Acknowledgements

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- Mr Stephen Matthews, Economic and Community Development Manager and Project Manager, Swan Hill Rural City Council

- Representatives of the motor sport clubs:
  - Swan Hill Sporting Car Club (SHSCC)
  - Swan Hill Motorcycle Club (SHMC)
  - Swan Hill 4WD Club (SH4WDC)
  - Swan Hill Drag Racing Club (SHDRC)
  - Swan Hill Motor Racing Club (SWMRC)
  - Swan Hill Kart Club (SHKC)

- Peak body representatives
  - Confederation of Australian Motorsports
  - Motorcycling Victoria
  - Victorian Karting Association
  - Victorian Speedway Council

Disclaimer

While every effort has been made to ensure that the information contained within this report is complete, accurate and up to date, Tredwell Management Services make no warranty, representation or undertaking whether expressed or implied, nor do they assume any legal liability, whether direct or indirect, or responsibility for any errors or omissions.

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# Contents

Executive Summary ................................................................................................................. iv  
1. Introduction and Background ........................................................................................... 1  
   1.1 Site Location ............................................................................................................. 2  
   1.2 Project Requirements ............................................................................................... 3  
2. Methodology ....................................................................................................................... 4  
3. Literature Review ............................................................................................................... 5  
   3.1 Literature Review Summary ...................................................................................... 6  
   3.2 Trends and participation .......................................................................................... 12  
   3.3 Mega Trends ............................................................................................................. 14  
   3.4 Governance Frameworks and Key Strategic Directions .......................................... 17  
   3.5 Demographic analysis ............................................................................................... 18  
4. Site Appraisal ..................................................................................................................... 19  
5. Stakeholder Consultation .................................................................................................. 23  
   5.1 Introduction ............................................................................................................... 23  
   5.2 Club/User Survey ...................................................................................................... 23  
   5.3 Club/Organisation Membership/Participation Levels .............................................. 25  
   5.4 Club/Organisation Composition .............................................................................. 26  
   5.5 Chisholm Reserve Facility ......................................................................................... 26  
   5.6 Multi-use Facility Support Levels ............................................................................. 27  
   5.7 Ideas, plans or proposals ........................................................................................... 27  
   5.8 Facility Management .................................................................................................. 27  
   5.9 Trends, Issues or demands ......................................................................................... 28  
   5.10 Complaints ............................................................................................................... 28  
   5.11 Additional Comments .............................................................................................. 28  
6. Planning ............................................................................................................................... 29  
   6.1 Considerations ............................................................................................................ 29  
   6.2 Principles .................................................................................................................... 31  
7. Identified Improvements ..................................................................................................... 32  
   7.1 Site Infrastructure ...................................................................................................... 32  
   7.2 Activity Specific Facilities ........................................................................................ 33
Executive Summary

Motor sport is a well-established and popular leisure pursuit in Swan Hill. The Swan Hill Motor Sport Club was inaugurated in 1959 to cater to local interest in motor racing. The Chisholm Reserve Motorsport Complex (CRMC) was developed in 1991 to meet the needs of local residents and visiting motor sport enthusiasts. Today, motor sport continues to be popular with five local motor sport clubs with specialty interests located at the CRMC. The motor sports clubs include:

- Swan Hill Motor Racing Club
- Swan Hill Kart Club
- Swan Hill Motorcycle Club
- Swan Hill Sporting Car Club
- Swan Hill Drag Club

The Swan Hill 4 x 4 Club is also seeking to have a presence at the Reserve.

The Swan Hill Rural City Council and Swan Hill motoring organisations were seeking to determine the requirements and opportunities that may exist for the strategic development of motoring facilities at Chisholm Reserve Motorsports Complex (CRMC) located west of Swan Hill.

This Master Plan document will be used to ensure future management and governance of the CRMC, allow for continued growth of motor sport activities within the region and assist in identifying potential development within the complex and the attraction of potential, private, commercial and government funding streams.

A five stage process was implemented to prepare the master plan as follows:

- Stage 1 Start Up & Literature Review
- Stage 2 Stakeholder Consultation
- Stage 3 Issues and Discussion Paper
- Stage 4 Draft Master Plan
- Stage 5 Final Master Plan

A master plan has been designed which reflects graphically the facility and site improvements and developments that have been identified. The Master Plan features:

- identified development proposals
- improved site infrastructure (e.g. drainage, parking)
- individual motorsport facility improvements
- multi-use facility developments including shared use clubrooms and amenities
- improved visual enhancement and street frontage
- Improved circulation, access and parking
- Improved security and surveillance
- Improved services (water and power)

A series of development priorities have been identified for Chisholm Reserve to improve the function and enhance the overall precinct. For each proposed development a priority, timeframe, indicative cost and the responsible organisations have been identified.

The priorities have been determined using the assessment criteria developed. Each of the seven criteria identified (overall site benefit, economic, social, environmental, need and demand, risk and planning) was rated from 1 (low) to 3 (high) with the highest ranking priorities identified to be implemented first. A number of the proposals will require sourcing funding and resources from external sources including state and federal government, the private sector and through in-kind
support. In addition, Council has not committed funding to any of the initiatives and in many cases detailed design investigations need to occur and for major developments a business case would need to be prepared to understand the ongoing viability of the proposal.

It was determined the most suitable and appropriate management structure would be to incorporate as a separate organisation under the Associations Incorporate Act. By creating an active management committee that represents all user groups and includes independent experts, the implementation of the master plan will be undertaken in a structured and well considered manner. Joint projects across the site such as power and water upgrades will be easier to achieve collectively and the governance structure will present a strong case and united approach to external fund providers.

In terms of specific income generating opportunities the Council and the user groups are keen to explore additional/alternative events on the reserve such as Show & Shines, Come & Try Days and multi-day festivals such as a Swan Hill Motorsport Festival. The Chisholm Reserve is becoming well known in the motorsport industry as a great example of a community level motorsport precinct which is well located and integrated and providing such activities would generate a range of economic benefits to the clubs and the broader Swan Hill community.

Given the nature of the developments proposed in Swan Hill, opportunities exist to attract commercial investments and development partners, particularly with reference to new facilities and for various infrastructure components including workshops, storage and potentially light industry zones. Specifically, there is an opportunity for investment by the private sector into the proposed multi-use clubroom facility which could incorporate commercially operated workshops or skill development areas in which TAFE or other training organisations could operate from.

Currently the maintenance of the site is conducted by the user groups. Each user group tends to maintain their facilities and areas and in the case of joint or shared use facilities this is addressed by negotiating and partnering with the relevant user groups to enable the maintenance requirements to be undertaken. This approach has worked well in the past when the facility was less developed, but relies heavily on volunteers and in-kind assistance. As the precinct continues to be enhanced, developed and hosts higher level and more regular events and competitions, there will be an increase level of maintenance required to ensure the facilities are kept at an adequate standard.

A core function of the management committee (once established) will be to determine the overall site maintenance requirements and to determine the best method and regime for maintaining the site. This could include utilising contractors or Council resources (subject to Council consent). This may involve each user group financially contributing to the cost of maintenance through an annual fee set by the management committee. It is still expected that each of the user groups retain responsibility for their direct facilities and infrastructure and the management committee acquires the responsibility of maintaining common and shared use areas (e.g. main access road, proposed multi-use clubrooms, parking, site services and drainage). A proposed maintenance plan has been prepared with the input of the user groups.

An evaluation plan has been prepared to monitor the implementation of the identified master plan initiatives. It is recommended that the evaluation plan is completed on an annual basis by the management committee that will be formed to manage Chisholm Reserve. As some initiatives may take longer than one year to complete a status percentage can be included based on the work performed to date. The initiatives have been sorted in order of expected timeframe.

To completely develop a facility of this scale the Council and user groups will need to secure external funding from a number of sources to add to any funding the Council and user groups commit to the various project. Applications for grants will likely initially focus on various state and federal government department’s funding programs, however, assistance may also be available from other sources such as trusts, foundations, peak bodies, the private sector and local fundraising.
1. Introduction and Background

Motor sport is a well-established and popular leisure pursuit in Swan Hill. The Swan Hill Motor Sport Club was inaugurated in 1959 to cater to local interest in motor racing. The Chisholm Reserve Motorsport Complex (CRMC) was developed in 1991 to meet the needs of local residents and visiting motor sport enthusiasts. Today, motor sport continues to be popular with five local motor sport clubs with specialty interests located at the CRMC. The motor sports clubs include:

- Swan Hill Motor Racing Club
- Swan Hill Kart Club
- Swan Hill Motorcycle Club
- Swan Hill Sporting Car Club
- Swan Hill Drag Club

The Swan Hill 4 x 4 Club is also seeking to have a presence at the Reserve.

In May 2010, the State Government partnered with the Swan Hill Rural City Council and the Mildura Rural City Council to prepare the North Western Victoria Motor Sports Feasibility Study to investigate the viability of developing both Mildura and Swan Hill as centres of elite motor sport. The report was delivered in May 2011. The North West Victoria Motor Sport Feasibility Study stopped short of fully resolving the design of the Swan Hill Motor Sport Complex site, having identified options for some facilities and the need for more work.

In 2010, the State Government allocated $2m toward upgrading CRMC with the construction of a nationally accredited ¼ mile drag racing strip. The drag strip, with a total value of $2.5m, will be completed in December 2015.

The Swan Hill Rural City Council and Swan Hill motoring organisations are seeking to determine the requirements and opportunities that may exist for the strategic development of motoring facilities at Chisholm Reserve Motorsports Complex (CRMC) located west of Swan Hill.

This Master Plan document will be used to ensure future management and governance of the CRMC, allow for continued growth of motor sport activities within the region and assist in identifying potential development within the complex and the attraction of potential, private, commercial and government funding streams.

The Swan Hill Rural City Council is committed to attracting new business opportunities, tourism and major events to Swan Hill, along with improving the safety of the community. It is believed possible benefits (economic, community and social) may be achieved with improved motoring facilities.

The development of the $2.5 million Swan Hill Drag Strip highlighted the need to develop an overall Master Plan for the management and development of facilities within the CRMC.

As outlined above, a number of motor sports organisations operate club activities and events at CRMC and each organisation (club) has their own or shared facilities.

A number of these organisations are considering facility improvements and wish to determine the viability of improving their existing facilities, with possible outcomes being increased membership, the attraction of major events and other opportunities, and increased viability of their organisations.

Prior to any organisation investing in facility improvements, it is necessary to determine the viability of such developments and any opportunities that may exist for joint developments and multi-purpose facilities.
1.1 Site Location

Chisholm Reserve is located off the Sealake-Swan Hill Road approximately 13km west from the regional centre of Swan Hill in regional Victoria. Swan Hill is situated approximately 340km from Melbourne a 3.5 to 4 hour drive by car. Swan Hill is part of the Rural City of Swan Hill local government area. The site is owned by the Rural City of Swan Hill and leased to the various user groups.

Figure 1: Map of the location of Chisholm Reserve
1.2 Project Requirements

The purpose of the Study is to:

- Recommend the implementation of suitable governance and management options for ongoing CMSC management and future facility development, including the involvement of relevant clubs and industry.

- Assess current hard infrastructure – roads, water supply, power and determine future requirements to service CRMC

- Determine on-going maintenance issues associated with CRMC

- Assess all infrastructure associated with each club/organisation

- Determine future shared facilities opportunities

- Identify future development opportunities for motorsport activities

- Analyse income generating opportunities, infrastructure improvements and for the facility to be self-sustaining and potential for private sector investment.

- A review/audit of the current and potential economic and strategic benefits to Swan Hill generated from motoring. (Including from the regular club activities, major events, industry and business opportunities)
2. Methodology

The project methodology is summarised in Table 1 below. This table outlines the key stages for the development of the Chisholm Reserve Master Plan and the key tasks conducted at each stage.

Table 1: Project methodology

<table>
<thead>
<tr>
<th>Stages of Methodology</th>
<th>Key Outputs</th>
</tr>
</thead>
</table>
| Stage 1 Start Up & Literature Review | Minutes of the Start Up Meeting  
Agreed Project Management Processes  
Agreed Methodology & Framework for Consultation  
Strategic Document Review  
Demographic and Trend Review                                                                 |
| Stage 2 Stakeholder Consultation | Understanding of club details, needs and demands  
Local trends  
Stakeholder consultation findings                                                                 |
| Stage 3 Issues and Discussion Paper | Analysis of maintenance and capital development requirements  
Review and assessment of the current provision of recreation facilities, programs and services at CRMC  
Identification of the short, medium and long term needs of users at the CRMC  
Determination of any existing recreation facilities that could be relocated to CRMC  
Identification of any shared use opportunities.  
Issues and Discussion Paper                                                                 |
| Stage 4 Draft Master Plan     | Draft Master Plan including:  
development priorities  
supporting infrastructure requirements  
defining the role of Council and the community in the provision of recreation infrastructure  
pREFERRED management model  
pREFERRED maintenance plan  
potential funding sources for works  
concept plan depicting proposed developments                                                                 |
| Stage 5 Final Master Plan     | Final Master Plan  
Executive Summary document  
Evaluation Plan                                                                 |
3. Literature Review

The purpose of the literature review is to understand the strategic and policy context that the Chisholm Reserve Master Plan operates within, it is also necessary to determine any trends, issues and opportunities that need to be considered when developing the Master Plan.

A thorough literature review and desktop research process has been undertaken including:

A literature review that identifies or confirms known:

- Motor sport trends
- Participation patterns

A review of national, state and local policy that identifies:

- Relevant Commonwealth and State Government recreation and sport policy direction
- Strategic partnership opportunities

A demographic analysis that identifies:

- Current population (e.g. age profile, cultural diversity)
- Projected population (e.g. growth rates)
- Population characteristics (e.g. socio-economic status, income levels)

The key documents reviewed as part of the literature review process included:

- Swan Hill Rural City Council Plan
- North Western Victorian Motor Sports Feasibility Study
- A Motor Sports Industry Development Strategy for North West Victoria
- Swan Hill Motor Sports Complex Business Plan for Implementation
- Swan Hill Motor Sport Complex Business Case
- Chisholm Reserve Complex Governance Framework Paper
- Structural Dilapidation Survey Report and Building Compliance Reports for the Chisholm Reserve Motor Sports Complex
### 3.1 Literature Review Summary

<table>
<thead>
<tr>
<th>Document</th>
<th>Relevant Strategic Objectives/Key Findings and Implications for the Master Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swan Hill Rural City Council Plan 2013-17</td>
<td>Key Result Area – Built and Natural Environment</td>
</tr>
<tr>
<td></td>
<td>Strategic objective 1 – Infrastructure that is provided and appropriately maintained in accordance with agreed standards.</td>
</tr>
<tr>
<td></td>
<td>Strategic Initiative: Development of Chisholm Motor Sports Complex including drag racing facility.</td>
</tr>
<tr>
<td>North Western Victorian Motor Sports Feasibility Study</td>
<td>&quot;there is a need for considerable effort to be put into venue maintenance and enhancement”</td>
</tr>
<tr>
<td></td>
<td>“The opportunity to improve management and community access needs to be considered if the venues are to attract optimal use.”</td>
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<tr>
<td></td>
<td>It is recommended that several sections of Chisholm Reserve are re-designed to:</td>
</tr>
<tr>
<td></td>
<td>1. Address traffic management and parking issues</td>
</tr>
<tr>
<td></td>
<td>2. Minimise duplication</td>
</tr>
<tr>
<td></td>
<td>3. Optimise the sharing of resources, and</td>
</tr>
<tr>
<td></td>
<td>4. Accommodate assets that can be shared across users and with other wider motor sports, motor industry, educational and community based organisations.</td>
</tr>
<tr>
<td></td>
<td>Provide Quality Infrastructure and Services</td>
</tr>
<tr>
<td></td>
<td>Recommendation 12</td>
</tr>
<tr>
<td></td>
<td>Initiate a program of works at Block H and Jambaroo Park in Mildura and Chisholm Reserve in Swan Hill, to provide sealed access and internal roads, footpaths, power and water supplies, waste water management, toilets, lawn and picnic areas, weather shelters and a multi-purpose club and community building.</td>
</tr>
<tr>
<td>A Motor Sports Industry Development Strategy for North West Victoria, October 2011</td>
<td>A motor sports industry in north-western Victoria will bring together the expertise and experience of existing motor sports clubs, educators, youth and community development workers, police, tourism, local businesses, economic development planners and the regional Councils.</td>
</tr>
<tr>
<td></td>
<td>A motor sports industry in north-western Victoria will build on the exceptional high level of involvement in motoring activities in the region. It is projected to add significantly to motor sport’s existing $24m.+ annual contribution to the regional economy and to take that to between $50m. and $77m. within 5 years if the present Strategy is implemented.</td>
</tr>
<tr>
<td></td>
<td>Data collected through the present study indicates that participation in structured motor sports activities in north-western Victoria is as much as 3 times that of Victorians as a whole and 4 times the Australian national average.</td>
</tr>
<tr>
<td></td>
<td>The importance of motor sports in north western Victoria is recognised and supported by Mildura and Swan Hill Rural City Councils, secondary school and regional TAFE college courses focussed on the motor industry, the automobile retailing industry, tourism, police, youth support groups and agencies, and the local community. Motor sports in the north-west are supported by engine, racing car and bike builders, apprenticeships and internships.</td>
</tr>
</tbody>
</table>
### Vision
To strengthen and further develop a motor sports industry across north western Victoria that offers a diversity of sporting and recreational opportunities while contributing educational, developmental, economic and tourism benefits to the region.

### Key areas that will require action to achieve the vision that are still relevant to this master plan are:
- Ensuring compliance with regulatory frameworks covering land use planning, occupational health and safety, noise, water and waste water management and environmental protection.
- Strengthening the management, operation and promotion of motor sport venues across the north west and further developing a motor sports industry.
- Relevant Recommendations include:
  - **Clean-up and site restoration of all currently used venues.**
  - **Fencing, revegetation of key native plant communities and other areas excluded from motor sports or other uses.**
- **Provision of quality infrastructure and services at motor sports venues**
- Relevant Recommendations include:
  - **Initiate a program of works at Chisholm Reserve in Swan Hill, to provide sealed access and internal roads, footpaths, power and water supplies, waste water management, toilets, lawn and picnic areas, weather shelters and a multi-purpose club and community building.**
- **Diversifying the mix of uses that can be made of the venues.**
- Relevant Recommendations include:
  - **Construct a skid pan with sealed access roads at Chisholm Reserve.**

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#### Swan Hill Motor Sports Complex Business Plan for Implementation, November 2012

The site analysis found the following:

**Drainage and Soils**
There are no drainage lines as such with overland flows being captured in low areas. This provides opportunities to construct dams to manage stormwater. There is a natural drainage point located west of the centroid of the site. The soils are Mallee vertosols (cracking clay soils) which become fluid when inundated. Dust is an issue when soils dry out.

