



Pyrenees
Shire Council

Waubra Recreation Reserve *Master Plan*



Acknowledgement of Country

Pyrenees Shire acknowledge the people past and present of the Wadawurrung, Dja Dja Wurrung, Eastern Maar, Wotjobaluk, Jaadwa, Jadawadja, Wergaia and Jupagulk Nations, whose land and waters the Pyrenees Shire operates on. We pay our respects to their Ancestors and Elders, recognise and respect their customs, stewardship and continuing connection to Country.

Intersectionality and Gender Equality

Council is committed to working within an intersectional approach, particularly through understanding characteristics that may result in a form of discrimination. We acknowledge that individuals often experience multiple forms of discrimination simultaneously, for example due to their gender, sexual orientation, age, disability status or ethnicity. Council will continuously be focussed on how people experience any form of discrimination, through listening to communities that may be facing marginalisation.

We will deliver our programs and activities to be inclusive, which address discriminatory practices. This includes embedding not only gender equity, but other intersectionality impacts into our strategies and planning processes.

Pyrenees Shire Council commitment to child safety

Pyrenees Shire Council is committed to being a Child Safe Organisation and has a zero-tolerance position to abuse or harm to children, young people, or any other person.

Council is committed to creating culturally safe environments where children feel safe, are empowered, valued, and protected – where all children have a voice and are listened to, their views respected, and provided with opportunities to contribute to the planning, design, and development of our services and activities that might impact them.

Acknowledgements

The development of the Waubra Recreation Reserve Master Plan has been a collaborative effort, made possible by the valuable input and contributions of the local community, key stakeholders, and industry professionals. We extend our sincere gratitude to all those who shared their insights, experiences, and aspirations for the future of the Reserve. Their feedback has been instrumental in shaping this plan to reflect the needs and priorities of the Waubra and district community.

We particularly acknowledge and thank:

- The Waubra Community Asset Committee
- Waubra Football Netball Club
- Waubra Bowls Club
- Eureka Community Kindergarten Association (ECKA), both the staff and children
- Students and teachers at Waubra Primary School
- Waubra residents who participated in engagement processes

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Working together to encourage broader use of the Waubra Recreation Reserve, through a welcoming and well-governed community destination that supports the health and wellbeing of our community.



PROJECT INTRODUCTION

The Waubra Recreation Reserve is a central hub for Waubra and a broader district, hosting sports, community events, and social inclusion activities. As the only community asset in Waubra, the reserve plays a vital role as a gathering point for our community.

The Reserve Master Plan has been developed to support a collaborative approach in the future development of the Reserve for Council, the Community Asset Committee (CAC), tenant users and the broader community.

This master plan is supported and aligned to a framework of other governing directions and strategic plans established by Pyrenees Shire Council. These include, but are not limited to:

- 2025 – 2029 Council Plan
- 2025 – 2029 Municipal Health and Wellbeing Plan
- 2017 – 2027 Recreation Strategy
- 2023 – 2032 Asset Management Plan

The Master Plan serves as a strategic guide for the future use, development, and investment in the Waubra Recreation Reserve, responding to the evolving needs of the surrounding community and existing user groups. It outlines a long-term vision supported by a series of staged actions.

Individual projects identified within the plan are indicative and will be subject to further detailed feasibility assessments, operational planning, design development, and procurement processes as appropriate.



COMMUNITY PROFILE

Pyrenees Shire is located in the Central West of Victoria, approximately 130 kilometres Northwest of Melbourne. There are over 50 unique localities across the 3,435 square kilometres. While we have a small population, the Shire is custodian of an extensive range of recreational spaces and community assets.

Note the following key statistics of relevance to reserve master planning:

Our people

- Our total population is 7,671 (2021), increasing by 6% (431 persons) from 2016 to 2021. Our median age is 50 years, compared to a younger Victoria median of 38.
- We are ageing, with the largest growth in the 70-74 age group, increasing by 22% since 2016.
- Babies, children, and young people make up nearly a quarter of our total population.
- 28.6% of our residents live with some form disability.

Our households

- 66% (1,964) of households contain families.
- Single lone households make up 32% (938) of all households.

Our wellbeing

- Over half of our population is connected outside of their household, with 58% involved in an organised group.
- 16% of our population participated in organised sport.

Our Health

- 36% of the population reported having one or more long-term health conditions.
- 22% of adults reported high or very high psychological distress (2020).
- 40% of adults are identified as being sufficiently physically active.
- 67% of adult residents reporting overweight or obese.

Waubra and District Profile

The Reserve services a broader region than just the immediacy of the Waubra township. A broader district that includes places such as Glenbrae, Ercildoune, Langi Kal Kal, Trawalla, Brewster and Nerring, draw participants. The below provides some context of the District:

- A population of 965 total persons (2021) that accounts for 12.6% of the Pyrenees population.
- 22 First nations people call the District home.
- 17% of the population were born overseas; with top countries of birth being England, Fiji, South Africa, Greece and Malaysia.
- 58% of the population has a long-term health condition, with the top 5 health conditions being:

Arthritis	6.3%
Mental health condition (including depression or anxiety)	4.7%
Asthma	4.5%
Heart disease (including heart attack or angina)	2.9%
Diabetes (excluding gestational diabetes)	2.8%

- 17.4% of population lived at a different address 5 years ago, moving from other parts of Victoria and other states, with 3 people moving from overseas.
- There is a high dependence on vehicles, with 78% of dwellings having 2 or more vehicles and 42% maintaining 3 or more vehicles.

- At the 2021 Census, there were 345 residents actively employed and 446 not in the labour force (i.e. in education, retired, domestic care). Of those active in the labour force:

Employed, work full-time	61%
Employed, work part-time	30%
Employed, away from work	6%
Unemployed	3%
Total labour force	100%

Waubra Township profile

Within this broader district, Waubra township maintains the largest population of 308 residents (2021).

Household composition on Waubra consists of 73% family (2 or more people per household), 23% lone households and 4% group households.

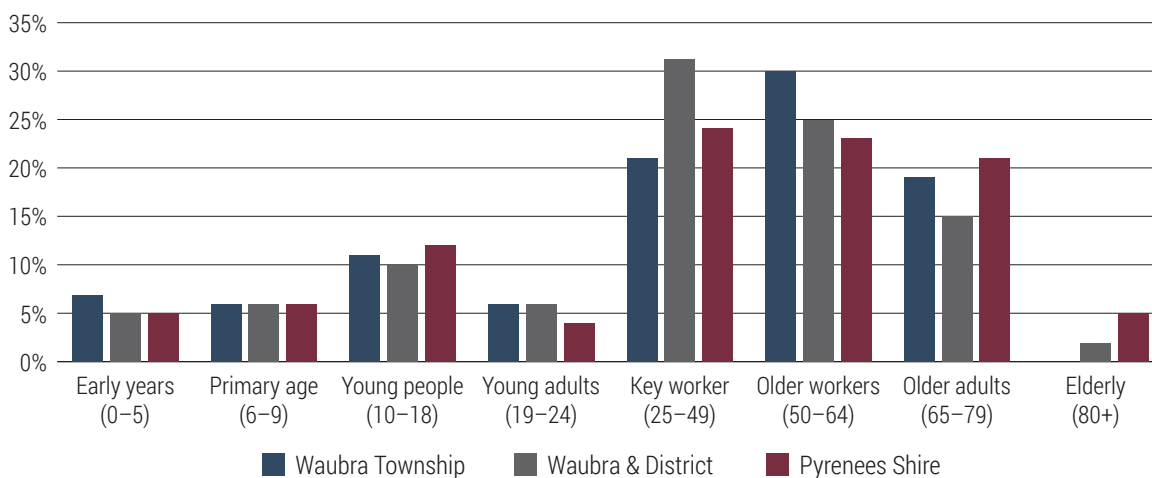
There is limited cultural diversity in the community diminishing demand on Language Other Than English (LOTE) materials and 61% of population is active in the labour force, higher than 48% across the Shire.

16% of the population provided unpaid assistance to a person with a disability, health condition or due to old age, and 15% (or 37 people) provided voluntary work through a group in the 12 months of the 2021 Census.

The age profile of the catchment is consistent between the District and Waubra township (see Chart One), with a notable difference of 10% more Key Workers in the District compared to the Waubra township.

Of note, the ageing profile of Waubra township is closer aligned with that of the Shire (49% people aged 50+), yet is balanced with a larger percentage of babies (0-5) and young people (10 to 18). This indicates opportunity for a focus on children and young programming / activities and those for older residents.

