



CITY OF MOONEE VALLEY

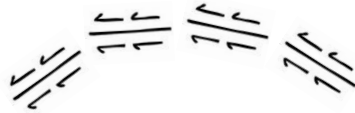
Riverside Master Plan – Site Review and Analysis

SBP – FEBRUARY 2021



The Vision for the precinct is

'A place that promotes **safety, recreation and sport**, and is welcoming to the community'



Acknowledgement of Country

We respectfully acknowledge the Traditional Custodians of the land that the City of Moonee Valley is situated on, the Wurundjeri people, and recognise their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.



Project Overview and Contents

The City of Moonee Valley has appointed SBP and its project partner, The OCD to develop a Master Plan for the Riverside sports precinct. The purpose of this project is to guide the design, development and management of the site over the next 15 years. The precinct currently includes netball courts, tennis courts, a driving range, golf course, mini golf course, restaurant, car park and high ropes course.

The delivery of the Master Plan will ensure a multi-purpose community space that enhances the character, functionality and safety of the precinct. The specific objectives of the project are to:

- Develop a master plan that **delivers on the vision** for the precinct, 'A place that promotes safety, recreation and sport, and is welcoming to the community'.
- Develop a master plan that **supports the seamless management of multiple sporting and recreation infrastructure** on the site.
- Address **safety issues** for multi-use sporting and leisure activities, in particular golf (driving range and golf course).
- Undertake **community engagement** to build stakeholder understanding and support for future development of the site – including **identifying existing and future possible service levels for facility/infrastructure asset condition**.
- **Benchmarking with other Councils** around service delivery options and approaches for similar driving range, tennis/ netball courts, golf course services / assets (delivered in-house, contracted etc.).
- **Assessment of asset conditions and usage**, alongside recommendations for each asset (future needs including identify works required to achieve service levels for facility/ infrastructure asset condition options etc.).
- **Identifying indicative costs** of required works to bring the asset/s to the agreed service level.

This document is the key deliverable for Stage 1 and contains the findings from the preliminary site review and analysis, document review, and benchmarking.

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Key Activities

In developing this report, the following activities have been undertaken:

- Initial briefing, site tour and Q&A with key Council staff.
- Two additional site visits by the consultant team.
- Consultations with 16 staff members from across six Council departments/teams.
- Detailed review of 21 Council and industry documents.
- Benchmarking of 20 public golf facilities in Melbourne.

Structure of this report

The report includes a preliminary assessment of site specifications, according to the key parameters set out in the brief:

- Site Infrastructure and Condition.
- Safety.
- Traffic and Accessibility.
- Environment.

Each of the above parameters have been examined across three key precincts within the site. There are demonstrated on the image to the right:

1. Golf
2. Driving Range, Tennis and Netball
3. Newsom Street Shared Use Zone and Public Open Space



Executive Summary – Key Strengths

From the project team's initial assessment of the site, the following key strengths have been identified:

- Riverside is a **significant sport and open space precinct** with potential for extensive activation.
- Its **geographic location, proximity to the river and extensive path/trail connectivity** ensure it is well known amongst the local community.
- The precinct offers a **range of different functions** and attracts a **variety of users** from different groups – netball, tennis, golf, running, walking, cycling, soccer and cricket – in addition to passive, civic and recreational use.
- Anecdotally, the precinct is **well visited** on the weekend and in the early hours of the morning and evening. This has been particularly evident more recently (during COVID-19) with a high number of pedestrians and golfers.
- The **shared cycle and walking path** is of great value to the community, and is well utilised by walkers, joggers and cyclists.
- The **natural site environment, undulation and connection to the river** creates a positive visual impact and enhances amenity.
- The netball courts are of a **Regional standard** and are perceived very positively by the netball community.




Executive Summary – Key Priorities

The following issues have been identified based on the project team's initial investigations. Addressing these will be fundamental to the updated Master Plan.

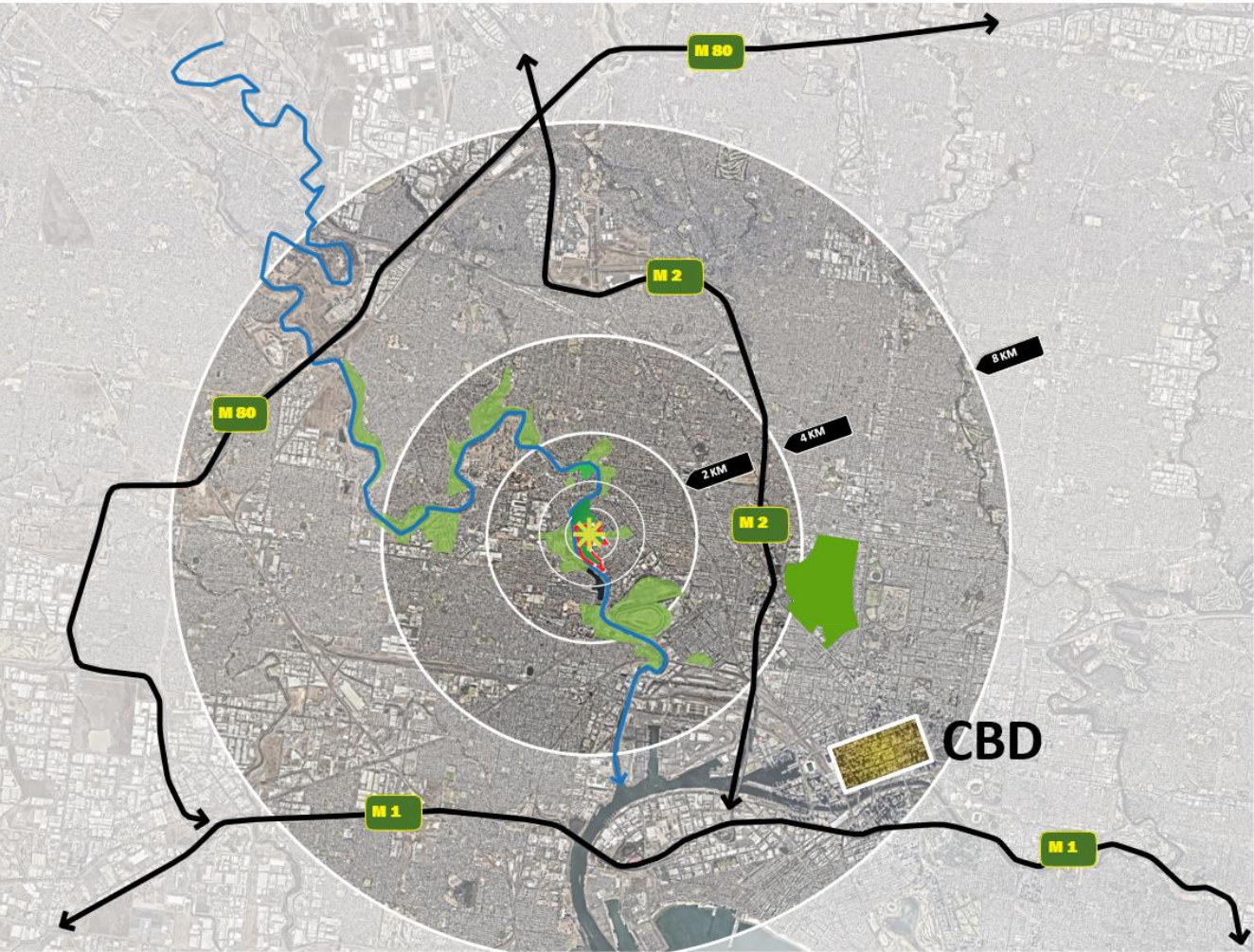
At this stage, the project team has specifically not attempted to provide solutions, but are seeking feedback, confirmation and consensus on the following:

Key Priorities to be addressed through the Master Plan

- The **current site entrance, layout, and positioning of key precincts and assets leads to a confusing sense of arrival, constrained flow of movement, and lack of alignment** and consistency which is required to improve overall site activation.
 - The **size of the golf course footprint, its current layout and lack of adequate safety measures are a major risk for the safety of participants, passing pedestrians and neighbouring properties.** This is exacerbated by the proximity of holes internally within the course, which can pose a series of safety risks to golfers.
 - There is **insufficient wayfinding and connectivity across the site and between functions.** The various pathway typologies create confusion for users, and there is reduced cross-site accessibility due to the functional requirements of the various sports. There is also an opportunity to improve connections to public transport.
 - **There are several building structures and assets within the precinct that are ageing and require renewal or redevelopment.** The golf pavilion, maintenance shed and tennis clubhouse are all in need of upgrades. There is currently no 'central hub' facility for the tennis and netball courts.
 - **The alignment of the driving range, and its proximity to the netball and tennis courts creates safety and operational issues.** The current positioning of the driving range and netball/tennis courts does not allow safe operations of these assets and they cannot operate at full capacity simultaneously.
- 
- **There is a flood overlay on the site due to its proximity to Maribyrnong River.** Municipal wide flood modeling has recently been undertaken and overland flow impacts limit the ability to construct any new buildings.
 - **There has been significant removal of vegetation** over the last few years within the area, and off-set plantings are required to increase amenity.
 - There is **inadequate traffic flow across the precinct.** The single width carriageway does not support passing movements of vehicles, and overlapping demands when the area is busy increase conflicts, especially around the car park.

Site Review and Context





Project Appreciation

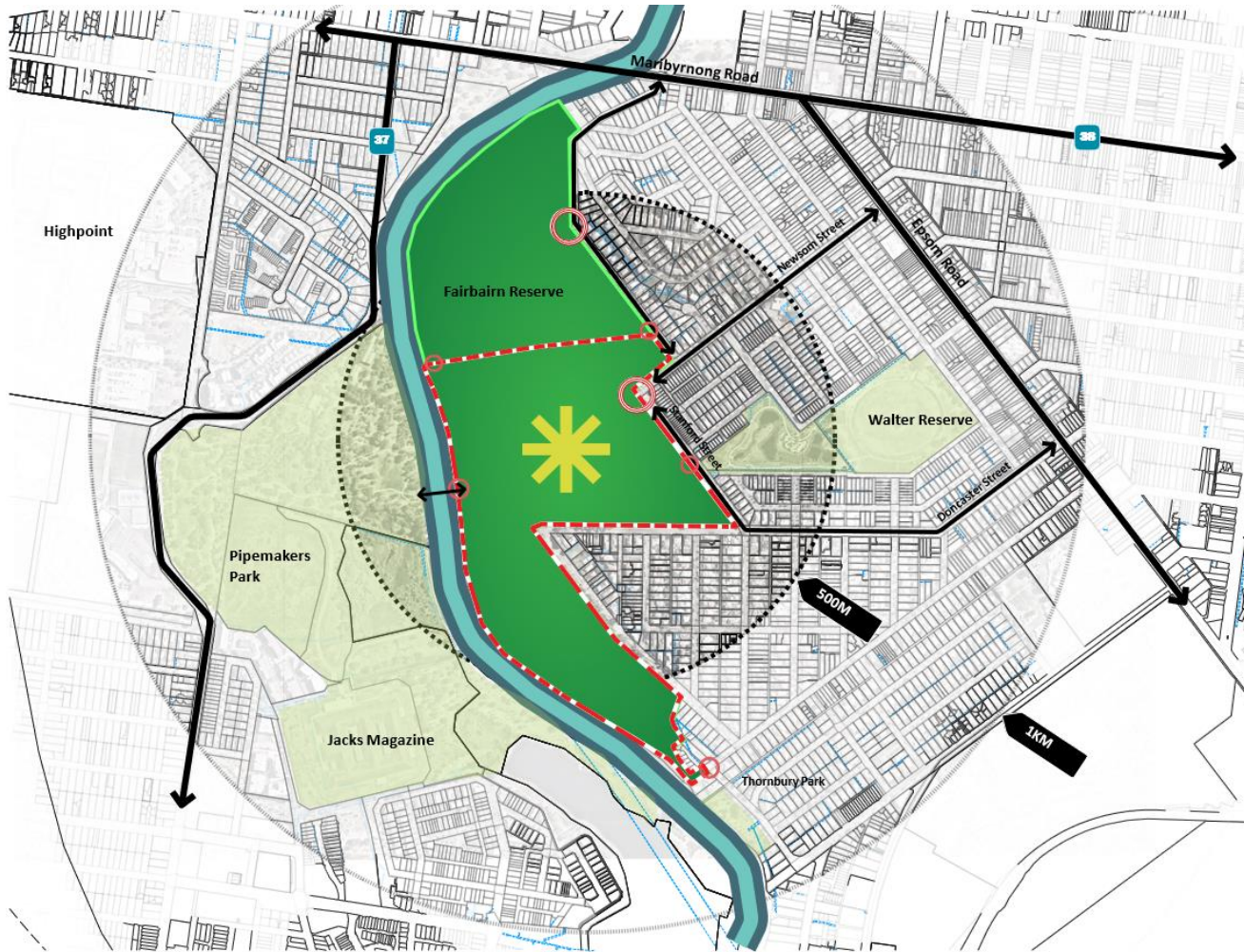
The Riverside Sports Precinct (Riverside) lies within a greater context of parklands and openly accessible public spaces and reserves that are located along the Maribyrnong River valley.

The subject site is located centrally within this open space network and is a key hub for the greater community.

Fairbairn Park, Fairbairn Reserve and the Riverside Sports Precinct have a combined street frontage of 1.8km to the east of the site and a combined 1.67km of open river frontage to the west.

Riverside makes up for over half of the frontages respectively being 1.29km on the eastern boundary and 1km on the river.





Introduction and Accessibility

The precinct has only one river crossing access, Pipemakers Park Footbridge, which was constructed in 1994. To the east, there are two main site entry locations and another two secondary car parking entry points.