**Vegetation**
Vegetation on the site has been largely cleared as a result of agricultural use over the years. Significant remnant vegetation exists on the road verges, along fence lines and in two isolated stands of trees.

**Glare**
The trajectory of the sun across the northern sky must be considered when laying out motorsport facilities.

**Wind**
The prevailing winds in the afternoon are from the south-west to west and this has implications for dust management.

**Roads and Access**
The site is well served with a sealed highway on the northern boundary and a gravel road on the south. There is scope for two primary access points from the north and two secondary access points from the south.
### Relevant Strategic Objectives/Key Findings and Implications for the Master Plan

<table>
<thead>
<tr>
<th>Neighbours</th>
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<tbody>
<tr>
<td>The site is surrounded by cropping land which may give rise to some conflicts with motorsports activities including potential dust nuisance from both users. There is one proximate farmhouse where noise emissions may be an issue.</td>
</tr>
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<table>
<thead>
<tr>
<th>Opportunities identified included:</th>
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<tr>
<td><strong>Established Use</strong></td>
</tr>
<tr>
<td>The fact that the site has been used as a motorsports complex for an extended period without undue conflicts with adjacent land uses is a major advantage. The site is used successfully by four clubs who essentially manage their own designated sections of the site. The clubs muster considerable capital and human resources to promote the activities on the site with the role of the Council being to provide the land and to assist with co-ordination of effort and compliance issues. The latter is a very important role to ensure the safety and wellbeing of competitors and spectators alike.</td>
</tr>
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<table>
<thead>
<tr>
<th>Community Support</th>
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<tr>
<td>This reflected in the Council’s willingness to support the motorsports complex and in State Government funding commitments.</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Physical Features</th>
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<tbody>
<tr>
<td>The fact that the site is basically level minimises the amount of earthworks required notwithstanding difficulties in draining the land. The central low point affords an opportunity to develop a large storage dam which has the additional advantage of enhancing the amenity of the site.</td>
</tr>
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<tr>
<th>Vegetation Replacement</th>
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<tr>
<td>The site is able to be planted to achieve a net increase in native vegetation.</td>
</tr>
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<table>
<thead>
<tr>
<th>Access</th>
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<tr>
<td><strong>Dual road access is a major advantage.</strong></td>
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<thead>
<tr>
<th>The following design principles were established:</th>
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<tbody>
<tr>
<td>1. The site should continue to create designated areas under the custodianship of individual clubs.</td>
</tr>
<tr>
<td>2. Clubs to be given responsibility for parking/camping areas to serve their needs.</td>
</tr>
<tr>
<td>3. Clubs to be responsible for basic amenities in their parcels including compliance with health and safety regulations.</td>
</tr>
<tr>
<td>4. A centrally located public area to be provided for recreation purposes in conjunction with a large dam to meet the drainage requirements of the site.</td>
</tr>
<tr>
<td>5. The public area to ultimately provide a multi-purpose building for the use of clubs and visitors to the site.</td>
</tr>
<tr>
<td>6. Two primary access points to be provided on Swan Hill – Sea Lake Road and two secondary points on Bryan Road. These to be designed to VicRoads standards.</td>
</tr>
<tr>
<td>7. Sealed road access to car parks to be provided.</td>
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<tr>
<th>Motor Sport Complex Management and Governance</th>
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<tbody>
<tr>
<td>It is recommended that the initial management model for the motorsports complex is a coordination committee under the auspices of Council. This would be chaired by a Council officer with representatives of each of the five Motorsports Complex user groups (clubs). Other council officers could be appointed to assist with aspects of site management.</td>
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<tr>
<td>Document</td>
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<tr>
<td><strong>Council would sign individual user agreements with each of the clubs. Meetings involving these user groups might be held four times per year to discuss matters of general concern. All budgetary matters concerning management of common areas would be handled by Council.</strong></td>
</tr>
<tr>
<td><strong>Potentially in the future, a formal Committee of Management could be established in accordance with Section 86 of the Local Government Act (1989). The Committee would include the same Motorsports Complex representatives suggested for the co-ordination committee. It is noted however that a recent Local Government Victoria audit cautioned against excessive use of these agreements.</strong></td>
</tr>
<tr>
<td><strong>The Committee would have as its mission, the management of facilities at the Motorsports Complex for the benefits of users, visitors and for the economic benefit of the Rural City of Swan Hill. User groups would each be required to sign user agreements for the sub-tenancy of their facilities at the Reserve. The Committee could help user groups negotiate contracts for specific event management services (e.g. catering). Council could itself act as a supplier of services such as specific event management in return for the payment of service charges. Presumably clubs would charge entry to those events for which they require external suppliers – to cover the cost of these services. User groups would be responsible for continuing to arrange their own public liability and indemnity insurances for facilities on the land that they are sub-leasing.</strong></td>
</tr>
<tr>
<td><strong>Responsibilities of the Committee would include:</strong></td>
</tr>
<tr>
<td>- Assisting the user groups to agree an annual calendar of events for the Reserve;</td>
</tr>
<tr>
<td>- Assisting the clubs to pursue funding partners and sponsorship for reserve facilities;</td>
</tr>
<tr>
<td>- Coordinating financial returns from sub tenants;</td>
</tr>
<tr>
<td>- Checking site user compliances and insurances;</td>
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<tr>
<td>- Preparing a safety plan for the entire site;</td>
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<tr>
<td>- Ensuring that the clubs provide emergency services at the site on event days;</td>
</tr>
<tr>
<td>- Facilitating traffic management on event days;</td>
</tr>
<tr>
<td>- Assisting with identifying and pursuing agreement with commercial users of the facilities;</td>
</tr>
<tr>
<td>- Assisting with managing the provision of camping accommodation on and off site. <strong>It is recommended that the Committee meets every two months and that Council provides a venue for these meetings.</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Swan Hill Motor Sports Complex Business Case January 2013</strong></th>
<th><strong>The benefit-cost assessment has been undertaken from a State perspective in this business case. The benefit-cost analysis returns a benefit-cost ratio of 1.54:1 indicating the project (Drag Strip only) has a beneficial return to the State. The project has a Net Present Value (at 6%) of approximately $17 million (over 30 years) and an internal rate of return of 19%. This is based on the following assumptions:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Interstate visitation is estimated to be 8,760 persons per national event (or 17,520 interstate visitors per year over two events).</td>
<td></td>
</tr>
<tr>
<td>- Each visitor is assumed to spend two full days in Victoria (on average), resulting in approximately 35,000 visitor days per year.</td>
<td></td>
</tr>
<tr>
<td>- Spending of $115 per day is allocated to each interstate visitor (based on Tourism Victoria’s average overnight visitor spend for the Murray Tourism Region in 2011).</td>
<td></td>
</tr>
<tr>
<td>- $130 spending per day is assumed to cover all visitor costs (accommodation, food, drink, ticket price, fuel etc.).</td>
<td></td>
</tr>
<tr>
<td>Document</td>
<td>Relevant Strategic Objectives/Key Findings and Implications for the Master Plan</td>
</tr>
<tr>
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<td>--------------------------------------------------------------------------------</td>
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<tr>
<td></td>
<td>Sensitivity analysis has been used to assess economic returns should the Motorsport Complex (Drag Facility only) secure only one national event per year (the number of regional and local events are assumed to remain the same). The benefit-cost analysis returns a cost benefit ratio of 0.89:1, indicating the project returns a negative benefit to the State. The project has a negative Net Present Value (at 6%) of approximately -$3 million (over 30 years) and a poor internal rate of return of 2%. The attraction of events visitors to Swan Hill will provide new expenditures for the township’s businesses, including accommodation, cafes, restaurants, supermarkets, pubs and clubs and so on. Assuming 19,500 spectators were attracted to the event and say, 18,000 were non-local, then approximately $4.1 million in spending would be generated for the local economy (assuming each visitor stayed 2 days). This would support approximately 40 local jobs directly and 30 jobs indirectly through the multiplier effect (some of which might be supported locally). However, a more realistic scenario would be a national event attracting a maximum of 10,000 spectators (say 9,000 non-local visitors) and this would generate approximately $2 million per event in local spending supporting 20 direct jobs and 14 direct jobs. A national drag racing event staged at the proposed drag racing facility (now built) would generate approximately $230 per non-local visitor and support a small number of new jobs. For example, if a national event at Swan Hill were to attract 10,000 spectators, this could support 34 direct and indirect jobs, most of which would be retained in Swan Hill.</td>
</tr>
<tr>
<td>Building Compliance Reports, Chisholm Reserve Motor Sports Complex, Swan Hill 2011</td>
<td>In conclusion, the buildings located at the subject property, which were assessed as part of this report, generally contained areas of non-compliance with the Building Code of Australia. The main areas of concern were those relating to public safety, including non-compliant steps, landings and other raised areas, lack of sufficient firefighting equipment, namely fire extinguishers, and structural issues such as building tie-down provisions. Most buildings relocated to the site over recent years are buildings that are designed to be relocated, however they have generally been provided with no, or insufficient, footings and tie downs. It appears that since the initial development of the property as a motor sport venue there has been a culture among the clubs to construct buildings or relocate buildings and other structures to the site without building permits or any other type of building control process, which is evident by the standard of construction discovered as a result of our site inspection. Some of the buildings located at the site appear to date back many years; however there are some buildings that are currently under construction or in the process of being re-erected at the site which indicates these practices are still active. Our inspection and consequent report makes recommendations as to the remedial work or further actions required to bring the buildings identified as having no building approvals, up to a level of compliance consistent with today’s building standards. It is envisaged that the report will provide guidance as to the extent of work required on each building and allow Council, in conjunction with the relevant sporting clubs, to move towards achieving a satisfactory level of building compliance in respect of the buildings located at the facility.</td>
</tr>
<tr>
<td>Document</td>
<td>Relevant Strategic Objectives/Key Findings and Implications for the Master Plan</td>
</tr>
<tr>
<td>----------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Structural Dilapidation Survey Report for Chisholm Reserve Motor Sports Complex Swan Hill on behalf of the Swan Hill Rural City Council, June 2011 | Osborne Consulting Group Pty Ltd Consulting Structural and Civil Engineers were commissioned to carry out a visual structural dilapidation survey of the Chisholm Reserve Precinct, Swan Hill, and report on the findings of that survey. Site inspections of the 23 No. buildings within the precinct were made over a two day period during which time visual assessments were made and photographs taken in order to produce this ‘Structural Dilapidation Survey Report’. In conclusion, it is my opinion that several of the buildings currently being used within the Precinct are not structurally adequate nor have the structural integrity required to be used as public facilities. The Management of Chisholm Reserve and the Swan Hill Rural City Council should commence planning for the demise/replacement of those particular buildings mentioned in the Report as requiring demolition for the reasons previously stated and reiterated below:  
- Structurally inadequate or dilapidated condition including but not limited to: Inadequate (or no) engineering design and/or inferior construction technique.  
- OH&S issues (e.g. non compliant steps and landings)  
- Non compliance with current standards (e.g. undersized inadequate framing members).  
There are also buildings mentioned in the Structural Dilapidation Report that require furthermore in-depth, investigations to determine the remedial works necessary to reinstate the structural integrity of the buildings. Management shall initiate those investigations (e.g. geotechnical reports etc.) to aid in the more comprehensive structural engineering design assessments. |
| Chisholm Reserve Complex Governance Framework May 2015 | The combination of the various motor sports and the competing interests and requirements of the various sports, coupled with the ongoing development of the site will require a robust and structured governance model. This model needs to consist of a team of dedicated and skilled people to ensure that the needs of the participants, spectators and officials are met and the facility is financially sustainable and is operated in a professional manner. It is intended that the committee/board will initially operate as a “section 86” committee of Council. All members of the committee will be required to submit primary returns to Council which will indicate where any potential conflicts of interest occur. Six guiding principles have been used and they are as follows:  
1. Board/Committee – composition, roles and powers  
2. Board/Committee – processes  
3. Governance Systems  
4. Board/Committee – reporting and performance  
5. Stakeholder – relationship and reporting  
6. Ethical and Responsible decision making |
3.2 Trends and participation

The Australian Bureau of Statistics (ABS) released participation information for the top 55 sport and physical recreation activities in Australia during 2013-14. This includes people who participated in motor sports (which includes car racing, drag racing, go-karting, motorbike racing and speedway) and trail bike riding (which includes dirt bike riding). Over 90,000 people in Australia participated in motor sports during this period with the vast majority of participants being males. North-western Victoria has a very high rate of motor sport participant numbers [2.8%] compared with state and national data (Marriot, 2011).

Table 3: Participation in Motor Sports in Australia 2013-14

<table>
<thead>
<tr>
<th>Activity</th>
<th>Estimate No.</th>
<th>Participation Rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Males</td>
<td>Females</td>
</tr>
<tr>
<td>Motor sports</td>
<td>48,400</td>
<td>1,100</td>
</tr>
<tr>
<td>Trail bike riding</td>
<td>34,700</td>
<td>2,100</td>
</tr>
</tbody>
</table>

Note: Variance in figures are due to statistical rounding and relative standard errors

Motor sports are very popular spectator sports. Motor sports feature in the top 4 sports attended by people aged 15 years and above in Australia. 1.4 million people [8%] attended motor sports events (the fourth most popular spectator sport. Twice as many males attended motor sports (1.0 million) than females (0.5 million). Within Victoria motor sports with 340,600 people [7.7%] was the third most popular spectator sport.

Some key community and leisure trends that will impact on the future provision of motor sport facilities and programs in the region include:

- Providing opportunities for residents to become involved in motor sporting in a non-competitive way.
- Provide a diversity of opportunities for participation in motor sport activities.
- Ensure motor sports can be pursued at a range of skill levels (e.g. access to sealed use areas).
- Provide venues of a higher standard including improved management, programs and services.
- Provision of facilities that are family friendly and not just focused on competitors.
- Develop a focus on a wider array of informal and formal motor sport activities that are suitable to and attractive to a wide range of ages.
- Improved resource management and ancillary facility provision such as, formalised parking areas, lawns, shade facilities, spectator areas and passive recreation areas.
- Improve the linkage of the existing motor sport facilities and other key community facilities.
- Ensure that motor sport activities are managed in such a way that their impact on the environment is minimised.
- Integrate the provision of motor sport and other community initiatives such as education, social, health, economic or environment programs and services.
- Ensure that risk management and public liability issues are fully and effectively addressed.

---

1 4177.0 - Participation in Sport and Physical Recreation, Australia, 2013-14, ABS, 2015
In terms of participant numbers in Australian four wheeled motorsport, the activities at Chisholm Reserve are popular including circuit (second most popular), karting (third most popular), speedway (fifth), autotest (seventh), drag racing (eighth) and off road (ninth) refer Figure 2.

Figure 2: Motor sport participation in Australia by discipline
3.3 Mega Trends

A report entitled ‘The Future of Australian Sport’ (CSIRO/Australian Sports Commission 2013) identified six sporting ‘megatrends’ (refer Figure 3) that may redefine the Australian sport sector over the next 30 years. A megatrend represents a substantial shift in social, economic or environmental conditions into the future with implications for decision-making. They are listed and described below:

1. A perfect fit

A perfect fit refers to the trend of increasing popularity amongst individualised sport and fitness activities (yoga, gym, aerobics, jogging etc.). People are increasing becoming involved in individualised sport and fitness activities as they are generally living busier lifestyles and have less time for structured/organised sports, individual fitness pursuits allow people to align their fitness activities with their ever-changing weekly schedules. Some motor sports such as trail bike riding and four wheel driving are conducted individually or in small groups, other motor sports will need to consider this trend in the future if they are to cater for this segment of the market.

2. From extreme to mainstream

From extreme to mainstream refers to the trend of ‘Adventure’, ‘Lifestyle’, ‘Extreme’ and ‘Alternative’ sports increasing in popularity. This is especially the case in younger individuals as they are more likely to be attracted to these forms of sport/recreation through generational change and increased awareness via online content. These sports typically involve complex and advanced skills and often have some element of inherent danger and thrill seeking. These sports are often characterised by a strong lifestyle element and participants often obtain cultural self-identity and self-expression through participation in these sports/activities. These sports are beginning to appear at the Olympic Games (e.g. BMX). This mega trend is highly relevant to motor sports which often have the ‘Adventure’, ‘Lifestyle’, ‘Extreme’ and ‘Alternative’ elements as an attractor to their sports.

Other key findings from the report that relate specifically to this trend included:

- While all action sports are different, many also have shared characteristics, including ‘anti-establishment, individualistic and/or do-it-yourself philosophies’.
- Traditionally, young, white, middle- and upper-class males have been the driving force of action sports, but demographics are shifting.
- While participation rates in some mainstream and organised sports have held constant or declined over the past decade, lifestyle sports have risen on the demand (participation) and supply (industry) side. It is estimated that over 150 million people worldwide participate in action sports.
- These sports are gaining popularity among large segments of Generation Y (born between 1978-1995) who connect to a counter-culture of irreverence, adventure and freedom of expression.
- The data on many of the lifestyle sports remain scant.
- An indicator that people are pushing the boundaries in sport comes from data on sports injury rates. A Victorian study (Andrew et al., 2011) analysing data from 2001 to 2007, found the rate of injury due to participation in sport and active recreation had increased by 10 per cent each year over the study period. The per-capita injury rate increases may be indicative of people taking greater risks in sporting activity.
3. More than sport

More than sport refers to the trend of governments (at federal, state and local level) and companies increasing their utilisation of sport to achieve their policy objectives. Governments in particular are increasingly incorporating sport into various policies to tackle a range of issues from childhood obesity through to community wellbeing. Furthermore, local governments associated with marginalised communities are trending towards the utilisation of sport as a means of building social capital within their community. This is the case for a number of motor sports, for example Motorcycling Victoria offer the ‘Women in Motorcycle Sport’ program to encourage increased participation of women into motorcycling sporting and recreation activities.

