Facilities are used to their maximum capacity, allowing easy access and improving efficiency.

Objective 3: Achieve a balance between social, financial, and environmental sustainability

Decisions around the design, development, use and management of facilities will respond to changing environmental and social needs and be made with recognition of the financial cost to Council and communities.

How this helps our community:

- » Facilities are consolidated to provide contemporary spaces with lower running costs for Council and community
- » Sustainable buildings are cheaper to run and more comfortable to use and have a less impact on our environment
- » Facilities are adaptable, safe, accessible and suitable for a range of community uses now and into the future
- » Fees and charges are fair and equitable providing greater access to facilities.

Objective 4: Apply innovation to explore partnerships, alternative funding streams, management models, activation and access to get the most out of our facilities

We will look for options to provide facilities through innovation and partnerships. We will seek to maximise the access and quality of available spaces by working with partners.

How this helps our community:

- » Council, clubs and community groups work together to meet community need
- » Clubs and community groups have the opportunity to plan and manage community facilities
- » Services increase their presence on the Mornington Peninsula
- » Council enables groups to work together to make decisions about how facilities are managed
- » Council, clubs and community groups partner to secure funding for new facilities and improvements
- » Technology is used to understand and maximise how community facilities are used
- » Easy to use booking systems are used to allow for greater understanding of available spaces.



Objective 5: Create and manage our community facilities as a network of complementary community facilities within reasonable journey times

We will provide facilities that operate as a network opposed to stand alone individual facilities. This will mean the community will be able to find more options for meeting spaces within a reasonable travel distance.

How this helps our community:

- » It is easy to find a suitable facility to meet a groups needs through a comprehensive booking system
- » Facilities that are duplicated can be consolidated, resulting in less but better facilities for the community
- » Alternative facilities will be identified when the first preference is not available for hire
- » Travel time and options will be considered when developing the facilities network.

Objective 6: Create multipurpose and adaptable facilities that are shared by multiple user groups, services, programs and activities

We will share our community facilities and they will provide spaces for a range of services, programs and activities. Sharing our facilities will ensure there is a greater supply of available spaces for all and more opportunities for groups to meet and work together.

How this helps our community:

- » Our community has access to a range of services and activities in one place
- » Spaces such as meeting rooms can be shared by many users and for a variety of services, activities and programs
- » Where possible, facilities will be improved to increase access and usability
- » Groups can work together to improve participation and activate spaces.



Objective 7: Ensure community facilities are planned, located, designed, managed and maintained to be equitable, safe and accessible for all

Our community facilities will be safe, accessible and welcoming for all.

How this helps our community:

- » All community members can access facilities
- » Facility design demonstrates and promotes how facilities can be inclusive with consideration of all users
- » The cost of using facilities is affordable and fair
- » Groups with specific needs have access to suitable facilities.



Implementation plan

To implement the objectives of the Community Facilities Infrastructure Strategy, a series of tasks have been developed across all areas of planning, design and operation of community facilities.

OBJECTIVE	TASK	OUTPUT	TIMEFRAME	RESOURCING	COUNCIL'S ROLE	PARTNERS/STAKEHOLDERS	PRIORITY
Objective 1: Apply a collaborative, people first, integrated whole-of-organisation approach to the planning, delivery and management of community facilities	1.1 Work collaboratively with the community and across council to review our community facilities to assess whether they meet the needs of the community. <i>Many of the below tasks will be undertaken as part of the Infrastructure Action Plans and have been identified as appropriate.</i>	Local Area Infrastructure Action Plans that identify infrastructure projects and other improvements to services and facilities for each township of the Shire	Short – medium term	Additional funding required	Lead	Local community, facility users, service providers	High
Objective 2: Ensure decisions are transparent, evidence based and are responsive to community and service delivery needs	2.1 Develop a comprehensive evidence base to align community needs with service planning and to inform investment decisions.	Social needs assessment report	Short – medium term	Additional funding required	Lead	Local community, facility users, service providers	High