The site is a key node of activity being recognised in the Maribyrnong River Valley Design Guidelines. General pedestrian distances from the sports precinct to key locations surrounding the site are:

- Epsom Road: 600m.
- Highpoint Shopping Centre: 650m.
- Jacks Magazine: 500m
- Maribyrnong Road Bridge: 720



SUBJECT SITE



SUBJECT SITE BOUNDARY



ENTRY NODES



KEY CONNECTION

4 KM

Staff Consultation – Issues & Considerations

Key Area	Key Findings, Issues and Considerations
Site Infrastructure and Condition	<ul style="list-style-type: none"> The golf course clubhouse/pavilion and function centre is deteriorating and at the end of its life. The high ropes course is poorly maintained underutilised (anecdotally as little as once per year). A new pavilion is planned for the tennis and netball courts, with State Government funding already committed and plans developed. There is an undersupply of public toilets within the precinct. As the Ascot Chase playspace has become more popular, there is increasing demand for this infrastructure. The irrigation system within the golf course is outdated and in need of upgrading/replacement.
Safety	<ul style="list-style-type: none"> Errant balls from the driving range frequently land on the tennis and netball courts and impact usage and programming. In addition, the layout of the golf course causes risks both for internally and externally. Balls are also an issue along Angler Parade and the pedestrian/cycle path. The alignment of structures and buildings around the tennis, netball and driving range precinct can create dark spaces where people feel unsafe.
Environment	<ul style="list-style-type: none"> Previous developments within the precinct removed a substantial amount of vegetation – mostly immature trees. Therefore, newer plantings have been installed to offset the loss of vegetation within the site. There is pressure from the local community to re-locate the telecommunications tower at Walter Street Reserve. Riverside has been proposed as one of the preferred sites for re-location (near the maintenance sheds). The Ascot Chase Wetlands water harvesting project is a priority for Council. Early modelling indicates that delivery of this project would supply of 52.2 ML per annum of treated stormwater to the precinct.
Accessibility, Traffic and Transport	<ul style="list-style-type: none"> The single width carriageway does not support passing movements of vehicles. Overlapping demands when the area is busy increases conflicts. Council is undertaking a compulsory acquisition of the properties along Fisher Parade to extend the pedestrian/cycle path down to Fisher Parade. Sometimes there is an undersupply of car parking when tennis, netball and golf are all using the site. A carpark upgrade has been proposed at the Riverside Golf site, which realigns the entry point and loses off road to make it more bike and pedestrian friendly. There is a proposal to move the Flemington Farmers Market into Riverside Golf car park, which would require full usage of the carpark on the first Saturday of every month. In addition, a boat ramp is proposed at the end of Newsom Street.

Document Review – Issues & Considerations

Key Area	Key Issues and Considerations
Site Infrastructure and Condition	<ul style="list-style-type: none"> The existing golf clubhouse building appears to be coming to the end of its serviceable life and options to replace and even relocated the clubhouse else where on the site should be explored through the master planning process. FMG noted in the report that it may be more practical and economically feasible to demolish and reinstate the subject building in its entirety, rather than attempting to rectify the footing decay. The golf clubhouse not only supports the golf course and driving range operations, but it also supports the netball and tennis activities delivered at the site. Any exploration of options should consider how a new clubhouse building can engage all users in the precinct (e.g. netball, tennis and active recreation users).
Safety	<ul style="list-style-type: none"> The upgrade and construction of the new netball/tennis courts has impacted the safe operations of the Riverside Golf Range and to have both operating at the same time is fraught with some risk. It was noted in the Golf Driving Range Interim Dispersal Study that the only way to ensure 100% safety of areas outside the golf range was to construct protective fencing to a height of 30m (minimum). Primary safety concerns that have been identified in regard to the golf course are the impact of errant balls endangering golf participants, passing pedestrians neighbouring properties. The primary issues identified are at holes 1 and 3, while holes 2 and 4 also have issues that possibly require addressing. Given the limitations of the site, a significant investment into safety fencing (impacting the amenity of the precinct) is required, or the course will need to be redesigned in line with community preferences.
Environment	<ul style="list-style-type: none"> There is an opportunity to strengthen the plantings throughout the park to define spaces, provide more shade for users and habitat for local fauna. Although there are restrictions on planting directly beneath the powerlines, there are opportunities to further screen the towers at ground level through dense plantings. This would also improve the golf experience by enhancing the surrounding aesthetic. A key priority identified by Council is to reduce reliance on potable water. A solution has been developed through the Ascot Chase water harvesting project. This will involve the installation of tanks below the car park and the broader site impacts of this project will need to be considered in the renewed Master Plan.
Accessibility, Traffic and Transport	<ul style="list-style-type: none"> Given the Council's focus on prioritising pedestrian and cycling movements into the future as part of MV2040, the Master Plan will need to explore opportunities to implement shared zones in areas of high pedestrian activity with separated walking and cycling paths where possible. Enhancing the walking and cycle path network will assist in increasing precinct activation from non-traditional market segments, and ensure that Riverside is a valuable community asset.

Site Analysis and Assessment





The golf pavilion building is nearing the end of its useful life.



The mini golf area was recently refurbished, but is underutilised.



The high ropes course.



The tennis club house.

Key Site Infrastructure and Condition Issues

Driving Range, Tennis and Netball

- The general arrangement of the site is confusing to navigate between specific functions.
- The golf course maintenance facility is ageing and poorly located away from the golf course.
- Any expansion to the driving range structure is limited due to the flood overlay.
- The mini golf area was recently refurbished; however it is separated from the other golf functions and is underutilised.
- The building used by the tennis club is outdated and does not meet user requirements.
- A grant for a new pavilion at the tennis and netball courts has been approved.

Newsom Street Shared Use Zone and Public Open Space

- The high ropes course is run-down and under-utilised (as little as once per year).

Golf Course

- The golf pavilion/clubhouse building is at the end of its useful life. Significant upgrade works are required to rectify the existing undulating floors, reduce the amount of building movement, address water ingress issues and replace building sections that are open to weathering.
- The irrigation system within the golf course is outdated and in need of renewal/replacement.



At the 3rd hole, the green is located within 15 paces of Angler Parade.



An example of the poor condition of the netting at the 8th green.



Golf balls frequently land on the tennis and netball courts adjacent to the driving range.



Slippage hazards along the riverbank.

Key Safety Issues

Driving Range, Tennis and Netball

- The alignment of the driving range means that errant golf balls frequently land on the tennis and netball courts.
- The mesh size of the fencing is too large to prevent balls penetrating the fence.

Newsom Street Shared Use Zone and Public Open Space

- Conflict of pedestrians, vehicles and bicycles on the Newsom Street extension within site.
- Some locations are potential pedestrian safety issues with reduced passive surveillance.
- Potential slippage hazards on riverbank and open swale edges.

Golf Course

- Many holes are in close proximity to each other, and several are very close to Stanford Street, Doncaster Street and Angler Parade.
- Some holes do have protective fencing, but positioning is ad-hoc with many areas unprotected.
- Several protective nets are in very poor condition.
- Some vegetation poses a safety risk to golfers.
- Fuel is stored on-site at the maintenance facility.



The vegetation encroaches into the line of play and also effects turf quality on the tee.



The aesthetics from the tee shot at the 8th hole are impacted by the HV power lines.



There is asbestos under the driving range.



The open drainage channel constrains the site and is a safety hazard for pedestrians.

Key Environment and Amenity Issues

Driving Range, Tennis and Netball

- There is an asbestos hazard in the soil under the driving range.

Newsom Street Shared Use Zone and Public Open Space

- The drainage/irrigation channel that runs through the site poses a safety issue and constrains the site.

Golf Course

- Poor vegetation management across the golf course impacts the overall experience.
- Shade negatively impacts the turf (particularly on greens and tees)
- Tree roots have encroached and are causing problems in some areas.
- In some instances, trees are blocking what would be an attractive view of another hole or feature.
- There are some locations on the course where poor to average tree specimens block views of significant trees behind.
- The power-lines detract from what would otherwise be an idyllic setting along the banks of the Maribyrnong River.



Poor wayfinding and confusing pathway typologies.



Poor DDA access to the clubhouse and pavilion.



The open water swale creates a barrier between functions and limits site layout options.



Narrow access ways pose a risk for pedestrians and cyclists.

Key Accessibility Issues

Driving Range, Tennis and Netball

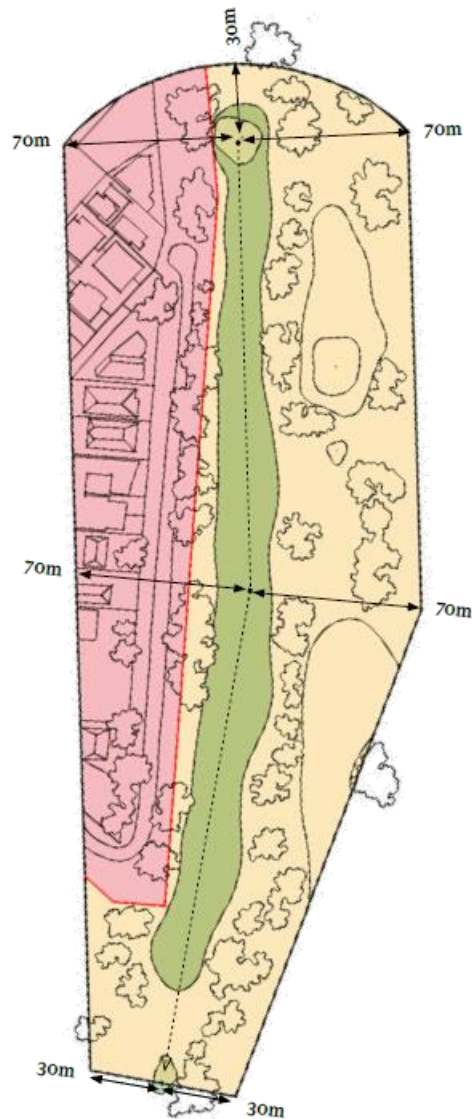
- Poor sense of arrival and entry across the site.
- Pedestrian access across the site is hampered due to functional requirements of the various usages.
- Confusing way-finding across the precinct.
- Lack of directional signage and conflicting pedestrian and vehicle uses.

Newsom Street Shared Use Zone and Public Open Space

- The precinct has only one river crossing access, at the Pipemakers bridge, which has several confusing paths and access ways leading to conflicts.
- Existing access ways are narrow.
- There are confusing pathway typologies which intersect at various points across the precinct.
- The shared use pathway is narrow and inadequate for differing functions.
- The open water swale creates a barrier.

Golf Course

- Poor DDA access to the clubhouse and pavilion, and access to golf course from the clubhouse is inadequate.
- Car parking access and entry is confusing and the main entry location is potentially dangerous.



Golf Course Overview

Public golf courses are critical part of the golf pathway, and for many they provide the first taste of the sport and the opportunity to learn the game. The Riverside golf offer includes a 9-hole course, driving range, and pro-shop, with a café, restaurant and a function service running from the pavilion.

One of the key challenges at Riverside is the size of the property. At 15.4 hectares it is a very small course and roughly half the size of a typical footprint for 9 holes. This is one of the reasons that there are a number of safety issues - both internal and external - around the course (refer to Appendix II).

No golf course community can be completely protected from the risk of errant balls, but the risks can be reduced by identifying potential risk zones along the boundaries of a hole.

As a part of the course review, a commonly accepted risk overlay was used to assess each hole. This overlay, which is shown to the left, is based on benchmarking of similar courses and industry guidelines for acceptable risk. The overlay extends from 30 metres either side of the middle of the tee, to 70 metres either side of the fairway centre-line. At the green it maintains 70 metres either side but reduces to 30 metres at the rear.

The size of the property set aside for golf excluding the driving range is approximately 15.4 ha and is bordered by roadways and residential properties on the east and south boundaries, with the west bordered by the Maribyrnong River and a public walking track. The driving range and high ropes course borders the course to the north.

As a result of the irregular shape of the course footprint, many holes are in close proximity and several holes are very close to Stanford Street, Doncaster Street and Angler Parade. For example, the edge of one green is located only 15m from Angler Parade.

Some holes do have protective fencing, but the fence positioning seems to be ad hoc in nature with many areas unprotected. There are also numerous protective nets in very poor condition.

Any recommendations to the course layout should aim to reduce the significant risk zone across the entire course and its boundaries. The current risk zone is shown over the page.



The darker the orange shading (internal safety) on the plan the greater the risk and several holes overlap as a result of multiple safety problems from more than one other hole.

