

# RECREATION & OPEN SPACE STRATEGY

ISAAC REGIONAL  
COUNCIL

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Current as at 29/06/2020

Presented by **Parks and Recreation**



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# SECTION 1

# INTRODUCTION

## MAYORAL MESSAGE

The Isaac Regional Council Recreation and Open Space Strategy is a blueprint for the future development of quality community space throughout the wider Isaac Region.

The Strategy reflects the needs and expectations of our growing community while setting a framework for the creation of an active, safe, healthy and vibrant region that enhances Isaac's reputation as a region that energises the world.

While Council is driving this Strategy, an all of community approach is needed to deliver upon its' objectives. Isaac Regional Council will be working with all levels of Government, along with state and local sporting and community organisations, to ensure that all objectives can be achieved.

The Strategy and Implementation Plans are wide ranging and address five key priority areas that have been identified as strategic priorities. These are:

- Increasing the activation of public spaces.
- Improving accessibility and connection.
- Improving existing assets to maximise utilisation.
- Improving community health.
- Collaborate where possible.

Isaac Regional Council would like to thank all of the community members who contributed to the development of this Strategy through their submission, participation in consultation sessions and stakeholder discussions.

Many of the ideas contained within this Strategy originated from the community.

**Councillor Anne Baker**

**Mayor of Isaac Regional Council**



## BACKGROUND

Isaac Regional Council (IRC) takes a lead role in the planning and provision of recreation, cultural facilities and activities for the Isaac Local Government Area (LGA). In order to effectively support this leadership role Council requires an understanding of what it currently provides and to whom, community aspirations and needs in relation to recreation and cultural facilities and services. Councils' strategies then need to match these needs for future facility and service provision.

The Recreation and Open Space Strategy (ROSS) captures the above requirements and seeks to set standards for those facilities and the levels of future provision to match community needs and expectations. Through review of the existing facilities, gap analysis, use of asset management data, and obtaining valuable community feedback Isaac Regional Council has developed the ROSS to help guide recreation and open space provision for the next 10 years.

The ROSS is a living document that will be subject to review during its' term. Council will continue to listen to and take into account the thoughts and feelings of the community in relation to developing trends, and other issues which may require further modification of the approach recommended in the ROSS.

This integrated approach to the future provision of parks and recreation services will provide the direction for:

- Council's role in the provision of sportsgrounds, parks, and open space facilities.
- The development of objectives to identify priorities for the provision of sportsgrounds, parks, and open space facilities.
- Strategies and actions to address these objectives.
- A framework from which Council can monitor its implementation success.





## EXECUTIVE SUMMARY

By developing the ROSS IRC is aiming to develop a connected, liveable region. The strategy has been written to provide strategic direction for the planning, development, management and use of community spaces over the next 10 years.

It identifies the key community infrastructure that will be required to meet the anticipated growth of the region and responds to the community's needs and desires as identified through community engagement activities.

This strategy has been developed using a place-based approach. It is recognised that there are significant differences between and within communities in terms of the demographic characteristics, their level of need and the configuration and accessibility of services. It is noted that the township of Coppabella has not been included in the development of the ROSS or considered from a provision and resource perspective. This is due to the management of the Coppabella township not being within the IRC charter, but rather under the care and control of Queensland Rail.

In order to facilitate a place making approach the ROSS considers public spaces holistically across the region as well as in the individual towns and villages. Separate Strategic Implementation Plans have been developed for all towns and villages in order to address the needs and desires of each community.

Additionally, a Regional Strategic Implementation Plan has been developed to identify major initiatives that need to be address. The Strategic Implementation Plans will support the development of a future more detailed prospectus document or similar which will provide more specific detail on projects and actions that Council seeks to deliver that impact on the broader region.

When combining the results of all engagement activities and in consideration of best practice, five key themes emerged as strategic priorities for the region.

They are:

- Increase the activation of public spaces

Providing appropriate infrastructure, public spaces and community facilities that will enable a wide variety of events and activities to be held.

- Improve accessibility and connection

Accessibility and connection will be improved across the region and will become a key consideration in all future developments and redevelopments of public spaces.

- Improve existing assets to maximise utilisation

Improvements to existing assets will enable better utilisation by the community. In many cases these improvements will negate the need for the development of additional assets.

- Improve community health

Community infrastructure and public spaces will be designed in order to improve community health outcomes. It is envisioned that community health outcomes will be improved through the planning and provision of better and appropriate facilities throughout the region to support healthy lifestyles.

- Collaborate where possible

Partnerships will be sought to ensure the efficient provision of community infrastructure and public spaces.

## SCOPE AND STRATEGY OUTCOMES

For the purposes of this strategy, “open space” means that land which is public open space, inclusive of all areas owned/managed by Council, such as parks, playgrounds, sports grounds, reserves, gardens, rivers, lakes, bushland and other areas including urban open space (malls/public squares).

1. The strategy is required to achieve a process of consultation, research and analysis that is founded upon:
  - A sound knowledge of current and future community needs impacting on or impacted by the provision of recreation and cultural facilities and open space.
  - Development of a shared vision between Council and the community to enable a future policy to be formulated by Council for recreation, cultural facilities and open space provision within the LGA.
  - Integrated planning within the context of Council's corporate goals, policy directions, financial strategy and community service obligations.
  - Provision of data, analysis and recommendations for Council to develop clear and achievable supporting strategies/plans.
2. The strategy is required to produce a planning document that includes the following:
  - Analysis of current and future needs for open space, recreation and cultural facilities.
  - Policy and the likely expenditure implications for Council's Corporate and Operational Plans, Developer Contributions, and subsequent implementation programs for Council (i.e. development of more detailed prospectus documents, master plans and implementation plans).
  - Integration into Council's existing Local Environment Plan, Development Control Plan, Local Government Infrastructure Plan, Social Plan, plans of management and engineering development standards.





## WHY DEVELOP A ROSS

By developing the ROSS IRC is aiming to develop a connected liveable region. The strategy has been written to provide strategic direction for the planning, development, management and use of community spaces over the next 10 years.

It identifies the key community infrastructure that will be required to meet the anticipated growth within the region and responds to the community's needs and desires as identified through community engagement activities.

Community infrastructure, for the purpose of this strategy, can be defined as the assets and land required to accommodate and support community activities, services and programs. Although many of these spaces are publicly owned, private facilities can also meet the community's requirements when accessible by the community.

The ROSS integrates with the regions many other existing strategies relevant to recreation and open space provision, as well as seeking to support the development of future strategies that will complement the delivery of the ROSS and in turn work in harmony with them. In this regard the ROSS identifies the need for development of additional strategies, plans and operational documents that will further provide detail in relation to the timing and estimated cost of future community infrastructure projects, thereby increasing the capacity of Council to meet future needs.



## WHAT THE ROSS CONSIDERS

The strategy has been written to provide direction for the planning development, management and use of community spaces over the next 10 years. This is inclusive of:

- Parks – reviewing the existing provision and future requirements of parks.
- Sports Fields – reviewing the provision and future requirements of sports fields.
- Accessibility – identifying barriers within public spaces and identifying opportunities to improve options.
- Activation of Spaces – identifying opportunities to activate public spaces throughout the region.
- Alternative Use and Rationalisation – reviewing open space usage where appropriate.
- Cultural facilities – noting their relationship to and supporting function for recreation activities, without making specific facility recommendations given the function is managed separately to parks and open space.
- Transport options – noting their relationship to and supporting function for recreation activities, without making specific development recommendations given the function is managed separately to parks and open space.
- Public Circulation Spaces - noting their relationship to and supporting function for recreation activities, without making specific development recommendations given the function is managed separately to parks and open space.
- Land Use – noting the relationship to improving integration between land use, community spaces and transport options without making specific development recommendations given the function is managed separately to parks and open space.

## PLACE MAKING APPROACH

This strategy has been developed using a place-based approach to facilitate the ease with which community members can identify with the sections of the strategy relevant to their local community.

It is recognised that there are significant differences between and within communities in terms of their demographic characteristics, their level of need and the required configuration and accessibility of services. The ROSS seeks to reflect this understanding and appropriately plan for the different needs of each community.

It is also recognised that place has a powerful impact on an individual, with both the social and the built environments influencing their sense of health and wellbeing.

In order to facilitate a community placemaking approach the ROSS considers public spaces holistically across the entire LGA as well as in the different towns and villages. Separate implementation plans having been developed for each town/village in order to address the needs and desires of each community specifically providing an overarching strategic direction. In the future more detailed prospectus documents (or similar) will be developed to support specific development outcomes which will be aligned to the strategic direction and reflect community and Council plans for the various locations and places.

It is recognised that further community engagement will need to occur for the specific projects and initiatives proposed within the ROSS. Council will endeavour to seek community input and involvement when relevant opportunities for engagement arise to facilitate the best possible outcomes.

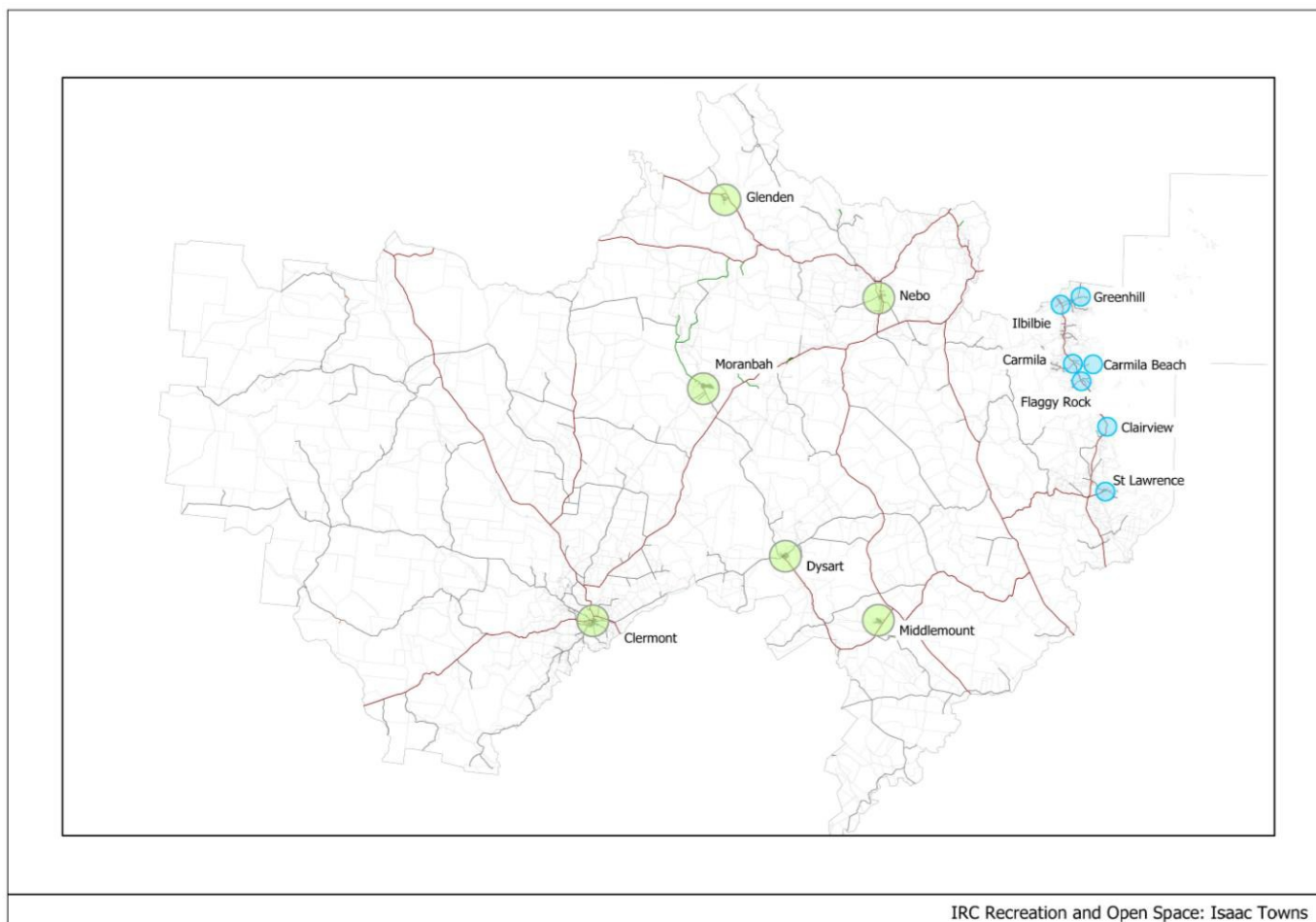


Image 1: Map of the Isaac Region.