Chart One – Age Profile Comparison



About the Reserve

The reserve is owned by the Pyrenees Shire Council, and it is managed by a Community Asset Committee (CAC) under an Instrument of Delegation.

The site is a total of 5.94 hectares of public open space and surrounded by a mixture of urban and rural living opportunities, with a core of well-established housing surrounding the site. The reserve is presently the township's sole community facility.

The reserve is home to key user groups, including the Waubra Football Netball Club and the Waubra Bowls Club, as well as serving as a venue for community events.

As exhibited over page, the site includes the provision of one sports oval, a series of sports hard courts and a bowling club.

Participation

Active participation data has been collected through the State Sporting Associations to provide an indicative view of the reserve's use for organised sport. While data availability varies by sport, these figures offer a useful snapshot of membership, competition participation, and usage patterns in recent years.

Netball – Data provided for the 2024 season shows total registered players across senior and junior teams to be on a positive trajectory, following several years of consistent levels of participation. Both training and match days are hosted at the reserve, with home games drawing significant attendance from the Waubra community and visiting clubs. In addition, extra-curricular competitions such as Lightning Premierships have been hosted at the reserve several times in recent years, attracting large crowds for these multi-day events.

AFL Football – Five years of participation data indicate the club sits comfortably within the middle of the league in terms of membership numbers. Participation has remained stable over this period, reflecting the club's sustained presence in the district's sporting calendar. Like netball, both training and games are held at the reserve multiple times per week, from early April through to September.

Lawn Bowls – Membership over the past five years has remained steady at approximately 45–50 members, with regular seasonal competition, training, and social play from early September through to the end of February. The Waubra Bowls Club is notable for having the youngest average player age within its district and is among the youngest clubs within the state.

School Use – Waubra Primary School regularly uses the reserve for athletics carnivals, cross-country events, and informal activities, reinforcing the reserve's role as an important community sport and education venue.

While accessibility to participation data was limited, it clearly demonstrates the reserve's ongoing importance for formal sporting competition, training, and broader community use. Future participation monitoring, particularly across all sports and activities, will strengthen planning for facility upgrades and programming by providing clearer evidence of growth trends, seasonal variations, and demographic shifts.

Usage

The reserve facilities experience seasonal variation in use, with demand shifting throughout the year in line with sporting seasons and community needs. In addition to formal sporting activities, the Community Hub is regularly hired by local groups for meetings, programs, and events. The reserve also hosts a variety of private functions, such as wakes, celebrations, and personal gatherings, highlighting its role as both a sporting and social focal point for Waubra and the wider district.

While the Waubra Preschool/Kindergarten is a vital part of the Community Hub, the master plan has primarily focused on the leisure-oriented aspects of the community. Any future changes or expansions to childcare and early learning facilities, driven by increased demand, will be addressed through separate, detailed planning and design processes.

EXISTING INFRASTRUCTURE PLAN

Facilities and amenities

- + Football oval
- + Netball court
- + Multi use court - netball and tennis
- + Waubra Bowling Club
- + Waubra Football Netball Club Clubroom
- + Waubra Preschool
- + Sports lighting
- + Playground
- + Picnic facilities
- + Public toilet

Stakeholders and users

- + Waubra Committee of Management
- + Waubra Football Netball Club
- + Waubra Preschool
- + Waubra Bowling Club
- + Waubra Residents (community)
- + Waubra Primary School
- + Other Waubra and District Community Groups
- + Pyrenees Shire Councilors
- + Pyrenees Shire Council Officers
- + Sport and Recreation Victoria
- + State and Local Sporting Bodies
- + Rural Roads Victoria





OPPORTUNITIES

Prior to developing the master plan the following were identified as operational challenges:

1. Need for a shared vision for future growth

There has been no clear direction on how to expand or diversify the use of the reserve. Questions have remained about its potential to host new user groups, accommodate more diverse community programs, or attract new sports and leisure activities.

2. Ambiguity in Stakeholder Responsibilities

Existing licenses, Memorandums of Understanding (MOUs), and agreements lack clarity, leading to confusion over the roles and responsibilities of stakeholders, including the CAC, tenants, and the Council.

3. Governance and Operational Challenges

The current governance structure requires review to ensure sustainable, efficient and transparent operations, with adequate resources and clear accountability to lead and affect future decision-making.

4. Financial obligations of the CAC

The CAC faces increasing financial obligations in managing the reserve. Reliance on a succession of dedicated and supported volunteers who have varying capability and capacity, which creates challenges in supporting tenant needs and expectations, maintaining safe, inclusive facilities, and budget planning for future upgrades.

5. Changing user needs

There is an opportunity to upgrade reserve facilities to better meet the evolving needs of primary tenants and community.

6. Functionality for Diverse Users

The reserve needs to cater to both organised sports and passive recreation, social and other community events and programs. Enhancing functionality for multiple user types will help balance the needs of tenant clubs with broader community aspirations.

7. Maintaining contemporary Sporting Infrastructure

Guidance and directions set by peak bodies and associations, provide risk of infrastructure not keeping pace with new and emerging standards including;

- Gender neutral and Female-friendly change facilities to ensure gender equity.
- Suitable umpire change rooms.
- Medical and first aid spaces.
- Inclusive facilities that meet all-abilities standards and better practice guidelines.
- Access and inclusion requirements, including measures to promote diversity, and participation of culturally diverse communities.
- Insurance and risk assessment provisions to support safety and emergency management of participants, spectators, and property.

8. Strategic Planning for Capital Upgrades

Tenants have submitted conflicting individual and or uncoordinated requests for capital improvements, creating challenges in prioritisation and alignment with broader community needs and strategic goals.

Developing a master plan for the Waubra Recreation Reserve offers a valuable opportunity to address these challenges. The plan will:

- Highlight the needs of both the broader Waubra district and specific reserve user groups.
- Provide a strategic framework to guide future investments by tenants, the CAC and Pyrenees Shire Council.
- Ensure the reserve continues to strategically develop into a safe, accessible, and inclusive space that meets required standards and appreciating community expectations.

By addressing these needs, the master plan aims to support the continued development of Waubra Recreation Reserve as a welcoming, dynamic, and well-governed community facility.

PROJECT METHODOLOGY

The development of the master plan was undertaken in four key stages:

Stage One Project Establishment	<ul style="list-style-type: none"> • Review of available evidence base data • Demographic analysis • Site inspections and the development of a site survey • Established a current condition map
Stage Two Stakeholder Engagement & Background Review & Analysis	<ul style="list-style-type: none"> • See Engagement methodology
Stage Three Development of Draft Master Plan	<ul style="list-style-type: none"> • Key directions established • Master Plan options developed • Draft Master Plan concept developed • Cost estimate report commissioned • Public four-week exhibition of Draft concept plan • Multiple CAC workshops
Stage Four Final Report & Master Plan	<ul style="list-style-type: none"> • Community Draft Master Plan drop in session • Final Master Plan adopted

Engagement Methodology

The engagement methodology for the Waubra Recreation Reserve Master Plan adopted a consultative, and inclusive approach to ensure the community's needs, aspirations, and priorities were well captured.

Key Phases	Summary
1. Preparation & Planning	<ul style="list-style-type: none"> • Initiated a council staff engagement team. • Defined project scope, expectations, and engagement tools. • Identified key audiences, ensuring inclusivity.
2. Engagement Objectives	<ul style="list-style-type: none"> • To raise awareness, trust, and excitement in the opportunity. • Gathered insights for infrastructure, activation, and safety needs. • Aim to manage expectations around timelines, budgets, and scope. • Ensured all community groups have a voice.
3. Engagement Tools & Platforms	<ul style="list-style-type: none"> • Community Surveys: 30 completed (27 online, 3 written). • Drop-in Sessions: 3 sessions, 3 total attendees. • Direct Engagement: <ul style="list-style-type: none"> • Initial CAC facilitated engagement session (8 attendees). • Waubra Kindergarten: 14 Children, 2 Teachers. • Waubra Primary School: 27 Children. • 2 CAC development workshops.
4. Engagement Focus Areas	<ul style="list-style-type: none"> • Local Knowledge & Use: To identify connections, concerns, and opportunities. • Infrastructure & Access: Assess movement, parking, and accessibility. • Prioritisation & Success Measures: Define priorities and community expectations. • Activation: Gather ideas for events and activities.
5. Analysis & Reporting	<ul style="list-style-type: none"> • Collected, analysed, and summarised engagement data. • Identified common themes, priorities, and areas requiring further investigation.