APPENDIX I

Urban Design Review





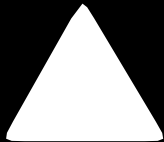
Fairbairn Park 1945

Urban Design Supplement

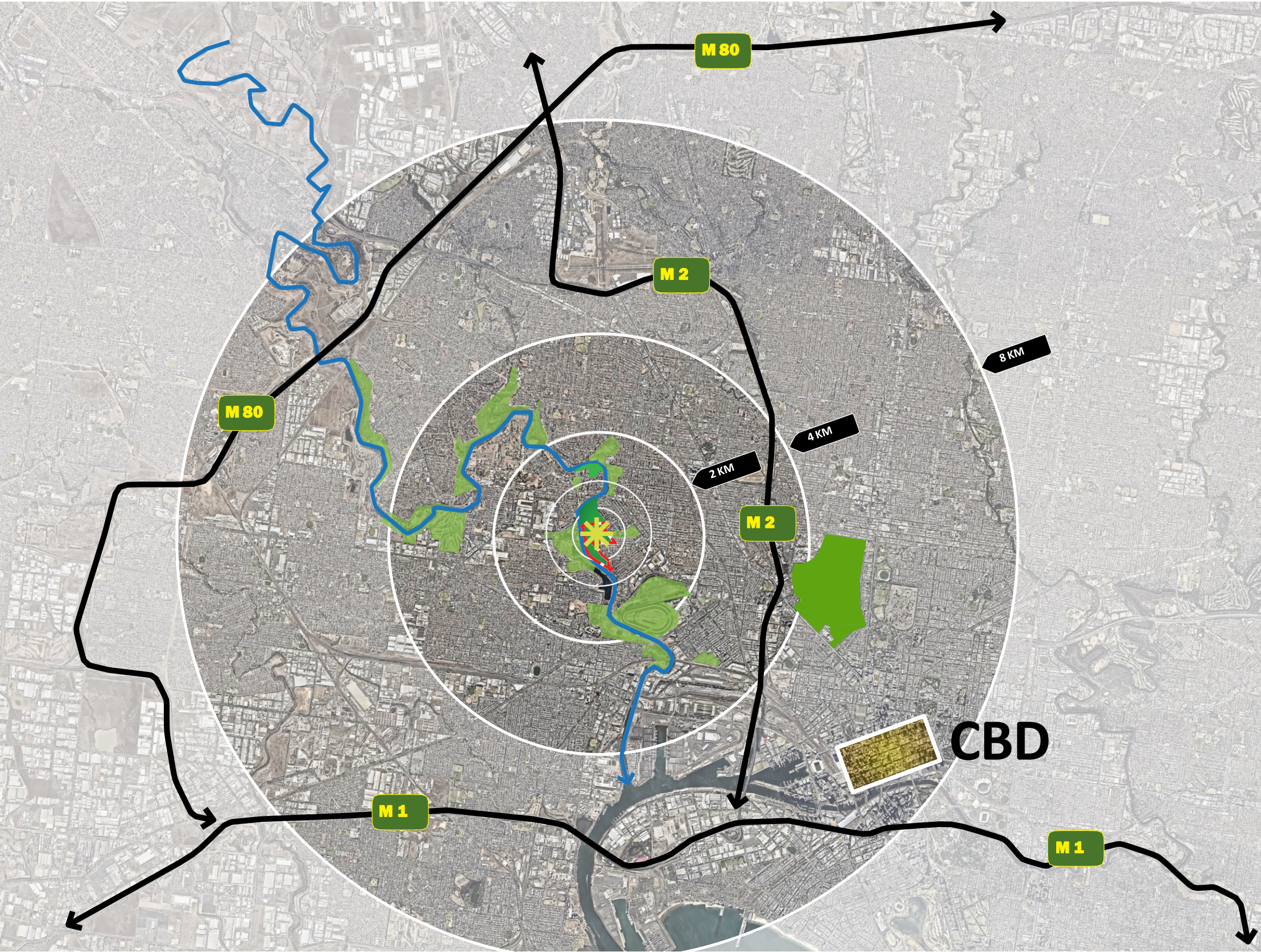
Riverside Golf Master Plan

Site Review & Analysis

February 2021



theocd.com.au



Introduction

Project Appreciation

Riverside Golfcourse Precinct lies within a greater context of parklands and openly accessible public spaces and reserves that are located along the Maribyrnong River.

The subject site is located centrally within this open space network and is a key hub within the greater community.





The key issues explored in this appendix as per the brief are:

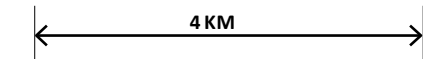
1. Safety
2. Accessibility
3. Site Conditions
4. Traffic & Transport
5. Environmental, Cultural & Heritage

Additional Information

In order to complete this study, other influences also need to be identified and as such, are included within this series of diagrams.

LEGEND

-  SUBJECT SITE
-  SUBJECT SITE BOUNDARY
-  OPEN SPACE
-  MARIBYRNONG RIVER



Riverside Golf Precinct Master Plan

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Site Review & Analysis

Date: February 2021



Client:



Consultant Team:



Riverside Context

Introduction & Accessibility

Fairbairn Park, Fairbairn Reserve and the Riverside Golf precinct have a combined street frontage of 1.8km to the east of the site and a combined 1.67km of open river frontage to the west.


The Riverside Precinct makes up over half of the frontages respectively being 1.29km on the eastern boundary and 1Km on the river.


The precinct has only one river crossing access, Pipemakers park Footbridge, completed in 1994. To the east, there are 2 main site entry locations and another two secondary car parking entry points.


The site is a recognised node of activity being in the Maribyrnong River Valley, Design Guidelines. General pedestrian distances from the golf precinct to key locations surrounding the site are:


- Epsom Road: 600m.
- Highpoint Shopping Centre: 650m.
- Jacks Magazine: 500m
- Maribyrnong Rd. bridge: 720

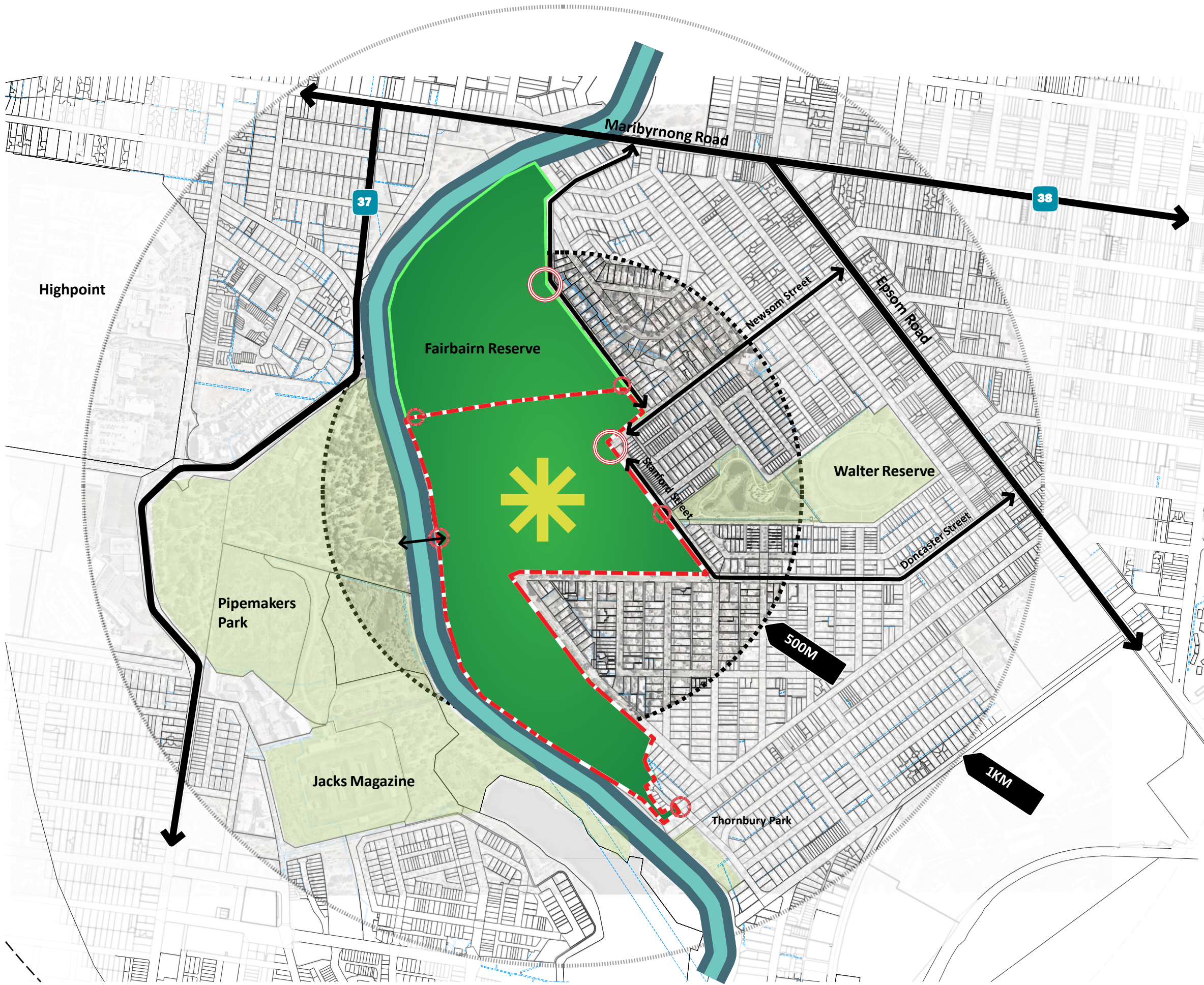
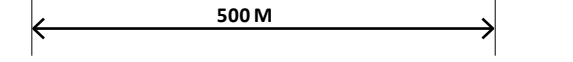
LEGEND

 SUBJECT SITE

 SUBJECT SITE BOUNDARY

 ENTRY NODES

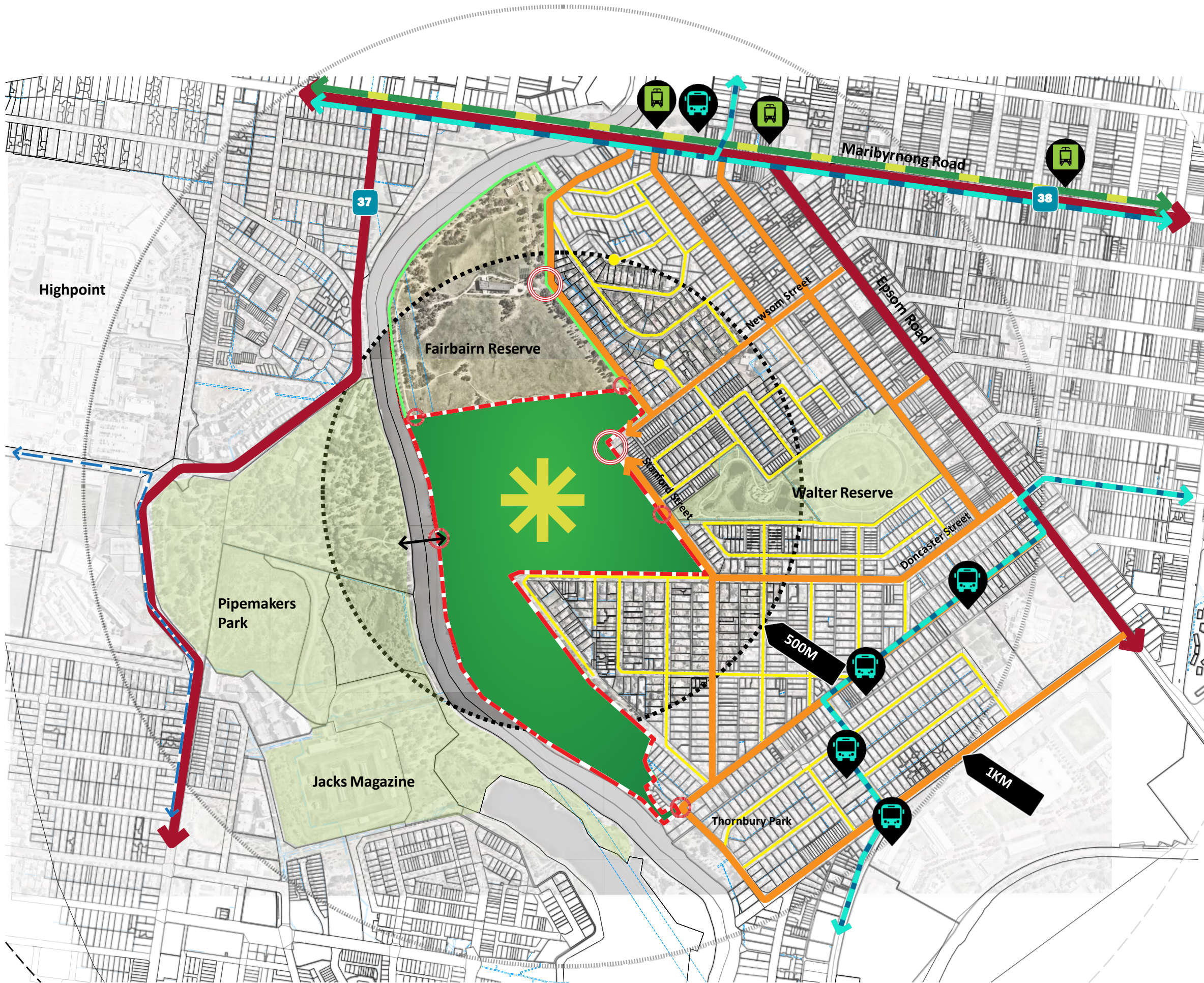
 KEY CONNECTION



Riverside Context

Traffic & Transport

The site is accessible via Woods, Newsom, Doncaster and Stanford Streets. These roads connect directly to Maribyrnong and Epsom Roads. Public transport is accessible from these roads or Charles Street to the east of the site and approximately 750m away.