## BENEFITS OF SPORT AND RECREATION

A comprehensive review and statements on the benefits of recreation, sport and open space provision is provided in **Appendix 1**. As an overview it is important to note the positive health and fitness benefits that can be attained through regular participation in sport and recreation activities, which have been well researched and documented through other sources.

Participation in recreation has been linked to the prevention and treatment of physical and mental illnesses, and as a useful intervention strategy in reducing anti-social behaviour. From this perspective, as well as due to the many other positive benefits associated with sport and recreation participation and the use of open space areas the ROSS is a valuable document in helping to support the Isaac community across multiple social, health and wellbeing fields.



Image 2: The Role and Impact of Parks in the community



## ACKNOWLEDGEMENTS

IRC would like to acknowledge the contribution of those clubs, groups and community members who participated in various community surveys and forums to help inform the development of the strategy. Additional acknowledgement of Council staff and stakeholder representatives whom provided advice and information where required is also noted.





# SECTION 2



# CONTEXT

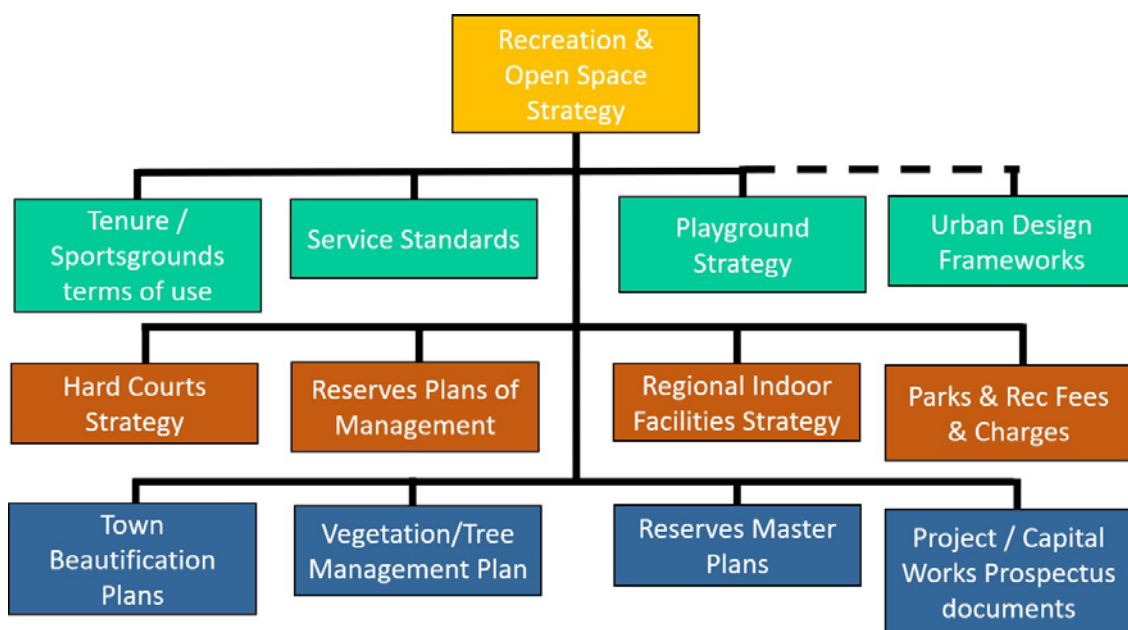
## ISAAC REGIONAL COUNCIL STRATEGY ANALYSIS

The following section provides a brief analysis of the numerous strategic documents which the ROSS needs to recognise and work in tandem with to provide well considered outcomes for the community. The following two images provide a visual representation of where the ROSS sits within the hierarchy of organisational



plans and strategies, as well as providing a hierarchy for the documents that sit beneath the ROSS and are anticipated to flow from its' adoption.

*Image 3: Isaac Regional Council Organisational Planning Framework hierarchy – noting the position of the ROSS.*



*Image 4: ROSS Planning Framework hierarchy.*

## Vision, Mission and Values

IRCs' vision, mission and values shape and drive how Council responds to community needs and delivers the many valuable services it provides. The ROSS will seek to support and deliver upon these according to their relevance to recreation and open space, and to assist in supporting the broader overall outcomes.

### Isaac's Vision

To energise the world.

### Isaac's Vision Statement

Helping to energise the world.

A region that feeds, powers and builds communities.

### Isaac's Mission

To feed, power and build communities.

## Isaac Regional Council Values

- **Professionalism**

Which means that we will display accountability, openness, transparency and integrity.

- **Continuous improvement**

Which means that all aspects of the organisations operations are encouraged through a progressive and creative approach.

- **Excellence**

Which means that the manner in which we approach all aspects of the business for Isaac Region, the highest possible outcome will be achieved.

- **Procedural consistency**

Which means that there is a consistent approach to the way in which Council conducts its business across the region.

- **Customer focus**

Which means that we identify and meet the needs of all customers in a responsive and equitable manner.

- **Teamwork and coordination**

Which means that we work together to achieve a common goal.

- **Safety and well-being**

Which means that we are all committed to working safely and caring for each other's well-being.

Council's Vision "To energise the World" is central to driving all strategic and key planning decisions and future planning initiatives. Current and future strategic directions are, and will be, defined against the Vision, Mission and Values.

## ISAAC CORPORATE PLAN (2015 to 2020)

In 2015 Council adopted a 5 Year Corporate Plan which has five clear strategic themes: Communities, Economy, Infrastructure, Environment and Governance, and identifies goals, strategies and performance indicators to show how Council will achieve its' long-term vision for the future of the region.

The success of the Corporate Plan lies in having conversations with our communities to ensure that Council's goals align with the needs and priorities of our people. Council's Vision "To energise the World" is central to driving all strategic and key planning decisions and future planning initiatives. The ROSS will

directly support and deliver upon many of the key strategic theme deliverables. Those key strategic theme deliverables that are directly relevant to the ROSS are as follows:

### **Communities**

- C1: Provide, operate and maintain venues and community facilities to deliver safe, efficient and cost-effective services.
- C2: Facilitate a focused range of social, cultural, sporting, recreational, health and education services and programs that build thriving, connected and resilient communities.
- C3: Facilitate and encourage strategic partnerships that enable self-sustainable community associations and volunteer groups to pursue their diverse aspirations yet come together to tackle common opportunities and challenges.
- C4: Undertake programs to promote liveability (including urban design and affordable housing), health and wellbeing and community safety across the region.

### **Economy**

- EC1: Plan, design and provide sustainable infrastructure, facilities and services that encourage and support economic growth and development.

### **Infrastructure**

- I3: Provide and maintain a network of parks, open spaces and natural features to support the community's quality of life.
- I5: Strategically operate, maintain and utilise and review the delivery of Council assets to ensure the efficient and cost-effective services to the community are met and continuously improved.

### **Environmental**

- EN1: Adopt responsible strategic land use planning to balance community, environmental and development outcomes.
- EN2: Manage and promote natural resources, including culturally significant sites and coastal environments in a responsible and sustainable manner.

### **Governance**

- G2: Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.
- G3: Pursue financial sustainability through effective use of Council's resources and assets and prudent management of risk.
- G4: Deliver unique customer focused and responsive services that are based upon a program of continuous improvement.
- G5: Provide transparent and accountable planning, decision making, performance monitoring and reporting to the community in order to continuously improve.

## **COMMUNITY STRATEGIC PLAN – ISAAC 2035**

Isaac 2035 outlines how Council and the community will work together towards enabling strong, vibrant, diverse and sustainable communities up to 2035. Isaac 2035 aims to strengthen the region across four key areas, with actions in place to:

- improve essential infrastructure

- diversify the economy
- support communities
- protect the natural environment

The plan informs all Council's strategic planning documents, including the Corporate Plan - Isaac 2020, the Annual Operational Plan and the Budget.

The key themes within the Community Plan are: Communities, Economy, Infrastructure and Environment. The ROSS will support many of the items listed as goals under each of these themes, with the primary items that the ROSS will impact on as follows:

## **Communities**

Goals:

- We will provide safe and cost-effective community facilities and venues
- We must partner with a range of stakeholders to build self-sustainable community groups
- We will deliver a range of programs and services that promote community safety, health and wellbeing

What success looks like:

- Our community facilities and venues are well utilised
- Our region's community groups are thriving and self-sustainable
- Our community's health, safety and wellbeing improves

## **Economy**

Goals:

- We will provide sustainable infrastructure, facilities and services to support economic growth

What success looks like:

- We have plans in place to design, provide and maintain sustainable infrastructure, facilities and services that encourage and support economic growth and development

## **Environment**

Goals:

- We will minimise Council's environmental impacts through the way that we undertake our operations and business

What success looks like:

- Our community is satisfied with the way our environment is managed

## **IRC ANNUAL OPERATIONAL PLAN 2019-20**

The development of a draft ROSS is a deliverable within the IRC Annual Operational Plan 2019-20. The ROSS will also support the delivery of many of the action items linked to Parks and Recreation from the plan (refer to Image 3 following). It will also serve to support and inform future Annual Operational Plans, providing the catalyst for the inclusion of new delivery items to further enhance the provision of recreation and open space throughout the region in years to come.

13 // Provide and maintain a network of parks, open spaces and natural features to support the community's quality of life.			
SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Parks and Gardens – Infrastructure works	Deliver infrastructure works to protect Marg’s Park from further severe erosion, St Lawrence	30 June 2020 +/- 10% budget	Infrastructure
Parks and Recreation – Public conveniences	Cleaning, servicing and general maintenance of public conveniences	90% of Council’s Service Level Standards met	Infrastructure Parks and Recreation
	Major and minor improvements of public conveniences	20% increase of condition ratings	
Asset Maintenance – Sportsgrounds and open spaces	Improvement in asset rating over previous year	90% of Council’s Service Level Standards met	
	Renewal/replacement of softfall throughout parts of region	30 June 2020	
Asset Maintenance – Playgrounds – maintenance	Continual improvement via agreed program: Compliant and safe playgrounds to Australian Standards, AS4685 Parts 1 to 6 Undertake a full IRC Playground Audit	100% delivery of playground inspections/ quarter 30 June 2020	
	Upgrade/replacement of playground equipment and structures throughout the region	30 June 2020	
Asset Management – Parks, gardens and reserves	Continual improvement in asset condition rating data improvement	20% increase of asset condition ratings	
Parks, Open Spaces and Recreational Areas	Draft an Open Space & Recreation Strategy Draft a Regional Park Strategy	30 June 2020	

Image 5: Isaac Regional Council Annual Operational Plan 2019-20 – page 57.