OBJECTIVE	TASK	OUTPUT	TIMEFRAME	RESOURCING	COUNCIL'S ROLE	PARTNERS/STAKEHOLDERS	PRIORITY
Objective 2: Ensure decisions are transparent, evidence based and are responsive to community and service delivery needs	2.2 Define criteria for success for community facility projects <i>See task 1.1</i>	Success criteria for community facilities	Ongoing	Within existing resources	Lead	Local community, facility users, service providers	Medium
	2.3 Ensure the community have access to data, needs analysis and community consultation results informing recommendations in Infrastructure Action Plans. <i>See task 1.1</i>	Background reports available for community review	Ongoing	Within existing resources	Lead	Internal Council Departments	Medium
	2.4 Review the Disposal of Property Deemed 'Excess and/or Inappropriate' Policy	Policy reviewed and updated as required	Short term	Within existing resources	Lead	Internal Council Departments	Medium
	2.5 Review existing policies to ensure there is an approved process by which Council can achieve strategic property acquisition objectives in a fast moving property market	Policy to ensure the acquisition of property supports and is in line with this strategy	Short term	Within existing resources	Lead	Internal Council Departments	Medium
Objective 3: Achieve a balance between social, financial, and environmental sustainability	3.1 Review leasing, licencing, user agreements and associated fees and charges for all facility users to ensure equity is reflected across the community	Leasing, licencing agreements reviewed	Short term	Additional funding required	Lead	Local community, facility users, service providers	High

OBJECTIVE	TASK	OUTPUT	TIMEFRAME	RESOURCING	COUNCIL'S ROLE	PARTNERS/STAKEHOLDERS	PRIORITY
Objective 3: Achieve a balance between social, financial, and environmental sustainability	3.2 Investigate funding, delivery and operational partnerships with Government, Non-Government Organisations (NGO), Not for Profits and the private sector to implement the best outcome for the community <i>See task 4.1</i>	Research report	Medium term	Additional funding required	Lead	Other levels of government, service providers, clubs and NGO's	Medium
	3.3 Explore opportunities and incentives to reduce operating costs of community facilities to users and Council	Research report	Medium term	Within existing resources	Lead	Facility users, other levels of government	High
	3.4 Investigate alternative design and building methods to reduce costs of new facilities	Research report	Medium term	Within existing resources	Lead	Facility users	Medium
	3.5 Review existing internal processes and explore options to deliver reactive and emergency maintenance that are timely and financially responsible	Review conducted	Short term	Within existing resources	Lead	Facility users	High

OBJECTIVE	TASK	OUTPUT	TIMEFRAME	RESOURCING	COUNCIL'S ROLE	PARTNERS/STAKEHOLDERS	PRIORITY
Objective 4: Apply innovation to explore partnerships, alternative funding streams, management models, activation and access to get the most out of our facilities	4.1 Create a network of service providers to encourage partnerships and service delivery across the Mornington Peninsula <i>See task 3.2</i>	Service providers network	Medium term	Within existing resources	Lead	Service providers	Medium
	4.2 Investigate the potential for employing Local Area Facilities Managers to promote and manage local facilities	Business Case for additional FTE's	Medium term	Additional funding required	Lead	Internal Council Departments	Medium
	4.3 Review the Community Capital Infrastructure Projects (Our Projects) Program and Policy	Report reviewed and policy updated	Medium term	Within existing resources	Lead	Facility users, other levels of government	Medium
	4.4 Investigate alternative management models for community facilities <i>See task 1.1</i>	Research report and recommendations	Medium term	Within existing resources	Lead	Facility users	Medium
	4.5 Develop a promotion, activation and marketing strategy for hireable facilities	Strategy developed and implemented	Medium term	Additional resources required	Lead	Other Council Departments	Medium
	4.6 Research current usage of facilities to understand gaps and supply shortages <i>See task 1.1</i>	Research report	Short term	Within existing resources	Lead	Facility users	High

OBJECTIVE	TASK	OUTPUT	TIMEFRAME	RESOURCING	COUNCIL'S ROLE	PARTNERS/STAKEHOLDERS	PRIORITY
Objective 5: Create and manage our community facilities as a network of complementary community facilities within reasonable journey times	5.1 Develop a hierarchy of facilities and provision benchmarks to support planning decisions <i>See task 1.1</i>	Hierarchy developed	Short term	Within existing resources	Lead	Facility users, community	High
	5.2 Investigate and implement a pilot approach to increase facility utilisation in one local area	Approach developed, implemented and reviewed	Medium term	Within existing resources	Lead	Facility users	Medium
	5.3 Review management of council community facilities and identify synergies and improvements to achieve a network of facilities <i>See task 1.1</i>	Research report and recommendations	Short term	Within existing resources	Lead	Facility users, community, service providers	Medium
Objective 6: Create multipurpose and adaptable facilities that are shared by multiple user groups, services, programs and activities	6.1 Develop a multipurpose community facility policy to guide shared/mixed use	Policy developed and implemented	Medium term	Within existing resources	Lead	Facility users, community	Medium
	6.2 Identify existing facilities and sites in accessible locations that could support multipurpose community hubs <i>See task 1.1</i>	Sites identified	Medium term	Within existing resources	Lead	Internal Council Departments	Medium
	6.3 Develop an approach to determine which services, spaces and community activities are compatible within community hubs <i>See task 1.1</i>	Approach developed	Medium term	Within existing resources	Lead	Internal Council Departments	Medium