ENGAGEMENT FINDINGS

The community engagement approach for the project provided a wealth of community knowledge and directions to guide this plan. Detailed information is available at a separate Waubra Master Plan Community Engagement Report that has been documented as an evidence base to this master plan.

Several common themes and consistent messages were received from stakeholders throughout the engagement phase, with the following documenting the most prevalent opportunities for improvement:

Community Connection and Use of the Reserve

The engagement process revealed a strong sense of connection to the site, particularly from those involved in its formal use, such as sporting clubs, volunteers, and active participants. However, it also highlighted that while the reserve serves as the only designated park in Waubra, its appeal is somewhat limited to those engaged in structured activities like football and netball. This sense of exclusivity was a source of frustration for some community members who felt little motivation to use the space unless they were connected to these sports.

Nevertheless, the Reserve's role as a gathering place for the broader community was clear, with nearly 70% of survey respondents having attended social events at the Hub. This highlights its value as a community centre where residents come to connect and strengthen relationships. The reserve is also vital for the surrounding district, drawing people from a wide area who typically travel by car, many within a 60-minute radius.

Traffic and Safety Concerns

Traffic management was raised as a key concern from two perspectives. Firstly, the reserve functions as a hub for school bus collections, where vehicle movements during pick-up and drop-off times present a potential risk. Secondly, on busy sport competition days, high traffic volumes within the reserve lead to congestion that overflows onto the highway, presenting a potential hazard for both vehicles and pedestrians.

Need for improved accessibility for pedestrians was a high need, with many seeking improvements to the pathways both within and leading to the reserve. Creating compliant, all abilities access paths was seen as a critical step toward improving mobility for older adults and people with disabilities.

Other safety concerns such as inadequate lighting, user behaviour and unleashed dogs, resulted in 31% of respondents feeling unsafe.

Expanding Activities and Community Programs

There was also strong interest in expanding the range of services and programs offered at the reserve to better reflect the needs of the broader community. Suggestions ranged from children's and junior sporting activities, to programs that foster social connection, such as craft nights, gentle exercise groups, and communal dinners.

Respondents emphasised the importance of creating opportunities that cater to children and young people, particularly to encourage greater female participation, while also recognising the needs of older adults and those with disabilities.

Events and activities that bring the community together, such as car boot sales, art groups, and events promoting mental health and well-being, were among the most common ideas. Encouragingly, many of these programs could be implemented within the existing infrastructure, except for a need to create informal play spaces and youth-focused zones.

Enhancing Reserve Infrastructure and Amenities

When it came to asset development, participants expressed a clear desire to see the reserve evolve into a more inviting and functional space. Suggestions included creating engaging play spaces for all age groups, from themed playgrounds and water play areas to obstacle courses and pump tracks for children and young people. Passive leisure spaces were also highlighted as priorities, with calls for improved landscaping, walking and bike tracks, garden beds, and picnic areas to encourage a broader range of users to enjoy the reserve.

Safety and accessibility were recurring priorities for asset improvements. Participants stressed the need for better traffic management within the reserve, including designated parking areas, improved signage, and safer entry and exit points from the highway. Insufficient lighting at key locations, such as the rear of the Hub, key access path networks, and parking areas, was another expressed concern.

Respondents also identified a spatial disconnect between the reserve's key facilities, such as the Hub, Bowling Club, and hard courts, suggesting that improved physical connectivity could enhance overall functionality and the experience of the reserve.

In terms of existing assets, upgrades to playgrounds, sports surfaces, female-friendly change facilities, and amenities to support netball courts were identified as priorities. Additionally, there were requests to upgrade the reserve's power supply capacity, which currently does not have the capacity to accommodate a current use or any expansion of assets that require additional power draw.

Building Community Pride and Beautification Efforts

A desire to build improved pride of place was also evident throughout the engagement. Participants felt that the reserve could benefit from beautification works, such as tree planting and landscaping, alongside improved signage to enhance branding, wayfinding and to promote the reserve both internally and externally.

Communication and Engagement

Communication was another key theme, with the community seeking clearer, more consistent updates about activities and plans for the reserve, delivered through direct mail and social media from local community groups.

In reference to reserve management, respondents urged Council and the Community Asset Committee to improve accountability and commitment to asset maintenance, ensuring that the reserve remains a well-kept and functional community space.

Many participants noted that trust is built not only through presence, but through the committed action and closing the loop on requests that cannot be delivered in a prompt manner. This feedback presents a valuable opportunity to embed a culture of transparency and responsiveness that strengthens relationships and builds long-term trust across the Waubra and district community.

Broader Community Aspirations and Challenges

Through the engagement process, residents reflected on the great qualities of living in Waubra, celebrating the town's friendly and welcoming people, strong community spirit, and quiet rural atmosphere with beautiful views. Some challenges were highlighted, including power supply limitations, road safety associated with the Sunraysia Highway, social isolation, and the rising cost of living.

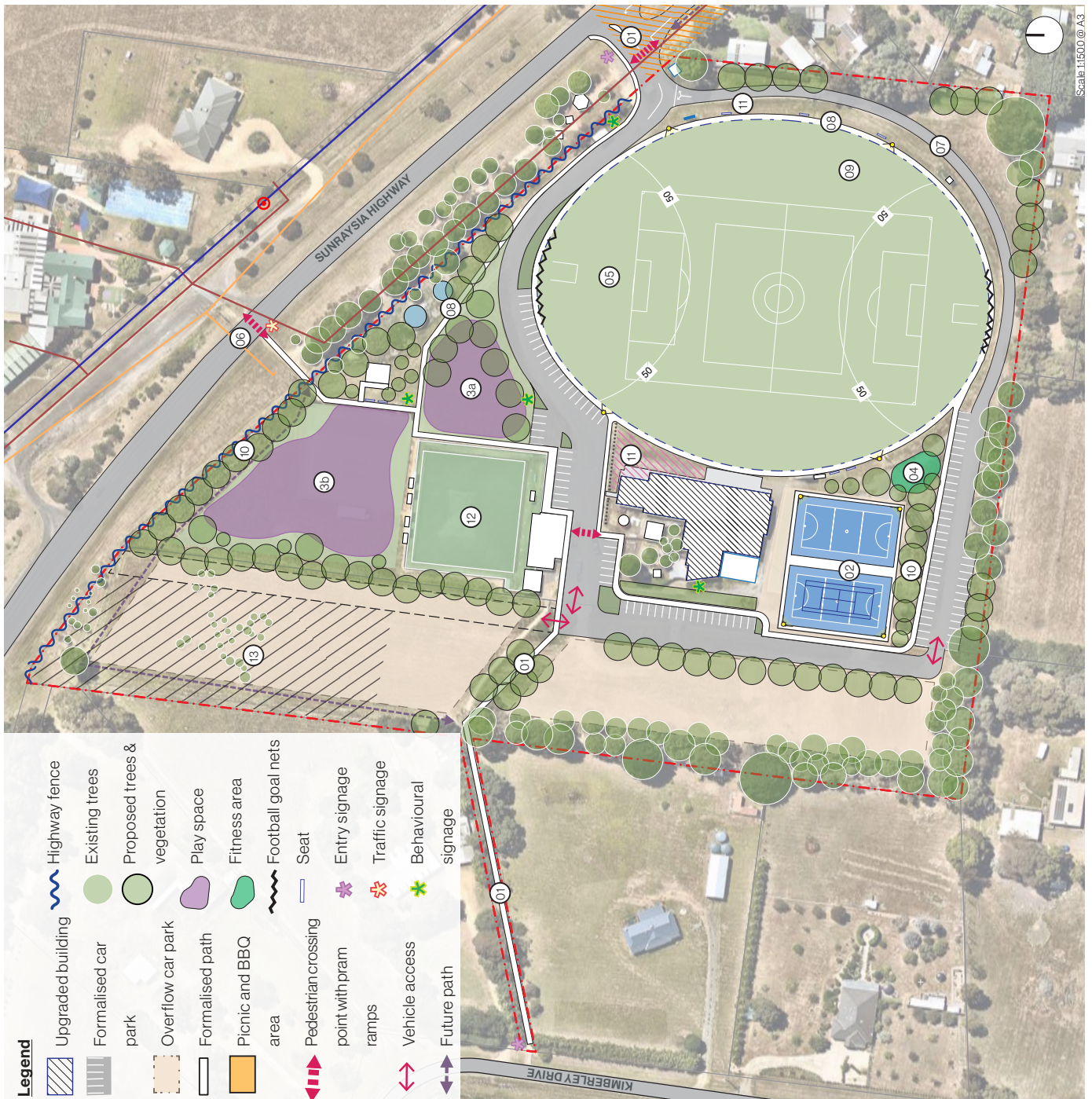
Waubra is a community that deeply values its Recreation Reserve and sees opportunities for improvement. Addressing accessibility and the functionality of the reserve will not only meet the needs of its current users but to also attract a broader segment of the community. By creating more inclusive spaces, expanding program offerings, and fostering pride of place, the Reserve can fulfill its potential as a hub for connection, activity, and well-being for the Waubra community and surrounding district.