## Total Asset Management Plan

At the time of writing the ROSS Council was in the process of developing a Total Asset Management Plan for the regions' many assets, including those associated with parks, sportsgrounds and open space. It is noted that the prioritised implementation plan items within the ROSS will be subject to further development and scrutiny based upon the information contained within the Total Asset Management Plan. Condition assessment ratings and end of useful life information for the various parks, sportsgrounds and open space assets will inform the further development of Council budgets and project prioritisation.

## Principal Cycle Network Plan – Mackay Isaac Whitsunday

The Mackay Isaac Whitsunday Principal Cycle Network Plan (MIWPCNP) provides a vision for the principal cycle network in the region to support, guide, and inform practitioners involved in the planning, design, and construction of the transport network. It shows principal routes representing cycling desire lines intended to indicate the most important routes and known missing links for cycling within the region. A principal cycle network is comprised of core routes designed to make it easy to use a bicycle as an everyday form of transport.

In most instances, further planning and design will be required to determine the precise route and design of cycling facilities noted within the MIWPCNP. For the Isaac Region the MIWPCNP focuses on the towns of Moranbah, Clermont, Dysart and Middlemount.

It is noted that the ROSS will not seek to address specific issues in relation to the development of the regions cycling network, rather it will support the MIWPCNP as the avenue for Council to seek funding for the development of cycling infrastructure. Additionally, if there is a desire to develop more detailed plans and initiatives in relation to cycling infrastructure it is recommended that this be a separate body of work given the detailed nature of such an exercise and the need for consideration of engineering and planning requirements.

## Isaac Tourism Strategy (2019 – 2024)

The Isaac Tourism Strategy provides an overview of Council's role in the tourism space in relation to the following key areas:

- Destination Marketing
- Industry Development
- Place Management
- Fostering Partnerships
- Tourism Infrastructure
- Planning Scheme
- Advocacy
- Collaboration

There are several tourism venues that the ROSS can support given the maintenance and improvement activities for those areas sits within the Parks and Open Space function. Additionally, the ROSS and Parks and Open Space can support several of the strategic tourism initiatives relevant to events, and lifestyle.

Examples of locations that Parks and Open Space control and can assist with include camping and beachfront locations such as Carmila Beach, Notch Point and Lake Elphinstone, as well as St Lawrence Recreation Grounds. Additionally, the ROSS can support the Tourism Strategy through providing venues suitable for hosting events to further that industry trend item, as well as enhancing those facilities and venues that support: Natural Encounters, and Lifestyle, Culture & People. Some of the specific action items within the Isaac Tourism Strategy which the ROSS can support include: 2.3.5, 2.3.6, 2.6.5, 2.6.6 and 3.1.6.

### **Economic Development Framework (2019-2024)**

The Economic Development Framework was reviewed as part of the development of the ROSS. There are few areas of relevance and cross over between the two documents. The ROSS can generally support Isaac's economic development goals through supporting the following action item:

4.0 Strong Regional Identity – 4.2 ... promote Isaac as an attractive place to live, work and play.

### **Mackay, Isaac and Whitsundays Regional Plan (February 2012)**

The regional plan aims to respond to the variety of distinct challenges facing the region over the next two decades to 2031. It seeks to guide and support projected growth. The plan recognises the region's accelerated growth during 2007-2012 and the impacts associated with the resources boom relating to the need to sustainably manage development and resources and to plan effectively for essential infrastructure services, such as transport, community, and social services.

Of the numerous themes within the regional plan the primary themes that the ROSS will contribute towards delivering upon and support are the following:

- Regional landscapes
- Strong communities
- Urban form
- Infrastructure and servicing
- Infrastructure (Social infrastructure)

The regional plan provides strategies to inform future decision making, which aim to:

- address regional economic, social and environmental issues
- identify strategic infrastructure and service needs and priorities
- support economic prosperity and employment opportunities



- highlight and respond to climate change concerns
- recognise environmental values
- support consolidated growth within established regional centres and townships
- focus public, private and community sector responses to key regional issues
- align efforts across agencies and all levels of government.

### **Proposed Isaac Regional Planning Scheme – April 2018**

The Isaac Regional Council planning scheme has been prepared in accordance with the Planning Act 2016 (the Act) as a framework for managing development in a way that advances the purpose of the Act. The planning scheme applies to the Isaac Regional Council area including all premises, roads, internal waterways and local government tidal areas and interrelates with the surrounding local government areas, including parks, sportsgrounds and open spaces.

In relation to the relevance of the planning scheme to the ROSS, it provides tables of assessment for recreation zones, and recreation and open space zone codes which help to guide future development and classification.

### **Activate! Queensland 2019-2029**

Activate! Queensland 2019-2029, is the Sport and Recreation Department 10 year strategic plan to further enrich the Queensland way of life; harness the pride of our great sporting traditions, embracing our iconic natural environment and building on our strong community foundations to deliver better health and wellbeing outcomes, especially for those most vulnerable. The strategy takes a place-based approach focusing on where people live, learn, earn and play to embed activity in their daily lives and to encourage lifelong movement. Local communities are recognised as the centre for activity and investment in quality infrastructure to support a culture of movement, inclusion and accessibility. It supports government, industry and community collaboration, to transform the rules of the game and obtain success for all Queenslanders.

It is important that the ROSS and IRC generally recognised this strategic direction as it relates to grant opportunities and the impact that it will have on the planning and consideration of projects along with their sustainability.

### **Sport Australia (formerly the Australian Sports Commission) - Sport 2030 Plan**

Sport 2030 is Australia's national sport plan and has four key priority areas to create a platform for sporting success through to 2030 and beyond.

The priorities are:

- Build a more active Australia — More Australians, more active, more often;
- Achieving sporting excellence — National pride, inspiration and motivation through international sporting success;
- Safeguarding the integrity of sport — A fair, safe and strong sport sector free from corruption; and
- Strengthening Australia's sport industry — A thriving Australian sport and recreation industry.

The strategic priorities are interrelated to ensure key relationships between participation, high performance, integrity and the sport industry are more broadly addressed.

Sitting under the priority areas are five target outcomes that will:

- Improve the physical health of Australians — through the benefits of sport and physical activity, including reduced risk of chronic conditions.

- Improve the mental health of Australians — through the recognised mental health benefits of sport and physical activity, including the improved management of mental illness and greater social connectedness.
- Grow personal development — from taking up a new challenge, to setting a new personal goal or striving for the podium, being active can help everyone endeavour to be their best self.
- Strengthen our communities — by harnessing the social benefits of sport including through improved cohesion and reduced isolation; and
- Grow Australia's economy — building on the already significant contribution of sport to the Australian economy.



*Image 6: IRC Planning Framework*

## SPORT AND RECREATION TRENDS

Below is a summary of participation, planning, design and management trends that have implications for sport and recreation planning and provision.

### Generic Trends

The following general trends influencing the use of sport and recreation facilities are evident:

- Many individuals are time poor and the scheduling of activities at times that are convenient to them is increasingly important.
- There is a desire by many participants to simply 'turn up and play' with minimal volunteering commitments, increasing the desire for commercial provision.
- Maximum flexibility in design to accommodate varying community needs and forms of use should be a prerequisite. Multi-use sport and recreation precincts may need to consider incorporating opportunities for traditional and non-traditional activities.

- Participation in organised sport is generally static but there is a growing demand for social forms of participation in sport.
- Local governments are recognising the importance of creating environments to enable people to lead active and healthy lives, placing greater focus on integration with urban planning, provision and/or connectivity of walking and cycling paths, provision of sport and recreation facilities and programs, and the provision and access to parks and open space.
- Declining volunteerism is placing greater pressure on Councils in terms of the way they manage sports facilities on their land.
- There is an awareness of the importance of 'risk management' and the need for a 'whole-of-life' approach to facility development and asset management.
- Multiple use of sport and recreation facilities, season overlap and across season usage is becoming more prevalent.

## Facility Planning and Design

Trends in facility planning and design include:

- The planning process for new facilities has improved significantly with the conduct of effective feasibility studies being the norm. These studies have generally included management, marketing, and/or financial plans with demand projections based on sophisticated survey data.
- There is a strong trend away from single purpose facilities towards multi-purpose facilities, however facilities need to be designed to ensure they can meet the specific needs of key user groups.
- Contemporary planning seeks to create, where possible, 'community hubs' for sport and recreation that can meet a broader range of needs and facilitate higher utilisation and viability.
- More flexible designs are being created and there is a growing expectation that facilities will need to be renovated/upgraded on a periodic basis. There is a realisation that facilities have a 'customer interest life-span', which is much less than the facility asset lifespan.
- Lighting of playing fields and parks for safety and/or to extend their usage and functionality will be increasingly important. Evening competitions are likely to continue to grow.
- Future facilities and activities will need to be safe, easily accessible, with few barriers to entry, and cater for formal and informal forms of participation. Provision of safe facilities and safe access-ways is of importance where participation by females is concerned.
- Toilets and change rooms are expected to be adequate in size, accessible to playing areas and PWD compliant.
- Due to restricted rates and other revenue bases, local councils, may have to encourage greater private investment in leisure facilities and services. This may be achieved by a mix of rate concessions, payback loans, management rights in return for investment, provision of land and planning concessions.

Refer to **Appendix 2** for a more detailed analysis of the current sport and recreation trends impacting Australia, Queensland and the Isaac Region.



# SECTION 3

# COMMUNITY INFRASTRUCTURE PROVISION

## OPEN SPACE REQUIREMENTS

It is proposed that a hierarchy be established for all open space areas in the Isaac Region. This approach will enable Council to more accurately group together open space areas which have similar characteristics, values and/or functions.

By establishing a more comprehensive classification for sporting facilities and parks, Council will have a framework through which it can deliver a more consistent approach to the management, development and maintenance of those facilities/areas which are similar in scale, scope and function. It will also enable Council to plan for a suite of facilities/areas which provide diversity for the community, and which are distributed in a pattern throughout the LGA which minimises duplication of like spaces and facilities.

### Provision standards

It is commonly accepted within Local Government that for regional and rural areas a provisioning rate of approximately 4 hectares of park/open space/sportsground area is provided per 1,000 population.

The Economic Development Queensland - Park planning and design - PDA guideline no. 12 May 2015 document, outlines rates of provision, size and accessibility for Parks planning and design standards on page 8 and 9. It recommends a total of 4.8 hectares per 1,000 population for total parks (recreation and sport) and community land provision. This provision standard is based upon the provision of major sports parks and major recreation parks in addition to local, district and other park/sportsground types, which are less applicable to the Isaac Region. The exclusion of major sports parks and major recreation parks will account for a reduction in the proposed provisioning standard for the Isaac Region being excepted at 4 hectares per 1,000 population.

### Towns provision

To support the provisioning standards above it is noted that in many cases there are vast differences between the numerous towns/villages/locations within the Isaac Region. To help determine the possible spread and mix of parks, sportsgrounds and other facilities that may be applicable to each area Council will take into consideration the many factors present within each location and surrounding locations, as well as regional provisioning considerations, and factors applicable to the size of the respective locations.

The following table (Table 1) provides a list of the respective towns/villages/locations within the Isaac Region noting the population figures for each (if available). The population figures, along with forecast and actual changes in population at the respective locations will impact future provisioning rates.

TOWNS AND TOWNSHIPS	POPULATION 2016 (SOURCE: 2017 INTEGRAN REPORT – IRC EXTRINSIC MATERIAL TO THE LOCAL GOVERNMENT INFRASTRUCTURE PLAN)
Moranbah	10,303
Clermont	2,458
Dysart	3,305
Middlemount	2,091
Nebo	469
Glenden	1,459
Carmila	411
St Lawrence	388
Greenhill/Ilbilbie	319

TOWNS AND TOWNSHIPS		POPULATION 2016 (SOURCE: 2017 INTEGRAN REPORTY – IRC EXTRINSIC MATERIAL TO THE LOCAL GOVERNMENT INFRASTRUCTURE PLAN)
Clairview		All other areas, including rural areas within the Isaac Region: 13,150
Valkyrie	Kilcummin	
Mistake Creek	MacKenzie River	
Clarke Creek	Rural areas	
Lotus Creek		

Table 1: Township population figures

### Provisioning Standards – Desired Standards and Levels of Service

To further support the above the following desired standards of service for land provisioning is provided to guide the level of parks and sportsground supply that Council provides to the community (refer to Table 2).