4. Everybody’s game

Everybody’s game refers to the trend of sports/ recreational activities becoming more and more geared towards the ageing and more culturally diverse Australian population. This will change both the types of sports we play and how we play them, with indications that more and more Australians are embracing sport well into their old age. Australia is also becoming more culturally diverse with new arrival populations growing around the nation. As the population ages and becomes increasingly diverse (culturally) the sporting preferences of the nation are likely to change as a result. There is an opportunity for motor sport clubs in Swan Hill to respond to this trend and encourage different demographic groups to participate in the various motor sport activities. For example the Rural City of Swan Hill is over represented in people aged 65 and over.

5. New wealth, new talent

New wealth new talent refers to the growth of Asian countries (in terms of both population and income). This trend will see the creation of a more competitive sporting arena for Australians, both on the sports field and in the sport’s business environment. Asian countries (especially China) are investing heavily in sporting facilities, training and participation programs all of which are rapidly improving their gold medal counts in the Olympics Games in recent times. The growth of disposable income amongst Asian countries is resulting in an increased interest in sport as people have more money to spend on sport and leisure activities. This trend may create new markets for sports television, sports tourism, sports equipment, services and events. This is not highly relevant to motor sport provision in the Rural City of Swan Hill however a number of motor sports are popular in Asian countries and may open up some tourism opportunities.
6. Tracksuit to business suit

Tracksuit to business suit refers to the fact that some sports are paying much higher salaries to elite athletes than other sports, currently more people are trending towards sports that receive a higher salary at the elite level which places pressures on less financially backed sports. Market forces are also putting greater pressures on loosely organised community sporting clubs to become organisations with corporate structures and formal forms of governance, a challenging task for many. A secondary point to this trend is the acknowledgement of the rising cost of sports participation which is now becoming a barrier for some members of the community. Many motor sports are backed by industry, however there are often cost barriers to participation including the cost of competing, equipment purchases and the like. This would be most relevant to lower socio-economic communities with people in these communities finding it difficult to afford to participate in such activities. A number of the motor sports at Chisholm Reserve are ‘entry level’ such as go-karting and autocross however the cost to participate is still relatively high compared with traditional sports. The other important aspect of this trend is the need for community sporting clubs to become organisations with corporate structure and formal forms of governance, this is the case at Chisholm Reserve where there is a need to formalise an overarching management and governance structure.

Figure 3: The Six Sporting Mega Trends as identified by the CSIRO and Australian Sports Commission
3.4 Governance Frameworks and Key Strategic Directions

The various peak bodies at the state and national level that represent the existing local motor sport activities, clubs and associations have a range of differing strategic directions and levels of support for community based motor sport activities. In general, there is strong support for the development and enhancement of local clubs/associations, the programs they offer and the facilities they utilise (refer Table 4).

Table 4: Relevant Peak Body Strategic Objectives and Key Study Impacts

<table>
<thead>
<tr>
<th>Activity</th>
<th>Peak Body</th>
<th>Relevant Strategies/Objectives</th>
</tr>
</thead>
</table>
| Motor sport - car | Confederation of Australian Motorsport (CAMS) is the peak body for motor sport in Australia and Victoria, and is delegated this responsibility by the Federation Internationale de l'Automobile (FIA). | A strategic priority of CAMS includes “Help clubs, tracks and venues build their operational capacity”.  
As a developer of motor sport in Australia, CAMS has identified the need within their strategic plan to:  
Deliver leadership, innovation, customer focused and responsive services that lead to increased participation, interest and high performance.  
Implement proactive sport, club, community and member development programs for their members that helps them experience motor sport.  
Focus on increasing equity and diversity within the sport and organisation through the delivery of proactive inclusion and integration programs. |
| Motorcycling    | Motorcycling Victoria represents motorcycle sport and recreation in Victoria. Motorcycling Victoria is affiliated with Motorcycling Australia. | Motorcycling Victoria’s Strategic Plan states the following:  
Vision: To promote and enhance motorcycling as a sport and lifestyle in Victoria.  
Purpose / Mission: Motorcycling Victoria’s mission is to enable and provide the structure, culture, systems, resources and participant input to effectively manage, develop and promote all aspects of Motorcycling in Victoria.  
Key Result Areas (KRA’s) - working to achieve specific goals in order to achieve our Vision. KRA 5 specifically relates to the provision of a safe environment and facilities including exploring options to maintain and expand existing or new facilities for motorcycling recreation, racing and training. |
3.5 Demographic analysis

The Rural City of Swan Hill covers over 6,100km\(^2\) and is home to 20,580 people. Featuring a modern and thriving regional centre, the Swan Hill municipality also boasts the characteristics of rural living including a strong community and relaxed lifestyle. The municipality is also proud to have over 40 nationalities among its communities and a population that is welcoming and resilient.

Swan Hill Rural City Council is bordered by the Murray River and is principally an agricultural and horticultural region deriving its income from these industries and the businesses that service them. Swan Hill and Robinvale are the two largest service centres in the municipality; however, a number of smaller towns such as Lake Boga, Manangatang, Nyah, Nyah West, Piangil, Ultima, Women, Boundary Bend, Beverford and Woorinen offer a variety of lifestyles.

The Rural City of Swan Hill has a median age of 38.8 which is below regional Victoria as a whole with 41.6. The region is overrepresented in people aged 0-15 years (youth) and 55+ (seniors), these should be key markets continued to be targeted by the Chisholm Reserve motor sport clubs.

### Table 5: Age profile of Rural City of Swan Hill compared with Victoria.

<table>
<thead>
<tr>
<th>Age Category</th>
<th>Rural City of Swan Hill (%)</th>
<th>Victoria (%)</th>
<th>Difference (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-14 years</td>
<td>20.4</td>
<td>18.3</td>
<td>+2.1</td>
</tr>
<tr>
<td>15-24 years</td>
<td>13.0</td>
<td>13.4</td>
<td>-0.4</td>
</tr>
<tr>
<td>25-34 years</td>
<td>12.7</td>
<td>15.1</td>
<td>-2.4</td>
</tr>
<tr>
<td>35-44 years</td>
<td>11.7</td>
<td>14.1</td>
<td>-2.4</td>
</tr>
<tr>
<td>45-54 years</td>
<td>12.7</td>
<td>13.2</td>
<td>-0.5</td>
</tr>
<tr>
<td>55-64 years</td>
<td>12.3</td>
<td>11.2</td>
<td>+1.1</td>
</tr>
<tr>
<td>65-74 years</td>
<td>9.0</td>
<td>8.0</td>
<td>+1.0</td>
</tr>
<tr>
<td>75-84 years</td>
<td>5.8</td>
<td>4.6</td>
<td>+1.2</td>
</tr>
<tr>
<td>85 years and over</td>
<td>2.4</td>
<td>2.0</td>
<td>+0.4</td>
</tr>
</tbody>
</table>

The Council region has an average wage of $36,343 which is substantially less than regional Victoria as a whole with $43,072 and a SEIFA index of 950. Capacity to pay should be considered in relation to membership fees and event charges.

Within the region there were nearly 21,000 registered motor vehicles in 2013 which represents over 1 motor vehicle per person. This compares with Australia which has a ratio of 0.75 motor vehicles per person. The Swan Hill region is over-represented in motor vehicle registrations which may explain in part the strong degree of local interest in motor sport. A recent study conducted by the Confederation of Australian Motorsport in 2014 found that 30% of motorsport participants live in regional areas and 85% of motor sport venues are available to those in regional areas.

The Council region has experienced a slight decrease in population over the previous 5 years of -0.2%.

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4. Site Appraisal

A site visit and high level appraisal was conducted of Chisholm Reserve. This involved walking and reviewing the site in conjunction with the Council’s project manager and representatives of each of the clubs based at the site. This also involved desktop research of previous reports and studies (refer Section 3). Interviews and surveys were also conducted with each user group to determine the existing status of the facilities and infrastructure used including functionality and condition, future opportunities to enhance the facility and/or their activities and any issues or constraints the users may be facing.

The findings of the site appraisal and interviews have been summarised in the issues and opportunities plan which is included in Section 8. The survey responses are included in the Stakeholder Consultation section 5. The following images depict a sample of the facilities, features and key issues identified at the Chisholm Reserve site.

Table 6: Images of existing facilities, features, key issues and opportunities

<table>
<thead>
<tr>
<th>Main entrance to complex</th>
<th>Main access road (unsealed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site entrance off Sea Lake-Swan Hill Road</td>
<td>Sea Lake-Swan Hill Road</td>
</tr>
<tr>
<td>Speedway access and parking</td>
<td>Speedway track</td>
</tr>
<tr>
<td>Kart track clubrooms</td>
<td>Kart track</td>
</tr>
<tr>
<td>----------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>Motocross facility access</td>
<td>Motocross track</td>
</tr>
<tr>
<td>Arena cross track</td>
<td>New motocross club facility</td>
</tr>
<tr>
<td>Sporting Car Club track</td>
<td>Sporting Car Club clubrooms</td>
</tr>
<tr>
<td>Image</td>
<td>Description</td>
</tr>
<tr>
<td>-------</td>
<td>-------------</td>
</tr>
<tr>
<td><img src="image1" alt="Near complete Quarter Mile Drag Strip" /></td>
<td>Near complete Quarter Mile Drag Strip</td>
</tr>
<tr>
<td><img src="image2" alt="Drag strip area" /></td>
<td>Drag strip area</td>
</tr>
<tr>
<td><img src="image3" alt="Access control point" /></td>
<td>Access control point</td>
</tr>
<tr>
<td><img src="image4" alt="Kart track cracking requires repair" /></td>
<td>Kart track cracking requires repair</td>
</tr>
<tr>
<td><img src="image5" alt="Existing berm to be re-configured" /></td>
<td>Existing berm to be re-configured</td>
</tr>
<tr>
<td><img src="image6" alt="Karting pit area, potential to cover" /></td>
<td>Karting pit area, potential to cover</td>
</tr>
<tr>
<td><img src="image7" alt="Area of major drainage issue" /></td>
<td>Area of major drainage issue</td>
</tr>
<tr>
<td><img src="image8" alt="Potential area for shared camping facilities" /></td>
<td>Potential area for shared camping facilities</td>
</tr>
<tr>
<td>Identified area for Sporting Car Club track extension</td>
<td>Identified area for future 4WD facility</td>
</tr>
<tr>
<td>------------------------------------------------------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>Potential site for shared clubroom facility</td>
<td>Existing dam</td>
</tr>
</tbody>
</table>
5. Stakeholder Consultation

5.1 Introduction

As part of the study development extensive consultation has been conducted with key stakeholders. The processes included:

- Meetings with the Project Manager and Council staff
- Online survey of motor sport clubs and associations
- Interviews with motor sport clubs and associations
- Interviews with peak bodies

5.2 Club/User Survey

Tredwell Management Services was engaged in early September 2015 by the Swan Hill Rural City Council to conduct the Chisholm Reserve Complex Development Master Plan.

As part of the study an online survey was circulated to the clubs and organisations that are currently based at the reserve along with clubs who plan to be based at the reserve. They were asked to provide information in relation to their activities, membership, facilities, issues and needs.

Six clubs completed the online survey:

- Swan Hill Sporting Car Club (SHSCC)
- Swan Hill Motorcycle Club (SHMC)
- Swan Hill 4WD Club (SH4WDC)
- Swan Hill Drag Racing Club (SHDRC)
- Swan Hill Motor Racing Club (SHMRC)
- Swan Hill Kart Club (SHKC)

The subsequent pages outline the findings of the survey.
Error! Not a valid bookmark self-reference. provides an overview of the six clubs, the activities and programs they provide, their peak body, and details of the usage of the site and how they see the overall site suit.

Table 7: Club Details & Chisholm Reserve Usage

<table>
<thead>
<tr>
<th>Name</th>
<th>Programs/ Activities</th>
<th>Affiliation</th>
<th>Primary Facility</th>
<th>Suitability</th>
<th>Use</th>
<th>Season</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swan Hill Sporting Car Club</td>
<td>Autocross Racing</td>
<td>CAMS</td>
<td>Chisholm Reserve</td>
<td>Good</td>
<td>At least monthly</td>
<td>All year round</td>
</tr>
<tr>
<td>Swan Hill Motorcycle Club</td>
<td>Motocross and Arenacross events</td>
<td>Motorcycling Victoria</td>
<td>Chisholm Reserve</td>
<td>Good</td>
<td>At least monthly</td>
<td>All year round</td>
</tr>
<tr>
<td>Swan Hill 4WD Club</td>
<td>4WD</td>
<td>4WD Victoria</td>
<td>Not currently based at Chisholm Reserve</td>
<td>Excellent potential</td>
<td>Planning stage</td>
<td>All year round</td>
</tr>
<tr>
<td>Swan Hill Drag Racing Club</td>
<td>Drag racing</td>
<td>ANDRA</td>
<td>Chisholm Reserve</td>
<td>Excellent potential</td>
<td>In final stages of construction</td>
<td>All year round</td>
</tr>
<tr>
<td>Swan Hill Motor Racing Club</td>
<td>Speedway</td>
<td>VFCF, VSC, AFCF</td>
<td>Chisholm Reserve</td>
<td>Good</td>
<td>At least monthly</td>
<td>All year round</td>
</tr>
<tr>
<td>Swan Hill Kart Club</td>
<td>Kart racing</td>
<td>Victorian Karting Association</td>
<td>Chisholm Reserve</td>
<td>Good</td>
<td>At least weekly</td>
<td>All year round</td>
</tr>
</tbody>
</table>
5.3 Club/Organisation Membership/Participation Levels

All clubs have experienced an increase in membership levels over the past three years or remained stable. All clubs are forecasting an increase in membership levels over the next three years (refer Table 8 and Figure 4).

Table 8: Club Membership/Participation Levels

<table>
<thead>
<tr>
<th>Club</th>
<th>Actual 2013</th>
<th>Actual 2014</th>
<th>Actual 2015</th>
<th>Predicted 2016</th>
<th>Predicted 2017</th>
<th>Predicted 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHSCC</td>
<td>34</td>
<td>46</td>
<td>82</td>
<td>120</td>
<td>150</td>
<td>170</td>
</tr>
<tr>
<td>SHMC</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>220</td>
<td>250</td>
<td>250</td>
</tr>
<tr>
<td>SH4WDC</td>
<td>15</td>
<td>20</td>
<td>35</td>
<td>45</td>
<td>55</td>
<td>65</td>
</tr>
<tr>
<td>SHDRC</td>
<td>30</td>
<td>32</td>
<td>35</td>
<td>40</td>
<td>45</td>
<td>50</td>
</tr>
<tr>
<td>SHMRC</td>
<td>230</td>
<td>240</td>
<td>250</td>
<td>260</td>
<td>270</td>
<td>280</td>
</tr>
<tr>
<td>SHKC</td>
<td>100</td>
<td>105</td>
<td>110</td>
<td>115</td>
<td>120</td>
<td>130</td>
</tr>
</tbody>
</table>

Figure 4: Club Membership/Participation Details
5.4 Club/Organisation Composition

Table 9: Club/Organisation Composition

<table>
<thead>
<tr>
<th>Club</th>
<th>Females</th>
<th>Under 18</th>
<th>Residents of Swan Hill</th>
<th>Volunteers (number)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHSCC</td>
<td>10%</td>
<td>30%</td>
<td>90%</td>
<td>40</td>
</tr>
<tr>
<td>SHMC</td>
<td>3%</td>
<td>50%</td>
<td>20%</td>
<td>15</td>
</tr>
<tr>
<td>SH4WDC</td>
<td>40%</td>
<td>5%</td>
<td>100%</td>
<td>10</td>
</tr>
<tr>
<td>SHDRC</td>
<td></td>
<td></td>
<td></td>
<td>Not provided</td>
</tr>
<tr>
<td>SHMRC</td>
<td>35%</td>
<td>20%</td>
<td>80%</td>
<td>40</td>
</tr>
<tr>
<td>SHKC</td>
<td>40%</td>
<td>50%</td>
<td>100%</td>
<td>15</td>
</tr>
</tbody>
</table>

5.5 Chisholm Reserve Facility

Table 10: Chisholm Reserve Facility Feedback

<table>
<thead>
<tr>
<th>Club</th>
<th>Condition</th>
<th>Positives</th>
<th>Improvements</th>
<th>New Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHSCC</td>
<td>Good</td>
<td>Location, size, room to accommodate spectators and campers</td>
<td>Water (refer to complete comment below)</td>
<td>Currently in discussions with CAMS to create a Rallycross track and Autocross super sprint. Well into the planning stage and about to get down to earthworks planning with local contractors.</td>
</tr>
<tr>
<td>SHMC</td>
<td>Satisfactory</td>
<td>Location</td>
<td>Arenacross facility, lights, improved soil, toilet block, viewing mounds, irrigation upgrades to motocross track.</td>
<td>Would like to be able to hold training nights, state and national supercross events.</td>
</tr>
<tr>
<td>SH4WDC</td>
<td>Satisfactory</td>
<td>All users together</td>
<td>NA</td>
<td>Four wheel driving training and events.</td>
</tr>
<tr>
<td>SHDRC</td>
<td>Excellent</td>
<td>New track built to ANDRA standard</td>
<td>Pit area, control tower, scrutineers shed, timing system, club facilities.</td>
<td>Junior dragsters</td>
</tr>
<tr>
<td>SHMRC</td>
<td>Poor</td>
<td>Location</td>
<td>Nearly all of it</td>
<td>No</td>
</tr>
<tr>
<td>SHKC</td>
<td>Satisfactory</td>
<td>All racing in close proximity</td>
<td>Toilets Overall appearance – requires more landscaping and grassed area Track upgrade</td>
<td>NA</td>
</tr>
</tbody>
</table>

SHSCC – “Water can be a problem there are many clubs with large tank farms and only a small supply line in when tanks are being filled there is no water to our area as there is not enough pressure, filling can take a number of days. We feel that once the drag racing strip starts water will be a huge issue in trying to control dust. There is currently no stand pipe to quickly fill water tankers that could water roads. If you were to try and water our track it can take well over 100,000 litres to have any impact we think that it will need to be watered without us using it for top class drag racing events.”
5.6 Multi-use Facility Support Levels

Three of the clubs noted that they would be supportive of the development of a multi-use facility to service the administration, social and amenity requirements of their club. One club was not and another commented the “Cost to the club?” would be a concern.