OBJECTIVE	TASK	OUTPUT	TIMEFRAME	RESOURCING	COUNCIL'S ROLE	PARTNERS/STAKEHOLDERS	PRIORITY
Objective 6: Create multipurpose and adaptable facilities that are shared by multiple user groups, services, programs and activities	6.4 Review governance, funding arrangements and partnership models to support the development and management of multipurpose facilities <i>See task 1.1</i>	Approaches identified	Medium term	Within existing resources	Lead	Service providers, other levels of government, local clubs and businesses	Medium
	6.5 Develop design guidelines for retrofitting facilities to be multiuse	Guidelines identified	Medium term	Within existing resources	Lead	Facility users	Medium
	6.6 Develop guidelines for retrofitting and/or developing facilities to provide emergency relief	Guidelines identified	Short term	Additional resources required	Lead	Emergency support organisations	High
Objective 7: Ensure community facilities are planned, located, designed, managed and maintained to be equitable, safe and accessible for all	7.1 Adopt and use consistent naming practice for all facilities	Consistent and non-confusing facility names	Short term	Within existing resources	Lead	Facility users, community	High
	7.2 Incorporate 'Universal Design', gender equity, age friendly and child safety principles in the upgrade and construction of community facilities to ensure they are suitable for use by all people <i>See task 1.1</i>	Principles implemented	Short term	Within existing resources	Lead	Internal Council Departments	High
	7.3 Identify and remove barriers to use in terms of facility design, management and programming <i>See task 1.1</i>	Barriers identified and rectified	Medium term	Within existing resources	Lead	Facility users, other council departments	Medium

OBJECTIVE	TASK	OUTPUT	TIMEFRAME	RESOURCING	COUNCIL'S ROLE	PARTNERS/STAKEHOLDERS	PRIORITY
Objective 7: Ensure community facilities are planned, located, designed, managed and maintained to be equitable, safe and accessible for all	7.4 Ensure planned maintenance program for community facilities are transparent and accessible	Current program publicly available	Medium term	Within existing resources	Lead	Facility users, other council departments	High

Monitoring and evaluation

The implementation of the Strategy will be monitored and evaluated against the outputs in the recommended actions. The Strategy will be reviewed after 5 years to ensure that implementation priorities reflect current needs and expectations.

YEAR	MILESTONE	TASK	NEXT STEPS
2024	Adopt Strategy		Schedule action plan for short and medium term actions
2025–2027	Short term actions	Report on action progress and outcomes of strategy	Review key actions and output requirements, set priorities for next year
2028–2029	Medium term actions	Report on action progress and outcomes of strategy	Review strategy, actions and outputs and set priorities for next five years



Appendix one

Benchmarks

Benchmarks for the provision of community infrastructure exist to understand areas of over demand or under demand in a community. The benchmarks are not designed to be exact tools but to provide an idea of what the local provision should look like. These benchmarks do not take into account the specific demographics of a community. These benchmarks are universally applied in highly urbanised areas across metropolitan Melbourne. Mornington Peninsula has some suburban areas such as Mt Eliza and Rosebud but is also made up of townships of varying sizes. It is important to adjust the benchmarks to ensure there is not an over-supply of facilities relative to the catchment population and that facilities remain within accessible distance for the transport disadvantaged.