PARK TYPE	HEIRARCHY	LAND AREA PROVISION (HA PER 1000 PEOPLE)	MIN PARK SIZE	ACCESSIBILITY (CATCHMENT)	LAND CHARACTERISTICS
Recreation	Ornamental / other	0.5Ha	0.5Ha of usable space	1000m (Population above 1,500). Central location (Population below 1,500).	<i>Shape:</i> Square to rectangular with sides no greater than 2:1. <i>Gradient:</i> Max 1:10 for 80% of park area. <i>Road Frontage:</i> 30-50% of perimeter to have direct frontage. <i>Flood immunity:</i> 15% of area above Q100 and free of hazards.
	Kickabout space park	0.4Ha	1-2Ha of usable space (Population above 1,500). 0.25-1Ha of usable space (Population below 1,500).	400m (Population above 5,000). 500m (Population between 5,000 and 1,500). Central location (Population below 1,500).	<i>Shape:</i> Square to rectangular with sides no greater than 2:1. <i>Gradient:</i> Max 1:10 for 80% of park area. <i>Road Frontage:</i> 30-50% of perimeter to have direct frontage on a collector road. <i>Flood immunity:</i> At least 25% of total area to be above Q50 with main activity areas above Q100.
	Local	0.4Ha	1-2Ha of usable space (Population above 1,500). 0.25-1Ha of usable space (Population below 1,500).	400m (Population above 5,000). 500m (Population between 5,000 and 1,500). Central location (Population below 1,500).	<i>Shape:</i> Square to rectangular with sides no greater than 2:1. <i>Gradient:</i> Max 1:10 for 80% of park area. <i>Road Frontage:</i> 30-50% of perimeter to have direct frontage on a collector road. <i>Flood immunity:</i> At least 25% of total area to be



PARK TYPE	HEIRARCHY	LAND AREA PROVISION (HA PER 1000 PEOPLE)	MIN PARK SIZE	ACCESSIBILITY (CATCHMENT)	LAND CHARACTERISTICS
			below 1,500).		above Q50 with main activity areas above Q100.
	District	0.6Ha	6Ha of usable space	1000m (Population above 1,500). Central location (Population below 1,500).	<p><i>Shape:</i> Square to rectangular with sides no greater than 2:1.</p> <p><i>Gradient:</i> Max 1:20 for main use areas, 1:50 for kick-about area, and variable for remainder.</p> <p><i>Road Frontage:</i> 30-50% of perimeter to have direct frontage on a collector road.</p> <p><i>Flood immunity:</i> At least 50% of total area to be above Q50 with main activity areas above Q100.</p>
Sports grounds and Courts	Local	0.7Ha	3Ha	Preference of 5 minutes' drive for majority of residents within urban area.	<p><i>Shape:</i> Square or rectangular.</p> <p><i>Gradient:</i> Max 1:80 for all playing surfaces.</p> <p><i>Road Frontage:</i> approx. 25% of perimeter to have direct road frontage.</p> <p><i>Flood immunity:</i> At least 20% of land above Q20, with fields and courts above Q50. Built facilities to be above Q100.</p>
	District	0.8Ha	3Ha	Preference of 5 minutes' drive for majority of residents within urban area.	<p><i>Shape:</i> Square or rectangular.</p> <p><i>Gradient:</i> Max 1:80 for all playing surfaces.</p> <p><i>Road Frontage:</i> approx. 25% of perimeter to have direct road frontage.</p> <p><i>Flood immunity:</i> At least 20% of land above Q20, with fields and courts above Q50. Built facilities to be above Q100.</p>
	Regional	1Ha	6Ha (10Ha+ desirable)	Where possible centrally located.	<p><i>Shape:</i> Square or rectangular.</p> <p><i>Gradient:</i> Max 1:100.</p> <p><i>Road Frontage:</i> approx. 25% of perimeter to have direct road frontage.</p> <p><i>Flood immunity:</i> At least 90% of land above Q20, with fields and courts above</p>

PARK TYPE	HEIRARCHY	LAND AREA PROVISION (HA PER 1000 PEOPLE)	MIN PARK SIZE	ACCESSIBILITY (CATCHMENT)	LAND CHARACTERISTICS
					Q50. Built facilities to be above Q100.

Table 2: Desired standards of service - land

To further support the service standards for land provisioning, the following embellishment standards of service are provided to further guide Councils' development of those areas and to assist with any new developments such as what may occur in a new subdivision (refer to Table 3 below).

EMBELLISHMENT TYPE	PARKS/RECREATION				SPORTSGROUNDS AND COURTS		
	ORNAMENTAL / OTHER	KICKABOUT SPACE PARK	LOCAL	DISTRICT	LOCAL	DISTRICT	REGIONAL
Recreation activity area		✓	✓	✓			✓*
Bollard fencing	✓	✓*	✓		✓		
Post and rail fencing				✓		✓	✓
Park trees	✓	✓	✓	✓	✓	✓	✓
Bike rack	✓*		✓	✓	✓	✓	✓
Small park sign	✓	✓*	✓	✓	✓	✓	✓
Large park sign			✓	✓			✓
Water bubbler	✓	✓*	✓	✓	✓	✓	✓
Bench seats	✓	✓*	✓	✓	✓	✓	✓
Picnic table	✓*	✓*	✓	✓			
Picnic shelter (with table/chairs)	✓*	✓*	✓	✓	✓*	✓	✓
Bins	✓		✓	✓	✓	✓	✓
Park lighting	✓*	✓*	✓*	✓		✓	✓
Barbecues			✓*	✓			✓*
Shade structure			✓*	✓			✓
Irrigation	✓*	✓*	✓*	✓	✓*	✓	✓
Amenity Block			✓*	✓	✓*	✓	✓
Spectator seating						✓	✓
Pathway	✓*		✓*	✓		✓	✓
Carparking		✓*	✓*	✓		✓	✓

\*denotes that the item is optional.

Table 3: Desired standards of service - embellishments

## SPORTSGROUNDS HIERARCHY

The following section further elaborates on the inclusions that may accompany the various service standard levels within the Sportsground Hierarchy. This includes all open space areas dedicated to sporting use, such as ovals and fields, outdoor court areas (e.g. bowls, tennis) and indoor court sports. Some outdoor sports grounds and court areas are restricted for use by club members at all times, while others are available for general community use. Most types of playing fields can also be used for unstructured recreation activities outside the times set aside for organised competition.

Sportsgrounds are further categorised into a hierarchy depending on their size, catchment area, and level of sport played (relates to scale and standard of facilities).

The suggested classifications within the proposed Sportsgrounds Hierarchy and their respective definitions are as follows.

### State/National

State/National standard facilities are specialised facilities built to specific requirements and standards to enable elite level competition and events to take place. Such facilities have a large catchment area and are generally designed for exclusive use for elite level competition, and also for staging other large audience events. Isaac currently has one facility which fits into this category which is the Nebo Showgrounds covered arena which hosts State and National level Rodeo and Camp Drafting events. Given there is only the one State/National standard facility within the Isaac Region this level of provision has not been included in the desired standards of service table. As such any requirement for planning or works associated with such facilities will need to be dealt with on a case-by-case basis.

### Regional

Regional standard facilities are specialised facilities that have a large catchment area which extends beyond the IRC LGA to remain viable and may require users to travel long distances. Regional facilities cater primarily for adult training and competition, and generally have a range of recreation/social areas and support facilities built to a high standard. Regional facilities should also be capable of hosting a major recreation or sporting event/tournament, such as a country championships.

### District

District standard facilities generally attract people from within the IRC LGA. District sports facilities cater for training and competition and are normally the “headquarters” ground or centre for clubs, with additional playing facilities (if required) being accessed from local sports facilities. Sporting reserves in rural villages are generally provided to a standard which is commensurate with a District facility classification.

### Local

Local sports facilities primarily cater for junior training and competition, except in rural villages where they will typically cater for both senior and junior training and competition requirements. Local sports facilities are generally built and maintained to a lower level when compared to District facilities. Local sports facilities are generally used by clubs identified with a town.

Some Sportsgrounds in the region have little or no informal or passive spaces as part of their setting. They are lacking in landscape development and therefore, also in amenity for visitors. The co-location of sport facilities and passive recreation facilities may provide an opportunity for Council to rationalise the provision of small Local Parks located around dual-purpose reserves which might contain poor quality playground and landscape provision.

Council has identified the need for the development of dual-purpose recreation reserves due to the need to maximise usage of facilities and to ensure the highest return on investment. People’s perception of such

reserves is generally that they are safer (due to the higher number of people using them), they are more dynamic, they generally have a better standard of facility and service provision, and they are better able to meet the diverse recreational and sporting needs of a family(s). Most town recreation reserves have the foundation from which a high-quality dual-purpose reserve could be developed, but which currently lack useable passive recreation facilities and/or good landscape design to integrate existing facilities.

**It is recommended** that the following reserves be master planned for future development of their facilities and general *landscape upgrades to incorporate a more appropriate response to asset management principles, connectivity and passive use opportunities*:

- *Moranbah Eastern Sporting Fields*
- *Moranbah Western Sports Precinct*
- *Clermont Sportsgrounds*
- *Dysart Sportsgrounds*
- *Middlemount Sportsgrounds*
- *Nebo Showgrounds/Equestrian Precinct*

## **PARKS HIERARCHY**

The following section further elaborates on the inclusions that may accompany the various service standard levels within the Parks Hierarchy. The Parks Hierarchy includes open space areas dedicated primarily to informal recreation as opposed to formal organised sports activities. The landscape of Parks will feature irregular spaces with variety in planting and ground surfaces.

“Parks” are further categorised into a Parks Hierarchy depending on their size, catchment area, and prime function of use.

### **District (Premier) Park**

A District Park will generally comprise an area up to 3.0 hectares and has a catchment area of the whole town, and generally beyond. This level of park will generally include limited parking areas, comprise lighting, attractive landscaped areas, a range of pedestrian and cycle way systems, playground structures, a public toilet, natural shade and shade structures, BBQ's and picnic/visitor facilities. A District Park could include a sports field suitable for children's use (training and competition) and other low level formal or informal (non-competitive) recreation areas. A District Park will generally be the Town Park in a rural village, and the size of the village will determine the scale and scope of facilities.

A medium to high level of maintenance is required for District level parks.

### **Local Park**

A Local Park will comprise an area of 0.25 to 2.0 hectares that predominantly serves a suburb, or area within a 400m - 1.5km radius. This park will typically be serviced by on-street parking, and may comprise a mixture of landscape treatments, natural shade, park benches/seating, a basic playground area, but no toilet facilities.

Smaller sized Local Parks might contain only limited facilities, such as seats or 1-2 small items of play equipment, and be generally undeveloped, featuring at most, a scattering of unrelated tree species but often no more than mown grass.

Medium to low levels of maintenance are required.

Where smaller Kickabout space areas consist merely of undeveloped residential blocks, they may be of little community value and could be sold or repurposed with the resulting revenue used to develop other areas of more appropriate size and character.