DEVELOPMENT PLAN

- 01 Investigate opportunities to improve all forms of access to and from the reserve.
- 02 Design and redevelop all netball facilities and supporting infrastructure.
- 03 Development of Youth and Community Gathering and Activity Space:
 - 3a) Design and development of a new community play space and supporting amenities.
 - 3b) Future development to support passive community engagement with recreation and leisure
- 04 Design and development of a multi-age and all abilities activity / fitness space.
- 05 Investigate and design sporting oval upgrade.
- 06 Investigate safe pedestrian crossing opportunity across the highway.
- 07 Design and develop an upgrade to internal road and parking configuration.
- 08 Design and implement accessible interconnecting pathways throughout the reserve's features.
- 09 Investigate utilities and sustainable services upgrade.
- 10 Implement minor capital projects to improve reserves visual appeal, including seating and landscaping.
- 11 Implement minor capital projects to improve safety throughout the reserve, including lighting and boundary fence upgrades.
- 12 Undertake design and feasibility study for future Waubra Bowls club upgrades
- 13 Potential future economic development zone

General Upgrades

General provision for signage upgrades, to include overflow car parking, Local Law off leash dog rules, branding for community hub and tenants, on site direction and safety signage.



TRAFFIC MANAGEMENT PLAN

Car Parking Requirements Proposed car parking spaces

The development plan proposes formalised car parking spaces around the Reserve. Currently it is proposed to provide approximately 104 car parking spaces, not including DDA spaces and the overflow parking area. The number of DDA spaces to be provided as outlined in the National Construction Code and designed to AS2890.6.

The number of spaces will be subject to change as the design develops for the Reserve.

Pyrenees Planning Scheme Requirements Clause 52.06 – Car Parking Spaces

As outlined in the Pyrenees Planning Scheme Clause 52.06, the total number of spaces required at the Waubra Recreation Reserve is 13 car spaces. This has been based on the bowling green and the childcare centre; the two land uses identified under Clause 52.06-5 Table 1.

The proposed number of car parking spaces is approximately 95 spaces which satisfies the Planning Scheme requirements of 13 car spaces. It is noted this does not take into account the play area, fitness area, the netball and football club, and other community spaces. It would be assumed the play area, fitness area, and other community spaces would have modest car parking demand and would be able to be accommodated with the proposed car parking spaces.

Land use	No.	Rate	Required no. of car spaces
Bowling green	1	6 spaces per rink plus 50% of the relevant requirement of any ancillary use.	6*
Child care center	30	0.22 to each child	7
TOTAL			13

*Assumed the bowling club room does not have any ancillary use.





RECOMMENDATIONS / ACTION PLAN

The recommendations are structured under four key areas of **People, Participation, Place, and Partnership**. These categories are used to ensure a holistic approach to support community strengthening through the Reserve's development and using the assets unique spaces to deliver improved social, health and wellbeing outcomes:

- **People** recognise and builds the capability and resilience of the individuals and groups who use and benefit from the space.
- **Participation** focuses on the programs, activities, and opportunities that drive use, engagement and community connection.
- **Place** considers pride in the physical environment, including infrastructure, accessibility, and overall functionality.
- **Partnership** addresses governance, collaboration, and the strategic relationships required to support and sustain the Reserve.

This framework ensures that all actions and recommendations align with both the needs of the community and the long-term vision for the Reserve.

Priority of Recommendations

The Action Plan outlines a clear pathway for delivering the Master Plan's vision. It has been developed to support Council, the Community Asset Committee (CAC), other tiers of government, and local stakeholders in identifying, prioritising, and implementing key improvements to the Waubra Recreation Reserve.

Each action item includes details regarding its indicative timeframe, estimated cost, and assigned responsibility.

The term Accountability refers to the organisation or stakeholder considered best placed to lead or oversee the delivery of the action. In some cases, this may involve collaboration between multiple parties, with Council often acting as a partner or facilitator. Where the Community Asset Committee is listed, the action may be community-led or require the CAC to play a coordinating role with users or external providers. Importantly, being listed as the responsible party does not always imply sole financial responsibility but rather denotes who should take the lead in initiating and progressing the item.

To support detailed planning, actions have also been grouped into project clusters, enabling opportunities for efficiency through economies of scale. However, individual actions or smaller components within a cluster may be implemented independently as capacity and / or funding allow – particularly in cases where a community group is empowered to lead delivery.

Timeframes for Implementation

Timeframes for implementation are identified as follows:

- **Ongoing:** Actions that require continuous implementation, support, or oversight across the life of the Master Plan.
- **Short Term (0–3 years):** Actions that are high priority or have minimal barriers to delivery.
- **Medium Term (4–8 years):** Actions requiring further planning, funding, or collaboration to progress.
- **Long Term (9+ years):** Aspirational or large-scale projects likely to be delivered in later stages or as opportunities arise.

Capital Works Implementation Process

To support the future delivery of projects identified in this master plan, the following steps outline a typical project planning process, required to move from concept to construction. These steps are led by Council, and may require dedicated resources or external expertise depending on the scale and complexity of the project:

1. Establishment of a Project Working Group

Bringing together key stakeholders which may include CAC members, tenant clubs, community representatives, State bodies (Sport and Recreation Victoria) and state sporting associations. This provides the necessary expertise to guide project development, partnership, and maintain alignment with strategic priorities.

2. Development of a Project Concept

Including initial scoping, high-level site planning, and, where required, preparation of concept designs beyond those provided in this master plan to determine feasibility.

3. Site Investigations

Assessing site conditions, constraints, and opportunities, including geotechnical, environmental, or service-related investigations where necessary.

4. Business Case and / or Operational Planning

Preparing a business case and / or operational plan (which may require external funding or advice) to demonstrate the viability, operating costs, governance structure, and resource requirements for the ongoing management of the proposed infrastructure.

5. Stakeholder and Community Engagement

Ensuring further input is gathered from user groups, residents, and other relevant parties to confirm support and refine design needs and priorities.

6. Preparation of Detailed Designs

Engaging qualified professionals to prepare full detailed designs suitable for construction, inclusive of access, services, DDA requirements, sustainability measures, and integration with existing infrastructure.

7. Quantity Surveyor (QS) Cost Estimate

Commissioning a detailed QS report based on final designs to provide accurate capital cost estimates, which inform Council budgeting, grant applications, and project staging. Allowances should be made for project management (5%–15% depending on scale) and project contingency (10% of capital cost).

8. Funding Strategy and Grant Applications

Identifying appropriate funding streams (including external grants, Council contributions, and community fundraising) and preparing submissions based on shovel-ready documentation.

9. Project Approvals and Procurement

Ensuring appropriate planning or building approvals are obtained and undertaking a compliant procurement process as directed by the Local Government Act 2020.

10. Construction and Project Management

Overseeing construction through to completion, with ongoing communication to stakeholders, risk management, and milestone reporting.

Post construction there are additional reporting and administrative requirements including but not limited to funding acquittals, outcome reports, operational handover, maintenance plans, updating insurance registers and cover.

Understanding Funding Pathways

The successful delivery of actions outlined in the Master Plan will rely on a variety of funding mechanisms. The implementation of each recommendation may be supported through one or more of the following routes:

- **Council Budget Allocations:** Integration into Council's long-term financial plan and annual capital works programs.
- **External Grant Funding:** State or federal government grants, philanthropic programs, sponsorship, or sport and recreation funding schemes.
- **Community-Led Initiatives:** Programs and small capital initiative may be driven in partnership with Council by local groups or the CAC through grant seeking, fundraising and in-kind support.
- **Officer Time:** Where actions can be achieved through existing staff capacity, technical assistance, or service-based support from Council or partners, this also applies to volunteers.

Understanding the appropriate funding route for each action is critical to its progression and should be reviewed and adjusted over time based on availability, community readiness, and emerging opportunities.

Understanding Cost Estimates

To guide early-stage planning and support stakeholder understanding, preliminary cost estimates have been provided for each recommendation within this master plan. These preliminary estimates have been prepared by an independent Quantity Surveyor (QS), based on available information as of March 2025, and are intended for indicative planning purposes only.