TYPE	BENCHMARK FOR METRO REGION (RATIO TO POPULATION) ²
Community hall	1:6,000
Meeting rooms	1:2,500 – 3,000
Seniors facility	1:9,000
Youth space	1:8,000-30,000
Community arts facility	1:9,000
Outdoor facility - netball	1:3,500
Football/cricket oval	1:3,000 – 5,000
Tennis facility	1:3,500
Sports pavilion	1:6,000
Men's shed	1:15,000
Kindergarten/preschool	1 place : 3 & 4yr old
Maternal and child health	1 nurse: 120 births
Library	1:60,000

² Benchmarks from ASR Research, SGS Economics and Planning and SocioLogic

An indicative community infrastructure hierarchy

COMMUNITY FACILITY PROVISION LEVEL ³	CATCHMENT	FACILITY TYPE EXAMPLES
Level 1	Up to 10,000 people	<ul style="list-style-type: none"> » Early years facility » Neighbourhood house » Child care centre » Social housing
Level 2	Provision ratios between 10,000 and 30,000 people	<ul style="list-style-type: none"> » Indoor recreation centres » Men's shed » Senior citizens centre
Level 3	Provision ratios between 30,000 and 60,000 people	<ul style="list-style-type: none"> » Libraries » Aquatic centres » Community arts centres » Learning centres
Level 4	Provision for the total municipality	<ul style="list-style-type: none"> » Main council civic centre » Day hospital

³ Community facility provision levels from ASR Research

Appendix two

Definitions

Community infrastructure or social infrastructure	A collective term for 'community facilities' and 'community services'. The term 'social infrastructure' is not used in this document but is considered to mean the same as community infrastructure.
Community Infrastructure Planning Process	Methodology for delivering the Community Facilities Infrastructure Strategy and producing Infrastructure Action Plans.
Community facilities	Physical infrastructure in the form of buildings, places and public spaces through which community services are provided by Council and other providers.
Community services	Programs and other activities provided to the community by council or other organisations. Specifically, services that require physical infrastructure to enable their delivery.
Infrastructure Action Plans	Infrastructure Action Plans will identify infrastructure projects and other improvements to services and facilities for each township. The action plans are based on evidence and collaborative planning supported by the planning process.
The community	Residents and ratepayer of the Mornington Peninsula Shire.
Social needs assessment	An assessment of the social needs of a population, usually broken down into life stage or age specific cohorts. A comprehensive assessment will consider health, housing and social support needs as well as lifelong learning, community transport, and other support services.
Universal design	The design of products, environments, programs, and services to be usable by all people to the greatest extent possible.

Appendix three

Guiding principles in detail

PRINCIPLE	WHAT WILL THIS LOOK LIKE IN PRACTICE?
People first	<ul style="list-style-type: none"> » Community is at the centre of future community facility planning and Council is a facilitator of best outcomes. » Planning, prioritisation and investment decisions are based on meaningful engagement with service providers, agencies, community organisation, representatives and individuals. » The planning, design and operation of community facilities will be community centred, collaborative, and built on respectful relationships and partnerships. » The justification for community infrastructure investments are clearly explained and openly presented.
Integrated whole-of-council approach	<ul style="list-style-type: none"> » Council takes a whole-of-organisation approach to the planning and delivery of community facilities and will foster a culture of integrative and collaborative planning. » Planning is conducted strategically, where local needs are understood within the context of wider strategic needs and priorities. » Community facility planning helps achieve the visions, aims and objectives stated in relevant council policies, plans and strategies. » Relevant departments and functions across council engage and collaborate to plan, design and manage community facilities.
Transparent, evidence-based decision making	<ul style="list-style-type: none"> » New facilities and facility improvements are designed to achieve defined outcomes that deliver community benefit. » Community facilities support delivery of services, programs and activities. » Council's investment in community facilities respond to the needs of the community and service providers. » Planning for community facilities consider the current physical suitability, current usage, criticality, age, lifecycle and operational costs. » Transparent planning decisions are based on measurable, reliable and consistent evidence of infrastructure gaps, service delivery requirements and community needs.