Where this is not appropriate, or where the Kickabout space is of adequate size, but has not been developed improvements will generally only consist of the likes of the following guidelines:

- Thematic tree planting which relates to the surrounding streets.
- Connections with footpaths, and preferably with the off-road cycle network.
- Adequate provision of basic site amenities, including seats and litter bins.
- Provision of local recreation facilities where there is sufficient space, including playgrounds, basketball half courts and tennis rebound walls.
- Signage provided directing users to the cycle network and to other nearby open space areas (e.g. District parks), where appropriate.

### **Kickabout space**

A Kickabout space will comprise an area of 0.25 to 2.0 hectares that predominantly serves a suburb, or area within a 400m - 1.5km radius. This park will typically be serviced by on-street parking and will generally consist of a basic level of provision as an area that may have formally been a Local Park or may be transitioned into a Local Park in the future. It may comprise a mixture of simple landscape treatments, natural shade, and open grass area which is irrigated to facilitate passive recreation activities. They will generally be undeveloped, featuring at most, a scattering of unrelated tree species but often no more than mown grass.

Medium to low levels of maintenance are required.

Where smaller Local Parks consist merely of undeveloped residential blocks, they are generally of little community value and could be sold or repurposed with the resulting revenue used to develop other local park areas of more appropriate size and character. Where this is not appropriate, or where Local Parks are of adequate size, but have not been developed, the improvement of the open space will consider the following guidelines:

- Thematic tree planting which relates to the surrounding streets.
- Connections with footpaths, and preferably with the off-road cycle network.
- Irrigation.
- A drinking water bubbler.

## **Ornamental/Utility Park**

An Ornamental Park will be a well-developed, formal and highly maintained park with a specific theme, and will generally provide for individuals and small groups seeking solitude and a cathartic experience.

## **Undeveloped Open Space**

Undeveloped Open Space is parkland zoned for public purposes yet to be developed.

## **GENERAL COMMUNITY USE AREAS**

Includes open space areas which are set aside for a specific purpose in supporting the local area infrastructure, such as flood management (drainage easements and retarding basins), fire control, road development and utilities' easements. Only limited capacity exists for the development of these spaces for improved recreational value, which shall vary depending upon what is permissible in the context of the primary use. Given the often-necessary development of these locations, combined with the limited value that they often serve from a recreational/sport perspective, they have been excluded from the provisioning standards as they are often not desirable or functional parcels of land.

## **CULTURALLY SIGNIFICANT AREAS**

Includes open space areas which could be natural or developed and have specific cultural values and/or historical significance which warrant conservation and protection ahead of their use for other purposes. The main purpose of Culturally Significant Areas is to protect and restore open space resources which have cultural significance. Such areas may be developed in order to support visitations, and where possible, should feature interpretive signage and educational opportunities. The provision of other infrastructure and amenities will depend upon the predominant nature and purpose of each site and other nearby land uses.

Given the generally ad hoc way in which these locations are identified, evolve and come into the care of Council, combined with the generally limited value that they serve from a recreational/sport perspective, they have been excluded from the provisioning standards as they often provide limited or no recreational/sport benefit.

## **NATURAL AREAS (BUSHLAND, ESCARPMENTS, WETLANDS, WATERCOURSE, FORESHORES)**

Includes open space areas defined as primarily "natural" in character, providing wildlife habitat, and for nature-based recreation pursuits such as walking, jogging, cycling, nature observation, and perhaps picnics.

Typically, Natural areas provide the basis for developing a linear park system throughout a township and adjoining areas, using shared paths.

Many IRC towns and some of the rural villages contain smaller creeks/waterways and linear reserves which can also perform a more local role, connecting to local attractions and destinations. It will be important to ensure that the design of new subdivisions, as well as designs for and improvement of existing locations provides for adequate pedestrian and cycle access along these corridors so that these important connections can be achieved.

Given the generally compulsory way in which these locations come into the care of Council they are not specifically identified for inclusion in future provisioning standards. The value which these areas serve from a recreational/sport perspective can vary greatly. Existing locations which fall into this category have been factored into the hectare provisioning figure calculations given the general recreational benefit that the majority of these areas provide to the community.



## SUMMARY

In summary, the IRC Open Space System is proposed to incorporate the following layers and categories:

- **Sportsgrounds**
  - Regional
  - District
  - Local
- **Parks**
  - District (Premier) Park
  - Local Park
  - Kickabout Space
  - Ornamental/Utility Park
  - Undeveloped
- **General Community Use Areas**
- **Culturally Significant Areas**
- **Natural Areas**

A list of the IRC parks and sportsgrounds and their respective hierarchy rankings is provided in **Appendix 3**. Additionally, further details on the other sport and recreation facilities provided within the Isaac Region is provided in **Appendix 6**.

Council is conscience of not duplicating resources throughout the region where possible. While the distances that exist between many of the towns and villages can be significant there is still the opportunity to ensure that the planning of future sport and recreation developments is mindful of the broader regional context. From this perspective Council will be closely scrutinising future project requests that have the potential to duplicate what may already exist in part, or fully, in other locations.

Where there are reasonable grounds to create regional hubs that contain a mix of identified facilities, as opposed to having several of the same and potentially diluted facilities available throughout the region, this outcome will be pursued. Council will seek to work with the community to achieve a more sustainable and regionally focused facility mix to reduce long-term asset maintenance and development requirements. This approach will also seek to further increase the standard of provision of such facilities through avoiding spreading resources too thin across the region.



# SECTION 4

## EXISTING PROVISION OF OPEN SPACE

As mentioned in Section 3, the proposed standard for the provision of open space in the Isaac Region is 4Ha/1,000 people, which is consistent with the current planning ratios being applied by other rural/regional local government authorities for new subdivisions.

An assessment of the current provision of open space within the Isaac LGA was undertaken through the application of the 4Ha planning standard. The assessment was carried out by:

- Field review and analysis.
- Desktop review of Council's open space inventory.
- Desktop review of planning maps showing existing "Community Lands".

The analysis was undertaken comparing the current provision of open space across the LGA against the benchmark of 4Ha/1,000 people (see **Appendix 3**). This analysis was undertaken using population figures and projections from the 2017 Integran Report prepared for IRC titled: Extrinsic Material to the Local Government Infrastructure Plan (Revision 1.2). The key findings from the analysis were:

- There is an estimated 261.5Ha of zoned public open space available within the IRC LGA urban areas.
- The open space allocation across the region is at least 10.70Ha/1,000 people, well in excess of the minimum standard of 4Ha.
- Of the 10 town/village areas, all bar Greenhill/Ilbilbie have in excess of the 4Ha/1000 people standard of provision.

The following table doesn't distinguish between the open space provision for outdoor recreation (parks) and sportsground facilities, but it does exclude unnamed/general-purpose open space areas and many of those sport and other facilities that are leased/licensed from Council. The number of parks, playgrounds, and sports reserves in each location are identified in the subsequent tables.

TOWN	POPULATION (2016 – SOURCE: INTEGRAN REPORT)	NO. OPEN SPACE AREAS	TOTAL HA OF OPEN SPACE	RATIO OF OPEN SPACE TO 1000 POPULATION
Moranbah	10,303	22	96.93	9.38:1,000
Dysart	3,305	10	36.26	10.97:1,000
Middlemount	2,091	13	36.91	17.65:1,000
Clermont	2,458	12	30.02	12.21:1,000
Glenden	1,459	7	13.15	9.01:1,000
Nebo	469	9	21.83	46.55:1,000
St. Lawrence	388	6	17.9	46.13:1,000
Carmila	411	3	5.39	13.11:1,000
Clairview	No data available	2	3.1	-
Ilbilbie/Greenhill	319	0	0	0:1,000
Isaac Region (total)	24,431	85	261.5	10.70:1,000

*Table 4: Provision of Open Space in the Isaac Region*

## POPULATION

It is proposed that the open space network be planned on the basis of the number of people as the unit of demand. As part of the planning process the base line population for the region has been aligned with the available data sources, specifically from the 2017 Integran Report for IRC titled: Extrinsic Material to the Local Government Infrastructure Plan.

TIER	TOWNSHIP	2016	2031	AVERAGE ANNUAL GROWTH RATE COMMENT
One	Moranbah	10,303	11,761	Figures are based on Scenario 2 from the 2017 IRC Integran Report. Projections assume an increase in the proportion of FIFO and DIDO and the corresponding consequence of using fewer resident workers in the region, with population growth rates below 1%.
Two	Clermont	2,458	2,793	
	Dysart	3,305	3,508	
	Middlemount	2,091	2,126	
	Nebo	469	556	
	Glenden	1,459	1,566	
Three and Four (including rural areas)		4,538	5,121	

Table 5: Population growth forecasts

## LAND PROVISION

The Desired Standards of Service outline a preferred area of land for each 1,000 people in the region. Table 6 below shows the area of land needed for each of the park types to service the current and projected population for the region.

PARK TYPE	DESIRED STANDARD OF SERVICE (HECTARES PER 1000 PEOPLE)	LAND PROVISION REQUIRED TO MEET DSS (HECTARES PER 1000 PEOPLE)	
		2016	2013
Ornamental/other	0.5	12.40	13.72
Local & Kickabout space Recreation	0.4	9.92	10.97
District Recreation	0.6	14.88	16.46
Local Sport	0.7	17.36	19.20
District Sport	0.8	19.84	21.94
Regional Sport	1.0	24.81	27.43
Total land area required to meet the DSS (Ha)		99.21	109.72

Table 6: Land required to service the Isaac region

Currently, the region has a total of 261.5 hectares of land which serves the community's needs for sport and recreation. This is well in excess of the land required to meet the desired standards of service at 2016 population figures (99.21 hectares - refer Table 6). The data for the IRC network is primarily captured through calculating the land in Council's freehold ownership and State reserves under Council control.

Excluded from the hectare measurement data are leases with sporting clubs and community groups, any partnerships with schools or other bodies, and general-purpose open space land which is yet to be

developed. If these latter sources were included, then the hectare measurement would increase significantly, further adding to the abundance of supply available to the majority of the Isaac Regions communities. Similarly, it is noted that the Lake Elphinstone reserve area has been excluded from the calculations as it services a broad cross section of the community as well as tourists to the region and thus is not deemed to be attributable to a specific town or village hectare allocation figure.

PARK TYPE	LAND REQUIRED TO MEET DESIRED STANDARDS OF SERVICE (HECTARES PER 1000 PEOPLE) BASED ON 2016 POPULATION FIGURES	CURRENT LAND PROVISION (HECTARES)	LAND SHORTFALL OR EXCESS (HA)
Ornamental/other	12.40	10.05	-2.35
Local & Kickabout space Recreation	9.92	57.8	47.88
District Recreation	14.88	23.35	8.47
Local Sport	17.36	20.83	3.47
District Sport	19.84	0	-19.84
Regional Sport	24.81	149.47	124.66
Total land area required to meet the DSS (Ha)	99.21	261.5	162.29

*Table 7: Current provision and shortfall or excess*

Table 7 above shows that there is a shortfall in the provision of Ornamental Recreation (park) land within the region. Given the exclusion of many general-purpose open space areas from the overall calculation it is reasonable to assume that there is sufficient overall supply of these spaces both in terms of current and forecast population figures. Table 8 below provides a more detailed analysis by location to help determine if there is a need for the specific development of an Ornamental style park within a town/village based on the current provision and mix of facilities.

Additionally, Table 7 shows that there is a lack of District Sport facilities in the region. This item is not considered significant given the need for further detailed analysis of each Sports Precinct to determine which ovals/fields are genuinely at a Regional or District classification. Regardless, the regions current noted oversupply of Regional level facilities ensures that the community is receiving a higher level of provision than it could normally expect to have if the desired standards of service were being strictly met.