5.7 Ideas, plans or proposals

Five of the clubs had ideas, plans or proposals to develop, expand or improve facilities at Chisholm Reserve.

Table 11: Upgrade ideas for Chisholm Reserve

<table>
<thead>
<tr>
<th>Club</th>
<th>Ideas, Plans or Proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHSCC</td>
<td>We are currently speaking with CAMS to create a Rallycross track and Autocross super sprint, we well into the planning stage and about to get down to earthworks planning with local contractors.</td>
</tr>
<tr>
<td>SHMC</td>
<td>We have the base of a really good facility we just need help to bring it up to speed so that we can hold bigger and better events.</td>
</tr>
<tr>
<td>SH4WDC</td>
<td>4WD and light truck driver training</td>
</tr>
<tr>
<td>SHDRC</td>
<td>None provided</td>
</tr>
<tr>
<td>SHMRC</td>
<td>Track lighting, pit lighting, PA System, toilet blocks, drainage, separate water systems for user groups, public car parking areas, camping facilities, security fencing, multi-use ticket box.</td>
</tr>
<tr>
<td>SHKC</td>
<td>Track upgrade, viewing platform and lighting for the track.</td>
</tr>
</tbody>
</table>

5.8 Facility Management

Clubs were asked “If this management body was established what responsibilities should it have”. From a pre-set selection of options the results demonstrated the following:

Table 12: Facility management responsibilities

<table>
<thead>
<tr>
<th>Answer Option</th>
<th>Response count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure overall programming of the site is achieved to avoid event and activity clashes.</td>
<td>4</td>
</tr>
<tr>
<td>Promote and market the site to attract future events and activities.</td>
<td>2</td>
</tr>
<tr>
<td>Ensure the site is being adequately maintained and well presented.</td>
<td>4</td>
</tr>
<tr>
<td>Implement the site Master Plan once complete and adopted by Council.</td>
<td>2</td>
</tr>
<tr>
<td>Ensure effective asset management.</td>
<td>2</td>
</tr>
<tr>
<td>Ensure ongoing financial sustainability of the site and individual user groups where practical.</td>
<td>2</td>
</tr>
<tr>
<td>All of the above</td>
<td>4</td>
</tr>
</tbody>
</table>
An additional question was posed “Do you have any concerns with the establishment of an overall management body?” and five comments were made:

- “the way to proportion voting rights could be a concern as some clubs are stronger than others and could dominate or smaller clubs with no great planning could hinder progress”
- “Final say about issues concerning any user group must stay with that group. Unpaid management group, the reason being we haven’t got the spare money to pay them”
- “Cost”
- “Yes, all individual User-groups are currently sustainable; a management body may create costs beyond Clubs capabilities”
- “Other management structures dictating to our club and changing our existing format which works well”

5.9 Trends, Issues or demands

**SHSCC** – “Hosting facilities are letting us down, showers, shade and spectating. Showers help attract competitors from outside the area. Shade is problem for officials and spectators we do use portable shade tents but they wear quickly.”

**SHMC** – “Need to be progressive to keep up with what is required to run events.”

**SHKC** – “We seem to be bucking the trend at the moment with growing membership base. The cost of Karting is always a concern however we see families making the commitment weekly with travelling, upkeep and maintenance costs.”

5.10 Complaints

The clubs were asked “have you received any complaints in relation to your activity regarding issues such as noise, dust, safety etc.?” All of the respondents answered with a No.

5.11 Additional Comments

**SHSCC** – “We are the only twin track autocross track in Victoria and at a length of 2 km it is a bucket list track for Autocross competitors across the state, we held 3 state rounds in 2015 and numbers have been steadily growing. Our club has undergone some major changes in the last 2 years with new blood to its committees and as such is having a substantial growth in members and community awareness of the club and its activities, we have welcomed the additions of the Drag Racing and 4 x 4 Clubs and have a good working relationship with all stakeholders and are looking forward to the outcome of this master plan.”

**SHMC** – “Council need to help us take Chisolm Reserve into the future and the Council and the Town of Swan Hill will benefit greatly.”

**SH4WDC** – “As we are a small club at this stage with limited funds our concern is the cost to the club of running the complex?”

**SHMRC** – “Speedway in Swan Hill has remained viable over 50 years, 20 of which at the Chisholm reserve. The master Plan must not jeopardise this in any way.”
6. Planning

6.1 Considerations

Motor sports have some unique challenges, inherent risks and constraints which need to be considered when planning for suitable facilities. The common issues facing many of these activities include, encroachment from conflicting land-uses (e.g. residential); poor facility design that does not facilitate noise or nuisance reduction; public perception that motor sports are a noxious activity; inappropriate location of the facility initially, relatively small club membership numbers and; large areas of land required either for the activity area itself or the associated buffer area.

Motor sport facilities are considered by local governments to be difficult to locate in planning schemes, due to the challenges of finding places with appropriate qualities (i.e. that make them fit for purpose), sizes and accessibility, while avoiding conflict with nearby land uses. Fortunately, due to the location, adjoining land use type and size of the Chisholm Reserve Complex many of these issues are overcome.

Noise

Frequently, a key issue is the noise from activities. There have been numerous cases in Australia where facilities for these activities have been forced to close or, in some cases, operate under restrictive conditions due to complaints from residents of new developments that have been allowed to encroach upon the existing facilities.

Motor sports generate noise and so noise disturbance is frequently of concern to planning authorities such as Local Government and residents. This concern is often recognised by the sports' governing bodies which stipulate stringent requirements for all vehicles and equipment utilised in competitions or practice days before events. All equipment used for taking part in events or practice for events are often subject to inspection by 'sound inspectors' licensed by the appropriate governing body. Equipment that fails inspection is excluded from competition or practice until they can satisfy the relevant requirements. The facilities themselves are also sometimes designed to minimise noise to neighbouring land-uses.

The Environmental Protection Authority considers motor sport venues as industry and as such the industry noise standards apply and these are known as Victoria: State Environment Protection Policy (Control of Noise from Commerce, Industry and Trade) No. N–1 (SEPP N–1); and Noise from industry in regional Victoria: Recommended maximum noise levels from commerce, industry and trade premises in regional Victoria (NIRV; EPA publication 1411).

SEPP N–1 and NIRV manage the impact of noise from commercial, industrial and trade premises on residential and other noise-sensitive uses. SEPP N–1 or NIRV should be consulted to determine the acceptable noise levels from industry including motor sport venues. There is also Applying NIRV to proposed and existing industry, which assists regulators in applying NIRV to a site. The likelihood that noise will create a nuisance cannot be generalised but must be assessed on a case-by-case basis due to the variety of factors that affect either the transmission or experience of noise.
Relevant factors include:

- the volume of the noise at its source
- atmospheric conditions, including humidity, temperature, barometric pressure and prevailing winds
- surrounding topography and vegetation that may reflect or absorb noise
- surrounding built structures, including buildings, screens and berms
- the mix of frequencies in the noise (the human ear hears some frequencies more than others)
- the subjective interpretation of noises by individuals.

The final point above reflects the fact that noise is partly a subjective experience as individuals often associate particular types of noise with prior personal experiences and perceptions. As a result, some people may find certain noises more irritating than other people do.

Examples in Australia have demonstrated that poor outcomes are likely when noisy sport and recreation facilities and sensitive land uses are developed in close proximity, however, it is not feasible to prescribe or defend a specific separation distance.

**It is unlikely that noise will be a major issue at Chisholm Reserve however it still needs to be considered when planning for new and improved facilities at the site. There is also a residential property which is in close proximity to the site.**

**Dust**

Dust is another nuisance that is generated by some motorsport facilities and tracks that are utilised in dry weather conditions or vehicle emissions. There are many types of dust that can be generated by activities and different types of dust pose different risks to human health and to environmental values. Mitigating dust is a key challenge when planning and designing relevant motorsport facilities. **This is a major issue at Chisholm Reserve and is exacerbated by the limited water availability at the site particularly in the summer season.**

**Safety and Danger**

Many motorsports by their nature have inherent safety issues and are often considered dangerous and risky. This in many cases what makes the activity attractive to the participants in the first instance. Due to the high level of risk associated with motorsport the governing bodies often have stringent safety requirements for facilities, participants, officials and spectators, compliance with the requirements is normally essential and regulated by the governing body. Inspections occur on a regular basis including during competitions and events.

Public safety risks can also be present for nearby and/or effected persons not involved with the activity in any manner such as local residents and passing traffic. For some activities there may be requirements in place to offer protection to participants, patrons and the general public. Safety and danger are key considerations for the planning and design of motor sport facilities and venues and need to be a priority consideration when planning and designing new and redeveloped facilities and venues at Chisholm Reserve.

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3 Source: Planning for shooting and motor sport facilities - July 2014, Queensland Department of National Parks, Recreation, Sport and Racing
6.2 Principles

The following planning principles have been developed to guide the Chisholm Reserve Complex Development Master Plan. They are as follows:

- **Provide a diverse range of motor sport opportunities relevant to the targeted needs of the community that are accessible by community.**

- **Motor sport facility provision that adheres to the Triple Bottom Line approach of economic, environmental and social sustainability.**

- **Invest in existing facilities and infrastructure where they are deemed to be appropriately located, functional and compliant.**

- **Maximise use of existing facilities where they are appropriately located and have the capacity to sustain additional use.**

- **Wherever possible cluster and co-locate new facilities and venues.**

- **Provide safe facilities and services through adherence to relevant legislative and sport safety requirements, and risk will be managed in accordance with accepted risk management principles and policies.**

- **Encourage community involvement in the planning and design of facilities.**

- **Focus on delivering community and education focused facilities that are readily accessible.**

- **Partnerships with the private sector, the community and all three tiers of government to provide services and facilities will be pursued where possible.**

- **Encourage the management of facilities professionally, effectively and equitably.**
7. Identified Improvements

7.1 Site Infrastructure

The Chisholm Reserve has been established for 25 years and has a basic level of site infrastructure including basic water services, onsite dams, power, informal parking areas and a series of unsealed access roads. Stormwater run-off is not well managed across the site. The user groups have managed to operate with this current level of site infrastructure provision however with the recent development of the national level drag strip facility and the ambitions of many of the clubs, to improve and upgrade their facilities to cater for higher level and more frequent events there is a need to provide a higher level of provision.

Access to an adequate water supply has been identified as a major issue and need at the site. Water is used extensively to manage dust and prepare track surfaces (e.g. speedway, motocross and autocross). It is also used to supply the club facilities (e.g. clubrooms, toilets, catering facilities) and irrigate vegetation. The major issue is that the existing supply line has a narrow gauge domestic supply and when there is high demand for water the supply level is insufficient to meet all the user group needs. Investigations have been conducted in the past to upgrade the water supply however the solution proposed did not provide additional water supply. The on-site dams provide an alternate water supply source however, they do dry up during periods of low rainfall and over the summer months. The need to upgrade and provide a more reliable and effective water supply has been identified as a priority by all user groups. Two additional dams are proposed as part of the sporting car club track re-alignment upgrades, lining of existing dams and an expansion to the dam adjacent the drag strip is also proposed which will assist with water supply and storm water management. The drag strip facility has a water connection off Bryan Road and in the future it would be ideal if each user group had access to individual supply points. Initial discussions have been held with Lower Murray Water and there may be an opportunity to connect mains water to the sites. This would involve a mains water pipe extension of approximately five kilometres. Lower Murray Water have indicated that they would be open to discussions with the council as to how this would be delivered and funded.

Power is provided to the site and is connected to all user groups major facilities including club facilities and track lighting. Concerns were raised that with the addition of the new drag racing facilities, clubrooms and the upgraded facilities that there may not be adequate power supply and there will be a need to upgrade the power supply infrastructure to and within the site. Powercor, the electricity infrastructure provider, require that there is a need to determine the likely load requirements for each of the new/upgraded facilities proposed at the site and then they can determine the most suitable supply infrastructure requirements for the site and each facility. It is recommended that a consulting electrical engineer is engaged by Council/user groups to determine these specific requirements based on the facility and lighting proposals outlined in the master plan. Powercor, generally only provide one supply point to the site and then it is the responsibility of the specific site user groups to provide site specific infrastructure. Once the loads are determined Powercor are prepared to meet with the Council/user groups to determine the electricity infrastructure requirements for the site. This has also been identified as a high priority by the user groups for further investigation and upgrade.

Internal access roads and parking areas are currently unsealed and parking is largely informal, accept for broadly defined areas. Sealing the main site access road is seen as a priority particularly now the drag facility will be accessing this roadway with heavy vehicles which may have issues accessing an unsealed road in wet weather and with higher traffic volumes. There is also a need to extend the main internal access road to the proposed location of the new multi-use clubroom facility. This would also minimise dust during dry periods. There has not been a strong need identified to
seal parking areas although it may be a benefit to formalise a parking area adjacent the proposed multi-use clubroom facilities in the longer term.

External access to the site is off Sealake-Swan Hill Road and there are no turning, slip or passing lanes provided. There may also be a need to widen the road and implement a speed limit change to cater for large volumes of traffic generated as part of major events at the site, to avoid vehicles banking up along this section of the road and presenting congestion and a potential risk.

Stormwater management is a major issue at the site after heavy rains, whilst not a frequent occurrence major deluges cause flooding and soil erosion across much of the site. The sporting car club area features a low point which results in flooding of the tracks. This has been identified in the new track design and two new dams have been proposed to assist with capturing the runoff. Another area of the site which experiences localised flooding is between the motocross and arena cross track and this needs to be addressed also and there is a plan to line the existing dam in this precinct to capture the water run-off.

7.2 Activity Specific Facilities

Each user group put forward a number of proposals to enhance, upgrade, refurbish and/or maintain their specific motorsport activities.

The Swan Hill Kart Club have identified the need to upgrade their track which is now over 20 years old. The track is cracking and pot-holing in places and the berm is difficult to reseal due to the sloping nature. The track is also not up to the standard length required for higher level events (currently 890m, required length is 1000m) and will require maintenance works in the short term and resealing in the next 3-5 years. Ideally the track would be lit, a viewing platform installed at the finish line and the pit area covered however these are not high priorities for the club.

The Swan Hill Motorcycle Club has identified an upgrade of the arena cross track as a priority, this would include realigning and potentially expanding the track into the camping area, installing upgraded track lighting and improving the spectator areas. Arena cross is an exciting form of motocross and is increasing in popularity, the arena cross track also provides an ideal training facility.

The existing speedway area includes substantial existing facilities such as the track, spectator areas and support facilities. There has been an identified need to modify and enhance the existing fencing to improve patron safety. The public toilets are inadequate and of poor quality and need to be refurbished and upgraded and new toilets could be shared with the drag racing facility. There is also a need to relocate the ticket booth and access control point to enable it to also be utilised by the drag racing club. There are a number of old fiberglass tanks on the site which also require replacement as they are now brittle and present a risk to patrons.

The Swan Hill Drag Racing Club has a recently constructed quarter mile dragstrip suitable for national level events. There is still a requirement to provide a number of support facilities needed to conduct regular events including, a control tower, scrutineers shed, pit area (preferably sealed) although grass is sufficient in the short term and spectator amenities (toilets, food stall areas etc.). There is also an opportunity in the future to provide a junior dragster area for junior development and this could be combined with the pit area (once sealed).

The Swan Hill Sporting Car Club is proposing a series of track re-alignments and enhancements to provide a purpose built autocross track which would allow two lane side by side track racing. There is also an opportunity to incorporate a rally cross track (1km track with 35% bitumen) an emerging community motorsport activity.
The Swan Hill Four Wheel Drive Club is planning on establishing a four wheel drive course at the site. This would enable four wheel drive training and skill development. In addition, the Country Fire Authority has shown interest in utilising the facility to assist meet their training requirements specifically light truck driver training. The proposed area for the four wheel drive tracks and obstacles is at the undeveloped southern end of the site.

7.3 Buildings

There have been a series of compliance and safety issues with a number of the buildings on the site in previous years, which have largely been rectified by the users in conjunction with Council. The speedway, karting and motorcycling club have adequate facilities. The motorcycling club have recently built a new shed and canteen area and the karting club has in recent years built new ancillary facilities. The karting clubrooms could also be upgraded and potentially expanded in the future to cater for potential increased demand. The speedway club have also refurbished their club facilities in recent times.

The Sporting Car Club’s club facility requires replacement as it is currently not fit-for-purpose, the drag racing club and four wheel drive club do not have any club facilities on site. There has been a proposal for a multi-use facility to service these three clubs and also made available for use by the other clubs based on the site (and off site) for functions, meetings and training sessions. There is also an opportunity to provide for private sector activities such as training, skill development and education programs. This would be located in a position to provide easy access and provide viewing opportunities over all three facility areas and as such it is proposed to be a two storey facility.

It is proposed that the club facility would include the following spaces:

Table 13: Accommodation schedule for the proposed multi-use clubrooms

<table>
<thead>
<tr>
<th>Element</th>
<th>Estimated Floor Area (m²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Function area</td>
<td>400</td>
</tr>
<tr>
<td>Commercial kitchen and bar</td>
<td>100</td>
</tr>
<tr>
<td>Toilets</td>
<td>50</td>
</tr>
<tr>
<td>Circulation</td>
<td>150</td>
</tr>
<tr>
<td>Changerooms</td>
<td>100</td>
</tr>
<tr>
<td>First aid room</td>
<td>20</td>
</tr>
<tr>
<td>Meeting space/s</td>
<td>50</td>
</tr>
<tr>
<td>Office/s</td>
<td>80</td>
</tr>
<tr>
<td>Storage</td>
<td>250</td>
</tr>
<tr>
<td>Workshop/s</td>
<td>450</td>
</tr>
</tbody>
</table>

An initial bubble diagram design has been prepared of the club facility and is included on the following page and includes a footprint of 600 square metres for the clubroom space (GFA 1200 square metres) and an additional 450 square metres for the workshop space.
7.4 Other

In addition to the site infrastructure, activity specific requirements and built facilities the following additional items have been identified for inclusion in the master plan.

An enhanced entrance feature will provide a visual presence at the entrance to the site for passing traffic on Sea Lake to Swan Hill Road.