PRINCIPLE	WHAT WILL THIS LOOK LIKE IN PRACTICE?
Sustainability (Financial, Environmental and Social)	<ul style="list-style-type: none"> » Council will seek to achieve best practice outcomes while remaining fiscally responsible and without losing community benefit. » The financial cost of community facility improvements will be balanced against the social benefits provided to communities. » Through consolidation of facilities, council will be able to focus resources on a smaller number of community facilities but ensure those facilities are physically fit for their intended purpose. » Council will consider the affordability and/or 'financial return on investment' of facilities as a key decision-making criteria to identify where facilities are no longer viable. Life cycle costing is incorporated into capital investment decisions. » Where duplicate or surplus community facilities has been identified and discussed with the community, disposal of assets will be considered. » Where facilities are disposed of, funds raised are to be reinvested into improvements that meet the needs of the local community. » Community facilities are designed according to Environmentally Sustainable Design practices and include features such as renewable energy and carbon reduction measures, passive heating and cooling, and use of recycled materials.
Equitable and accessible	<ul style="list-style-type: none"> » Council will remove barriers to people's use of its assets so that all can access services and participate in community activities. » Community facility planning will seek to increase social connectedness and inclusion. » The community will have equitable access to community facilities, recognising that townships have unique needs which will require different provision of types, size or number of facilities. » Community facilities are accessible to everyone, embodying key Universal Design, gender equity, age friendly and child safety. » Community facilities support active ageing and promote inclusion of older people and other priority population users. » Community facilities are proactively promoted for use to the whole community, not limited to particular user groups unless essential for their effective delivery of services.
Managed as a network	<ul style="list-style-type: none"> » The community facility network comprises a mix of small local community facilities (Level 1 and 2) and large (Level 3 and 4) community facilities. » To the greatest extent possible within the limits of geography and financial viability, community services and facilities are located in areas of good transport and accessibility within a 'reasonable journey'* of communities. » Facilities are accessible to, and promoted for use by, multiple townships. <p>* Council will need to engage with service providers, community groups and residents to determine what constitutes a 'reasonable' journey to different facility types and sizes and test these through spatial needs analysis.</p>

PRINCIPLE	WHAT WILL THIS LOOK LIKE IN PRACTICE?
Partnerships	<ul style="list-style-type: none"> » Community facilities are funded, delivered and programmed through collaborative partnerships between council, government and other public, private and community sector providers as appropriate. » Communities have a role in managing Council-owned facilities and are supported to comply with legislation and policy.
Innovation	<ul style="list-style-type: none"> » Explore alternative financial models and funding options. Ie grants or development contributions. » Explore alternative management models. » Explore innovative user friendly interfaces and digital systems. » Approach problems with an open mind and lateral thinking. » Be willing to do things differently.
Multipurpose and adaptable	<ul style="list-style-type: none"> » Community facilities are fit out for their intended purpose and designed to meet the needs of multiple services and user groups. » Community facilities are designed and managed to meet their full capacity, making best use of infrastructure to achieve viable levels of utilisation. » Facilities are shared by multiple users; exclusive-use agreements are only granted in exceptional circumstances. » Where appropriate, complementary services are integrated or co-located within facilities or in close proximity to each other. » New community facilities are designed for maximum flexibility and adaptability to support a broad range of uses and accommodate different user requirements over time. » Use of community facilities are managed through a mix of user agreements, ie long and short leases, licenses and one-off or repeat private hire arrangements.

Appendix four

Strategic review of policies, plans and strategies

Strategies that are currently in development have not been included in the list but have been taken into consideration through the development of the Community Facilities Infrastructure Strategy.

Council plans and strategies	<ul style="list-style-type: none"> » Community Vision 2040 » Council and Wellbeing Plan 2021-25 » Annual Report & Budget 2021-22 » Annual Report & Budget 2022-23 » Climate Emergency Plan: Ensuring Our Future 2020 » Asset Management Strategy 2020-30 and Plan 2020 » Disability Inclusion Plan 2018-2022 » Gender Equality Strategy 2020-30 and Action Plan 	<ul style="list-style-type: none"> » Positive Ageing Strategy 2020-25 » Property Strategy 2018 » Pedestrian Access Strategy 2024-2034 » Sports Capacity Plan 2019 – Volume 1 ‘Sport fields’ » Our Arts and Culture 2024 » Mornington Peninsula Housing and Settlement Strategy Refresh 2020-36
Council policies	<ul style="list-style-type: none"> » Asset Management Policy 2019 » Universal Design Policy 2022 » Environmentally Sustainable Design Policy 2022 » Disposal of Council Property Deemed Excess and or Inappropriate Policy 2018 	<ul style="list-style-type: none"> » Community Facilities Tenancies Policy 2009 » Community Facility Usage Policy » Men’s Sheds Policy
Victorian state legislation	<ul style="list-style-type: none"> » Local Government Act 2020 » Local Government Asset Management – Better Practice Guide » VAGO Audit – Delivering Local Government Services 	<ul style="list-style-type: none"> » Victoria’s Infrastructure Strategy 2021-2051 » Planning for Community Infrastructure in Urban Renewal Areas (Victorian Planning Authority, 2016)



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