Of most significance is the overall figure for the provision of sport and recreation land in the region which is 162.29Ha above what is projected to be required based upon 2016 population data. This suggests that there is an opportunity to consider rationalisation and/or making some facilities multi-use to then reduce land requirements and lessen Council's maintenance burden. Alternatively, it suggests that Council may need to look into other avenues to reduce the amount of land provided or the amount it is maintaining for the community given supply greatly exceeds what should be provided if adherence to the desired standards of service were in place.

SERVICE CATCHMENT	TOWNSHIP	LAND REQUIRED TO MEET DSS (HECTARES PER 1000 PEOPLE) AT 2016 POPULATION	CURRENT LAND PROVISION (HECTARES)	LAND SHORTFALL OR EXCESS (HA)
Ornamental/other	Moranbah	5.15	0.34	-4.81
	Clermont	1.23	2.94	1.71

	Dysart	1.65	4.26	2.61
	Middlemount	1.05	1.7	0.65
	Nebo	0.23	0.41	0.18
	Glenden	0.73	0.4	-0.33
	Balance of region	2.27	0	-2.27
Local Recreation Park & Kickabout Space Park	Moranbah	4.12	24.45	20.33
	Clermont	0.98	5.71	4.73
	Dysart	1.32	2.36	1.04
	Middlemount	0.84	12.01	11.17
	Nebo	0.19	0.21	0.02
	Glenden	0.58	3.6	3.02
	Balance of region	1.82	9.46	7.64
District Recreation Park	Moranbah	6.18	9.82	6.21
	Balance of region	8.59	13.53	4.94
Local Sports Park	Moranbah	7.21	2	-5.21
	Clermont	1.72	2.6	0.88
	Dysart	2.31	0	-2.31
	Middlemount	1.46	0	-1.46
	Nebo	0.32	2.43	2.11
	Glenden	1.02	9	7.98
	Balance of region	3.18	4.8	1.62
District Sports Park	Moranbah	8.24	0	-8.24
	Balance of region	11.46	0	-11.46
Regional Recreation Park	All of region	24.43	149.47	125.04
Totals		97.36	261.5	165.79

*Table 8: Existing provision*

From Table 8 above it is noted that in the majority of locations the provision of Recreational parkland greatly exceeds the service level standards across the various categories. However, there are exceptions throughout the different categories and locations. Although from a regional perspective across all of the categories there is significant oversupply of parks and sports fields. Given numerous facilities can and do serve dual/multiple purposes (i.e. a Local Park may also function as an Ornamental Park) it will be necessary for a more detailed analysis of the provisioning levels to occur to determine if there is a genuine shortfall in the provision of a particular type of facility within the various towns throughout the region.

There is a need for consideration of park development in the Greenhill/Ilbilbie area in the future. Should this development occur then it may assist in addressing the shortfall in supply of Ornamental parks for the Balance of the region. Further investigation into a suitable development to address the needs of this community is recommended. Nevertheless, given the abundance of supply of Local level parks within the region it is reasonable to assert that there isn't an urgent need to specifically address the shortfall of Ornamental parks within those communities (or others throughout the region) that already have an abundance of access to the other styles of parks.

In relation to the supply of sportsgrounds at a Local, District or Regional level there is a noted discrepancy between the lack of provision of Local and District level sportsgrounds, versus the significant over supply of



Regional level sportsgrounds. From a community perspective this should not be alarming. It indicates that in the majority of cases the towns and villages within the region are receiving a higher standard of provision than likely should be the case. It is also noted that there is the need for a further detailed review of the level of classification given to each sub-venue within the various sports precincts. This will help to provide a more accurate analysis. Nevertheless, the overall position for the region in terms of sportsgrounds is that there is an over-supply and the classification level of that supply is at a higher standard than is required.

SERVICE CATCHMENT	TOWNSHIP	LAND SHORTFALL OR EXCESS (HA)		
		2019	2030	CURRENT PROVISION (AT 2019)
Ornamental/other	Moranbah	-4.81	-5.54	0.34
	Clermont	1.71	1.54	2.94
	Dysart	2.61	2.51	4.26
	Middlemount	0.65	0.64	1.7
	Nebo	0.18	0.32	0.6
	Glenden	-0.33	-0.38	0.4
	Balance of region	-2.27	-2.56	0
Local Recreation Park & Kickabout Space Park	Moranbah	20.33	18.94	23.64
	Clermont	4.73	4.58	5.7
	Dysart	1.04	0.96	2.36
	Middlemount	11.17	11.16	12.01
	Nebo	0.02	0.39	0.61
	Glenden	3.02	2.97	3.6
	Balance of region	7.64	6.40	8.45
District Recreation Park	Moranbah	6.21	2.76	9.82
	Balance of region	4.94	4.13	13.53
Local Sports Park	Moranbah	-5.21	-6.23	2
	Clermont	0.88	0.64	2.6
	Dysart	-2.31	-2.46	0
	Middlemount	-1.46	-1.49	0
	Nebo	2.11	2.04	2.43
	Glenden	7.98	8.61	9
	Balance of region	1.62	1.52	5.1
District Sports Park	Moranbah	-8.24	-9.41	0
	Balance of region	-11.46	-12.54	0
Regional Recreation Park	All of region	125.04	122.04	149.47

*Table 9: Network provision over time based upon estimated population growth.*

In summary, there is sufficient land to service the region, albeit the distribution does not strictly meet the desired standards of service. Given the desired standard of service is exceeded in terms of current and future provision requirements from a hierarchy perspective (i.e. there is predominantly a higher level of provision than would otherwise be the case were IRC to strictly adhere to the standards) it is debatable whether there is a need to consider addressing the existing discrepancies.

## PARKS/PLAYGROUND PROVISION

Details on the provision of playgrounds and their condition within each town will be provided in a separate future document to be known as the IRC Playground Strategy. A summary assessment of park and playground provision in the region was conducted for the development of the ROSS and found that generally the current level of provision is adequate and consistent with the planning standards being recommended within the strategy.

The summary assessment found the following results:

- There appears to be a relatively even distribution of playgrounds throughout IRC towns (locations noted for attention include Clermont and Greenhill/Ilbilbie).
- There is little diversity in the range of play equipment, that is, most offer similar experiences and cater for a limited age group, i.e. pre-primary (2 - 4 years) and young primary aged children (4 - 7 years).
- Play opportunities are predominantly not provided for older primary (7 – 12 years) and teenagers.
- There does not appear to be a hierarchy of playgrounds that provides for a diversity of experiences across the local and district parks to cater for the needs of the community.

TOWN	PARKS	PLAYGROUNDS
Moranbah	19	14
Dysart	8	4
Middlemount	15	10
Clermont	8	2
Glenden	4	1
Nebo	4	1
St. Lawrence	2	1
Carmila	2	2
Clairview	2	1
Ilbilbie/Greenhill	0	0
Isaac Region	64	36

*Table 10: Provision of Parks and Playgrounds in the Isaac Region at Council owned and maintained locations (excludes Halls, Community Centres, Day Care facilities, non-IRC venues etc.)*

## SPORTSGROUND PROVISION

The provision of sportsgrounds throughout the region is generally more than ample for the number of clubs and teams that use those facilities. It is recommended that a gap analysis occur across the region to determine if there is a need to consider future sports facility expansion based upon usage levels and numbers. Additionally, a condition assessment process is recommended to be undertaken for each location to provide Council with a report on those facility elements which require future investment (i.e. changerooms, sportsground lighting, irrigation systems etc.)

Table 11 below provides a summary of the sportsgrounds by location within the Isaac Region. A more detailed analysis of each of the sportsgrounds is provided in **Appendix 3** which differentiates between winter and summer sports and different types of usage (i.e. senior or junior configuration). This analysis requires further input from the clubs themselves to assist Council in understanding the finer details regarding the way each venue may be set up for usage based on their individual requirements.

The major conclusions for sportsground provision are summarised below:

- There is a relatively even distribution of sportsgrounds throughout the regions' towns.
- Most sportsgrounds offer similar facilities and experiences and cater for mainstream sports.
- There is a need for improvement in the general maintenance of sportsgrounds to improve condition and safety. A sportsground field condition audit is recommended by a professional sports turf consultancy to provide a condition report with improvement recommendations and suggested future maintenance regime requirements.
- As noted earlier in the ROSS it is recommended that the region's major sports precincts be master planned to provide an agreed plan and prioritised scope of works for their future improvement.

TOWN	SPORTSGROUNDS	APPROXIMATE NUMBER OF FIELDS (BASED ON WINTER SPORT CONFIGURATION)
Moranbah	<ul style="list-style-type: none"> <li>• Eastern Sports Precinct – multiple fields/ovals/facilities.</li> <li>• Ted Rolfe Oval (1)</li> <li>• Excluded from the figure: Western Sports Precinct – multiple user spaces consisting of various user groups.</li> </ul>	10
Dysart	<ul style="list-style-type: none"> <li>• Leichhardt Recreation Park – sports precinct consisting of multiple fields/ovals/facilities.</li> <li>• Excluded from the figure: the facility at the end of Fisher Street which contains equestrian and other clubs.</li> </ul>	6
Middlemount	<ul style="list-style-type: none"> <li>• Middlemount Sports Precinct – multiple fields/ovals/facilities.</li> <li>• Excluded from the figure: numerous other facilities on the outskirts of town (i.e. equestrian/rodeo/motocross etc.)</li> </ul>	6
Clermont	<ul style="list-style-type: none"> <li>• Clermont Sportsgrounds – sports precinct consisting of numerous fields/ovals/facilities, which are set-up in numerous different configurations (i.e. Rugby Union, Rugby League, Soccer, Touch Football, Cricket)</li> <li>• Drummond Street Ovals (2 – junior cricket only)</li> <li>• Excluded from the figure: numerous other facilities surrounding the town (i.e. equestrian, shooting disciplines etc.)</li> </ul>	5
Glenden	<ul style="list-style-type: none"> <li>• Glenden Sportsground – 2 fields (or 1 oval)</li> </ul>	2
Nebo	<ul style="list-style-type: none"> <li>• Nebo Sportsground/Showground: 1 Field/Oval, plus the various equestrian facilities which are excluded from the figure.</li> </ul>	1

St. Lawrence	<ul style="list-style-type: none"> <li>• St Lawrence Sportsground – 2 fields (or 2 ovals).</li> <li>• Excluded from the figure: St Lawrence Recreation Grounds – Equestrian facility</li> </ul>	2
Carmila	<ul style="list-style-type: none"> <li>• Carmila Sportsground: 1 Field/Oval.</li> </ul>	1
Clairview	<ul style="list-style-type: none"> <li>• Nil.</li> </ul>	0
Ilbilbie/Greenhill	<ul style="list-style-type: none"> <li>• Nil.</li> </ul>	0
Isaac Region		33

*Table 11: Provision of Sportsgrounds in the Isaac Region (owned/controlled and maintained by Isaac Regional Council – excludes venues leased and maintained by clubs and private entities, also excludes hard courts)*



# SECTION 5

## ADMINISTRATION & MANAGEMENT

Council recognises that the administration and management of the region's sportsgrounds, parks and open space areas is an evolving body of work. Of note is the management of sportsgrounds from a bookings and fees and charges perspective. Currently there is an inconsistent approach to the structures in place for these elements based upon regional differences stemming back to pre-amalgamation.

It is recommended that a thorough review of these elements occur to provide consistency throughout the region and to modernise Council's approach to be more in line with current practices in local government. This will ultimately help to support a more sustainable model for sport and recreation in the region and allow Council to better manage its' facilities for the overall benefit of the community.