Fencing has been identified throughout the site both internally and externally to delineate areas, improve traffic and pedestrian flows and safety.

A secure enclosure for storage has been identified and funding secured for use by the Sporting Car Club and four wheel drive club once they relocate to the site.

Improved and shared camp grounds have also been identified to expand existing arrangements and offer higher levels of provision for overnight stays.

In the future it would be a preference to include additional surveillance lighting and potentially CCTV to improve overall site safety and security.
8. Master Plan

A master plan has been designed which reflects graphically the facility and site improvements and developments that have been identified. This is included on the following page.

The Master Plan features:

- identified development proposals
- improved site infrastructure (e.g. drainage, parking)
- individual motorsport facility improvements
- multi-use facility developments including shared use clubrooms and amenities
- improved visual enhancement and street frontage
- Improved circulation, access and parking
- Improved security and surveillance
- Improved services (water and power)

The Master Plan was primarily informed by the Issues and Opportunities Plan which is included as Appendix B and was circulated to Council and site users for feedback as part of the process.
CHISHOLM RESERVE
MASTERPLAN

No. | Proposed Development
---|---
1. | Upgrade water supply infrastructure.
2. | Upgrade power supply infrastructure.
3. | New entrance/gateway feature & highway access upgrade.
4. | Kart track re-alignment and resurface.
5. | Upgrade/modify Arena Cross Track – re-align and improve lighting.
6. | Develop additional spectator mound for arena cross.
7. | New sealed main access road with adjacent fencing to control access/circulation.
8. | Enhanced, shared campground facilities.
9. | Address surface water/drainage issues (across the site).
10. | Replace water tanks (speedway).
11. | Enhanced lighting to track and pits (speedway).
12. | Modify existing fencing (speedway).
13. | Upgrade existing toilets (speedway).
14. | Relocated ticket booth/access control point.
15. | New permanent control tower (drag racing).
17. | Surveillance lighting and CCTV.
18. | Amenities block and space for food stalls (speedway/drag racing).
20. | Pits upgrade to hard-standing (drag racing).
22. | Extend internal access road to proposed clubrooms.
23. | New sealed car park adjoining clubrooms.
26. | New 4WD precinct developments including training course for CFA (light truck driver training).
27. | Develop a secure enclosure.
29. | Lighting upgrade for kart track.
30. | Shade structure installed over kart pits.
31. | Install viewing platforms/area at finish line of kart track.
32. | Kart clubroom upgrades and expansion.
33. | Track lighting (drag racing).
9. Development Priorities

The following development priorities (as displayed on the master plan in section 8.1) have been identified for Chisholm Reserve to improve the function and enhance the overall precinct. For each proposed development a priority, timeframe, indicative cost and the responsible organisations have been identified.

The priorities have been determined based on the assessment criteria outlined in section 9.1 including:

1. Overall Site benefit (level of contribution to all user groups/general community/Council)
2. Economic
3. Social
4. Environmental
5. Need and demand
6. Risk
7. Planning

Each of the criteria was rated either 1 (marginally meets the criteria), 2 (moderately meets the criteria) and 3 (substantially meets the criteria). The highest ranking priorities are to be implemented first. The outcomes of the assessment process, including the criteria ratings are summarised and included in Appendix A.

The proposed recommendations are designed to assist the user groups, Council, State/Federal government and community stakeholders to prioritise and allocate appropriate levels of resources, work collaboratively and respond to emerging opportunities, identify future funding requirements, and collectively support the development of infrastructure and facilities at the reserve.

A number of the proposals will require sourcing funding and resources from external sources including state and federal government, the private sector and through in-kind support.

It should also be noted that Council has not committed to or funded any of the developments proposed and additional work will be required to assess the ongoing viability and feasibility of the proposals. For major proposals (i.e. > $100,000) it is highly recommended that a full business case be developed prior to commencing the project.

With regard to local user club contributions, it would be appropriate for these groups to contribute to the cost and construction of specific facilities that meet specific use needs, to the cost of infrastructure, support facilities and ongoing costs.

Key

Swan Hill Rural City Council (Council)
Swan Hill Sporting Car Club (SHSCC)
Swan Hill Motorcycle Club (SHMC)
Swan Hill 4WD Club (SH4WDC)
Swan Hill Drag Racing Club (SHDRC)
Swan Hill Motor Racing Club (SHMRC)
Swan Hill Kart Club (SHKC)
Country Fire Authority (CFA)
9.1 Assessment Criteria

The assessment criteria has been developed to assist in prioritising the future developments and initiatives within complex. The qualitative criteria address issues including overall site benefit, economic, social and environmental impacts, need and demand for the activity and the activities risk profile (refer Table 14).

Table 14 Priority Assessment Criteria

<table>
<thead>
<tr>
<th>Criteria Title</th>
<th>Criteria Description</th>
</tr>
</thead>
</table>
| 1. Overall Site Benefit | Level of contribution and benefit to the site user groups, Council and general community considering:  
  - The number of user groups that will benefit  
  - The level of benefit to Council as site owner  
  - The level of benefit to the general community |
| 2. Economic          | Level of contribution to the local economy of the Rural City of Swan Hill considering:  
  - Generation of economic spin offs to the local community  
  - Assistance in attracting special events  
  - The viability of the initiative |
| 3. Social            | Level of contribution to the social infrastructure of the Rural City of Swan Hill considering:  
  - The diversity, inclusive nature and accessibility to the community of the initiative  
  - Encourages participation  
  - The ability of the initiative to contribute to community health, wellbeing and safety |
| 4. Environmental     | Level of impact of the initiative on the environment considering:  
  - Environmental sustainability  
  - Minimising negative environmental impacts |
| 5. Need & Demand     | Demonstrated strong need and demand for the initiative considering:  
  - Increasing participation/membership rates and levels  
  - Positive trends supporting the future provision of the initiative  
  - The priority of the initiative for the proponent organisation/s |
| 6. Risk              | Acceptable level of risk for the initiative considering:  
  - The danger to and/or safety issues for participants  
  - The danger to and/or safety issues for the local and/or broader community  
  - Reduces risks, danger and safety issues |
| 7. Planning          | Compatibility with other initiatives and land uses considering:  
  - Consistent with Rural City of Swan Hill organisational and peak body strategic planning objectives  
  - Level of conflict with other activities at the complex and/or general sporting activities  
  - Impact on adjoining land uses |
### Table 15: Chisholm Reserve Development Priorities

<table>
<thead>
<tr>
<th>No.</th>
<th>Proposed Development</th>
<th>Rationale</th>
<th>Priority</th>
<th>Timeframe</th>
<th>Indicative Cost*</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Upgrade water supply infrastructure.</td>
<td>• Need to improve mains access to water at the site for user groups</td>
<td>High</td>
<td>2016-2020</td>
<td>Subject to</td>
<td>Council, all clubs and Lower Murray Water</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Current capacity is limited</td>
<td></td>
<td></td>
<td>negotiations with Lower Murray Water</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Water is used extensively to manage dust, prepare track surfaces, supply club facilities &amp; irrigate vegetation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Currently only a domestic supply is provided to the site</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Only one meter provided and costs allocated amongst user groups</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Opportunity to connect mains water supply in collaboration with Lower Murray Water</td>
<td></td>
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</tr>
<tr>
<td>2.</td>
<td>Upgrade power supply infrastructure.</td>
<td>• Additional power consumption associated with new drag facility and planned upgrades (track lighting, new clubrooms etc.)</td>
<td>High</td>
<td>2016-2020</td>
<td>Subject to</td>
<td>Council and all clubs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Current capacity is limited</td>
<td></td>
<td></td>
<td>detailed design/assessment by electrical engineer/Powercor</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Only one meter provided and costs allocated amongst user groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Address surface water/drainage issues (across the site)</td>
<td>• Localised flooding occurs during heavy rain events within parts of the site specifically within sporting car club and motorcycle club areas.</td>
<td>High</td>
<td>2016-2020</td>
<td>Subject to</td>
<td>Council and all clubs</td>
</tr>
<tr>
<td></td>
<td>Note – potential also to implement project 9 as part of this development.</td>
<td>• Causes erosion and damage to club areas.</td>
<td></td>
<td></td>
<td>detailed design</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Consideration also needs to be given to upgrading sewerage management at the Reserve. The expected increases in usage and facilities at the site will require an upgrade of the sewerage system.</td>
<td></td>
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<td></td>
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<tr>
<td>No.</td>
<td>Proposed Development</td>
<td>Rationale</td>
<td>Priority</td>
<td>Timeframe</td>
<td>Indicative Cost*</td>
<td>Responsibility</td>
</tr>
<tr>
<td>-----</td>
<td>--------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
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</tbody>
</table>
| 7.  | New sealed main access road with adjacent fencing to control access/circulation.     | • Increased usage and associated traffic volumes predicted with new drag strip, four wheel drive facility and other improved club facilities identified in the master plan  
    • Heavy vehicle access required  
    • Dust is currently an issue when large volumes of traffic use the access road  
    • Safety and risk management requirement | High     | 2016-2020                    | $500,000   | Council and all clubs |
| 24. | New shared use clubrooms/workshops (two stories, commercial grade, GFA clubroom 1,200m² + workshop 450m²). | • Provide a clubroom facility for the site user groups in particular the drag racing club, sporting car club and four wheel drive club  
    • Provide a meeting and function space for all user groups and external hirers  
    • Increased revenue generation opportunities (facility hire, workshop use etc.)  
    • Provide amenities and administrative facilities for user groups at the Southern part of the site. | Medium   | 2021-2025                    | $1,500,000 | Council and all clubs |
| 3.  | New entrance/gateway feature & highway access upgrade (potential slip-lane/road widening). | • Visual presence for the site  
    • Assists with promotion and marketing of the site  
    • Delineates the main site entrance  
    • Manages traffic movement into the site and along Sea Lake-Swan Hill Road  
    • Reduces traffic back-up along Sea Lake-Swan Hill Road | Medium   | 2021-2025                    | Subject to detailed design | Council, user groups and VicRoads |
<table>
<thead>
<tr>
<th>No.</th>
<th>Proposed Development</th>
<th>Rationale</th>
<th>Priority</th>
<th>Timeframe</th>
<th>Indicative Cost*</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>19.</td>
<td>Expand dam (drag racing)</td>
<td>• Specific water supply for drag racing to irrigate spectator mounds and grounds &lt;br&gt; • Provide additional water supply to existing mains supply &lt;br&gt; • Capture stormwater run-off &lt;br&gt; • Mitigate localised flooding risk</td>
<td>Medium</td>
<td>2021-2025</td>
<td>$5,000</td>
<td>SHDRC</td>
</tr>
<tr>
<td>8.</td>
<td>Enhanced, shared campground facilities.</td>
<td>• Improved amenities for campers (e.g. shade/shelter, camp kitchen, delineated sites, communal areas) &lt;br&gt; • Increased revenue generation opportunities</td>
<td>Medium</td>
<td>2021-2025</td>
<td>$40,000</td>
<td>SHKC/SHMC</td>
</tr>
<tr>
<td>22.</td>
<td>Extend internal access road to proposed clubrooms</td>
<td>• Need to extend access road to proposed clubroom facility location</td>
<td>Medium</td>
<td>2021-2025</td>
<td>$50,000</td>
<td>Council and all clubs.</td>
</tr>
<tr>
<td>18.</td>
<td>Amenities block (toilets) and space for food stalls (speedway/drag racing).</td>
<td>• Provide amenities block (toilets) for patrons (speedway/drag racing) &lt;br&gt; • Provide a designated area for catering requirements for drag racing events &lt;br&gt; • Provide area for additional abutions required for major events</td>
<td>Medium</td>
<td>2021-2025</td>
<td>$150,000</td>
<td>SHDRC, SHMRC, Council</td>
</tr>
<tr>
<td>17.</td>
<td>Surveillance lighting and CCTV</td>
<td>• Improve security and safety at the site &lt;br&gt; • Reduce vandalism and theft &lt;br&gt; • Improve site circulation at night time &lt;br&gt; • Safety and risk management requirement</td>
<td>Medium</td>
<td>2021-2025</td>
<td>$25,000</td>
<td>All clubs</td>
</tr>
<tr>
<td>14.</td>
<td>Relocated ticket booth/access control point.</td>
<td>• Joint/shared facility to be used by speedway and drag racing &lt;br&gt; • Need to control access to venues &lt;br&gt; • Revenue generation requirement</td>
<td>Medium</td>
<td>2021-2025</td>
<td>$10,000</td>
<td>SHDRC, SHMRC</td>
</tr>
<tr>
<td>No.</td>
<td>Proposed Development</td>
<td>Rationale</td>
<td>Priority</td>
<td>Timeframe</td>
<td>Indicative Cost*</td>
<td>Responsibility</td>
</tr>
<tr>
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</tbody>
</table>
| 25. | Sporting car club proposed track developments/re-alignment | • Plans to develop a series of track re-alignments and additional track to allow side-by-side racing  
• Autocross is an entry level motorsport activity that is increasing in popularity  
• Opportunity to develop a rally cross track which would be the only rally cross facility in Victoria (emerging community level motorsport) | Medium | 2021-2025 | $350,000 | SHSCC |
| 26. | New 4WD precinct developments including training course for CFA (light truck driver training) | • Provide a compatible facility for the precinct  
• Need for designated off-road venue to reduce illegitimate use of environmental areas  
• Need for training area including for essential services and education facilities  
• Increased revenue generation opportunities | Medium | Commenced | $100,000 | SH4WDC, CFA |
| 10. | Replace water tanks (speedway) | • Safety and risk management requirement  
• Current tanks are fibreglass and due to their age have become brittle | Medium | 2021-2025 | $20,000 | SHMRC |
| 4. | Kart track re-alignment and resurface. | • Ageing track surface with substantial cracking and pot holing (presents safety issue)  
• Complexities in resurfacing track berm due to slope  
• Need to extend track length from 890m to 1km to meet VKA requirements | Medium | 2021-2025 | $450,000 | SHKC |
<table>
<thead>
<tr>
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<th>Timeframe</th>
<th>Indicative Cost*</th>
<th>Responsibility</th>
</tr>
</thead>
</table>
| 5.  | Upgrade/modify Arena Cross Track – re-align and improve lighting. | • General upgrade and realignment required to improve track ridability  
• Track lighting will permit evening training opportunities during winter season and night events to increase revenue generation opportunities  
• Arena cross is increasing in popularity as a discipline of motocross | Medium   | 2021-2025      | $250,000       | SHMC           |
| 28. | Security fencing adjacent Bryan Road (2m high chain-mesh approx. 400m) | • Restricts access to the dragstrip facility from the Southern part of the site  
• Safety and risk management requirement | Lower    | 2026 onwards   | $20,000        | SHDRC          |
| 6.  | Develop additional spectator mound for arena cross. | • Improve spectator viewing/comfort of upgraded arena-cross track  
• Arena cross is a popular spectator activity | Lower    | 2026 onwards   | $5,000         | SHMC           |
| 23. | New sealed car park adjoining clubrooms | • Parking area for clubrooms and workshop area | Lower    | 2026 onwards   | $250,000       | Council and all clubs. |
| 27. | Develop a secure enclosure – 2m high chainmesh with barbed wire | • The secure enclosure is required to store activity and maintenance equipment, tools and materials  
• Assist in preventing theft and vandalism  
• Provides a central storage location for the clubs located at the southern end of the site | Lower    | Commenced      | $10,000        | SH4WDC         |
| 20. | Pits upgrade to hard-standing (drag racing) | • Requirement to attract, manage and operate drag races and events  
• Clean and dust free environment required for high spec. vehicles  
• Safety and risk management requirement | Lower    | 2026 onwards   | $150,000       | SHDRC          |
<table>
<thead>
<tr>
<th>No.</th>
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<th>Priority</th>
<th>Timeframe</th>
<th>Indicative Cost*</th>
<th>Responsibility</th>
</tr>
</thead>
</table>
| 13  | Upgrade existing toilets (speedway) | • Well used by patrons  
• Ageing and dysfunctional facility  
• Needs to be brought up to contemporary standard | Lower | 2026 onwards | $50,000 | SHMRC |
| 11  | Enhanced lighting to track and pits (speedway). | • Safety and risk management requirement  
• Improved amenity for drivers, spectators and pit crew | Lower | 2026 onwards | $200,000 | SHMRC |
| 16  | New scrutineers shed (drag racing) | • Requirement to manage and operate drag races and events  
• Safety and risk management requirement | Lower | 2026 onwards | $20,000 | SHDRC |
| 29  | Lighting upgrade for kart track. | • Desire to upgrade to host night meets and racing  
• Potential to attract additional events | Lower | 2026 onwards | $200,000 | SHKC |
| 30  | Shade structure installed over grid | • Heat and inclement weather protection  
• All-weather access | Lower | 2026 onwards | $45,000 | SHKC |
| 32  | Kart clubroom upgrades and expansion | • Desire to improve clubroom facilities for patrons | Lower | 2026 onwards | $50,000 | SHKC |
| 33  | Track lighting (drag racing) | • Desire to upgrade to host night meets and racing  
• Potential to attract additional events | Lower | 2026 onwards | $200,000 | SHDRC |
| 15  | New permanent control tower (drag racing) | • Requirement to manage and operate drag races and events  
• Administration area for drag racing club  
• Safety and risk management requirement | Lower | Commenced | $50,000 | SHDRC |
| 21  | Junior dragster area (bitumen area for parking/preparation/scrutineering) | • Junior development opportunity  
• Create a family friendly environment | Lower | 2026 onwards | Included in cost of pit area refer item 20 | SHDRC |
<table>
<thead>
<tr>
<th>No.</th>
<th>Proposed Development</th>
<th>Rationale</th>
<th>Priority</th>
<th>Timeframe</th>
<th>Indicative Cost*</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>12.</td>
<td>Modify existing fencing (speedway)</td>
<td>• Need to control access to speedway</td>
<td>Lower</td>
<td>2026 onwards</td>
<td>$50,000</td>
<td>SHMRC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Increased revenue generation opportunities</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>• Delineate responsibility areas (e.g. speedway, drag racing, motorcycling)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>• Safety and risk management requirement</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>31.</td>
<td>Install viewing platform/area at finish line of kart track</td>
<td>• Improved surveillance of the track for race officials</td>
<td>Lower</td>
<td>2026 onwards</td>
<td>$15,000</td>
<td>SHKC</td>
</tr>
</tbody>
</table>

* Indicative costings based on benchmark costs and input from site user groups and prepared for budgeting purposes only. Before relying on the costs further design work should be conducted and costings prepared by a quantity surveyor.
10. Governance & Management Considerations

A key requirement of the brief is to:

*Recommend the implementation of suitable governance and management options for ongoing CMSC management and future facility development, including the involvement of relevant clubs and industry.*

At the May 2016 Council meeting a Governance Framework for the Chisholm Reserve Complex was adopted. The following provides a summary of the framework (refer Appendix C for the complete framework).