LEGEND

- SUBJECT SITE
- SUBJECT SITE BOUNDARY
- ROAD NETWORKS**
 - MAJOR CONNECTOR ROADS
 - COLLECTOR ROADS
 - LOCAL TRAFFIC ROADS
 - TRAM LINE ROUTES
 - BUS ROUTES

500 M

Riverside Golf Precinct Master Plan

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Site Review & Analysis

Date: February 2021

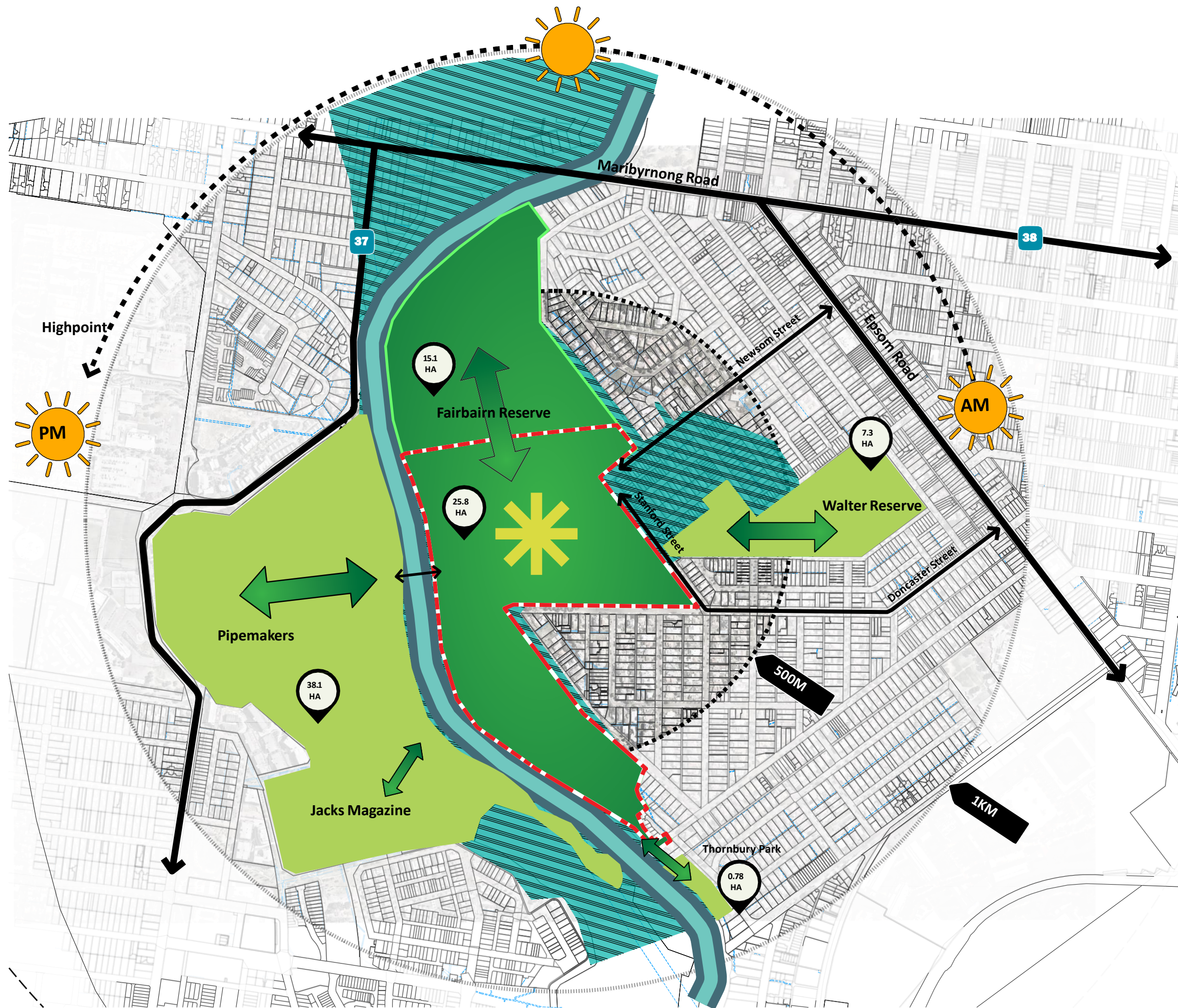


Client:



Consultant Team:





Riverside Context

Environmental Considerations

Fairbairn Park, Fairbairn Reserve and the Riverside Golf precinct have a combined street frontage of 1.8km to the east of the site and a combined 1.67km of open river frontage to the west.

Inundation & Flooding

The location topography is generally low-lying flood plain with a small area of higher land located on Doncaster Street to the south-eastern corner of the Riverside Golf Course. The site is almost entirely subject to flood inundation.

Open Space

The total combined area of accessible public open space including surrounding parks is approx. 80 hectares and in comparison represents approximately half of the Melbourne CBD.

LEGEND

- LAND WHICH IS SUBJECT TO 1 IN 100 YEAR FL OOD
- PUBLIC OPEN SPACE
- OPEN SPACE CONNECTIVITY

500 M

Consultant Team:

SBP Advisory

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Riverside Golf Precinct Master Plan

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Site Review & Analysis

Date: February 2021



Client:





1.



2.



3.



4.

Site Images

Pathways

1. Pathways inadequate for differing functions.
2. Potential pedestrian safety issues.
3. Slippage risk on riverbank.
4. Shared use pathway is inadequate.

Riverside Golf Precinct Master Plan

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Site Review &Analysis

Date: February 2021



Client:



Consultant Team:





1.



2.



3.



4.

Site Images

Outdoor Courts

- 1. Existing access-ways are narrow.
- 2. Access to golf course from clubhouse is inadequate.
- 3. Confusing pathway typologies.
- 4. Poor DDA access.

Riverside Golf Precinct Master Plan

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Site Review &Analysis

Date: February 2021



Client:



Consultant Team:

SBP Advisory

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Site Images

Outdoor Courts

- 1. Errant golf ball spillage on furthestmost tennis court.
- 2. Errant golf balls on court adjacent to driving range.
- 3. Mesh size too large to stop balls penetrating fence.
- 4. Existing sign on courts.



1.



2.



3.



4.

Riverside Golf Precinct Master Plan

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SBP Advisory

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Outdoor Courts

Recently Upgraded Outdoor Courts.



Driving Range

Issues with errant balls.



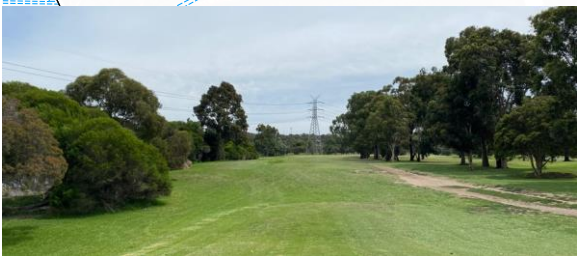
Pipemakers Bridge

Confusing way finding & conflicting path modes.



Maintenance & Clubrooms

Dilapidated buildings and facilities.



Riverside Golf Course

Exisitng 9 hole course. Refer to OCM appendix for information.

Toilets & Playground

Cluttered building arrangement.



Mini Golf

Fenced off & uninviting.



Arrival & Car Park

Awaiting proposed upgrades.



Function Room & Golf Club

Facility in general disrepair.



Site Condition

Site and Building Conditions

There are an assortment of buildings located on the subject site in varying levels of condition. The key observation of the site is that the general arrangement of is confusing to navigate between specific functions.

Key Issues

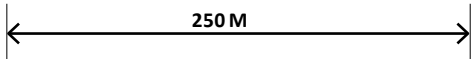
The following are high-level observations of the site issues:

1. "Ad hoc" built form arrangement.
2. Most buildings are at end of life.
3. Errant golf ball issues from driving range across the outdoor courts.
4. Car park entry located on existing street corner.

Confusing way finding. Where? What?

Key Considerations

1. Consolidate & centralise activity centres for differing on-site functions.
2. Consolidate the building on-site.
3. Remove and relocate maintenance facility and clubrooms to a more suitable location.
4. Explore feasibility of minigolf on-site and alternative locations.



Riverside Golf Precinct Master Plan

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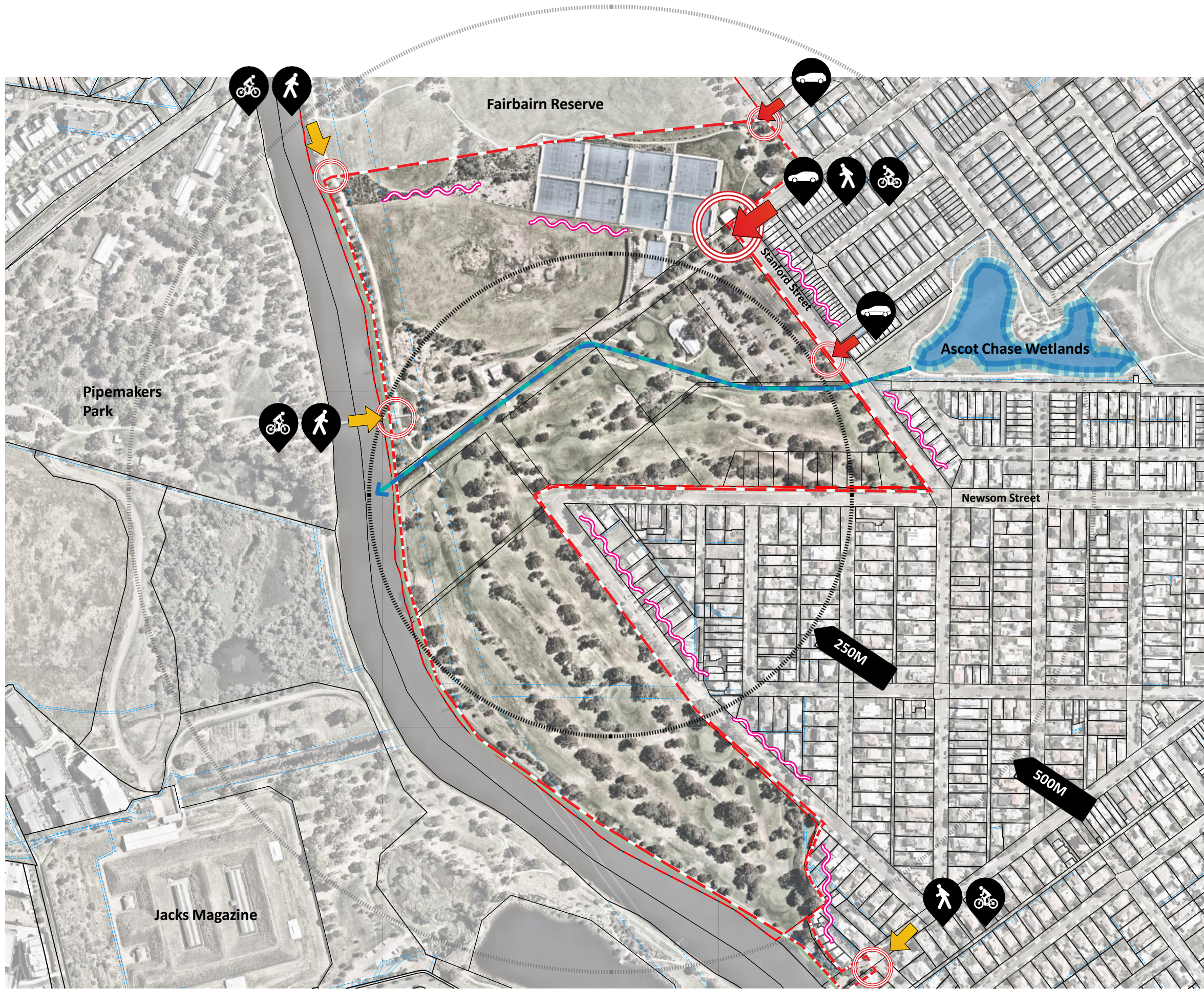


Client:



Consultant Team:





Accessibility

Accessibility & Entry

There is reduced cross-site accessibility due to the functional requirements of the golf course. However, on-site investigation illustrated that it is still possible for the general public to transverse the course to the river.

Key Issues

1. Site functions create barriers due to functional fencing requirements..
2. Providing 2 seperate car park access and entry locations is confusing.
3. Main entry location is potentially dangerous.
4. Pipemakers bridge constricts access opportunities.