It is important to note that these figures are not intended to represent final implementation costs. They are based on generic assumptions and exclude a range of variables such as project preliminaries, site establishment, cost escalation, project management, utility connections, and site-specific complexities (further detail is available in the Notes/ Exclusions section of the QS report).

More accurate and detailed costings will be developed through future stages of project planning, including detailed design, site investigation, and consultation with stakeholders and technical experts. These refined estimates will better reflect actual delivery conditions and will inform future funding applications, Council's capital works planning, and long-term investment decisions.

It is also acknowledged that priorities, timing, and available funding may evolve over time in response to new opportunities, emerging community needs, or changes in usage patterns.

Stakeholder accountability

Ongoing ownership, oversight, and implementation of the Reserve Master Plan recommendations will require a coordinated approach, led by Council with support from the Community Asset Committee (CAC).

Each recommendation identifies suggested stakeholders responsible for leading or supporting its delivery. This allocation of roles aims to clarify leadership, guide planning, and ensure the appropriate resources are applied to achieve meaningful outcomes. These responsibilities are indicative only and may evolve over time as priorities shift or new opportunities arise.



PEOPLE

Ensure the ongoing, meaningful engagement with the community that collaborates and empowers individuals and groups to initiate, lead, and sustain activities and services that benefit Waubra and the district catchment.

Ref	Action	Priority	Funding	Cost	Accountability
1	Community Asset Committee Capacity Building – Support the Committee to engage with the wider community and facility users, to increase usage of reserve with improved services, fostering a stronger, more connected community.	On Going	Officer and Volunteer Time	Within existing staff resources	Manager Community Wellbeing and Partnerships + Community Asset Committee Support: Manager Governance and Performance, Community Development
2	Community Group Capacity Building – Support the development of active and sustainable community groups by providing training, mentoring and support in key areas such as governance, planning, and operations, with additional support delivered in collaboration with local service providers.	On Going	Officer Time	Within existing staff resources	Manager Community Wellbeing and Partnerships Support: Community Development, Pyrenees Community House, Other Local Service Providers
3	Community-Led Events, Programs, and Initiatives – Support the delivery of diverse, community-led events, programs, and initiatives by supporting activities to empower activation of the reserve, through community service providers and activation grants.	On Going	Volunteer and Officer Time	Within existing staff resources	Community Asset Committee Support: Community Development Team, Economic Development and Tourism Team, Pyrenees Community House
4	Commitment to Engagement – Establish an ongoing engagement program that fosters open communication and trust between the Community Asset Committee, tenants, and the broader Waubra and district community.	On Going	Volunteer and Officer Time	Within existing staff resources	Community Asset Committee Support: Community Development Team

YEAR	PRESIDENT	SECRETARY	SENIOR FOOTBALL COACH	SENIOR FOOTBALL BAF	A GRADE NETBALL COACH	A GRADE NETBALL BAF	LIFE MEMBERS
1909	L. Miley	S. Miley	F. Jennings	S. Miley	K. Jensen	K. Jensen	A. Pope
1910	L. Miley	S. Miley	S. Shuster	G. Russell	K. Jensen	K. Jensen	FE. Miley
1911	J. Miley	S. Miley	S. Shuster	J. Coleman	K. Jensen	K. Jensen	Sgt. Miley
1912	J. Miley	S. Miley	S. Shuster	J. Allen	K. Jensen	K. Jensen	F. Shuster
1913	C. Shuster	Tom Shuster	J. Allen	H. Sullivan	J. O'Keefe	K. Jensen	G. Ryan
1914	C. Shuster	Tom Shuster	J. Allen	J. Sullivan	J. O'Keefe	K. Jensen	J. Harman
1915	C. Shuster	Tom Shuster	G. Lusscombe	T. Nash	H. Baker	J. Douglas	G. Collier
1916	C. Shuster	Tom Shuster	G. Lusscombe	L. Barnes	H. Baker	J. Douglas	Phyllis Shuster
1917	S. Tai	Sharon Huckle	M. Jones	L. Barnes	A. Van Rossum	J. Douglas	J. Miley
1918	S. Tai	Sharon Huckle	M. Jones	T. Nash	H. Baker	J. Douglas	M. McDonald
1919	S. Tai	Sharon Huckle	M. Jones	L. Barnes	J. Douglas	E. Carr	Merv Clark

PARTICIPATION

Enhance access to a broad range of activities by equipping residents with the tools, skills, and connections necessary to initiate and sustain participation opportunities for themselves and others.

Ref	Action	Priority	Funding	Cost	Accountability
1	Community Activity Scheduling and Promotion – Grow activation of the Community Hub through facilitating an accessible Community Activity Calendar where groups and individuals can contribute to an annual publicised schedule of programs and events at the reserve.	Short	Volunteer Time	Within CAC volunteer resources	Community Asset Committee Support: Community Development Team
2	Youth Participation Opportunities – Increase youth social and sporting participation opportunities through the (continued) delivery of introductory programs such as Woolworths Cricket Blast, Hot Shots Tennis, Woolworths Net-Set-GO, and NAB AFL Auskick, to encourage early participation, attract new members, and build long-term club sustainability.	On Going	Volunteer Time	Within CAC volunteer resources	Community Sporting Clubs and State Sporting Associations Support: Community Asset Committee, Youth Engagement Officer, Recreation Development Coordinator, Pyrenees Community House
3	Participation Opportunities – Increase social participation activities by developing and delivering regular social and recreational activities, including card and game nights, dance classes, knitting and sewing groups, chair aerobics, and indoor bowls, to promote connection, wellbeing, and active ageing.	On Going	Officer and Volunteer Time + External Funding	Within existing staff resources	Community Asset Committee + Community Development Team Support: Pyrenees Community House, Local Social and Leisure Clubs
4	Promote Inclusive Participation – The Community Asset Committee and reserve user groups will work to apply Council's Fair Access Policy by promoting inclusive programs that engage women, girls, and underrepresented groups.	On Going	Volunteer Time	Within CAC volunteer resources	Community Asset Committee and Reserve User Groups Support: Recreation Development Coordinator, Community Development Team



PLACE

Provide and maintain infrastructure and spaces that respond to community needs and foster a sense of local ownership and pride.

Ref	Action	Priority	Funding	Cost (AUD \$)	Accountability
1	Continue investigation into proposed utilities and service upgrade, to include site power upgraded to three phase, isolation of meters for different services / community groups (Water, Power, and Gas) and installation of sustainable energy systems (solar) and batteries.	Short	External Funding	100,000	Manager Assets Support: Manager Community Wellbeing and Partnerships, Community Development Team, Community Asset Committee
2	Design and redevelop netball facilities to include female-friendly change and amenities, two (2) game standard courts with lighting, and dedicated spectator viewing areas.	Short	Council Budget and / or External Funding	1,208,500	Recreation Development Coordinator Support: Manager Community Wellbeing and Partnerships
3	Execute a staged delivery of the youth and community gathering and activity space, constructed in alignment with community needs and best-practice design.	Short-Medium	External Funding	1,235,510	Manager Assets Support: Recreation Development Coordinator
4	Identify and source funding partners for the development of the youth and community gathering and activity space Design.	Medium	External Funding	1,235,510	Recreation Development Coordinator Support: Community Wellbeing and Grants Coordinator, Community Asset Committee
5	Develop a detailed design plan for a youth and community gathering and activity space, incorporating multi-age and accessible play infrastructure, nature-based play, walking and cycling paths, picnic area and amenities block.	Medium	Officer Time + Council Budget	123,551	Recreation Development Coordinator Support: Manager Community Wellbeing and Partnerships, Manager Assets, Manager Works, Community Development Team, Community Asset Committee
6	Investigate opportunities to improve vehicle and pedestrian access to and from reserve, including main entrance and alternative forms and locations of access.	Medium	Officer Time + Council Budget and External Funding	220,440	Manager Engineering Support: Assets Manager, Community Development Team
7	Investigate and engage with VicRoads to review and implement a safe pedestrian crossing opportunity across the Sunraysia Highway, to connect the Waubra Primary School and the Waubra Recreation Reserve.	Medium	Officer Time + Council Budget and External Funding	54,000	Manager Engineering Support: Community Development Team, Community Asset Committee