The combination of the various motor sports and the competing interests and requirements of the various sports, coupled with the ongoing development of the site will require a robust and structured governance model. This model needs to consist of a team of dedicated and skilled people to ensure that the needs of the participants, spectators and officials are met and the facility is financially sustainable and is operated in a professional manner.

A functioning governance model is required for the Chisholm Reserve motor sports facility to provide confidence to various governing bodies of motor sport that the highest possible standards are being exercised. These standards are applicable to the day to day operations, management of public safety, event management and site development. By establishing a robust governance system, it creates a mechanism to establish and maintain an ethical culture and also enables a “self-regulatory” approach to be embraced in managing the site.

Six guiding principles have been used and they are as follows:

1. Committee Composition, Roles and Powers
2. Committee Meeting Requirements and Processes
3. Governance Systems
4. Reporting and Performance
5. Stakeholder Relationship and Reporting
6. Ethical and Responsible Decision Making

The governance framework adopted will require a management committee to be installed. The Committee will consist of a nominated delegate from each participating club at Chisholm Reserve, along with one proxy from each club. The nominated delegates will have full voting rights (1 vote per club) and are entitled to be committee members of their respective clubs. The committee will include one Councillor from the Swan Hill Rural City Council and a maximum of three independent skills based members (independent of any club).

In order to ensure that the Committee is recognised as a legal entity, it is required to become incorporated under the “Associations Incorporations Act” 1981. As an incorporated body, it will be required to develop and operate under an agreed constitution.

For the initial 12 months that the Incorporated Committee is getting established a Council Officer will assist at meetings in an Executive Officer role that will focus on governance and strategy.

The Committee will be responsible for implementing the actions of the Chisholm Reserve Master Plan and will provide an annual works/operations plan that is drawn from the Master Plan objectives.
11. Economic Sustainability

The brief required an analysis of income generating opportunities, infrastructure improvements and for the facility to be self-sustaining and potential for private sector investment. It is unlikely the complex will be completely self-sustaining without local government and external support. Like many other sport and recreation facilities and infrastructure provided by local government Chisholm Reserve will require this support specifically with infrastructure developments and upgrades.

Establishing the independent organisation as outlined in section 10 will be a positive step towards the user groups at the site operating sustainably at the site in the longer term. The benefits of working collectively include:

- Providing greater resources for asset maintenance and management including renewal and replacement.
- Increased opportunity to attract private sector investment to the site whether this is through events and services or investment in facility and infrastructure improvements.
- Greater capacity to attract larger scale events and competitions.
- Increase lobbying and advocacy powers working together to improve site infrastructure and facilities and increase the exposure of the site and associated activities.
- Recruiting board members with specialist skills and expertise in marketing, financial management, governance and risk management will add value to the complex and contribute to its ongoing sustainability.

In terms of specific income generating opportunities the Council and the user groups are keen to explore additional/alternative events on the reserve such as ‘Show & Shines’, ‘Come & Try Days’ and multi-day festivals such as a Swan Hill Motorsport Festival. The Chisholm Reserve is becoming well known in the motorsport industry as a great example of a community level motorsport precinct which is well located and integrated and providing such activities would generate a range of economic benefits to the clubs and the broader Swan Hill community.

Given the nature of the developments proposed at Chisholm Reserve, opportunities exist to attract commercial investments and development partners, particularly with reference to new facilities and for various infrastructure components including workshops, storage and potentially light industry zones.

Specifically, there is an opportunity for investment by the private sector into the proposed multi-use clubroom facility which could incorporate commercially operated workshops or skill development areas in which TAFE or other training organisations could operate from. The facility could also be used for industry conferences for motor sport discipline peak bodies, motor vehicle retailers and associations. A kiosk, bar and catering services can be included in the clubroom facility to enable the user groups to raise funds from participants and spectators.

The existing tracks, multi-use clubrooms and proposed four wheel drive course could offer opportunities for driver training programs and the Country Fire Authority has already expressed interest in investing in the facility to enable them to provide light truck driver training. Other community and emergency service agencies could utilise the facilities including the State Emergency Service, Victorian Police and Ambulance Victoria. Broader driver education and instruction is also an opportunity for the development of additional revenue opportunities at the site, these programmes could be operated by the public sector (e.g. TAFE), the not-for-profit and/or private sector.
There are opportunities to host motor industry testing and product launches including for car, truck and motorcycles.

The proposed workshops could be used for storage of testing equipment including car hoists and to allow for the setting up and storage of test equipment. A scrutineering bay if included in the workshop design could be used for testing and modifying vehicles unable to use public roads prior to their re-engineering.

Hot-laps and rally driving courses could be offered on a newly developed auto/rally-cross track. This could be offered by the club or the private sector.

Advertising could be offered including track signage at the entrance and within individual complexes/areas.

Naming right sponsorships of individual facilities or the complex as a whole could be offered also.

Local and other car/motorcycling dealers could use the tracks for introductory driver days and promotional programs and events.

Additional revenue opportunities include large scale non-motorsport events such as music festivals, meeting/conference facilities (as part of the proposed multi-purpose facility), industry events, field days, large swap meets and construction equipment/vehicle training. For example, Ballarat holds Australia’s biggest Swap Meet organised by the Ballarat Rotary Club and they require a large site to host around 2500 stall holders.

There is increasing pressure on other motor sport venues in Victoria, particularly in the outer areas of Melbourne such as Calder Raceway, from competing and incompatible land-uses such as urban and residential development. The residential growth around some of these facilities is resulting in increasing complaints about noise and traffic. This presents an opportunity for Swan Hill to establish itself as an alternative venue for Victorian motorsport enthusiasts to conduct their various activities in a precinct that is not under threat from urban growth.

The ‘North West Feasibility Study’ report identified an annual spend of $1.1m in Swan Hill as a direct result of the activities held at Chisholm Reserve and this was five years ago, since this time all clubs have increased their participation rates and expenditure would have likely increased over this period. In addition, the business case documents identified that the new drag strip development would contribute between $2m-$4m through the hosting of a national event and over a 30-year period would provide a benefit of up to $17m to the state of Victoria.

A recent report commissioned by the Confederation of Australian Motor Sport4 On average, motor sport competitors spend between $12,000 and $15,000 a year on motor sport activities and $60,000 on motor sport vehicle purchases and initial modifications.

Figure 5 below highlights the benefit the motorsport industry offers Australia wide including $2.7 billion in direct industry output and $1.2 billion in direct value adding. 16,300 direct jobs have been identified as being a direct result of the motor sport industry.

4 Economic Contribution of the Australian Motor Sport Industry, CAMS, Ernst & Young, 2014
ECONOMICS IN MOTOR SPORT AT A GLANCE

Figure 5: Economic benefit identified in the recent CAMS report into the Australian Motor Sport Industry

Events are a key economic driver for motor sport. Figure 6 below outlines the number of events held annually in Australia by motor sport discipline (four wheel only). Social events are by far the most popular events. Motor sport events generate $0.8 billion in industry output in Australia and over 5,000 direct jobs. Participants on average attend six events per year, pay for 9 nights away for motor racing per year and would spend more time at the track if the venues were improved. This highlights the importance of events as a key income driver for the precinct.

Figure 6: Number of events held in Australia per year by motor sport type.
Figure 7 depicts the Australian Motor Sport Industry and the relationships between the various sectors, industries and events.
12. Maintenance Plan

Currently the maintenance of the site is conducted by the user groups. Each user group tends to maintain their facilities and areas and in the case of joint or shared use facilities this is addressed by negotiating and partnering with the relevant user groups to enable the maintenance requirements to be undertaken. This approach has worked well in the past when the facility was less developed, but relies heavily on volunteers and in-kind assistance. As the precinct continues to be enhanced, developed and hosts higher level and more regular events and competitions, there will be an increase level of maintenance required to ensure the facilities are kept at an adequate standard.

A core function of the management committee (once established) will be to determine the overall site maintenance requirements and to determine the best method and regime for maintaining the site. This could include utilising contractors or Council resources (subject to Council consent). This may involve each user group financially contributing to the cost of maintenance through an annual fee set by the management committee. It is still expected that each of the user groups retain responsibility for their direct facilities and infrastructure and the management committee acquires the responsibility of maintaining common and shared use areas (e.g. main access road, proposed multi-use clubrooms, parking, site services and drainage).

The Sporting Car Club have been using the Federal government's 'Work for the Dole' participants to assist with routine maintenance and site enhancements, this could potentially be rolled out across the site to assist with other groups maintenance needs.

A proposed maintenance plan has been prepared and is included on the following page (refer Table 16) this has been developed with the input of the user groups.
### Table 16: Proposed Maintenance Plan

<table>
<thead>
<tr>
<th>Management Area</th>
<th>Routine Maintenance Tasks</th>
<th>Frequency</th>
<th>Equipment Used</th>
<th>Restorative Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Zone 1: General zone (entrance, main access road, ticket booth, shared use clubrooms &amp; car park)</td>
<td>Access road and parking area grading (until road/car park is sealed)</td>
<td>Annually</td>
<td>Grader</td>
<td>Surface repairs e.g. potholes</td>
</tr>
<tr>
<td></td>
<td>Verge mowing/weed spraying</td>
<td>Monthly</td>
<td>Tractor, slasher, lawn mowers, line trimmers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cleaning of clubroom and ticket booth</td>
<td>Weekly</td>
<td>Cleaning equipment</td>
<td>Painting</td>
</tr>
<tr>
<td></td>
<td>Routine building maintenance e.g. replacing light fittings, plumbing, electrical and carpentry rectifications</td>
<td>As required</td>
<td>Various</td>
<td>Electrical, plumbing and carpentry upgrades</td>
</tr>
</tbody>
</table>

| Management Zone 2: Kart Club | Routine building maintenance e.g. replacing light fittings, plumbing, electrical and carpentry rectifications | As required | Various | Electrical, plumbing and carpentry upgrades |
| Cleaning of clubroom | Fortnightly | Cleaning equipment | |
| Mowing of grounds | Monthly | Tractor, slasher, lawn mowers, line trimmers | |
| Track cleaning | Monthly | Tractor, brooms | |
| Track line marking | Bi-annual | Painting equipment | Paint line markings and kerbs |
| Track repairs | Quarterly (3 months) | Tractor | Repair cracks and pot holes |

<p>| Management Zone 3: Motor Racing Club | Routine building maintenance e.g. replacing light fittings, plumbing, electrical and carpentry rectifications | As required | Various | Electrical, plumbing and carpentry upgrades |
| Track preparation | Prior to every event | Tractor | |
| Track repairs (replace lost gravel and clay from onsite clay pit) | Annually | Excavator and tip truck | |
| Track lighting replacements | Annually | Crane | |</p>
<table>
<thead>
<tr>
<th>Management Area</th>
<th>Routine Maintenance Tasks</th>
<th>Frequency</th>
<th>Equipment Used</th>
<th>Restorative Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Area 4: Motorcycle Club</td>
<td>Clean pit and car park areas</td>
<td>After every event</td>
<td>Smudger</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mowing of spectator mounds and surrounds</td>
<td>Monthly</td>
<td>Tractor, slasher, lawn mowers, line trimmers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Site mowing</td>
<td>Bi-monthly</td>
<td>Tractor, slasher, lawn mowers, line trimmers</td>
<td></td>
</tr>
<tr>
<td>Routine building maintenance e.g. replacing light fittings, plumbing, electrical and carpentry rectifications</td>
<td>As required</td>
<td>Various</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Track maintenance</td>
<td>Weekly</td>
<td>Tractor (ripper)</td>
<td>Track repairs</td>
<td></td>
</tr>
<tr>
<td>Site mowing and spraying</td>
<td>Monthly</td>
<td>Tractor, slasher, lawn mowers, line trimmers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management Area 5: Driving Car Club</td>
<td>Routine building maintenance e.g. replacing light fittings, plumbing, electrical and carpentry rectifications</td>
<td>As required</td>
<td>Various</td>
<td>Electrical, plumbing and carpentry upgrades</td>
</tr>
<tr>
<td>Track maintenance</td>
<td>After each event</td>
<td>Two tractors with implements (blade, smudger, roller)</td>
<td>Track and bridge repairs</td>
<td></td>
</tr>
<tr>
<td>Site mowing</td>
<td>Bi-monthly</td>
<td>Tractor, slasher, lawn mowers, line trimmers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paint tyres, barriers and bridge</td>
<td>Annually</td>
<td>Air sprayer, brushes and various tools</td>
<td>Replace damaged tyres/barriers</td>
<td></td>
</tr>
<tr>
<td>Access road, spectator and parking areas grading and general repairs</td>
<td>Annually</td>
<td>Grader and various tools</td>
<td>Repair sink holes and major indentations</td>
<td></td>
</tr>
<tr>
<td>Management Area 6: Drag Racing Club</td>
<td>Track cleaning</td>
<td>Prior to an event</td>
<td>Street sweeper</td>
<td>Track repairs</td>
</tr>
<tr>
<td>Site mowing</td>
<td>Monthly</td>
<td>Tractor, slasher, lawn mowers, line trimmers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access road, spectator and parking areas grading and general repairs</td>
<td>Annually</td>
<td>Grader and various tools</td>
<td>Repair sink holes and major indentations</td>
<td></td>
</tr>
<tr>
<td>Management Area</td>
<td>Routine Maintenance Tasks</td>
<td>Frequency</td>
<td>Equipment Used</td>
<td>Restorative Maintenance</td>
</tr>
<tr>
<td>------------------------------</td>
<td>----------------------------------------------------------------</td>
<td>------------</td>
<td>------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>Management Zone 7: 4WD Club</td>
<td>Track maintenance (once constructed)</td>
<td>Monthly</td>
<td>Tractor</td>
<td>Repair obstacles</td>
</tr>
<tr>
<td></td>
<td>Access road, spectator and parking areas grading and general repairs</td>
<td>Annually</td>
<td>Grader and various tools</td>
<td>Repair sink holes and major indentations</td>
</tr>
</tbody>
</table>
13. Evaluation Plan

An evaluation plan has been prepared to monitor the implementation of the identified master plan initiatives. It is recommended that the evaluation plan is completed on an annual basis by the overarching body that will be formed to manage Chisholm Reserve. As some initiatives may take longer than one year to complete a status percentage can be included based on the work performed to date. The initiatives have been sorted in order of expected timeframe.

Table 17: Master Plan Evaluation Plan

<table>
<thead>
<tr>
<th>No.</th>
<th>Proposed Development</th>
<th>Timeframe</th>
<th>Budgeted Cost</th>
<th>Status (% complete)</th>
<th>Date Completed</th>
<th>Actual Cost</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Upgrade water supply infrastructure</td>
<td>2016-2019</td>
<td>$50,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Upgrade power supply infrastructure</td>
<td>2016-2019</td>
<td>$100,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Upgrade/modify Arena Cross Track – re-align and improve lighting</td>
<td>2016-2019</td>
<td>$250,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>New sealed main access road with adjacent fencing to control access/circulation</td>
<td>2016-2019</td>
<td>$500,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Address surface water/drainage issues (across the site)</td>
<td>2016-2019</td>
<td>Subject to detailed design</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>Upgrade existing toilets (speedway)</td>
<td>2016-2019</td>
<td>$50,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.</td>
<td>Relocated ticket booth/access control point</td>
<td>2016-2019</td>
<td>$10,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.</td>
<td>New permanent control tower (drag racing)</td>
<td>2016-2019</td>
<td>$50,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20.</td>
<td>Pits upgrade to hard-standing (drag racing)</td>
<td>2016-2019</td>
<td>$150,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Proposed Development</td>
<td>Timeframe</td>
<td>Budgeted Cost</td>
<td>Status (%) complete</td>
<td>Date Completed</td>
<td>Actual Cost</td>
<td>Comment</td>
</tr>
<tr>
<td>-----</td>
<td>---------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>25.</td>
<td>Proposed track developments/re-alignment (sporting car club)</td>
<td>2016-2019</td>
<td>$350,000</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>27.</td>
<td>Develop a secure enclosure</td>
<td>2016-2019</td>
<td>$10,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>28.</td>
<td>Security fencing adjacent Bryan Road</td>
<td>2016-2019</td>
<td>$20,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>New entrance/gateway feature &amp; highway access upgrade</td>
<td>2020-2022</td>
<td></td>
<td>Subject to detailed design</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Kart track re-alignment and resurface</td>
<td>2020-2022</td>
<td>$300,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Develop additional spectator mound for arena cross</td>
<td>2020-2022</td>
<td>$5,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Enhanced, shared campground facilities</td>
<td>2020-2022</td>
<td>$40,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>Replace water tanks (speedway)</td>
<td>2020-2022</td>
<td>$20,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>Enhanced lighting to track and pits (speedway)</td>
<td>2020-2022</td>
<td>$200,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>Modify existing fencing (speedway)</td>
<td>2020-2022</td>
<td>$50,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.</td>
<td>New scrutineers shed (drag racing)</td>
<td>2020-2022</td>
<td>$20,000</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>18.</td>
<td>Amenities block and space for food stalls (speedway/drag racing)</td>
<td>2020-2022</td>
<td>$150,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19.</td>
<td>Expand dam (drag racing)</td>
<td>2020-2022</td>
<td>$5000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Proposed Development</td>
<td>Timeframe</td>
<td>Budgeted Cost</td>
<td>Status (% complete)</td>
<td>Date Completed</td>
<td>Actual Cost</td>
<td>Comment</td>
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<tr>
<td>-----</td>
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</tr>
<tr>
<td>22.</td>
<td>Extend internal access road to proposed clubrooms</td>
<td>2020-2022</td>
<td>$50,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24.</td>
<td>New shared use clubrooms</td>
<td>2020-2022</td>
<td>$500,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>32.</td>
<td>Kart clubroom upgrades and expansion</td>
<td>2020-2022</td>
<td>$50,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>33.</td>
<td>Track lighting (drag racing)</td>
<td>2020-2022</td>
<td>$200,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17.</td>
<td>Surveillance lighting and CCTV</td>
<td>2023-2025</td>
<td>$25,000</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>21.</td>
<td>Junior dragster area</td>
<td>2023-2025</td>
<td>$50,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23.</td>
<td>New sealed car park adjoining clubrooms</td>
<td>2023-2025</td>
<td>$250,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29.</td>
<td>Lighting upgrade for kart track</td>
<td>2023-2025</td>
<td>$200,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30.</td>
<td>Shade structure installed over kart pits</td>
<td>2023-2025</td>
<td>$45,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31.</td>
<td>Install viewing platform/area at finish line of kart track</td>
<td>2023-2025</td>
<td>$15,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26.</td>
<td>New 4WD precinct developments including training course for CFA (light truck driver training)</td>
<td>Ongoing</td>
<td>$100,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
14. Funding Sources

To fully develop a facility of this scale the Council and user groups will need to secure external funding from a number of sources to add to any funding the Council and user groups commit to the various project. Applications for grants will likely initially focus on various state and federal government department’s funding programs, however, assistance may also be available from other sources such as trusts, foundations, peak bodies, the private sector and local fundraising.