LEGEND

- SITE BOUNDARY OPEN
- SWALE DRAIN
- ~~~~~ SENSITIVE INTERFACES
- ENTRY NODES
- VEHICLE ENTRY POINTS
- PEDESTRIANS/BICYCLES & OTHER ENTRY

250 M

Riverside Golf Precinct Master Plan

Theocd.com.au does not represent or warrant that this information is correct, current, complete, reliable or suitable for any purpose. Interested parties are advised to make whatever investigations they deem necessary and should confirm details at their own discretion.

Site Review & Analysis

Date: February 2021



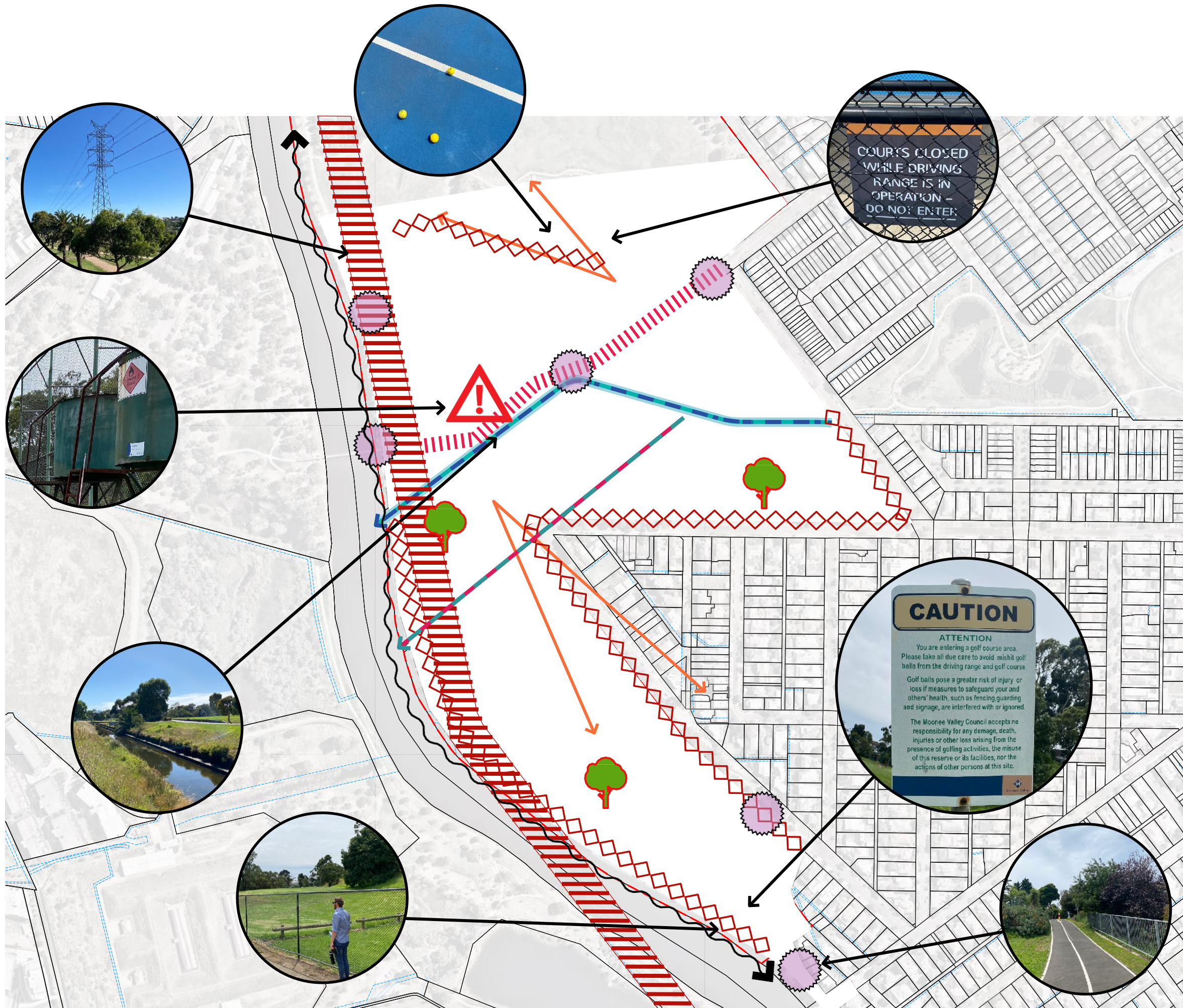
Client:



Consultant Team:

SBP Advisory

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Safety

Key Site Safety Issues.

1. Conflict of pedestrians, vehicles and bicycles on the Newsom Street extension within site.
2. Errant golf balls from driving range and course.
3. Some areas are potential pedestrian safety issues with reduced passive surveillance and no lighting apparent.
4. Potential slippage on river bank and open swale edges.
5. On-site fuel storage in maintenance facility.

LEGEND

- HIGH VOLTAGE OVERHEAD POWER LINES
- INADEQUATE SHARED-USE ACCESS ROAD
- OPEN SWALE DRAIN CREATING SEPARATION
- HISTORIC SWALE DRAIN LOCATION
- AREAS OF NO PERMEABILITY
- ERRANT BALL SPILL LOCATIONS
- EXISTING FUEL TANKS/MAINTENANCE SHEDS
- STEEP RIVER BANK
- POTENTIAL PEDESTRIAN SAFETY ISSUES
- GENERAL TREE MAINTENANCE REQUIRED

250 M

Riverside Golf Precinct Master Plan

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Site Review & Analysis

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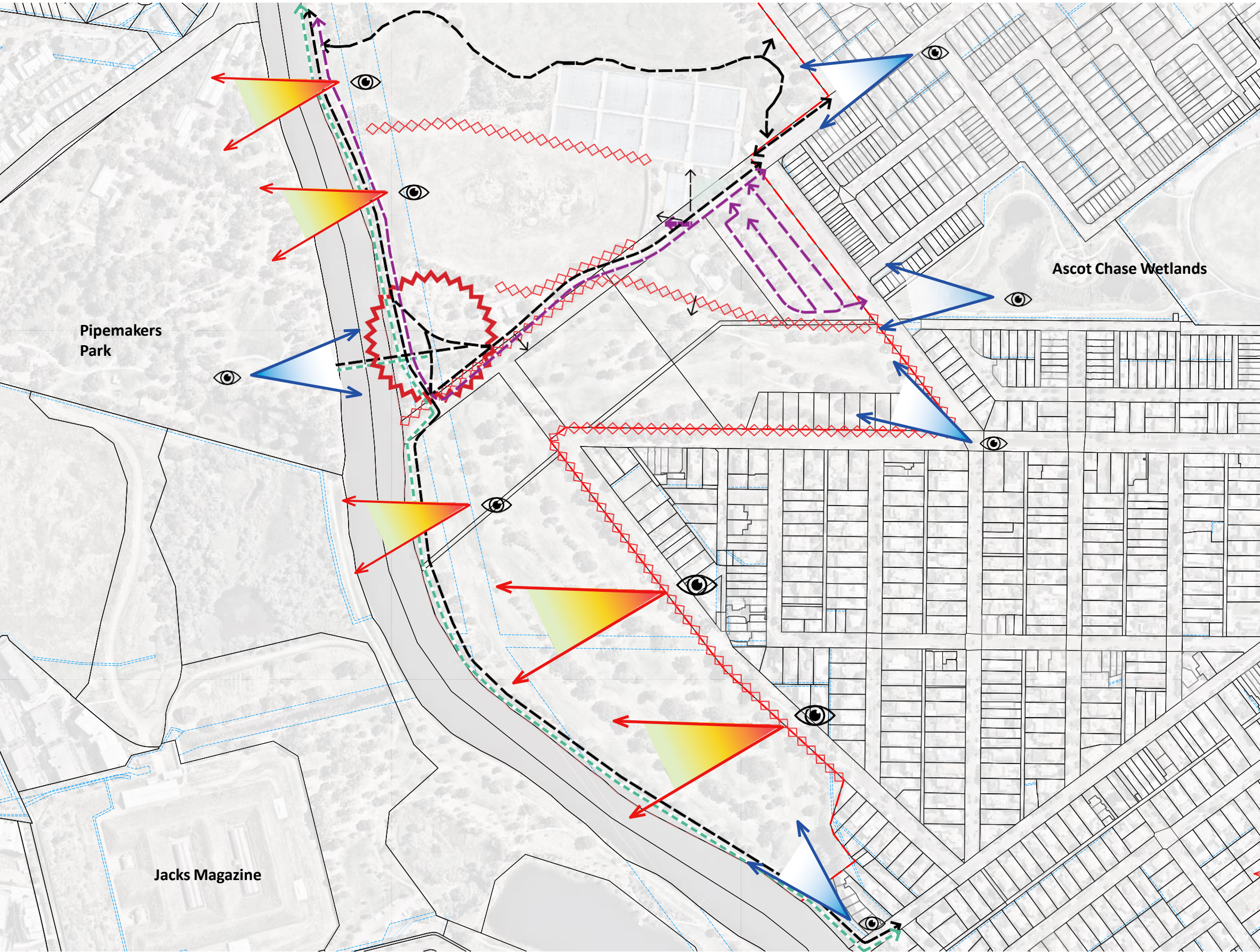
Client:



Consultant Team:

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Connections & Access

Key Issues:

1. Pedestrian access across the site is hampered due to functional requirements of the various sports use.
2. Pathway function and designation is confusing and requires improvements/upgrades.
3. The Pipemakers bridge area has a number of confusing paths and acces ways leading to conflicts.
4. Open water swale creates a barrier.
5. Maintain and respect view corridors.

LEGEND

- LOW OR ZERO CONNECTIVITY
- PEDESTRIAN CONNECTIONS
- OPEN SWALE DRAIN CREATING SEPARATION
- VEHICLE ACCESS
- AREAS OF NO PERMEABILITY
- ERRANT BALL SPILL LOCATIONS
- CONFUSING CONNECTIONS
- CONNECTING & APPROACHING VIEWS
- VIEWS TOWARDS RIVER



Site Considerations

Key Considerations

1. Strengthen Newsom Street shared use spine to river.
2. Consolidate and create a central hub for the precinct with clear access and views.
3. Improve and increase open space connectivity.
4. Improve external site connections and access.
5. Improve connectivity and explore improvements at the Pipemakers bridge area.
6. Create a centralised site and car park entry.
7. Define pathway typologies and function.

A landscape photograph of a golf course. In the foreground, there is a concrete-lined water feature or drainage ditch filled with water, reflecting the sky. The bank of the ditch is covered with tall, dry grass and some green plants. Beyond the ditch is a large, green grassy field, likely a golf green or fairway. In the background, there are several trees, including a large, leafy tree on the left and a line of trees further back. A chain-link fence and some buildings are visible in the distance under a clear blue sky. A semi-transparent blue oval is overlaid on the left side of the image, containing the text.

APPENDIX II

Document Review

Document Log

	Document	Source
1	MV2040 Strategy	Council Documents
2	Sports Development Plan 2014-23	Council Documents
3	Riverside Golf and Tennis Centre Master Plan (2015)	Council Documents
4	Driving Range Realignment Concept Plan and QS Report	Council Documents
6	Integrated Water Supply Plan - Walter St Reserve, Fairbairn Park and Riverside Golf Course	Council Documents
7	Riverside Golf Clubhouse Engineer Report	Council Documents
8	Riverside Golf Driving Range Interim Dispersal Study	Council Documents
9	Riverside Golf Course Safety Audit	Council Documents
10	Fairbairn Park Master Plan	Council Documents
11	Victorian Government DTPLI – Creating Liveable Spaces	Government Departments and Bodies
12	Active Victoria Strategy 2017 – 2021	Government Departments and Bodies
13	Planning for Golf in Victoria Strategy	Government Departments and Bodies
14	VicHealth – Physical Activity Strategy 2019-2023	Government Departments and Bodies
15	Sport Australia – Sport 2030	Government Departments and Bodies
16	KPMG – Value of Community Sport Infrastructure in Victoria 2020	Commercial and Industry Bodies
17	HSBC – Golf's 2020 Vision Report 2012	Commercial and Industry Bodies
18	Golf Australia – Vision 2025	Golf Industry
19	Golf Australia/PGA Australia – Golf Inclusion Research Project 2018	Golf Industry
20	Australian Golf Industry Council – Golf Benefits to the Environment 2020	Golf Industry
21	England Golf – Customer Focused Facility Guidance	Golf Industry

DOCUMENT	MV 2040 Strategy
DOCUMENT OVERVIEW	<ul style="list-style-type: none"> The MV2040 Strategy (the Strategy) is Moonee Valley City Council's long-term plan for improving the health, vibrancy and resilience of the city over the next two decades. It has been prepared to shape the type of city and neighbourhoods its residents want to live in. The strategy is made up of three parts; Context (the vision for the future); Themes (of five which address the key issues and objectives across the municipality); and Neighbourhoods (including a unique vision and initiatives for each of the city's 13 neighbourhoods). Beginning in 2017, extensive community consultation, stakeholder engagement and strategy development shaped the current document.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> The strategy follows the state-wide shift to a neighbourhood approach for planning and service delivery, as outlined in Plan Melbourne 2017-2050 which focuses on improving Melbourne's health and liveability through the creation of 20-minute neighbourhoods. A population increase of 39.7% is forecasted for the LGA between 2018 and 2040, with 12% of this population residing in Flemington. During this period, a 40-50% increase in households in Moonee Valley is forecasted, higher than the forecasted increase in population. Less than two-thirds (65%) of residents would speak English at home, with 34% of residents born outside of Australia. Moonee Valley's Gross Regional Product (GRP) for 2016 was estimated at \$4.52b, representing 14.2% of Melbourne West's GRP of \$31.80b. The strategic direction for the five themes is defined as: <ul style="list-style-type: none"> <i>Fairness</i> – A city that celebrates diversity, with a network of community facilities where its residents feel safe and able to engage. <i>Thriving</i> – A city with opportunities to learn and work, in an evolving and technology savvy city, which offers a broad range of attractions. <i>Connected</i> – A city at the forefront of transport technology and sustainability, with connectivity across all its travel routes. <i>Green</i> – An environmentally conscious city which considers its energy use and wastage. <i>Beautiful</i> – A vibrant local identity and picturesque landscape setting which the city is renowned for. The document sets out Council's goal to prioritise cyclists and pedestrians by achieving a safe network of connected walking and cycling paths. The target is for Moonee Valley to be a city where more than half of residents travel to work by walking, cycling or public transport. Over 160 area-specific objectives across each of these five themes have been allocated for implementation over 1, 5, 10 and 20 years.
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> <i>Given the focus on prioritising pedestrian and cycling movements into the future, the Master Plan will need to explore opportunities to implement shared zones in areas of high pedestrian activity with separated walking and cycling paths where possible.</i> <i>An anticipated increase in lone-households over the next 20 years in the municipality could see the Riverside precinct become an essential place of social engagement for these lone-household residents.</i>

DOCUMENT	Sports Development Plan 2014-23
DOCUMENT OVERVIEW	<ul style="list-style-type: none"> The Moonee Valley Sports Development Plan 2014-23 (SDP) has been prepared to guide current and future provision of facilities and services to meet the needs of Moonee Valley's diverse communities over the next ten years. The SDP provides a framework to increase community participation in sport and recreation activities (with a focus on key target groups) and assists in the provision of sports infrastructure, facilities and programs. The SDP reflects the feedback from more than 5,000 residents, sports participants, sports professionals, Councillors and Council officers.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> There has been a steep rise in participation in individualised sport and fitness activities – 56% of residents participate in walking, well above the state average of 37%. Demand and participation projections for sports club across Moonee Valley are growing, however the number of facilities are constrained meaning facilities must be designed and managed to ensure maximum benefit and use for the total community. An increasing multicultural population with a variety of sports preferences has emerging, with new participation drivers and barriers for varying ethnic groups becoming evident. There is an increase in demand for sport and recreational activities to cater for families, providing participation opportunities that encourage family involvement, particularly females; as family circumstances often shape how women participate. A provisional assessment of the 30 sports offered across the municipality resulted in sport-specific infrastructure and programming initiatives. <ul style="list-style-type: none"> The common challenges for majority of sports are ageing facilities, and an inability to accommodate the increase in demand. As a result of the stakeholder engagement, five themes for sports development emerged to address gaps in the Moonee Valley sports offer: <ol style="list-style-type: none"> <i>Provision of sports facilities</i> – Sports facilities need to be fit for purpose, for multiple groups and a broad range of community activities. <i>Club management and development</i> – Supporting local clubs to build management skills, develop strategically and be sustainable. <i>Growing participation</i> – Increasing the sports participation levels of people whose age, gender, culture or ability can be a barrier. <i>Different ways of participating</i> – Supporting both traditional club-based, as well as casual sports participation models. <i>Building partnerships</i> – Supporting and strengthening partnerships between the people and organisations that make sport happen.
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> <i>The increased demand for family and female-friendly sport and recreation programs means an exclusive offer (i.e. male only golfing timeslots) could significantly impact community popularity of the precinct and therefore engagement rates.</i> <i>Several facilities in the municipality may already be operating at the maximum capacity and require upgrades or expansions in the near future, while other sites may be able to address the increased demand with more efficient operating models.</i> <i>With a variety of sports preferences emerging, a multi-sport offer (where possible) at the precinct is recommended to maximise potential engagement and visitation.</i>

DOCUMENT	Riverside Golf and Tennis Centre Master Plan (2015)
DOCUMENT OVERVIEW	<ul style="list-style-type: none"> Riverside Golf & Tennis Centre Master Plan establishes a clear vision for the potential future development of Riverside to meet the changing needs and aspirations of the community. 38 improvements are recommended, based on the findings from the stakeholder consultation, site assessment, market review and operational review.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> There are external and internal errant golf ball issues; particularly on holes 1, 2, 3, 4 and 5. Safety screens were installed to address this issue. There are a number of course improvement opportunities, particularly relating to condition of tees, player routings, and vegetation plantings and management. Tees and greens are irrigated with potable water. Annual use is around 38ML at a cost to the contracted operator of approximately \$50,000. Structural poles dividing most ground-floor hitting bays on the driving range are too close together which results in golf clubs occasionally hitting the poles during a golf swing. There is no convenient and permanent check-in area with accessible change/toilet facilities for tennis and netball players. The land subject to inundation overlay requires any proposed development allow for the free passage of water and does not hinder flood levels or flow velocity. The report identified the following key recommendations: <ul style="list-style-type: none"> Maintain the current level of course challenge/difficulty. Improve the food & beverage offer, the netball precinct and the driving range to enhance overall site usage. Ensure suitable game improvement and coaching facilities are incorporated in any plans for an upgraded driving range. Ensure a suitable water supply to reduce the reliance on potable water. The report also recommended a significant upgrade of the existing netball and tennis courts, with new social, spectator and change facilities adjacent. The court upgrade has now been completed with the pavilion in the design phase.
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> <i>Improvements to the golf course recommended in the report included renovating and/or reconstructing most tees, undertaking vegetation management and new plantings and re-modelling of the practice putting green and bunkers. This will be considered when reviewing and recommending improvements to the golf course.</i> <i>Another key recommendation was to reduce reliance on potable water. Council has since developed a solution through the Ascot Chase water harvesting project. This will involve the installation of tanks below the car park and the broader site impacts of this project will need to be considered in the renewed Master Plan.</i> <i>An expanded outdoor hospitality area and food and beverage offer will also be explored in the renewed Master Plan.</i>

DOCUMENT	Driving Range Realignment Concept Plan and QS Report
DOCUMENT OVERVIEW	<ul style="list-style-type: none"> Pacific Coast Designs prepared an initial concept plan to realign the Riverside Driving Range. Currie & Brown were commissioned by MVCC to prepare a cost estimate for the concept design prepared by Pacific Coast Design.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> Key feature of the concept plan include: <ul style="list-style-type: none"> Reorientation of 20 hitting bays. Installation of 12m high x 50m long safety fence along both sides of the hitting bays. 1.8m high perimeter fencing along the end of the range. Retention of the existing maintenance and operations buildings. In addition, two optional feature were proposed: <ul style="list-style-type: none"> Installation of a synthetic practice green and hitting nets. Establishment of a wetland/water storage along the northern boundary of the driving range. Currie & Brown estimated the total construction costs at \$2.172 million (excluding GST and design fees).