Ref	Action	Priority	Funding	Cost (AUD \$)	Accountability
8	Reconfigure internal roads to allow for new layout of the reserve, resurface roads and formalise car parking (Bus and caravan movement through the reserve to be considered).	Medium	External Funding	1,050,395	Manager Engineering + Manager Works Support: Community Development Team
9	Install additional seating throughout the reserve to enhance spectator experience at sports and events while also creating inviting spaces for youth to gather and socialize.	Medium	External Funding (incl. Fundraising)	27,000	Community Asset Committee Support: Manager Assets, Community Development Team
10	Provide safety and security lighting around the reserve for improved pedestrian movement.	Medium	External Funding	120,000	Manager Assets Support: Community Development Team, Community Asset Committee
11	Upgrade reserve boundary fence along Sunraysia Highway to accommodate safer community gathering and improved appearance of the reserve frontage.	Medium	External Funding (incl. Fundraising)	92,100	Community Asset Committee Support: Manager Assets, Community Development Team
12	Undertake feasibility study for future Waubra Bowls Club Upgrade.	Medium	Officer Time + Council Budget and External Funding	Within existing staff resources	Recreation Development Coordinator Support: Community Asset Committee, Manager Assets, Manager Community Wellbeing and Partnerships
13	Investigate opportunity for multi-age and all ability fitness equipment.	Long	External Funding	93,650	Recreation Development Coordinator Support: Manager Community Wellbeing and Partnerships, Team Leader Community Development, Community Asset Committee
14	Design and implement an oval fence upgrade, to align with sporting standards, including setbacks, behind goal netting, player interchange benches and to reduce unwanted external access (e.g. Rabbits).	Long	External Funding	232,550	Recreation Development Coordinator Support: Manager Community Wellbeing and Partnerships, Team Leader Community Development, Community Asset Committee



Ref	Action	Priority	Funding	Cost (AUD \$)	Accountability
15	Implement new access paths throughout the reserve to enhance accessibility for all users.	Long	External Funding	223,680	Manager Assets Support: Manager Engineering, Community Development Team, Community Asset Committee
16	Plan for future upgrade to sports oval surface, include potential for multi-sport usage and upgrade of lighting to sports standards.	Long	External Funding	997,869	Recreation Development Coordinator Support: Gardens Team, Community Development Team, Community Asset Committee
17	Enhance the reserve's natural appeal by planting additional trees and landscaping to create a more inviting and enjoyable environment for visitors.	Long	External Funding (incl. Fundraising)	448,350	Community Asset Committee Support: Gardens Team, Environment and Sustainability Coordinator, Manager Assets, Community Development Team
18	Provision for signage upgrades, to direct and control overflow car parking, awareness or relevant Local Law (i.e. off leash dog rules), reserve frontage identification, branding for community hub and tenants, onsite direction and safety signage.	On Going	Council Budget	15,000	Community Asset Committee + Manager Community Wellbeing and Partnerships Support: Community Development Team, Manager Assets, Team Leader Community Safety and Amenity
19	Work collaboratively with the community to develop a funding strategy that explores a combination of Council investment, state and federal funding streams, philanthropic contributions (e.g., wind farms), and local fundraising efforts to secure long-term financial resources for infrastructure improvements.	On Going	Officer Time	Within existing staff resources	Manager Community Wellbeing and Partnerships Support: Community Development Team, Community Asset Committee



PARTNERSHIP

Strengthen governance structures, financial sustainability, and the capacity of local leaders to drive initiatives, ensuring the long-term success of the reserve as a thriving community hub.

Ref	Action	Priority	Funding	Cost	Accountability
1	Governance Review – Undertake a comprehensive review of the Community Asset Committee’s Instrument of Delegation and Governance and Operations Manual to ensure clear, up-to-date guidance on roles, responsibilities, committee composition, and engagement of service providers.	Short	Officer Time	Within existing staff resources	Manager Governance and Performance Support: Manager Community Wellbeing and Partnerships, Community Development Team, Manager Assets, Manager Engineering, Manager Works, Manager Finance, Business Support and Events Officer, Community Asset Committee
2	Training of Committee – Provide regular training and onboarding for all Community Asset Committee members to build knowledge in governance, financial management, risk and contract management, operational planning, and compliance, ensuring the committee functions confidently and effectively.	On Going	Officer Time	Within existing staff resources	Manager Governance and Performance Support: Manager Community Wellbeing and Partnerships, Manager Finance, Manager Assets, Community Development Team
3	Volunteer Succession – The Community Asset Committee will recruit and support skilled volunteers, develop practical resources, and implement succession planning to ensure strong leadership and knowledge retention.	On Going	Volunteer Time	Within CAC volunteer resources	Community Asset Committee Support: Manager Governance and Performance, Manager Community Wellbeing and Partnerships
4	Financial Planning – Develop a long-term operational financial plan aligned with reserve priorities, including budgeting, funding opportunities, and the development of operational and business plans to guide sustainable decision-making.	On Going	Volunteer and Officer Time	Within existing staff resources	Community Asset Committee (with council officer or external specialist advice) Support: Manager Governance and Performance, Manager Finance, Manager Community Wellbeing and Partnerships



Ref	Action	Priority	Funding	Cost	Accountability
5	Accountability and Reporting – Improve 2-way communication and close all feedback loops that improve accountability and builds trust, through: <ul style="list-style-type: none"> • establishing a reporting and communications framework to improve transparency • support regular engagement track progress of actions, including maintenance requests, and • community use of the reserve. 	On Going	Volunteer and Officer Time	Within existing staff resources	Community Asset Committee Support: Manager Governance, Manager Community Wellbeing and Partnership, Community Development Team
6	Community Asset Committee Partnership Opportunities – Encourage connection with other Council and DEECA appointed committees to share knowledge, collaborate on common challenges, and strengthen governance through peer support and learning.	On Going	Officer and Volunteer Time	Within existing staff resources	Manager Community Wellbeing and Partnerships Support: Community Development Team, DEECA, Community Asset Committee
7	Partnering with Local Service Groups – Support the Community Asset Committee to engage with local service organisations such as Lions, Rotary, and Apex Clubs, and Country Women Associations to collaborate on shared goals, pool resources, and address community needs through joint initiatives.	On Going	Volunteer Time	Within CAC volunteer resources	Community Asset Committee Support: Manager Community Wellbeing and Partnerships, Community Development Team
8	Recreation and Sporting Association Advocacy – Participate in annual meetings with relevant state recreation and sporting associations to advocate for the Community Asset Committee and their tenant needs, including support for program delivery, project planning, and implementation of facility improvements.	On Going	Officer Time	Within existing staff resources	Manager Community Wellbeing and Partnerships Support: Recreation Development Coordinator, Team Leader Community Development



RESPONSIBILITY

Delivering the outcomes of this Master Plan requires a collaborative, whole-of-community approach. Implementation will be coordinated by the Community Asset Committee in partnership with Council, alongside community organisations, service providers, and other levels of government.

IMPLEMENTATION COSTS

The cost to implement the Master Plan has been estimated through a Quantity Surveyor Report, representative of the current market (March 2025). Projects will be dependent on the progression of detailed design processes, alternate project delivery models and associated quotations and tender processes to determine final costs. Some project elements may change through a review process, and some aspects may not progress based on needs and demands and/or absence of priority of project capital.

The Action Plan outlines an indicative total implementation cost of \$6,119,044, divided across priority periods (S,M,L) to support long-term financial planning. This includes approximately \$1,308,500 in short-term priorities, \$2,799,445 for medium-term actions, and \$2,011,099 allocated to long-term needs. These staged estimates aim to assist with future budget forecasting, funding submissions, and resource planning aligned to council and community priorities.

The totals presented in the action plan are drawn directly from the Quantity Surveyor (QS) Report. While the action plan outlines an indicative cost, the QS Report provides a preliminary project cost estimate of up to \$13,651,721, accounting for broader considerations such as escalation, design, and project delivery.



REVIEW

It is recognised that community needs, priorities, and circumstances evolve over time. As such, the Master Plan is intended to be a guiding document, adaptable to funding availability and responsive to change.

A structured evaluation program will support the Plan's delivery, enabling:

- Assessment of its effectiveness in meeting intended goals and addressing emerging issues;
- Evidence-based adjustments in response to changes in population needs or local priorities; and
- Ongoing monitoring and alignment with related Council strategies (e.g. Recreation or Environmental Sustainability Strategies).

Review processes will be undertaken in a transparent and collaborative manner, led by Council through the Community Asset Committee (CAC), with meeting minutes and updates shared publicly via Council's website.