This section identifies potential external funding sources available currently. It should be noted that these programs change regularly and reference should be made to the program managers and website to understand the current status.

At the date of publication, the current programs included:

**Australian Sports Foundation (Facilities and Programs)**

The Australian Sports Foundation offers *Our Fundraising4Sport (F4S)* program which raises funds for sporting and community clubs and organisations of all sizes, for projects that seek to develop sport and/or increase participation.

The F4S program can assist in raising money to build a new clubhouse or team rooms, upgrade lighting or purchase sports equipment. If you register your organisation and project with the ASF, donations are made to the ASF, allowing donors to use the ASF’s tax deductible status to claim tax relief for any donation of $2 or more. Donors nominate the project as their preferred beneficiary and the ASF grant monies raised to the nominated project.

Refer [www.asf.org.au](http://www.asf.org.au) for further details.

**National Stronger Regions Fund (NSRF)**

This program commenced in 2015 and provides funding of $1 billion over 5 years to fund priority infrastructure in regional communities.

- Grants must be between $20,000 and $10 million.
- Local government and incorporated not-for-profit organisations are eligible to apply.
- Grant funding must be matched in cash on at least a dollar for dollar basis. For Round Three, applicants classified as remote and very remote must contribute at least one dollar for every three dollars of NSRF funding sought.
- All partner funding must be confirmed.
- NSRF funding will be provided for capital projects which involve the construction of new infrastructure, or the upgrade or an extension of existing infrastructure.
- The project must deliver an economic benefit to the region beyond the period of construction. Projects should support disadvantaged regions or areas of disadvantage within a region.
- The NSRF funded component of the project must be completed on or before 31 December 2019.

Sport and Recreation Victoria

Community Sports Infrastructure Fund

The Community Sports Infrastructure Fund is a Victorian Government funding program that helps provide high-quality, accessible community sport and recreation facilities across Victoria by encouraging:

- Increased sport and recreation participation for all Victorians
- Increased female and junior participation
- Increased access to sport and recreation opportunities
- Better planning of sport and recreation facilities
- Innovative sport and recreation facilities
- Environmentally sustainable facilities
- Universally designed facilities

The Community Sports Infrastructure Fund provides grants for planning, building new, and improving existing facilities where communities conduct, organise and participate in sport and recreation. Funding is available under the following relevant categories:

- Major Facilities*-Grants of up to $650,000 to develop or upgrade major sport and recreation facilities;
- Minor Facilities**-Grants of up to $100,000 to develop or upgrade local sport and recreation facilities;
- Female Friendly Facilities**-Grants of up to $100,000 to build new or upgrade existing change rooms to prioritise female participation;
- Planning-Grants of up to $30,000 to fund initiatives that assess the future sport and recreation needs of local communities, and up to $50,000 for regional planning initiatives.

Trusts and Foundations

There are numerous trusts and foundations established in Australia and a number provide funding for sport and recreation projects such as this. Often they are established by large corporations. Refer www.philanthropy.org.au. Information on alternative grants which might be considered can be found at: http://grantlink.com.au/

Private Sector

Given the high profile nature of the facility being proposed there may be an opportunity to partner with the private sector to develop the facility. This may be through capital investment, sponsorship arrangements, naming rights or in-kind support.

Peak Bodies

A number of the peak bodies offer financial assistance to develop facilities for their respective sports. For example, Karting Australia has a track development fund with a purpose of assisting karting clubs to partner with local stakeholders to improve karting facilities and facilitate increased participation in the sport of karting in Australia refer: www.karting.net.au). Similarly, CAMS has the Club Development Fund which provides assistance for clubs www.cams.com.au.
15. Appendices

Appendix A – Summary of Development Assessment Matrix

Appendix B – Issues and Opportunities Plan

Appendix C – Governance Framework
<table>
<thead>
<tr>
<th>Development No.</th>
<th>Description</th>
<th>Overall Site Benefit</th>
<th>Economic</th>
<th>Social</th>
<th>Environmental</th>
<th>Need &amp; Demand</th>
<th>Risk</th>
<th>Planning</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Upgrade water supply infrastructure.</td>
<td>Essential service, all users benefit</td>
<td>Will assist significantly in facilitating activities/events</td>
<td>Accessible for all, facilitates participation, enhances community health/safety</td>
<td>Enhances/minimal impact on the environment</td>
<td>Strong support for and high priority initiative for all user groups</td>
<td>Will address a range of safety and risk issues for participants and the community</td>
<td>Highly compatible with majority of other land uses and strategic planning objectives</td>
<td>21</td>
</tr>
<tr>
<td>2</td>
<td>Upgrade power supply infrastructure.</td>
<td>Essential service, all users benefit</td>
<td>Will assist significantly in facilitating activities/events</td>
<td>Accessible for all, facilitates participation, enhances community health/safety</td>
<td>Enhances/minimal impact on the environment</td>
<td>Strong support for and high priority initiative for all user groups</td>
<td>Will address a range of safety and risk issues for participants and the community</td>
<td>Highly compatible with majority of other land uses and strategic planning objectives</td>
<td>21</td>
</tr>
<tr>
<td>9</td>
<td>Address surface water/erosion issues (across the site)</td>
<td>All users benefit</td>
<td>Improves the overall functionality, attractiveness and amenity of the site for major events</td>
<td>Accessible for all, facilitates participation, enhances community health/safety</td>
<td>Enhances/minimal impact on the environment</td>
<td>Strong support for and high priority initiative for all user groups</td>
<td>Will address a range of safety and risk issues for participants and the community</td>
<td>Highly compatible with majority of other land uses and strategic planning objectives</td>
<td>20</td>
</tr>
<tr>
<td>7</td>
<td>New road access to main road with adjacent fencing to control access/encroachment.</td>
<td>All users benefit</td>
<td>Improves the overall functionality, attractiveness and amenity of the site for major events</td>
<td>Accessible for all, facilitates participation, enhances community health/safety</td>
<td>Enhances/minimal impact on the environment</td>
<td>Strong support for and high priority initiative for all user groups</td>
<td>Will address a range of safety and risk issues for participants and the community</td>
<td>Highly compatible with majority of other land uses and strategic planning objectives</td>
<td>20</td>
</tr>
<tr>
<td>24</td>
<td>New shared use clubrooms/workshops</td>
<td>All users benefit</td>
<td>Potential revenue stream for site users and provides local economic benefits (training, facility hire, catering)</td>
<td>Accessible for all, facilitates participation, enhances community health/safety</td>
<td>Minimal impact on the environment</td>
<td>Some support for the initiative, identified need/demand (dray club, car club, 4wd club)</td>
<td>Will address a range of safety and risk issues for participants</td>
<td>Compatible with majority of other land uses and strategic planning objectives</td>
<td>17</td>
</tr>
<tr>
<td>3</td>
<td>New entrance/exitway feature &amp; highway access upgrade.</td>
<td>All users benefit</td>
<td>Improves marketing/promotion of the site and ease of access for patrons</td>
<td>Facilitates participation, enhances community health/safety</td>
<td>Minimal impact on the environment</td>
<td>Some support for the initiative, identified need/demand (all users)</td>
<td>Will address a range of safety and risk issues for participants and the community</td>
<td>Highly compatible with majority of other land uses and strategic planning objectives</td>
<td>16</td>
</tr>
<tr>
<td>19</td>
<td>Expand dam (drag racing)</td>
<td>Benefits multiple user groups (southern part of site)</td>
<td>Efficient water source for site users</td>
<td>Facilitates participation, enhances community health/safety</td>
<td>Enhances/minimal impact on the environment</td>
<td>Some support for the initiative, identified need/demand (all users)</td>
<td>Will address a range of safety and risk issues for participants and the community</td>
<td>Highly compatible with majority of other land uses and strategic planning objectives</td>
<td>16</td>
</tr>
<tr>
<td>8</td>
<td>Enhance, shared campfire facilities.</td>
<td>All users benefit</td>
<td>Potential revenue stream for site users</td>
<td>Facilitates participation, enhances community health/safety</td>
<td>Minimal impact on the environment</td>
<td>Some support for the initiative, identified need/demand</td>
<td>Will address a range of safety and risk issues for participants</td>
<td>Compatible with majority of other land uses and strategic planning objectives</td>
<td>15</td>
</tr>
<tr>
<td>22</td>
<td>Extend internal access road to proposed clubrooms</td>
<td>All users benefit</td>
<td>Improves the overall functionality, attractiveness and amenity of the site for major events/regular competitions</td>
<td>Facilitates participation, enhances community health/safety</td>
<td>Minimal impact on the environment</td>
<td>Some support for the initiative, identified need/demand (all users)</td>
<td>Will address a range of safety and risk issues for participants</td>
<td>Compatible with majority of other land uses and strategic planning objectives</td>
<td>15</td>
</tr>
<tr>
<td>18</td>
<td>Amenities block and space for food stalls (speedway/drag racing).</td>
<td>Benefits speedway and drag club</td>
<td>Improves the overall functionality, attractiveness and amenity of the site for major events, provides local economic benefits for caterers etc.</td>
<td>Facilitates participation, enhances community health/safety</td>
<td>Minimal impact on the environment</td>
<td>Some support for the initiative, identified need/demand (all users)</td>
<td>Will address a range of safety and risk issues for participants</td>
<td>Compatible with majority of other land uses and strategic planning objectives</td>
<td>14</td>
</tr>
<tr>
<td>17</td>
<td>Surveillance lighting and CCTV</td>
<td>All users benefit</td>
<td>Reduced theft and vandalism costs</td>
<td>Facilitates participation, enhances community health/safety</td>
<td>Minimal impact on the environment</td>
<td>Some support for the initiative, identified need/demand (drag club and speedway)</td>
<td>Will address a range of safety and risk issues for participants and the community</td>
<td>Compatible with majority of other land uses and strategic planning objectives</td>
<td>14</td>
</tr>
<tr>
<td>14</td>
<td>Relocated ticket booth/secure access control point.</td>
<td>Benefits speedway and drag club</td>
<td>Will assist in facilitating activities/events</td>
<td>Facilitates participation, enhances community health/safety</td>
<td>Minimal impact on the environment</td>
<td>Some support for the initiative, identified need/demand (all users)</td>
<td>Will address a range of safety and risk issues for participants and the community</td>
<td>Compatible with majority of other land uses and strategic planning objectives</td>
<td>14</td>
</tr>
<tr>
<td>25</td>
<td>Sporting Car Club Proposed track developments/re-alignment.</td>
<td>Benefits primarily sporting car club</td>
<td>Will assist in facilitating activities/events</td>
<td>Facilitates participation, enhances community health/safety</td>
<td>Minimal impact on the environment</td>
<td>Strong support for the initiative, identified need/demand (drag club and speedway)</td>
<td>Will address a range of safety and risk issues for participants and the community</td>
<td>Highly compatible with majority of other land uses and strategic planning objectives</td>
<td>14</td>
</tr>
<tr>
<td>26</td>
<td>New 4WD precinct developments including training course for CFA (light truck driver training)</td>
<td>Benefits 4WD club and CFA</td>
<td>Potential revenue stream for site users and provides local economic benefits (training, facility hire)</td>
<td>Facilitates participation, enhances community health/safety</td>
<td>Some environmental impact</td>
<td>Some support for the initiative, identified need/demand (4wd club)</td>
<td>Will address a range of safety and risk issues for participants and the community</td>
<td>Highly compatible with majority of other land uses and strategic planning objectives</td>
<td>13</td>
</tr>
<tr>
<td>Development No.</td>
<td>Description</td>
<td>Overall Site Benefit</td>
<td>Economic</td>
<td>Social</td>
<td>Environmental</td>
<td>Need &amp; Demand</td>
<td>Risk</td>
<td>Planning</td>
<td>Total</td>
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<tr>
<td>10</td>
<td>Replace water tanks (speedway)</td>
<td>1</td>
<td>Benefits primarily</td>
<td>speedway</td>
<td>Facilitates participation, enhances community</td>
<td>Enhances/minimal impact on the</td>
<td>1 Some support for the initiative, identified need/demand (speedway)</td>
<td>2 Will address a range of safety and risk issues for participants and the community</td>
<td>2 Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
<tr>
<td>4</td>
<td>Kart track re-alignment and resurface</td>
<td>1</td>
<td>Benefits primarily</td>
<td>kart club</td>
<td>Facilitates participation, enhances community</td>
<td>Minimal impact on the environment</td>
<td>2 Strong support for the initiative, identified need/demand (kar club)</td>
<td>2 Will address a range of safety and risk issues for participants</td>
<td>2 Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
<tr>
<td>5</td>
<td>Upgrade/modify Arena Cross Track - re-align and improve lighting.</td>
<td>1</td>
<td>Benefits primarily</td>
<td>motorcycle club</td>
<td>Facilitates participation, enhances community</td>
<td>Minimal impact on the environment</td>
<td>2 Strong support for the initiative, identified need/demand (motorcycle club)</td>
<td>2 Will address a range of safety and risk issues for participants</td>
<td>2 Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
<tr>
<td>28</td>
<td>Security fencing adjacent Bryan Road.</td>
<td>1</td>
<td>Benefits primarily</td>
<td>drag club</td>
<td>Facilitates participation, enhances community</td>
<td>Minimal impact on the environment</td>
<td>1 Some support for the initiative, identified need/demand (drag club)</td>
<td>2 Will address a range of safety and risk issues for participants and the community</td>
<td>2 Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
<tr>
<td>6</td>
<td>Develop additional spectator mound for arena cross</td>
<td>1</td>
<td>Benefits primarily</td>
<td>motorcycle club</td>
<td>Facilitates participation, enhances community</td>
<td>Minimal impact on the environment</td>
<td>2 Some support for the initiative, identified need/demand (motorcycle club)</td>
<td>2 Will address a range of safety and risk issues for participants</td>
<td>2 Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
<tr>
<td>23</td>
<td>New seated car park adjoining clubrooms</td>
<td>3</td>
<td>All users benefit</td>
<td></td>
<td>Enhances community/safety</td>
<td>Minimal impact on the environment</td>
<td>2 Some support for the initiative, identified need/demand (all users)</td>
<td>1 Minimally addresses a range of safety and risk issues for participants</td>
<td>2 Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
<tr>
<td>27</td>
<td>Develop a secure enclosure</td>
<td>2</td>
<td>Benefits sporting car club and 4WD club</td>
<td></td>
<td>Facilitates participation, enhances community</td>
<td>Minimal impact on the environment</td>
<td>2 Strong support for the initiative, identified need/demand (car club and 4WD club)</td>
<td>2 Will address a range of safety and risk issues for participants</td>
<td>2 Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
<tr>
<td>20</td>
<td>Pits upgrade to hard-standing (drag racing)</td>
<td>1</td>
<td>Benefits primarily</td>
<td>drag club</td>
<td>Facilitates participation, enhances community</td>
<td>Minimal impact on the environment</td>
<td>2 Some support for the initiative, identified need/demand (drag club)</td>
<td>2 Will address a range of safety and risk issues for participants</td>
<td>2 Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
<tr>
<td>13</td>
<td>Upgrade existing toilets (speedway)</td>
<td>1</td>
<td>Benefits primarily</td>
<td>speedway</td>
<td>Facilitates participation, enhances community</td>
<td>Enhances/minimal impact on the environment</td>
<td>2 Some support for the initiative, identified need/demand (speedway)</td>
<td>2 Will address a range of safety and risk issues for participants and the community</td>
<td>2 Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
<tr>
<td>11</td>
<td>Enhanced lighting to track and pits (speedway)</td>
<td>1</td>
<td>Benefits primarily</td>
<td>speedway</td>
<td>Facilitates participation, enhances community</td>
<td>Minimal impact on the environment</td>
<td>2 Some support for the initiative, identified need/demand (speedway)</td>
<td>2 Will address a range of safety and risk issues for participants</td>
<td>2 Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
<tr>
<td>16</td>
<td>New scrutineers shed (drag racing)</td>
<td>1</td>
<td>Benefits primarily</td>
<td>drag club</td>
<td>Facilitates participation, enhances community</td>
<td>Minimal impact on the environment</td>
<td>2 Some support for the initiative, identified need/demand (drag club)</td>
<td>2 Will address a range of safety and risk issues for participants</td>
<td>2 Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
<tr>
<td>29</td>
<td>Lighting upgrade for kart track</td>
<td>1</td>
<td>Benefits primarily</td>
<td>kart club</td>
<td>Facilitates participation, enhances community</td>
<td>Minimal impact on the environment</td>
<td>2 Some support for the initiative, identified need/demand (kar club)</td>
<td>2 Will address a range of safety and risk issues for participants</td>
<td>2 Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
<tr>
<td>30</td>
<td>Shade structure installed over kart pits</td>
<td>1</td>
<td>Benefits primarily</td>
<td>kart club</td>
<td>Facilitates participation, enhances community</td>
<td>Minimal impact on the environment</td>
<td>2 Some support for the initiative, identified need/demand (kar club)</td>
<td>2 Will address a range of safety and risk issues for participants</td>
<td>2 Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
<tr>
<td>32</td>
<td>Kart clubroom upgrades and expansion</td>
<td>1</td>
<td>Benefits primarily</td>
<td>kart club</td>
<td>Facilitates participation, enhances community</td>
<td>Minimal impact on the environment</td>
<td>2 Some support for the initiative, identified need/demand (kar club)</td>
<td>2 Will address a range of safety and risk issues for participants</td>
<td>2 Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
<tr>
<td>Development No.</td>
<td>Description</td>
<td>Overall Site Benefit</td>
<td>Economic</td>
<td>Social</td>
<td>Environmental</td>
<td>Need &amp; Demand</td>
<td>Risk</td>
<td>Planning</td>
<td>Total</td>
</tr>
<tr>
<td>----------------</td>
<td>------------------------------------------------</td>
<td>----------------------</td>
<td>--------------------------------------------------------------------------</td>
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<td>----------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>33</td>
<td>Track lighting (drag racing)</td>
<td>1</td>
<td>Benefits primarily drag racing club</td>
<td>Improves the overall functionality, attractiveness and amenity of the site for major events/regular competitions</td>
<td>Facilitates participation, enhances community health/safety</td>
<td>Minimal impact on the environment</td>
<td>Some support for the initiative, identified need/demand (drag club)</td>
<td>2</td>
<td>Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
<tr>
<td>15</td>
<td>New permanent control tower (drag racing)</td>
<td>1</td>
<td>Benefits primarily drag club</td>
<td>Will assist in facilitating activities/events</td>
<td>Facilitates participation, enhances community health/safety</td>
<td>Minimal impact on the environment</td>
<td>Some support for the initiative, identified need/demand (drag club)</td>
<td>2</td>
<td>Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
<tr>
<td>21</td>
<td>Junior dragster area</td>
<td>1</td>
<td>Benefits primarily drag club</td>
<td>Improves the overall functionality, attractiveness and amenity of the site for major events/regular competitions</td>
<td>Facilitates participation, enhances community health/safety</td>
<td>Minimal impact on the environment</td>
<td>Some support for the initiative, identified need/demand (drag club)</td>
<td>1</td>
<td>Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
<tr>
<td>12</td>
<td>Modify existing forcing (speedway)</td>
<td>1</td>
<td>Benefits primarily speedway</td>
<td>Assists in managing event crowds for speedway</td>
<td>Enhances community health/safety</td>
<td>Minimal impact on the environment</td>
<td>Some support for the initiative, identified need/demand (speedway)</td>
<td>2</td>
<td>Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
<tr>
<td>31</td>
<td>Install viewing platform/area at finish line of kart track</td>
<td>1</td>
<td>Benefits primarily kart club</td>
<td>Improves the overall functionality, attractiveness and amenity of the site for major events/regular competitions</td>
<td>Enhances community health/safety</td>
<td>Minimal impact on the environment</td>
<td>Some support for the initiative, identified need/demand (kart club)</td>
<td>1</td>
<td>Compatible with majority of other land uses and strategic planning objectives</td>
</tr>
</tbody>
</table>
**ISSUES & OPPORTUNITIES**