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> <i>Given the significant cost of re-aligning the driving range, consideration should be given to the optimal solution for the driving range in the context of the whole site and not just within its existing footprint.</i>

DOCUMENT	Integrated Water Supply Plan - Walter St Reserve, Fairbairn Park and Riverside Golf Course
DOCUMENT OVERVIEW	<ul style="list-style-type: none"> Moonee Valley City Council (MVCC) and City West Water (CWW) worked together to devise a list of potential open spaces and sporting facilities throughout MVCC that could benefit from sustainable water supply, considering a range of water source options. Each source was initially assessed for its ability to supply the required demand for the site based on the criteria set out for each source in the following sections. A conceptual design for the preferred source option was developed for all sites.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> Stormwater harvesting is the preferred water source for Fairbairn Park, Riverside Golf Course and Walter St Reserve. Early modelling indicates: <ul style="list-style-type: none"> Demand of 66.8ML per annum. Supply of 52.2 ML per annum of treated stormwater. Supply reliability of 78%. \$1,897,900 million to construct. \$14,900 per year to operate. Stormwater harvesting was chosen as most feasible option due to greater potable water substitution than rainwater harvesting, and it does not require energy intensive treatment such as desalination for groundwater.
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> <i>The cost analysis indicates both the operational costs and the water catchment efficiencies for stormwater harvesting makes it the preferred water source for all three sights analysed.</i>

DOCUMENT	Riverside Golf Clubhouse Engineer Report
DOCUMENT OVERVIEW	<ul style="list-style-type: none"> • MVCC engaged FMG Engineering (FMG) to conduct an engineering investigation of the Riverside Golf Clubhouse building. • The purpose of this investigation was to assess damage identified in various areas of the building and make general recommendations relating to remedial work. • Additionally, FMG also investigated Council's concerns regarding disabled access to the building.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> • The age of the original building is unknown although it is estimated to be 50 to 60 years old. • Four key factors which resulted in damage to the building were investigated. These included: <ol style="list-style-type: none"> 1. Differential Footing Movement 2. Water Ingress 3. Weathering 4. Dry Shrinkage • FMG identified there is significant upgrade works required to the footing system of the subject building to rectify the existing undulating floors, and reduce the amount of future building movement and associated damage. • The water damage due to ingress has caused by one or more of the following factors; timber rot/decay to window frames, water ingress through roof penetration, leaks in the pipe servicing the kitchen, issues with roof drainage and ponding of water from an unknown source. • Weathering of timber resulting in rot/decay to window frames and cap rails to balustrades has been a result of on-going long-term exposure to damp conditions. • Dry shrinkage of the timber poles has resulted in a number of vertical cracks and may have resulted in accelerate deterioration of the poles.
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> • <i>The existing clubhouse building appears to be coming to the end of its serviceable life and options to replace and even relocate the clubhouse elsewhere on the site should be explored through the master planning process.</i> • <i>FMG noted in the report that it may be more practical and economically feasible to demolish and reinstate the clubhouse building in its entirety, rather than attempt to rectify the footing decay.</i> • <i>The golf clubhouse not only supports the golf course and driving range operations, but it also supports the netball and tennis activities delivered at the site. Any exploration of options should consider how a new clubhouse building can engage all users in the precinct (e.g. netball, tennis and active recreation users).</i>

DOCUMENT	Riverside Golf Driving Range Interim Dispersal Study
DOCUMENT OVERVIEW	<ul style="list-style-type: none"> • In 2019, Council commissioned a ball dispersion study at the Riverside Golf Range to observe the golf shot trajectory and landing patterns of children who were participating in the 'Junior Tiger Programme. • 20 children hitting 10 shots were observed, and the ball trajectory mapped. • This work was initially undertaken to determine the viability of operating the golf range at the same time as the tennis/netball courts.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> • The upgrade and construction of the new netball/tennis courts has impacted on the safe operations of the Riverside Golf Range and to have both operating at the same time is fraught with some risk. • The report found that Courts 5-8, and 13-16 are unlikely to be hit by golf balls played by golfers with correct intent, and that there is no reason these 8 courts and the golf range cannot operate at the same time. • Courts 1-4 and 11-12 required further observation over a longer time period to determine whether they could be operated at the same time as the range. • Courts 9 and 10 are the most likely to see golf balls landing on them, with the proposed changes there is still a chance of golf balls landing on these courts. These courts cannot be safely used as the same time as the golf range is operating. • The following changes were recommended to be made immediately as an interim measure and prior to any future operations taking place: <ul style="list-style-type: none"> • Permanently decommissioning the top deck. • Installing new range equipment padding and dividers including orientation of the new dividers. • New range targets and minor reshaping works. • New CCTV and upgrades to the range servant and coaching office. • 12m fencing repairs and minor landscaping upgrades.
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> • <i>It was noted in the report that the only way to ensure 100% safety of areas outside the golf range was to construct protective fencing to a height of 30m (minimum).</i> • <i>It was recommended that the range targets be gamified (such as metal bull eyes, cars etc.) to increase the attractiveness of hitting at them and as reward for hitting them.</i> • <i>It will be critical for the Master Plan to address these safety issues as a key priority. Another potential option to be explored is the re-alignment of the driving range away from the courts.</i>

DOCUMENT	Riverside Golf Course Safety Audit
DOCUMENT OVERVIEW	<ul style="list-style-type: none"> The purpose of this report was to identify likely overall safety issues within the golf course, review the safety of every hole, look at how the strategy of each hole maybe impacting on the holes safety and discuss possible remedies and options. Both height and distance impact on boundary safety and many courses have a zero-tolerance attitude towards golf balls leaving the course. The erection of 30m tall fences is now common-place at many courses.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> The primary safety concerns identified within the report are the impact of errant balls endangering neighbouring properties, as well as other holes within the course. The primary issues identified are at holes 1 and 3, while holes 2 and 4 also have issues that possibly require addressing. Hole 1 - There is a high probability of golf balls leaving the site if golfers choose to hit beyond the primary landing zone, any approach shot to the green that misses left also has a significant probability of bouncing out onto Stanford Street. Internally there is a risk of golf balls encroaching the 2nd hole. Hole 2 - There is a small chance of tee shots reaching the Doncaster Street frontage. There is a moderate probability of approach shots could reach the properties at the western end of Doncaster Street. Internally there is a risk of golf balls landing near the 1st hole tee, and fences indicate that the mitigation of this has been attempted. Hole 3 - There is a high likelihood of residential properties being impacted by stray golf shots on this hole. Internally golfers playing either the 7th or 8th holes are at risk from shots going right. Hole 4 - The upper tee has a small fence that indicates a history or perceived problem with residences to the holes left. Residential properties are inside the safety envelope and have a chance of being struck by golf balls. Internally there is a risk of golf balls landing near the 5th hole tee.
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> <i>The report recommends two potential solutions to address the course safety issues:</i> <ul style="list-style-type: none"> <i>Install appropriate safety fencing to mitigate current/future risks.</i> <i>Re-route/reconstruct the golf course to avoid boundary issues.</i> <i>Given the limitations of the site, a significant investment into safety fencing (impacting the amenity of the precinct) is required, or the course will need to be redesigned as either a nine-hole par 3 layout or an innovative course layout with fewer holes but incorporating multiple tee and pin locations to provide a nine-hole experience.</i> <i>The final recommendations will need to consider the cost-benefit of the proposed options to ensure an optimal outcome for Council and the community.</i>

DOCUMENT	Fairbairn Park Master Plan 2013
DOCUMENT OVERVIEW	<ul style="list-style-type: none"> • Fairbairn Park is located adjacent to the Riverside sports precinct and comprises 25.7 hectares of public open space. This makes it the largest open space reserve in Ascot Vale, and the site is used for both structured sports and informal recreation. • Council's Open Space Strategy identifies Fairbairn Park as a Regional Park which means it is designated for neighbourhood use but has broader regional catchment significance. • The Master Plan outlines the existing conditions at the site and identifies a series of recommended improvement opportunities.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> • The entire Fairbairn Park site (including the Riverside sporting precinct) has a planning overlay for "land subject to inundation". This overlay means the majority of the park is subject to inundation during very high rainfall events, which limits the opportunity to build or alter any structural elements on the site. • The low lying and flood prone nature of the site means any major works on the site are also subject to approval by Melbourne Water. • A new pavilion is proposed to replace the existing Central and North pavilions. This would primarily service the tennis and netball user groups and also presents an opportunity to provide additional public toilets within the park as part of pavilion upgrades. • The car parking in the Riverside Golf and Tennis Centre site provides adequate car parking opportunities, however, requires pathway linkages to enable better access to visitors of the park. • High voltage overhead power lines run along the western edge. The section of land beneath the power lines is restricted and no building or tree planting can be undertaken in this area.
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> • <i>There is an opportunity to strengthen the plantings throughout the park to define spaces, provide more shade for users and habitat for local fauna.</i> • <i>Although there are restrictions on planting directly beneath the powerlines, there are opportunities to further screen the towers at ground level through dense plantings. This would also improve the golf experience by enhancing the surrounding aesthetic.</i> • <i>The Master Plan proposes moving the entrance to the car park at Riverside Golf and Tennis Centre to Stanford Street, with the aim of reducing conflict between pedestrians and cars within the site. A car park realignment plan has been completed by Council to deliver this recommendation, and any proposed development at the Riverside sporting precinct will need to align with the previous work that has been completed.</i> • <i>The master plan proposes when upgrading existing facilities, to remove the North and Central pavilions and replace with one new pavilion. A concept plan has been developed for the new pavilion, which will be placed adjacent to the tennis and netball courts to optimise site lines and accessibility. The Riverside Master Plan will need to ensure it addresses the proposed developments when considering any movement of site functions and uses.</i>

DOCUMENT	Department of Transport, Planning and Local Infrastructure – Creating Liveable Spaces
DOCUMENT OVERVIEW	<ul style="list-style-type: none"> Includes a selection of case studies that showcase several innovative approaches for upgrading and delivering new open space assets. This includes example of open space which have been reclaimed from existing roadways, quarries and drainage reserves as well as examples of new ways of working in partnership with government and local communities.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> Having access to a variety of quality open spaces is vital for any community. As urban populations continue to grow and change, the demand for open space increases. The challenge for planners is to ensure the community get the maximum benefit from existing open space assets and seek opportunities to deliver new open space where there is an identified need. The collection of case studies explain different ways that State Government, local councils, landowners and other stakeholders deliver a variety of innovative open space outcomes. The case studies are divided into three categories: New open space: <ul style="list-style-type: none"> Acquiring new land for open space 'on-market'. Creating new urban open space from existing assets. Creating new open space through development contributions. Buying land from an agency or government department for new open space. Delivering open space in partnership: <ul style="list-style-type: none"> Delivering active and passive open space. Council and agencies working in partnership to deliver open space. Building communities through open space development. Working with communities to develop open space. Turning land use challenges into open space assets: <ul style="list-style-type: none"> Creating open space from; road space, roundabouts, drainage, quarries.
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> <i>This document closely aligns with Council's MV2040 Strategy, and the vision for 20-minute neighbourhoods within Moonee Valley.</i> <i>Enhancing the walking and cycle path network will assist in increasing precinct activation from non-traditional market segments, and ensure that Riverside is a valuable community asset.</i>

DOCUMENT	Victorian Government – Active Victoria Strategy 2017 – 2021