REFERENCES

The development of the master plan was enabled with the reference to the following key data sources:

- 2021 Census – Pyrenees All persons, Australian Bureau of Statistics (2021).
- VicHealth – Sport Participation in Victoria 2021 Research Summary.
- Victorian Population Health Survey 2017 and 2020, Department of Health, Victorian Public Health & Wellbeing Outcomes Framework Dashboard.
- Pyrenees Shire Council Plan (Council Plan 2021 – 2025)
- Pyrenees Shire Municipal Public Health and Wellbeing Plan (Municipal-Health-Wellbeing-Plan)
- Recreation Strategy (Recreation Strategy 2017-2027)
- Gender Equity Action Plan (Gender Equity Action Plan 2021-2025)
- Community Engagement Policy – Community Engagement Communications Policy (2022).

TRAFFIC SURVEY

GroupGSA engaged Beveridge Williams to provide their technical traffic engineering service for the Waubra Recreation Reserve master plan, to support Council in the decision making process.

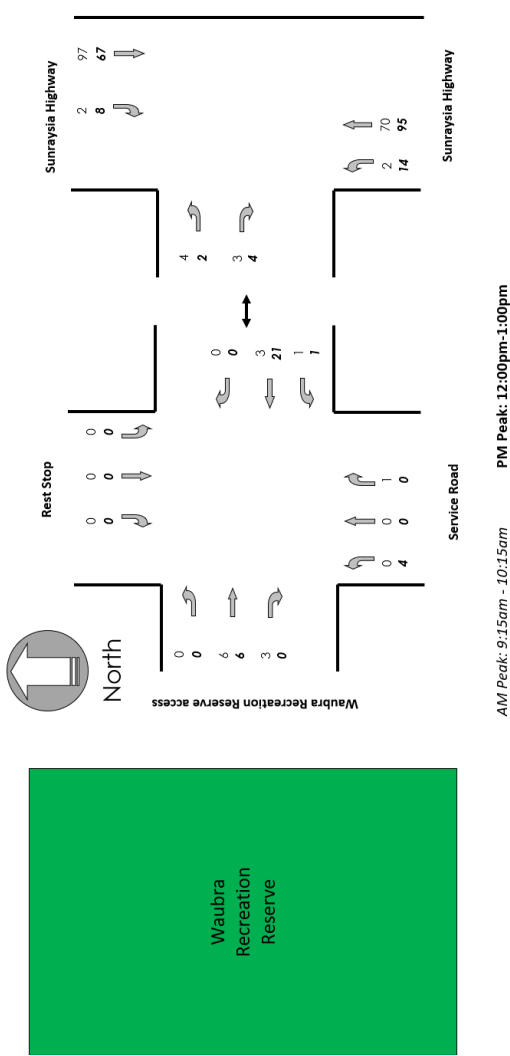
Traffic surveys were completed at Waubra Recreation Reserve to understand the traffic patterns, the following outlines the surveys completed:

- Turning movement count surveys were completed on Saturday 14th and Sunday 15th December 2024 from 7am to 7pm. Undertaken at the intersections:
- + Waubra Recreation Reserve Access / Service Road / Rest Stop
- + Sunraysia Highway / Service Road
- Automatic tube counts were completed on Sunraysia Highway from Monday 9th to Sunday 15th December 2024.

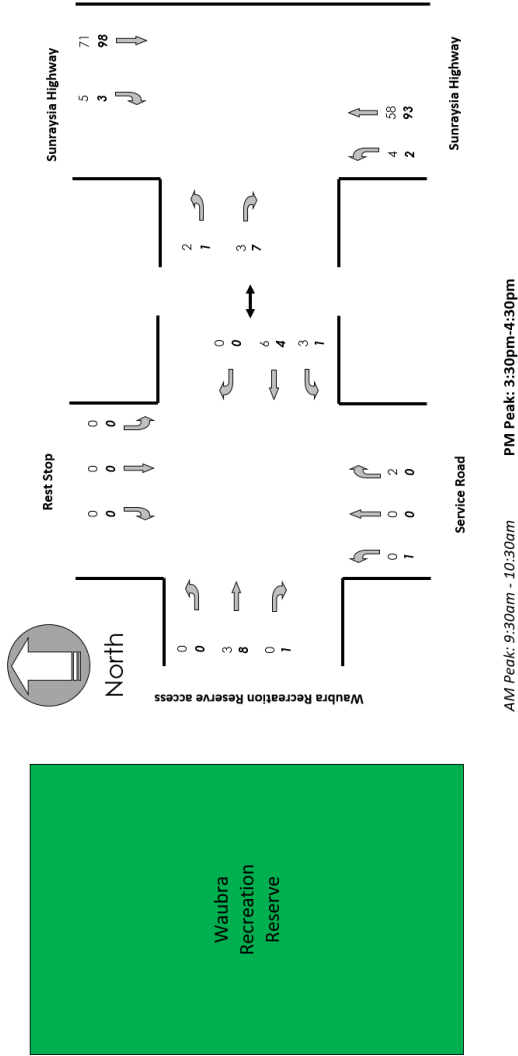
The following images show the turning movement volumes during the peak periods on the weekends and the daily traffic profile.

- The weekend peak periods were identified as:
- + Saturday: AM 9:15 – 10:15am and PM 12:00 – 1:00pm
- + Sunday: AM 9:30 – 10:30am and PM 3:30 – 4:30pm
- The Saturday peak potentially coincided with a sports game, noting increased traffic volumes inbound to the Reserve in the afternoon.
- The weekday and 7-day average profiles shows a typical daily profile for a rural environment. Saturday suggests increased activity in the morning before slowly dropping to the afternoon. Sunday showing fairly consistent activity from the morning to afternoon.

Waubra Recreation Reserve (Saturday) - Existing Peak Hour Vehicle Movements

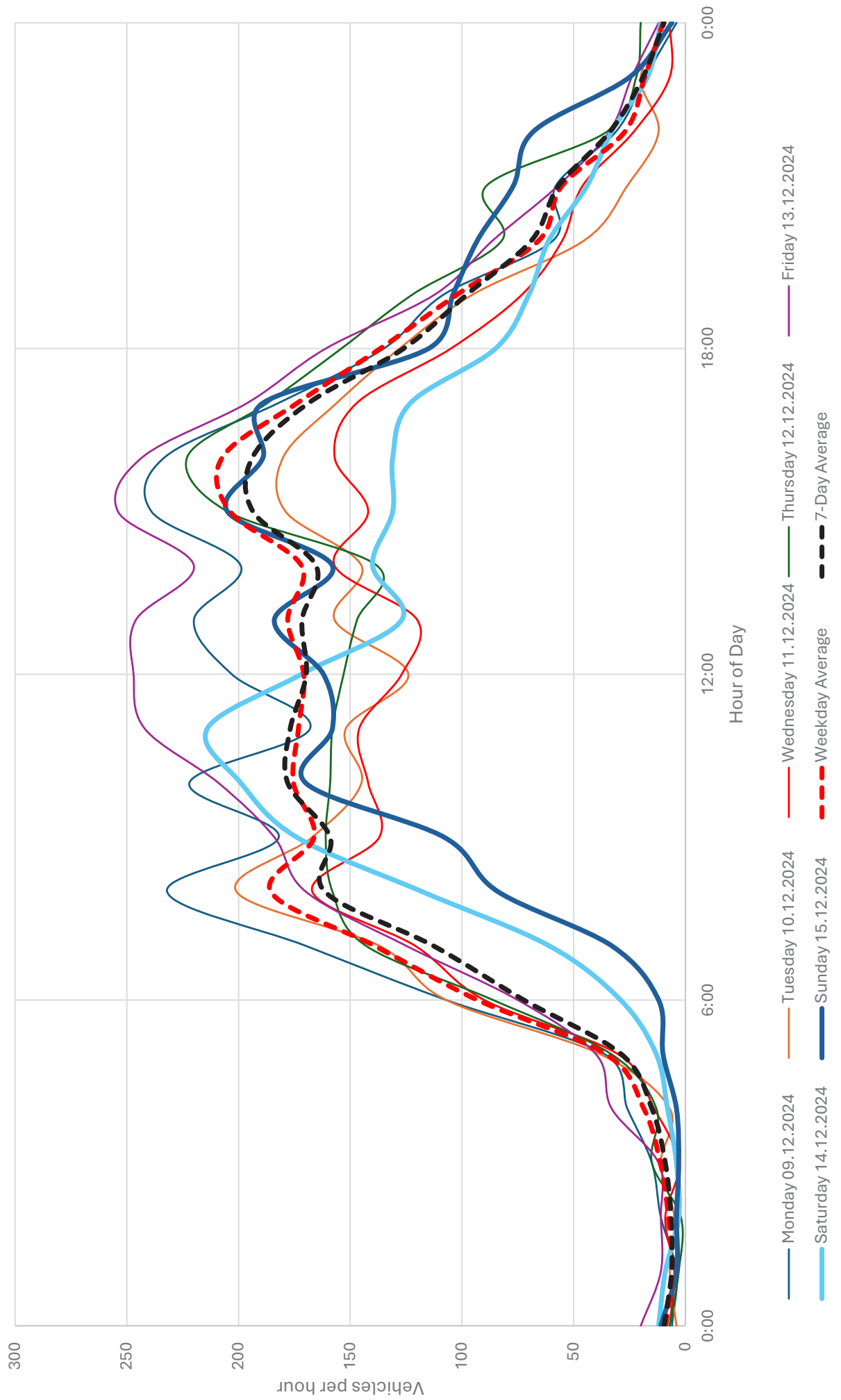


Waubra Recreation Reserve (Sunday) - Existing Peak Hour Vehicle Movements



Daily Traffic Profile

Sunraysia Highway adjacent Waubra Recreation Reserve



TRAFFIC GENERATION SUMMARY

Traffic Generation assessments were undertaken, based on information provided by Council, to develop two scenarios to understand the traffic flow.