### SPORTSGROUNDS FEES AND CHARGES

#### Background

IRC adopts a schedule of fees & charges annually for Council-owned/managed sportsgrounds, and for all other facilities. At the time of writing the ROSS sports clubs and many other groups are exempt from paying for the use of the facilities that they occupy. This includes exemption from ground hire fees, as well as in many cases sportsground lighting fees and many other costs associated with the running of their respective sport/recreation pursuits.

For those groups that have a lease or license agreement for use of a Council owned facility, the arrangement in place can vary. In most cases the degree of variability fluctuates according to the period when the agreement was entered.

Many Council's within Queensland and Australia charge sports clubs and other groups a set fee for the use of Council owned and maintained facilities and recoup costs for lighting, electricity and other services used. Additionally, a fee for leasing or licencing a facility is also charged to those users, along with them being responsible for service costs. The premise upon which this is administered is to seek to recoup a small percentage of the costs associated with the maintenance of the facilities, and/or for future renewal costs.

Most Local Government bodies that take this approach seek to recoup approximately 20% of the costs that they incur in maintaining a given facility. In most cases the various LGA's don't reach the 20% cost recovery mark, and are generally comfortable collecting a lesser percentage, given they wish to balance the fees implemented with a level of perceived affordability and the sustainability for those impacted.

#### Fees & Charges/Lease & Licence Review – Sport Clubs and Recreation Groups

Given Council is generally not recouping costs associated with the operation and maintenance of the many venues and facilities it owns/manages throughout the region it is recommended that this position be reviewed in the first half of the ROSS term. This review will seek to provide an analysis of the current position and provide recommendations for the potential implementation of a suitable fees and charges structure throughout the Isaac region.

It is noted that as part of the review process Council will need to consider the following factors:

- confirm the actual costs associated with maintaining sportsgrounds and other facilities
- determine what the possible scenarios might be in relation to total revenue raised from fees based on different models and make comparison to the total maintenance costs in percentage terms
- assess the likely impact on current user groups of any new policy implemented, including their capacity to pay and the sustainability of sport and recreation provision in the region

Additionally, it is recommended that Council review the lease and license fee arrangements (or otherwise) in place amongst sport and recreation groups and address any disparities. It is noted that the Community Tenure & Facilities Advisory Committee – Strategic Priority Action Plan captures many of the above



investigation and review elements mentioned. On this basis it is recommended that the review work in tandem with the Advisory Committee and associated Council Department to establish a suitable fees and charges and lease/licence fee structure to guide the renewal of agreements. This process should also consider terms of use or reference for those facilities/user groups that are not on a lease/licence agreement.

### **Fees & Charges Review Objectives**

The following objectives provide a basis for the establishment of a new fees and charges policy for the use of Council owned/managed community sports grounds and recreation areas.

- Provide a fair and equitable framework for allocating and charging for the use of sports grounds, recreation areas and pavilions
- Ensure consistency and transparency in decision-making
- Encourage efficient and effective use of Council resources
- Facilitate increased participation in physical activities
- Allow Council to pro-actively manage sportsgrounds in order to prevent over-use and/or inappropriate uses, thereby ensuring the long-term sustainability of playing fields
- Allow the allocation of grounds appropriate to the level of competition being played
- Promote positive user attitudes and responsibility towards facilities
- Allow Council to recover an agreed percentage of facility maintenance costs from direct users
- Ensure fees and charges reflect the standard of the facilities being provided

### **Sports Club Membership**

At the time of developing the ROSS Council was not in a position to obtain detailed information on club membership numbers for sport and recreation clubs. It is recognised that the collection of membership numbers for active playing members within each of the different clubs will be beneficial from a planning perspective to review participation trends and allow for more accurate facility demand forecasting.

It is recommended that Council work with the various sports clubs to develop a system to collect participation data and to further inform facility planning and operational maintenance requirements. Additionally, tracking of club health will assist Council in determining possible assistance measures to support the sustainability of sport and recreation in the region.

## **FUNDING SOURCES**

Council and sport and recreation clubs/community groups have access to numerous grant opportunities to help further improve the provision of sport and recreation in the region. These funding opportunities can take the form of grants to support facility development, grants to support the delivery of particular programs, as well as grants to support club development or individual athletes or teams.

Through the development of the ROSS and other future supporting documents identified it is envisaged that Council and the various sport and recreation bodies will be better placed to capitalise on those grant opportunities when they become available. Obtaining funding at all levels is becoming more competitive. As a consequence, Council will be moving towards ensuring that any future projects are well thought out, aligned with strategic outcomes and accompanied by a sound business case. This will allow Council to consider the projects before it more carefully in terms of the best fit from a funding perspective either from Council or external sources.

Further to the above point Council will be seeking to maximise its' opportunities to obtain grant funding for future projects. This will involve Council working closely with sport and recreation bodies to develop robust grant proposals to capitalise on those opportunities so that Council and club funds are used as efficiently as

possible. This will require better planning of works in advance to allow the necessary development and refinement of plans and designs, along with consultation and endorsement to occur to place projects in a strong position for grant funding consideration.

To assist with planning, and to capitalising on grant opportunities as they arise it is important to recognise what opportunities are available and through which bodies, as well as what their selection criteria entails. This will ensure that Council and the sport and recreation clubs are prepared for those opportunities through proactively developing the necessary support material to accompany grant applications (i.e. designs, business case, feasibility study, whole of life cost, Council endorsement of the project etc.)

Following is a list of some of the more well-known grant opportunities available at the time of the writing which Council may wish to target for specific projects that are identified through the ROSS recommendations/further investigation.

## **EXTERNAL GRANT OPPORTUNITIES**

### **Queensland Sport and Recreation**

At the time of writing the ROSS Queensland Sport and Recreation had just changed their funding programs to the following:

Active Community Infrastructure – provides funding for infrastructure that follows best practice and generates social benefits for the community. It seeks to support projects that demonstrate community collaboration, support diverse and inclusive need, and activate community spaces to encourage more Queenslanders to get more active, more often. Projects need to address barriers to participation through infrastructure such as for new change rooms for sporting clubs or additional lighting for safety. Organisations can apply for up to \$1,000,000 per project. The department will allocate its' investment based on a review of the project with a focus on partner contributions. A place-based approach is being taken by the department and this requires organisations applying for funds to demonstrate consultation with community and taking into consideration their needs, along with taking a place-based planning approach.

Active Clubs – provides funding of up to \$2,000 for either equipment or training to local and regional sport and active recreation organisations delivering physical activity.

FairPlay vouchers – available to parents, carers or guardians up to a value of \$150 for their child to used towards membership, registration or participation fees with a registered activity provider.

There is also an opportunity to access the Sport and Recreation Disaster Recovery Program which provided funding of up to \$25,000 to support the re-establishment of club operations following severe weather events.

### **National Stronger Regions Fund**

This program promotes economic development in Australia's regions through a competitive grant programme. The objective of the programme is to fund investment in shovel ready projects which support economic growth and sustainability of regions by supporting investment in priority infrastructure with a focus on improving regional economic activity, productivity, employment, increased/improved capacity to deliver major projects, and more. Applicants are encouraged to seek support from their Regional Development Australia Committee for their project.

To be eligible for this funding applicants must seek a grant of at least \$20,000 and up to a maximum of \$10 million, contribute partner funding to match the NSRF grant in cash on at least a dollar for dollar basis, and deliver an economic benefit to the region beyond the period of construction. Local Governments and non-for-profit organisations are eligible to apply for this funding.

## **Stronger Communities Programme (SCP)**

SCP provides grants of between \$2,500 and \$20,000 to community organisations and local governments for small capital projects that deliver social benefits for local communities. Community input towards the projects is a key element of the SCP as projects are selected by Members of Parliament and their community consultation committees prior to submission to the Government for assessment.

## **Building Better Regions Fund (BBRF)**

BBRF supports the Australian Government's commitment to create jobs, drive economic growth and build stronger regional communities into the future. Intended outcomes include; creation of jobs, having a positive economic impact, enhance community facilities, enhance leadership capacity, encourage community cohesion and sense of identity.

There are two streams available under the programme:

- Infrastructure Projects Stream – supports projects which involve the construction of new infrastructure, or the upgrade or extension of existing infrastructure that provides economic benefits to regional and remote areas. The minimum grant amount is \$20,000, and the maximum amount is \$10 million. These amounts will usually be 50% of the eligible project costs, but in some circumstances 100% may be covered by the grant. Contributions must be in cash, not in-kind.
- Community Investments Stream – funds the following community activities; new or expanded local events, strategic regional plans, and leadership and capability strengthening activities. These projects should deliver economic benefits to regional and remote communities. The minimum grant amount is \$5,000, and the maximum amount is \$10 million. These amounts will usually be 50% of the eligible project costs, but in some circumstances 100% may be covered by the grant. Contributions must be in cash, not in-kind.

## **Works for Queensland**

The Works for Queensland (W4Q) program supports regional Councils to undertake job-creating maintenance and minor infrastructure projects. Councils generally receive a base allocation of \$1 million dollars with an additional notional allocation based on unemployment data. Eligible Councils may choose but are not obligated to contribute to the cost of projects. The W4Q programme specifies those Councils eligible for a given round of the programme.

Eligible Councils are required to ensure that all necessary plans, documents, permissions, approvals, specifications and estimates of costs have been prepared prior to submitting the list of projects and prior to works commencing. Eligible Councils are also required to provide a forecast of expenditure for proposed projects at the time of submitting their list of projects.

## **Queensland Footy Facilities Fund**

A joint initiative of the National Rugby League, Queensland Rugby League and the Queensland Government via Qld Sport and Recreation and the department of Housing and Public Works. The program funds projects to an amount of between \$200,001 and \$300,000 maximum. Its objectives are to increase regular and ongoing participation opportunities in rugby league, improve the quality of grounds and facilities on which rugby league is played, remove barriers to promote inclusion, improve the sustainability of competitions through facilities that strengthen existing clubs or grow new clubs, and more. Incorporated, QRL affiliated clubs and local governments are eligible to the program.

## **The Gambling Community Benefit Fund**

The objective of the fund is to enhance not-for-profit community group capacity to provide services, leisure activities and opportunities for Queensland communities. Applications can be submitted for funding of between \$500 to \$35,000 by not-for-profit groups operating in Queensland. Eligible organisations must be a legal entity (be incorporated), have not-for-profit objectives, be community based, have an active ABN and

more. The types of items that the fund may provide money for include items/facilities directly affected, damaged or destroyed by a declared natural disaster, applications to purchase equipment and/or facility improvements, applications to purchase vehicles (i.e. bus, mower, trailer etc.), and applications for community events, training, workshops, programs etc.

### **The Australian Sports Foundation**

The Sport4Everyone program is dedicated to initiatives that help increase participation in grassroots and community sport across Australia. It grants up to \$10,000 to community-based organisations, schools and clubs.

## **INTERNAL GRANT OPPORTUNITIES**

### **Community Grants – Isaac Regional Council**

Categories for community grants and sponsorships include Place Based Community Events up to \$1,000; Major Projects or Events up to \$10,000; and non-corporate Sponsorships.

Grants will be assessed across a number of categories and applicants are encouraged to think about the environmental, social and economic benefits of their activity, and what this will provide to the community.

Place Based Community Event applications are assessed monthly; Major Project or Event applications are assessed 3 times per year; Sponsorships are assessed on a per needs basis.

Details on the Community Grants can be found on the IRC website at:

<http://www.isaac.qld.gov.au/community-grants-radf>

### **Council funding sources**

IRC funds recreation and open space projects and operational maintenance requirements through the following sources:

- General Revenue – such as that obtained from rates, and other Council funding areas (i.e. income generated from Council's commercial areas/operations)
- Depreciation – the allotted amount is taken from the previous year's depreciation
- Grants – sourced by the various Departments to fund future works
- Developer Contributions – funds allocated towards new infrastructure specifically to accommodate future growth.