PROJECT OVERVIEW	<ul style="list-style-type: none"> Active Victoria is the Victorian Government’s plan to strengthen the sport and recreation sector, boost participation and ensure every Victorian has the chance to be involved. The Vision for the strategy is: A strong and connected sport and active recreation system that helps make Victorians healthier, creates economic growth and jobs, builds community cohesion and contributes to our livability.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> The Strategy is built on a base of statistical evidence and data at the start of the document which sets the scene for the strategic pillars. The Strategy identifies current challenges and changes such as our changing population, not enough Victorians being physically active and the need to “future-proof” our sport and recreation infrastructure. There are six strategic directions within the strategy which outline key areas for change. The “what change will look like” areas of the strategy are quite broadly defined measures of success, for example, “increased levels of participation by Victorians from underrepresented groups” and “strong and diverse leadership across sport and active recreation”. The six strategic directions are outlined below: <ol style="list-style-type: none"> Meeting demand: Increasing capacity of facilities and infrastructure, increasing participation opportunities and innovative options. Broader and more inclusive participation: Operational structure of sport and active recreation, addressing racism, discrimination and harassment, increasing the participation of women in sport. Additional focus on active recreation: Engagement of health and mental health providers, school-based actions, planning for active recreation infrastructure. Build system resilience and capacity: Consistent system-wide data collection and sharing, supporting volunteers, participants and the workforce, good governance, addressing sport integrity. Connect investment in events, high performance and infrastructure: Diverse events calendar, clear pathways to excellence between high performance and community sport, talent identification programs and athlete development. Work together for shared outcomes: Development of agreed priorities, complementary investment and the coordination of action, Better connections between sport and recreation organisations, councils and the Victorian Government, Investment in new community sport infrastructure integrated with planning for growth and development.
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> <i>The Riverside sports precinct can support the Victorian Government’s focus on increasing health and physical activity outcomes through active recreation participation (rather than structured sport) due to its connection to public open space and the walking/cycling trail network.</i> <i>An easily accessible and clearly defined hierarchy of facilities and user groups, will assist Council in programming and prioritising precinct usage.</i>

DOCUMENT	Victorian Government - Planning for Golf in Victoria Strategy
PROJECT OVERVIEW	<ul style="list-style-type: none"> • This strategy is to promote the growth and sustainability of golf for recreation and tourism in Victoria. • The strategy describes how the Victorian Government will work in partnership with Golf Victoria, local governments, the golf industry and the community to maintain and enhance Victoria's reputation as a world-class place to enjoy the great sport of golf.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> • Golf contributes \$33.8 million of health and wellbeing benefits to Victorians, and recent research reports a five-year increase in life expectancy for Victorians who regularly participate in golf. • Golf generates \$849.7 million in direct economic benefits to Victorian communities each year and generates 6,900 full-time jobs. • Each year, Melbourne's sand-belt courses and Victoria's regional golfing destinations attract over 29% of Victoria's domestic visitors and 12% of our international visitors. • While the number of social golfers is increasing, golf club memberships have not grown in line with population growth in Victoria. • It is becoming a challenge for golf member clubs to balance the interest of members with social players and to convert social participation into club memberships, as well as introduce formats that attract young people, women, families and people from multicultural backgrounds. • Older golf course designs don't accommodate new golf equipment technology, and courses surrounded by residential areas can't expand. • There is a lack of diversity across golf facilities and clubs in Victoria. Only 3% of total members are juniors, and only 20% are women. • 2015 market segmentation research identified the 'Get me started' segment (people with a strong interest in golf but who don't know where to begin) as 66% of the Victorian potential golf market. • The configurations and playing options of most golf courses are the same, with 70% of Victoria's golf courses offering only an 18-hole format. • Golf industry bodies will consider ideas for an introductory golf format for novices that extends the scope of existing MyGolf, SwingGolf and PlayGolf programs,
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> • <i>There is increasing pressure from on golf course land from developers, as well as the broader community. Golf courses already identified as facing redevelopment pressures could be used as pilot projects to develop an inclusive offer as the design priority.</i>

DOCUMENT	VicHealth – Physical Activity Strategy 2019-2023
PROJECT OVERVIEW	<ul style="list-style-type: none"> • The aim of VicHealth’s Physical Activity is to to increase the number of Victorians who are physically active. • The goal is to have 300,000 more Victorians engage in physical activity by 2023. Over the next four years, VicHealth aim to increase physical activity levels of people who are less active, with a focus on fear of judgement experienced by women social sport, active recreation and play, walking and active travel.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> • There are three key focus areas in the strategy: Children aged 5-12 years, young people aged 12-17 years and women and girls. • Children aged 5-12 years: <ul style="list-style-type: none"> • Support a culture and environment that normalises active travel. • Create more opportunities for children to play outdoors. • Support the development of physical literacy. • An active childhood can lay the foundations for an active life. • Young people aged 12-17 years: <ul style="list-style-type: none"> • Develop more ways to play sport that are fun, social and local. • Influence the design and use of public spaces for recreation. • Support young people to be independently active and meaningfully involved in the design of their activity experiences. • Physical activity and sport participation drop in adolescence. • Women and girls: <ul style="list-style-type: none"> • Create and promote more tailored participation opportunities for women and girls. • Raise the profile of women’s sport and physical activity and improve attitudes towards gender equality. • Influence sporting environments to become more inclusive of women and girls
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> • <i>Community spaces (like Riverside) that offer a range of sport and recreational opportunities are critical for instilling the importance of physical activity from a young age. For children, this attraction to physical activity can be increased through visually engaging equipment (i.e. colourful play spaces, equipment and infrastructure).</i>

DOCUMENT	Sport Australia – Sport 2030
PROJECT OVERVIEW	<ul style="list-style-type: none"> • Sport 2030 is based upon the idea that sport is a key part of Australian life, and that sport plays an integral role in shaping our collective Australian identity and international reputation. • This Plan is about getting Australian's to move more and ensuring the sports industry in Australia can again be a global leader and grow as a key contributor to our economy. • The Vision is to be the “most active and healthy sporting nation in the world” with a key focus on enhancing mass participation rather success at the elite level - this is a shift away from the previous focus of being a top 5 country at the Olympics.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> • The plan has four key strategic pillars: Participation, Performance, Integrity and Industry <ul style="list-style-type: none"> • Participation – Building a More Active Australia: Enabling movement for life, with a focus on early childhood, and those over 65. Sport that is inclusive for all with a focus on the inactive. • Performance – Achieving Sporting Excellence: Australia is no longer a world leader in high performance – international performance is in decline, and the role of the AIS has evolved. There will be a stronger focus on the mental health and wellbeing of athletes and establishing defined athlete pathways. • Integrity – Safeguarding the Integrity of Sport: Strengthening anti-doping capabilities, capturing all sports betting in a regulated environment, minimising corruption in administration and improving participant safety and protection. • Industry – Strengthening Our Sports Industry: Enhancing the governance of national, state and community sport organisations to drive commercial outcomes, reduce reliance on funding and increase autonomy and innovation. • While each pillar has its own objectives, activities and targets, key themes that were consistent across each of the pillars were: <ul style="list-style-type: none"> • Change and Innovation: Australia's sporting landscape has changed significantly over the last 20-30 years, and there is a need for strong leadership and genuine innovation in the way the industry is operating. • Collaboration: Across the sport and private sectors, and with Government to improve efficiencies, reduce costs and minimizing share learnings. • Access: To physical activity opportunities that are inclusive for all – with a primary focus on facilities. End goal is a national database on sports infrastructure.
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> • <i>There is rapidly growing demand for sport organisations to quantify the value and benefits that sport provides to the community.</i> • <i>Monitoring and measurement of physical activity behaviour will continue to evolve with digital tech rising in popularity. Future operations of the precinct, and the golf course within it, should investigate new technologies that enable ongoing tracking of participation and enable more accurate reporting.</i>

DOCUMENT	KPMG – Value of Community Sport Infrastructure in Victoria 2020
PROJECT OVERVIEW	<ul style="list-style-type: none"> • Sport Australia partnered with KPMG and Latrobe University to investigate the value of community sport infrastructure to Victoria – including the value of economic, social and health benefits associated with such facilities. • This report aims to transition the conversation around the provision of community sport infrastructure from one of 'cost' to one of 'investment, impact and value'.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> • Community sport infrastructure enables physical activity and by extension supports positive health outcomes in our communities. It provides a space for people from different walks of life to connect around common objectives, supports employment and the economy, and it is a critical requirement of liveable cities and neighbourhoods. • The annual value generated by community sport infrastructure in Victoria is estimated to be at least \$7.4 billion, with \$2.1 billion worth of economic benefit, \$2.3 billion worth of health benefit and \$2.6 billion worth of social benefit. • The \$2.6 billion worth of social benefit includes the increased human capital resulting from the social interactions that are facilitated by community sport infrastructure and the broader community benefits of providing 'green space' • The economic impact of community sport infrastructure was measured through increased economic activity, and event-related tourism expenditure. • The health impact was measured through personal health benefits derived from participants through reduced risk of disease, increased productivity, health system benefits, and a reduced risk of accidents (specifically reduction of falls within the elderly population and learn to swim programs leading to lowered incidences of drowning) • The social impact was measure through human capital uplift, volunteer contribution and green space benefit. • Qualitative benefits also included social connectedness, networking, trust, community pride, reduction in anti-social behaviour and greater national and elite sporting outcomes. • Overall, participation in sport generates improvements in human capital across participants' education, well into careers. • Communities can benefit from increased amenity due to the redevelopment of existing facilities or the transformation of existing underutilised sites into new facilities.
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> • <i>The social benefits of community sporting infrastructure should be considered as part of the operational review – especially with regards to how investment in capital projects can enhance social and health outcomes associated with improved quality of life and mental health well-being.</i>

DOCUMENT	HSBC – Golf’s 2020 Vision Report 2012
PROJECT OVERVIEW	<ul style="list-style-type: none"> The HSBC Report draws on trends analysis, interviews, and available data, (from The Futures Company’s Global Monitor and Mindshare’s Global Sports Index) to provide a snapshot of how the global golf landscape has evolved towards 2020.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> The trends which will shape the future of golf are the same trends that are shaping the future of the planet: a shift towards Asia, the increasing feminisation of the public world, urbanisation, the spread of digital technology, and resource and sustainability pressures. Asian consumers are turning to leisure activities as they get richer – in China, the number of golf courses has tripled in less than a decade. Asia has also become the centre of the women’s professional game, driving growth in female participation. <ul style="list-style-type: none"> This will lead to changes in expectations about the facilities – creating a platform for golf as a family game. The emerging strength of young Asian players mirrors this broader shift in participation and investment from West to East. A commitment to build hundreds of short urban courses as part of France’s winning Ryder Cup 2018 bid was an indication of the shift towards designing courses which enable 6 holes to be played rather than 18. The rapid evolution in the quality of golf simulators will help the development of golfers in areas where course accessibility is restricted, as they become sophisticated enough to replicate the full range of game situations. One challenge for golf (certainly in Asia) is that new courses will be further from the city and harder to reach, adding more travel time to the four-to-five hours it takes to play a full round of golf. A simulator golf business based in London, Urban Golf, is using modern technology and a highly social and relaxed environment to disassociate the traditional perception of golf from its formal setting, dress attire and skillset required.