**Precinct-wide**
- Develop a clear vision for the Motorsports Precinct & identify a staged approach to future development
- Establish a new/inviting Precinct entrance/gateway feature
- Potential need to upgrade highways access to Precinct
- Clear demarcation of management responsibilities required
- Overall security and access to the reserve - public liability issues
- Upgrade water supply - current infrastructure and supply insufficient to service all clubs
- Drainage/stormwater control issues
- Upgrade power supply to meet needs of clubs
- Clubs keen to explore sport development / junior participation programs / increase number of events
- Draft Governance Framework proposes an overarching development committee to oversee future developments (with representatives from all clubs)
- Concerns relating to the establishment of an overarching management committee & potential additional time/financial contributions that might be required
- Native vegetation block to be retained/protected
- Enhanced shared camping facilities (power, water)
- Maintenance costs are a continual issue for all clubs
- New shared-use facility to potentially include: clubrooms, training/ conference rooms, toilets, race control room, concrete floor shed/storage facility

**Kart Club**
- Re-surface of track (priority - next 2-5 years)
  - (The ‘dome’ feature cannot be re-surfaced by machine)
  - Surface re-paint, patching up, maintenance required in next 12-24 months
  - Clubrooms meet current needs
  - Potential for future installation of lighting
  - Shade structure over pits
  - Viewing platform/area at finish line

**Motor Racing Club**
- Relocation of entrance/ticket box to improve access control (separation between events/activities/user groups)
- Modification to existing fencing
- Replacement of fibre glass top water tanks (risk in relation to children playing on top of them)
- Track/pit lighting upgrade - preliminary design work undertaken
- Upgrade toilets - insufficient for major events
- Suitable on-site supplies of clay and top soil need to be secured - borrow/extraction pits (track re-surfacing etc)
- Unlikely to use a shared clubroom facility frequently

**Motorcycle Club**
- Night-time track lighting is insufficient - upgrade to minimum 200lux suggested
- Upgrade/modify Arena Cross Track
- Historic surface water run-off issues
- Additional spectator mound could be considered

**Sporting Car Club**
- Current concept for a shared use clubroom facility
- Modified track design proposals in progress
- Opportunity to further diversify and introduce Rally Cross Track / Super Sprint/Auto Cross
- Stormwater/drainage issues - low point lies within track alignment

**Drag Racing Club**
- Current concept for a shared use clubroom facility
- Control tower & scrutineer’s shed
- Security fencing along Bryan Road
- Potential for future installation of lighting & CCTV
- Sealed internal access road from Sea Lake-Swan Hill Rd
- Further access road to spectator car parking
- To west of drag strip
- Additional facilities for spectators near spectator mound
- Hardstanding pit area
- Junior dragster area - promote junior participation

**4WD Club**
- Current concept for a shared use clubroom facility
- Establish a 4WD training course
- Security fencing along Bryan Road
- Recent funding received to build a secure enclosure
- Potential to work with CFA to deliver a track suitable for their purposes (light truck driver training)
Introduction

Chisholm Reserve is a multi-faceted Motor Sport facility that is located 13KM west of the City of Swan Hill in North West Victoria. With Motor Sport participation levels in North West Victoria considerably higher than the national average, Chisholm Reserve is well positioned to cater for a high number of the regions enthusiasts.

Currently on the site there is a Speedway circuit (Sonic Speedway), a Moto-X circuit, sealed go-cart circuit, dirt circuit (Swan Hill Sporting Car Club) and a newly developed Drag Racing facility. In addition to the current facilities, planning for a competitive 4WD track and a 4WD training facility on the site is well underway.

The combination of the various motor sports and the competing interests and requirements of the various sports, coupled with the ongoing development of the site will require a robust and structured governance model. This model needs to consist of a team of dedicated and skilled people to ensure that the needs of the participants, spectators and officials are met and the facility is financially sustainable and is operated in a professional manner.

It is intended that the Committee will operate as an Incorporated Association separate to Council. Council would then enter into a Lease with this Incorporated Association for the management of Chisholm Reserve.

The set of principles set out in the following pages of this document is designed to act as the standards by which the facility is managed and operated. It is also designed to ensure that it can continue to be developed and the individual sports grow.

Purpose

A functioning governance model is required for the Chisholm Reserve motor sports facility to provide confidence to various governing bodies of motor sport that the highest possible standards are being exercised. These standards are applicable to the day to day operations, management of public safety, event management and site development.

By establishing a robust governance system which involves all user groups, it creates a mechanism to establish and maintain an ethical culture and also enables a “self–regulatory” approach to be embraced in managing the site.

The governance model will require a management Committee to be installed which will be responsible for implementing the Chisholm Reserve Masterplan for the facility and coordinating the activity of the various user groups.

Financial management and sustainability will also be a function of the Committee. It will be necessary for the Committee to develop and implement strategies that will enable financial reserves to be built that will allow for the renewal of common assets and in some circumstances the full replacement of common assets.
Guiding Principles

To assist in the development of a suitable governance structure or model, the principles listed within the Motorsports NT “Good Governance in Territory Motor Sport” document were utilised and modified as required. Six guiding principles have been used and they are as follows;

1. Committee - composition, roles & powers
2. Committee – processes
3. Governance Systems
4. Committee – reporting and performance
5. Stakeholder – relationship and reporting
6. Ethical and Responsible decision making

Guiding Principle 1 (Committee composition, Roles and Powers)

1.1 The Committee will consist of a nominated delegate from each participating club at Chisholm Reserve, along with one proxy from each club. The nominated delegates will have full voting rights (1 vote per club) and are entitled to be committee members of their respective clubs.

The committee will include one Councillor from the Swan Hill Rural City Council and a maximum of three independent skills based members (independent of any club). The skills focused on will be finance/accounting, marketing, strategy etc. As these positions (including the Councillor) will be independent of any club, it is proposed that they make up the office bearer positions of;

- Chair/ President
- Deputy Chair / Vice President
- Secretary
- Treasurer / Finance Officer
- Executive Officer (if one is appointed and will have an ex-officio role)

For the initial 12 months that the Incorporated Committee is getting established a Council Officer will assist at meetings in an Executive Officer role that will focus on governance and strategy.

1.2 Incorporation

In order to ensure that the Committee is recognised as a legal entity, it is required to become incorporated under the “Associations Incorporations Act” 1981. As an incorporated body, it will be required to develop and operate under an agreed constitution which will include the following;

- Details on membership and voting rights
- Committee meeting procedures
- Election of Committee members and appointment of executive officer (where necessary)
- Delegation of certain powers
- Document recording requirements and system
- Accounts and auditing
Indemnity insurance for Committee members
Winding up of the incorporated body

1.3 Election of Office Bearers

The initial election of office bearers will be conducted via a general meeting, which will publically advertised and chaired by the Swan Hill Rural City Council.

The positions will be filled in an alternating fashion to ensure that the Committee has a continuity of membership, e.g. Chair elected for initial 2 year term and Deputy Chair for 1 year with a subsequent 2 year term after that.

The election of office bearers beyond the initial “start up” process will be completed as part of the Annual General Meeting (AGM) and will be governed by the constitution.

Prior to incorporation the Committee should consider whether or not a maximum term for office holders is appropriate. A suggested approach is that after three terms (six years continuous) members can no longer be on the committee and a new representative be found.

1.4 Separation of Powers and Delegation

The executive officer (if appointed) will be a non-voting observer and administrative resource at Committee meetings.

A delegations manual/document will be developed to clearly articulate to the Committee members and employees the powers their various roles contain.

1.5 Functions of Committee

The following is the minimum requirements of the Committee members;
- Develop and implement the broad strategic direction of the committee
- Setting of fees for facility user groups
- Endorse and implement the Chisholm Reserve Masterplan
- Coordinate across user groups to take a hands on role in prioritising and implementing projects
- Attract funding to implement priority projects
- Ensure all conditions in the Lease are adhered to
- Implement suitable user agreements with all user groups
- Monitor and be accountable for the financial performance of the organisation
- Identify and manage risks – both financial and non financial
- Ensure compliance with relevant laws
- Implement and monitor internal controls
- Provide a forum for key stakeholder input into the strategic plan(s) of the organisation.
- Develop and approve policies.

1.5.1 Legal Duties of individual Committee members
Always act in good faith
Exercise due care and diligence
Ensure that the organisation does not attempt to operate if it becomes insolvent
Will always comply with various state and federal laws
Will abide by an agreed code of conduct

Guiding Principle 2 (Committee meeting requirements)

2.1 The Committee meetings will require the following minimum requirements to be met;

- Decisions will be made by majority vote rather than consensus
- Each club has one vote
- Each Committee member will have one vote (except the executive officer if one is appointed)
- Committee business papers will be prepared and distributed prior to the meetings (at least 3 working days)
- The timely distribution of minutes will be provided to enable any actions listed to commence (circulated within two weeks)
- Agenda items to be listed will be approved by the Chairperson and agendas prepared by the secretary or executive officer.
- All agenda items are to be submitted in the same agreed format.

2.2 Strategic Planning

- The Committee will implement the actions of the Chisholm Reserve Masterplan
- The Committee will provide an annual works/operations plan that is drawn from the objectives of the Masterplan.
- An annual status report will be prepared on the progress of actions contained in the Masterplan and a report provided to Council by the end of August each year.

2.3 Sub Committees

Any sub committees that are formed to assist in managing the facility will be required to adhere to the following requirements;
- Operate with the constitution of the incorporated body.
- Provide regular reports to the Committee of the incorporated body in the agreed format.
- Have clear guidelines as to its purpose and not act on behalf of the Committee.
- When a sub-committee is formed to oversee or manage a specific project, it is to discontinue at the conclusion of the project.
• Membership of a sub-committee can include people who are not members of the Committee of the incorporated body.
• Examples of sub committees are; Audit Committee, Development Committee, Finance Committee or Program and Events Committees.

Guiding Principle 3 (Governance Systems)

3.1 Expectations

It is expected that Committee members are able to perform their duties and undergo a review of their performance by demonstrating the following;
• An ability to comprehend financial and non financial reports
• Provide advice or communicate with the executive officer (if appointed), in the appropriate manner (via the chairman/president or delegated Committee member).
• Actively participating in the strategic planning process.
• Possess an understanding of all motor sport activities that are undertaken at Chisholm Reserve.
• Ensure they are well informed and seek advice where necessary to improve knowledge of agenda topics.

3.2 Evaluation System

The Committee will implement an effective evaluation/monitoring system that can be utilised to assess the following;
• Event success (or otherwise)
  o Assessment criteria will include the long term financial sustainability of the event, volunteer skills, external funding opportunities, quality of competitors, support from governing body etc.
  o Assessment is only to undertaken of events that are sanctioned by and financially backed by the Committee
• Site development projects
• Financial management of the incorporated body and all of the participating clubs (individual clubs will be evaluated on a voluntary basis).
• Executive Officer performance (if appointed)
• Committee performance (measured against strategic plan)
• Annual review of the strategic plans effectiveness.

3.3 Risk Management

As the facility is operated on Council land, the risk management principles of the Swan Hill Rural City Council must be observed.

Each of the motor sports governing bodies will have a risk management framework that must be observed.
The risks that the incorporated body is exposed to will be reviewed annually and the progress of mitigation treatments will be reported on.

Risk management frameworks developed for Chisholm Reserve will also observe the standards set out in AS/NZS 31000 – 2009 (Guidelines for managing risk in sport and recreation organisations).

3.4 Compliance System

The Committee will ensure that a suitable compliance system is developed and implemented that will enable the following;

- All statutes and regulations are complied with for each motor sport at Chisholm Reserve.
- Strict financial controls to be adhered to.
- All developments at Chisholm Reserve to be undertaken in accordance with the Masterplan and other relevant facility plans.
- Developments will be managed by the delegated member(s) of the Committee.
- All appropriate permits to be obtained prior to development works commencing.
- Appropriate insurance to be in place for all Committee members.

Guiding Principle 4 (Reporting and Performance)

All members of the Committee will be formally inducted onto the committee. The induction will include at a minimum a briefing on the constitution and delegations documents.

4.1 Induction Process

Each new member will undertake the following familiarisation as part of their formal introduction to the Committee;

- Receive and sign a “position description” which will define their role.
- Receive a briefing on insurance cover provided to members to protect them.
- Sign a code of conduct document
- Receive information on the constitution.
- Be trained in delegations and how they operate.
- Receive information on conflict of interest.
- Be briefed on the Masterplan and other approved plans and on-going planning processes to be followed.

4.4 Financial Performance Management

To enable the ongoing financial management of the Committee to be measured and monitored, regular written reports will be provided to each member. The financial reports will contain the following information;

- Profit and loss statement
- Balance sheet
Cash flow report
Reports on variances
Budget vs actual
Outstanding debtors and creditors
Bank reconciliation

In addition to the above, the Committee will be fully briefed on an annual basis by the external auditor on the financial position of the organisation.

Guiding Principle 5 (Stakeholder Relationship and Reporting)

The Committee will demonstrate appropriate leadership by exercising good judgement, exhibiting integrity and being accountable to its members (the participating clubs of Chisholm Reserve).

The Committee will actively seek opinion from member clubs both through their nominated delegates to the Committee and through regular dialogue between the Committee executive and the various club committees.

The Committee will build relationships with the private sector and relevant government bodies in order to attract funding for priority projects.

Guiding Principle 6 (Ethical and Responsible Decision Making)

To ensure that confidence in the organisations integrity is never brought into question, an agreed set of ethical standards will be used to operate under. These guidelines will take the form of a formal code of conduct, which each Committee member will abide by.

6.1 Code of Conduct

The agreed code of conduct that Committee will abide by will contain a set of standards on the various Committee functions such as;
- Ensuring a quality decision making process is in place
- Having the ability to verify that Committee members are people of the highest integrity and ethical standards.
- Prevent individuals from putting individual gains ahead of the organisation
- Will engender a sense of confidence in the organisation’s integrity
- It will clearly spell out Committee members’ responsibilities and accountabilities with respect to reporting unethical behaviour.

6.2 Decision Investigations

The Committee will ensure that all decisions are thoroughly investigated and researched to ensure that the organisations risk management framework is utilised as a tool to assess against.

6.3 Project Planning
The Committee will ensure that a business case is prepared for each major project that is to be undertaken. A similar business case will be developed for major events that are being undertaken by the organisation.

The business case will provide information on resource requirements, income projections, infrastructure requirements, external funding opportunities and a risk assessment. These are the minimum requirements for a business case and the full document will be developed by the Committee.

Summary

The information provided in the previous pages is not designed to be an impediment to further development of Chisholm Reserve but rather a guide to ensuring that cooperation between clubs and agencies will enable all of the motor sports to grow.

By creating an active Committee that will oversee activities at the site, the ongoing development will be undertaken in a uniform fashion. It is also intended that each club will benefit at different times from the unified approach, whether that be via infrastructure improvements or resources during events.

Joint projects across the site such as power and water upgrades are easier to achieve with all of the clubs combined efforts. It also assists when seeking external funds to have all participants working in same direction.

It is recommended that the aforementioned guidelines contained in this governance model are adopted by Council and the users of Chisholm Reserve as a way of continuing to develop Chisholm Reserve as a premier motor sport facility.