- Scenario 1 - Football game day
- Scenario 2 - Typical Saturday

The peak periods are as below.

- AM Peak: 9:15am to 10:15am
- PM Peak: 12:00pm to 1:00pm

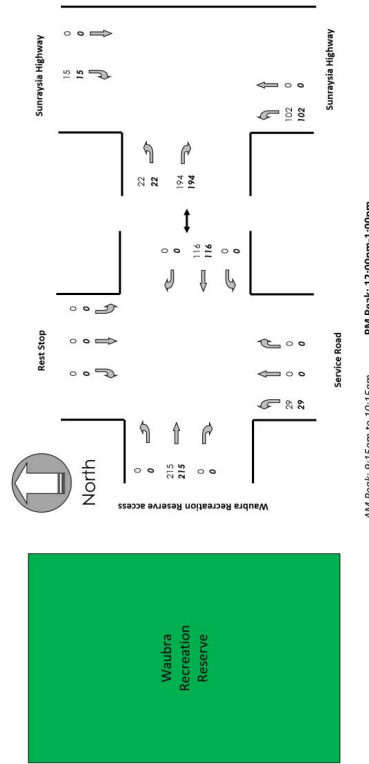
The following images provide turning movement diagrams with the traffic generation from the Reserve and a summary of the background information and assumptions used in the traffic generation assessment.

Scenario 1 - Football game day:

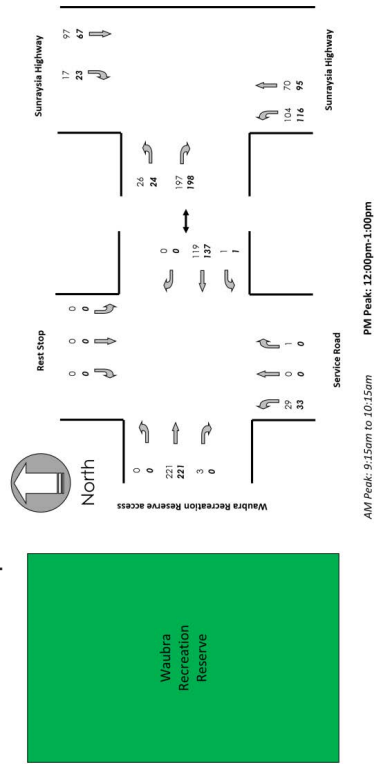
Council noted there are up to 9 game days annually that can attract around 480 vehicles per day over the course from 8am to 10pm. This scenario assesses the traffic generated from a game day during the peak times as identified from the traffic surveys.

- Football club traffic - 150 trips (75 in / 75 out)
- Netball club traffic - 210 trips (70 in / 140 out)

Scenario 1: Site Generated Peak Hour Vehicle Movements



Scenario 1: Post-Development Peak Hour Vehicle Movements

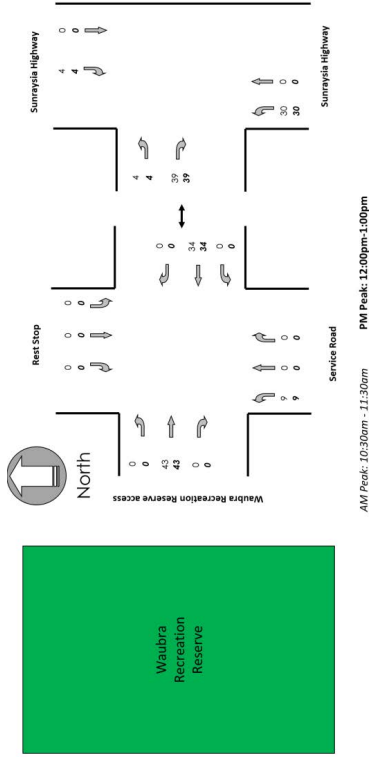


Scenario 2 - Typical Saturday:

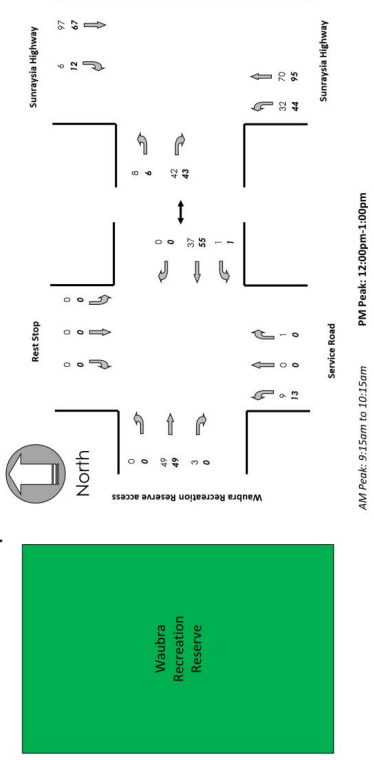
This scenario assessed a typical Saturday at the Reserve that would be used by the Bowling Club as well as other community programs and the playground. This was also assessed during the peak times.

- Bowls club traffic (20 vehicle trips in / 20 vehicle trips out)
- Community Use traffic (20 vehicle trips in / 20 vehicle trips out)
- Playground traffic (3 vehicle trips in / 3 vehicle trips out)

Scenario 2: Site Generated Peak Hour Vehicle Movements



Scenario 2: Post-Development Peak Hour Vehicle Movements



SWEPT PATHS

Swept path checks

Swept path checks for the following vehicles and areas:

- + B99 vehicle – Access/egress, car park, and circulation
- + 8.8m service vehicle – Access, egress via ring road, and circulation
- + 12.5m rigid bus – Access, egress via ring road, and circulation

Note: Figure only shows 12.5m rigid bus swept paths



PROJECT VISION BOARD



Figure 1: www.mildura.vic.gov.au/Latest-News/Kenny-Park-change-room-complex-completed



Figure 2: www.mansfield.vic.gov.au/Community/Community-Spaces/Mansfield-Recreation-Reserve-Netball-Change-Rooms



Figure 3: www.moir.vic.gov.au/Community/Works-and-Projects/Completed-Works-and-Projects/Completed-Recreation-Leisure-and-Community-Facilities/Katamatite-Netball-Court-Upgrade



Figure 4: www.yourkingstonyoursay.com.au/roy-dore-reserve-netball-facilities-upgrade



Figure 5: www.kompan.com/en/au/inspiration/customer-cases/log-cabin-hotel-penrith



Figure 6: www.kompan.com/en/au/inspiration/customer-cases/log-cabin-hotel-penrith



Figure 7: adventureplus.net.au/project/cloverlea-estate-stage-4



Figure 8: adventureplus.net.au/project/cloverlea-estate-stage-4



Figure 9: www.kompan.com/en/au/inspiration/customer-cases/buccaneer-bay



Figure 10: www.kompan.com/en/au/inspiration/customer-cases/buccaneer-bay



Figure 11: www.greaterdandenong.vic.gov.au/contact-us/news-and-media/active-areas-encourage-healthy-habits



Figure 12: outdoors.cardinia.vic.gov.au/places/ray-canobie-reserve-pakenham



Figure 13: www.bendigo.vic.gov.au/things-do/pools-playgrounds-and-parks/fitness-stations/browning-street-fitness-station



Figure 14: www.alpinehealth.org.au/whats-happening/news/news-2024/come-and-try-day-to-launch-outdoor-fitness-equipment



Figure 15: www.netting.com.au/sports-netting/afl-nets-behind-the-goals/



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