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> <i>Course design can have a significant impact on game format – course designers are developing ‘clover leaf’ formats that lay out a full eighteen-hole course in such a way that players return to the clubhouse every six holes, making six-hole and twelve-hole rounds a simple option.</i> <i>To accommodate the increasingly gender diverse participation base, golf clubs should attempt to organise their schedules/tee times in a manner which allows couples and partners to share time on course – a model which has been developed in recreational cycling across Asia.</i> <i>To address environmental responsibilities, Council could consider including more native perennials, increasing the amount of low maintenance vegetation, and allowing ponds and wetlands to become more natural.</i>

DOCUMENT	Golf Australia – Vision 2025
PROJECT OVERVIEW	<ul style="list-style-type: none"> Provides tools and information for clubs to become more accessible for everyone, engage female participants and increase its equal pathway opportunities. The rollout included over 50 roadshows, introducing clubs to the Australian Human Rights Commission's 'Guidelines for the promotion of equal opportunity for women and girls in golf'. To provide context to the 16 clubs and programs profiled, each case study covered a club background, what their previous demographic looked like, challenges in gender equality faced by the club and what solutions have come out.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> Through this project, many clubs were made aware that they were not meeting the AHRC golf guidelines which prompted immediate action. Measures often referred to as 'positive discrimination' or 'affirmative action' are being introduced at various clubs around Australia to promote equal opportunity for women and girls in golf. Focuses on four key areas: course access, competition structures, governance, membership categories. A gradual increase in female members on club committees and boards across Australia shows greater intent for equality in decision making. Just under half the profiled clubs previously offered women's golf only during the week. <ul style="list-style-type: none"> This outdated operational model does not comply with the current lifestyle of many female golfers, nor the AHRC golf legislation. Those clubs who are now offering female golf on weekends are having to adjust to busier weekend golf schedules. A common theme across the clubs and programs profiled was the acknowledgement that changes to make clubs more inclusive can take time and effort but offer a significant reward for club culture. Communication around changes in gender equality commitments to all members and staff is also critical for buy in and generating support.
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> <i>Golf Australia has made gender equality a stronger focus within the sport, and it will be critical to continue to work with Council and clubs to deliver on this equal opportunity vision for golf.</i>

DOCUMENT	Golf Australia/PGA Australia – Golf Inclusion Research Project 2018
PROJECT OVERVIEW	<ul style="list-style-type: none"> The research highlights the diverse and constantly changing social profile of Australians - one in four people are born overseas, over 4 million people have a disability, and more than 3% of the population identify as having an indigenous heritage. While collectively Australia has been excellent at adapting to its changing social profile, some golf clubs are being left behind by a static and outdated understanding and perception of inclusion.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> The composition of the members at most golf clubs and golf participants in general, is still largely homogenous. Golf must evolve from seeing inclusion as merely running programs for certain groups, and instead embrace a mindset which encourages people of all cultures, backgrounds and abilities to become involved in the sport. <ul style="list-style-type: none"> 4.3 million Australians are living with a disability, and 46% of Australians have a parent who was born overseas. If golf continues to engage the traditional market segments which it currently engages (current participation rate of 5% of the total population), the total number of people playing golf by 2061 will be approximately 2.4 million. <ul style="list-style-type: none"> However, if golf engages with a more diverse cross section of the community there is potential for an additional 1 million participants, increasing the total number of people playing golf in Australia to over 3.4 million people. Increasing engagement with people from diverse backgrounds is a process of eliminating the physical, societal and cultural barriers which prevent people from accessing or considering golf as a recreational or sporting activity. Possible changes identified for clubs to improve inclusion do not necessarily require a significant investment in facilities or staffing. <ul style="list-style-type: none"> The return on any investment made by the club towards becoming more inclusive will be far greater than financial. It is the intangible benefits that will ultimately have the greatest impact on golf clubs in the long term.
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> <i>Inclusive infrastructure such as change rooms, family friendly spaces, and areas for the general public (i.e. cafes and walking paths etc.) assists in engaging a more diverse participation base and encourages greater connections with the local community.</i> <i>Club boards/management committees must consider facility designs which embrace a new market of participants – inclusivity is more than just building ramps or handrails; it must address the seven pillars of the inclusion framework: access, attitude, choice, partnerships, communication, policy and opportunities.</i> <i>The Golf Facilities Guidelines should be developed to ensure each of the seven pillars of inclusion are addressed.</i>

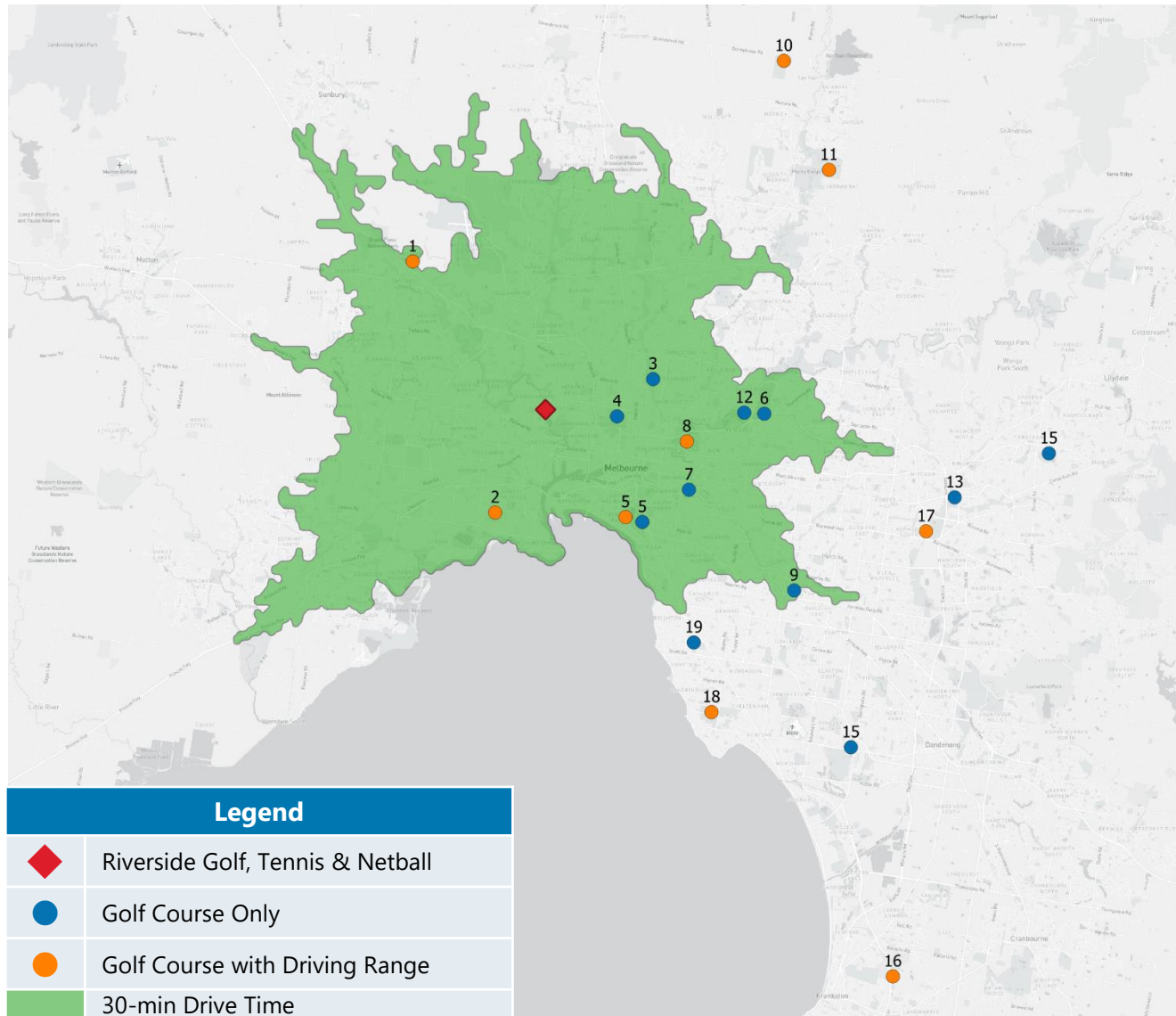
DOCUMENT	Australian Golf Industry Council – Golf Benefits to the Environment 2020
PROJECT OVERVIEW	<ul style="list-style-type: none"> The document discusses eight kinds of environmental benefits of well-designed golf courses and promotes golf as a leader in sustainable sport and business. Clubs who have excelling in each kind of environmental benefit are highlighted, describing innovative changes made to their facilities.
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> Golf courses preserve open space and remnant vegetation, protecting and enhance flora and fauna within both rural and urban environments. Courses also serve as a 'buffer' between sensitive natural environments, and residential and industrial areas. Golf courses promote and protect the indigenous flora and fauna which is a critical part of our unique environmental identity and biodiversity. On average, golf courses contain a greater proportion of Australian native plants and more trees per hectare than residential areas. Sound turf, environmental and land management practices means that golf courses are highly important links of green space across a region, particularly in an urban context, thereby providing vital wildlife corridors. The reliance on potable water to irrigate a golf course is an issue gaining increased attention. Golf Courses face the reality that when striving for greater sustainability they must not only seek alternative water sources but more effective water usage and management practices. <ul style="list-style-type: none"> Glenelg Golf Club's aquifer storage and recovery project involving harvesting stormwater was highly successful in significantly reducing the facilities water consumption. Additionally, the project raised tourism through interest in conservational education. The Barwon Heads Golf Club uses an innovative combination of both reclaimed water and storm water harvesting to irrigate its fairway, rough and tee areas, with up to 10 mega-litres of storm water per year is available for re-use on the golf course. Golf courses can assist in reversing degradation and providing management resources to the land for rehabilitation, which otherwise may not be possible due to economic limitations. The unique vegetation characteristics of a golf course helps the average course sustain enough oxygen for around 85,000 people. <ul style="list-style-type: none"> Peninsula-Kingswood Golf Club boasts the most diverse indigenous vegetation of any Sandbelt course as the result of a range of ecological assessments and techniques to revegetate weed-infested areas of the course.
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> <i>The alternative water use and management practices implemented by golf clubs can provide key learnings to Councils to enhance the quality of turf maintenance and enhance activation of sports fields/open space.</i> <i>The role golf courses play in supporting local wildlife should be continually highlighted and communicated, in order to share key learnings with the broader industry about the positive effects courses can have on local ecology and surrounds.</i>

DOCUMENT	England Golf – Customer Focused Facility Guidance
PROJECT OVERVIEW	<ul style="list-style-type: none"> This guide demonstrates how good design can make golf clubs and facilities more customer friendly, helping attract new players, retaining existing members and improving the long-term prospects of golf businesses. The guide is broken down into five logical parts: Getting started, gathering evidence, considering options, case studies, next steps
EVIDENCE/ FINDINGS	<ul style="list-style-type: none"> The importance of the design, character and appearance of courses and clubhouses should not be underestimated, as these factors affect the overall customer experience and enjoyment – influencing their decision to return, and directly impacting on club visitation and usage. This document provides a clear outline of steps to follow in deciding whether to implement infrastructure changes. This helps clarify thinking and tests the feasibility of ideas: Getting started – gather evidence – initial proposals – concept development – review and decision. For clubs to better understand the market, distinction is made between evidence which is easy to gather (i.e. location, accessibility, operating hours) and that which requires greater investigation (i.e. public perception, site accessibility, internal ambience). Reviewing the range of golf formats available and the non-golf activities on offer is critical. It may be possible to cater for more activities by making minor adjustments to club programming. <ul style="list-style-type: none"> On-course and off-course features need to be examined by a professional to understand options for programming activities, re-purposing-built areas and making simple changes to enhance the environment and remove barriers. Ideally the clubhouse should be close to the approach road and appear attractive and inviting to members and visitors. Variations of the traditional 18-hole game (including 9-hole golf express) can help offer a more friendly and inviting image of the club. Consideration of the layout of the existing clubhouse and how it affects the customer experience can help identify possible improvements. Key points include reception, community areas, easy supervision and child safety, inclusive and universal design.
KEY INSIGHTS/ IMPLICATIONS	<ul style="list-style-type: none"> <i>Artificial grass is becoming increasing popular and cost-effective alternative to traditional chipping and putting areas as it can withstand wear and tear and be available for use all year round.</i> <i>Open reception/circulation areas are critical to avoid problems for people with bulky golf equipment, or for wheelchair users.</i>

Appendix III Golf Course Benchmarking



Distribution of Public Golf Facilities



Index	Course
1	Keilor Public Golf Course
2	Altona Lakes Golf Course
3	Northcote Golf Course
4	Royal Park Public Golf Club
5	Albert Park Golf Course Albert Park Driving Range
6	Freeway Public Golf Course
7	Burnley Golf Course
8	Yarra Bend Golf
9	Oakleigh Golf Club
10	Growling Frog Golf Club
11	Yarrambat Park Golf Club
12	Ivanhoe Public Golf Course
13	Maroondah Golf Park
14	Spring Park Golf Course
15	Dorset Golf Club
16	Centenary Park Golf Club
17	Morack Golf Course
18	Sandringham Golf Course
19	Brighton Golf Course

Benchmarking – Public Golf Courses

	Course	LGA	Location	Operator	Green Fees	No. of Holes	Driving Range	Mini Golf	Footprint (m²)
	Riverside	Moonee Valley	North Metro	LMS	9:\$25.00	9	✓	✓	158,180
1	Keilor	Brimbank	West Metro	Belgravia	18: \$28.50 9: \$23.50	18	✓	✗	552,889
2	Altona Lakes	Hobsons Bay	West Metro	LMS	18: \$32.50 9: \$22.50	9	✓	✗	250,056
3	Northcote	Darebin	North Metro	LMS	18: \$29 9: \$21.50	9	✗	✗	273,370
4	Royal Park	Melbourne	Inner Metro	Golf Pro	18: \$27.00 9: \$18.50	9	✗	✗	55,206
5	Albert Park	Port Phillip	Inner Metro	Independent	18: \$42.00 9: \$30.00	18	✗	✓	481,332
	Albert Park (Driving Range)	Port Phillip	Inner Metro	Independent	n/a	n/a	✓	✗	37,495
6	Freeway	Boroondara	South East Metro	Council	18: \$34.50 9: \$24.00	18	✗	✗	429,249
7	Burnley	Yarra	South East Metro	Council	18: \$29.00 9: \$22.60	9	✗	✗	145,552
8	Yarra Bend	Yarra	South East Metro	Independent	18: \$45.00 9: \$29.00	18	✓	✓	575,580
9	Oakleigh	Monash	East Metro	Bluefit	18: \$27.00 9: \$20.80	9	✗	✗	129,714

Overview

The above courses have been chosen for the benchmarking analysis as they are public access golf facilities with a similar offer that are located within a 30-minute drive from the Riverside precinct. In addition to the above, a number of public courses in the wider metropolitan area have been assessed on the following page to understand the broader public golf offer in Melbourne.

Through the benchmarking exercise, we also found that for the courses reviewed:

- Average annual rounds are between 40-50,000.
- Average cost to play 9 holes is \$35.03 while the average cost to play 18 holes is \$25.43.

Benchmarking – Public Golf Courses

	Course	LGA	Location	Operator	Green Fees	No. of Holes	Driving Range	Mini Golf	Footprint (m²)
	Riverside	Moonee Valley	North Metro	LMS	9: \$25.00	9	✓	✓	158,180
10	Growling Frog	Whittlesea	North Metro	GSM	18: \$50.00 9: \$32.00	18	✓	✗	655,614
11	Yarrambat	Nillumbik	North Metro	Belgravia	18: \$38.00 9: \$28.50	18	✓	✓	705,349
12	Ivanhoe	Banyule	North Metro	LMS	18: \$35.00 9: \$26.00	18	✗	✗	320,088
13	Ringwood	Maroondah	East Metro	Council	18: \$39.00 9: \$29.00	18	✗	✗	450,154
14	Dorset	Maroondah	East Metro	Council	18: \$39.00 9: \$29.00	18	✗	✗	438,457
15	Spring Park	Kingston	East Metro	Belgravia	18: \$32.00 9: \$23.50	9	✗	✓	967,526
16	Centenary Park	Frankston	East Metro	Clublinks	18: \$36.00 9: \$26.50	18	✓	✗	564,536
17	Morack	Whitehorse	East Metro	GSM	18: \$33.60 9: \$25.40	18	✓	✗	493,861
18	Sandringham	Bayside	South Metro	RMGC?	18: \$45.50 9: \$30.00	18	✓	✗	723,487
19	Brighton	Bayside	South Metro	LMS	18: \$37.00 9: \$27.00	18	✗	✗	353,754
20	Westgate	Hobsons Bay	West Metro	Club	18: \$20 9: \$17	9	✗	✗	105,870



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