In addition to the above Councils' Finance Department works in conjunction with the Enterprise Assets team to find any applicable reserve funding. Capital Works can be approved at any stage during the year through a Council Resolution. This generally occurs when grant funds are applied for and successful during a financial year.



# SECTION 6

# STRATEGIC IMPLEMENTATION PLANS

## THE AIM OF TOWN/VILLAGE STRATEGIC IMPLEMENTATION PLANS

Town or village strategic implementation plans have been developed to provide strategic direction for the development of community spaces within an urban or village area taking into consideration:

- Identified community priorities and needs, or the need to further identify those needs and priorities in more detail and develop the necessary vision and plans
- Population growth
- Best practice provision and asset management
- Alignment with guiding principles
- Existing strategic documents

Town and village strategic implementation plans are **NOT** intended to be considered as a replacement for the carrying out of detailed project planning. All identified projects and actions will require a detailed business case to confirm project feasibility, project cost estimates, whole of life costings and allow for their consideration against all other Council priorities.

## WHAT TOWN/VILLAGE STRATEGIC IMPLEMENTATION PLANS INCLUDE

Town or village strategic implementation plans have been developed using a template that is broken into three sections:

3. Town/village characteristics
4. Current supply and future demand analysis
5. Strategic Actions for the next 10 years

## TIMEFRAMES FOR IMPLEMENTATION

It is noted that general timeframes have been noted for the delivery of the various Strategic Action items. These have been suggested as Short, Medium or Long-term delivery items. Generally, Short-term will consist of delivery within the first 3 years of adoption of the strategy, Medium- Term between 4-7 years into the life of the document, and Long-term being between 8-10 years into the life of the document. While these are the generally preferred delivery timeframes for the Strategic Action items it must be noted that these timeframes are generally indicative and will be subject to funding availability, feasibility development, organisational capacity and support, and the projects obtaining approval through IRC project planning process.



## ISAAC REGION STRATEGIC IMPLEMENTATION PLAN

### Introduction

This strategic implementation plan is a summary of the predicted sport and recreation requirements from a regional perspective over the next 10 years. It is made of three sections: 1) Regional characteristics, 2) Current supply and future demand analysis, 3) Regional Strategic projects descriptions.

### Region Characteristics

1. The Isaac Region is located in Central Queensland approximately 200km from Mackay, and 420km from Rockhampton.

2. The Isaac Region is home to mining, grain production, beef production and a thriving services industry.
3. Mining is the region's largest employer with 25 operating coal mines producing 42% of Queensland's saleable coal.
4. Regionally there are challenges that face the provision and sustainability of sport and recreation given the vast distances that exist between towns and major centres both within and outside of the region, as well as due to the large percentage of the population impacted by shift work/roster implications.

5. There are opportunities to leverage off the regions unique position as the hub of coal mining in Queensland and the role that it plays within the resource sector, as well as off the regions natural features and environment. The challenge will be to then capitalise on and formulate ways to further increase utilisation of facilities, and also to develop sports/recreation tourism initiatives that will further support both the Tourism Strategy and enhance the regions liveability from a general sport and recreation perspective.

POPULATION 2016 34,353*	POPULATION ESTIMATE 2031 43,531*	RECOMMENDED OPEN SPACE PER 1,000 PEOPLE: 4.00 HECTARES	PERCENTAGE WITHOUT ACCESS TO A CAR – ISAAC 2.6%^	HOUSEHOLDS WITH BROADBAND – ISAAC 85.1%^	REGIONS MEDIAN POPULATION AGE – 32 YEARS^
Percentage of Aboriginal and Torres Strait Islander peoples – 3.6%^	Early Childhood Education and Care Services in the region – 12^	Persons with a profound or severe disability – 1.8%^	Percentage of persons in the least disadvantaged quintile – 21.6%^ (QLD – 20%)	Median total personal income per week - <b>\$1,030</b> (QLD - \$660 per week)^	Median total family income in Isaac - <b>\$122,980 per year</b> (QLD - \$86,372)^

\*Data from IRC Integran Report 2017: Extrinsic Material to the Local Government Infrastructure Plan.

^Source: ABS website, ABS 2016 Census QuickStats.

## Current Supply and Future Demand Analysis

SUBJECT	BENCHMARK	2019 AMOUNT	2030 PREDICTED TOTAL AMOUNT REQUIRED	AMOUNT TO BE BUILT OVER 10 YEARS TO MEET DEMAND
Number of Local, Local – Ornamental, & Kickabout space Parks	Residents are within 500m	50	51	1
Number of District Parks	Residents are within 2km	14	14	0
Number of Sports precincts	Residents are within 2 - 10km	14	14	0
Playgrounds	Residents are within 500m	36	40 <sup>^^</sup>	4
Length of footpaths/shared paths (km)	Community facilities connected	217.06 <sup>^</sup>	Subject to review	Subject to review

<sup>^</sup>Figure subject to further development/provision of data.

<sup>^^</sup>Note that the total number of playgrounds may decrease through a reduction in the total number provided in Middlemount. This will be subject to review and consideration as part of the development of the IRC Playground Strategy.

## Strategic Actions for the next 10 years

Based upon the above regional profile, community consultation and assessed needs of the region from a recreation, sport, open spaces and community spaces perspective, the following actions are recommended:

REFERENCE / RECOMMENDATION NUMBER	ACTION NAME (PROJECT OR PROGRAM)	RECOMMENDED TIMEFRAMES		
		SHORT-TERM PRIORITY	MEDIUM- TERM PRIORITY	LONG-TERM PRIORITY
I1	Asset Management – Utilise Council's asset management software and data to establish an Open Space Asset Management Plan for all classes/types of open space assets and park furniture (either as one project, or smaller projects divided into asset classes). The aim of the item is to improve corporate asset knowledge, implement costed and systematic asset replacement/renewal/maintenance regimes, and inform future budgets.	✓		
I2	Club Tenure and Sportsground use terms – develop a model for the implementation of a Sportsground Tenure Framework which establishes guidelines for the use and management of Council sportsgrounds and an appropriate fee structure for recoupment of a percentage of maintenance and renewal costs from clubs.	✓		
I3	Sportsgrounds Condition Audit – commission a thorough review and audit process of the condition of the playing surfaces of all Council sportsgrounds which provides recommendations for improvements to raise the standard of the surfaces (where required) and provides an improvement program of suggested works.	✓		
I4	Maintenance Service Levels – further develop the existing service level documents for each town/village and provide a report to Council seeking endorsement of the service levels noting the possible resource implications and level of variability depending on seasonal factors.	✓		
I5	Female Amenities review – conduct a region wide audit of the provision of female change amenities and develop an improvement program which notes the priority locations for the development of further amenities to support female sports participation.	✓		
I6	Playground Strategy – Develop and obtain Council adoption of the Isaac Playground Strategy document noting that the document will seek to capture and address the need for all-inclusive equipment and facilities, provision of play	✓		

	value for a diversity of age ranges, and the general provision of parks and facilities that serve the broad range of age demographics throughout the region.			
I7	Playground Strategy – Implement the Isaac Playground Strategy document.	✓	✓	✓
I8	Grant Projects List – Develop a prioritised list of grant projects noting the project development requirements for each one (i.e. designs, soil tests, engineering specifications, contractor quotations, quantity surveyor estimates etc.). Further prioritise the development of supporting information to enable shovel ready projects to be proposed for the most likely grant funding opportunities as they arise (i.e. development of the designs, business case, feasibility study, whole of life costs, Council approvals etc.)	✓		
I9	Grant Projects list – Develop the Grant projects supporting information and make applications to suitable grant programs for shovel ready projects.	✓	✓	✓
I10	Reserve Master Plans – Continue to develop site specific Reserve Master Plans for priority high-use public open space reserves in order to facilitate strategic development, and improve asset management, usage, amenity and place making outcomes.	✓		
I11	Reserve Master Plans – review the suite of current reserve landscape master plans and determine which improvement elements are yet to be implemented and create a prioritised list of works for further Council consideration.	✓		
I12	Parks and Recreation Fees & Charges schedule – Undertake a thorough review of the Fees & Charges schedule to revise the structure and fees to accurately reflect current costs and seek reimbursement of an agreed percentage of those costs.	✓		
I13	Group/Club support – Explore opportunities to increase levels of Council support/resourcing for community groups and sports clubs in order to promote participation in sport and recreation, and to improve health outcomes in the region.	✓		
I14	Open Space Review – Review all undeveloped open space sites in the region and assess options for possible rationalisation or alternative management in order to maximise Council's existing maintenance resources.	✓		
I15	Open Space Improvements – Consider opportunities to improve the appeal of existing public open spaces for all ages and all abilities, including access, equipment, connections and vegetation. Where appropriate include the installation of assets such as multi-use courts, park seating, drinking fountains,	✓	✓	✓

	shade/shelters, public toilets, informal gathering spaces, play equipment, paths, trails, connections and vegetation management.			
I16	Open Space Improvements – Where appropriate, support opportunities for arts and cultural expression in existing reserves including interpretive information and relevant signage in public spaces to promote heritage connections and to support tourism initiatives.	✓	✓	✓
I17	Principle Cycle Network Plan – Work collaboratively with Council's Infrastructure section to seek funding for the implementation of the Principle Cycle Network Plan throughout the region to support the development of identified routes.	✓	✓	✓
I18	Hard Courts strategy – review the current provision, management and maintenance of the regions hard courts (i.e. tennis, netball, basketball etc.) and develop a plan which identifies opportunities and makes recommendations for Council's further consideration.		✓	
I19	Vegetation/Tree Management – Establish a Council policy and/or guidelines that clearly outlines Council's approach to vegetation and tree management within the region.	✓		
I20	Vegetation/Tree Management – Implement the Council policy for vegetation and tree management throughout the region.	✓	✓	✓
I21	Regional Indoor Facilities plan – review the current provision of indoor sport and recreation facilities within the region and develop a plan which identifies any shortfalls and makes recommendations for Council's further consideration.		✓	
I22	Sports Tourism discussion paper – develop a Sports Tourism discussion paper for Council's further consideration noting opportunities to utilise existing sport and recreation facilities, and natural features or reserves within the region to enhance sports tourism, utilisation and economic benefit.		✓	
I23	Dog Parks – Develop a Dog Park plan/discussion paper for the region and propose to Council the trial of a dog park development in an identified location in collaboration with Council's Environmental/Rangers Section (refer to Appendix 4 for further details on the types of inclusions for investigation as part of this item).	✓	✓	
I24	Lake Elphinstone - implement the development of the Lake Elphinstone Landscape Master Plan noting and incorporating the findings from items I4, I8, I9, I11, I15 & I22 above.	✓	✓	✓

## MORANBAH STRATEGIC IMPLEMENTATION PLAN

### Introduction

This implementation plan is a summary of the predicted requirements of the town over the next 10 years. It consists of three sections: 1) Town characteristics. 2) Current supply and future demand analysis. 3) Strategic projects descriptions.

### Town Characteristics

1. Moranbah is located relatively centrally within the Isaac Region.
2. Moranbah was established in 1969 and expanded rapidly in the late 1970's through the Utah

3. Development Company to house mine workers.
4. The town has a central spine in Mills Avenue which the majority of residential areas are accessible from via this four-lane road running east west.
5. Moranbah is the hub of the Bowen Basin coal fields and services a large area, not only in terms of mining, but also supporting local agricultural operations.
6. The town has an abundance of sport and recreation facilities within the area, and on the outskirts. It also has several privately-operated sport and recreation facilities, in

addition to having access to numerous childcare centres, two state schools and a high school.

Community consultation for the Moranbah town area in 2016/17 resulted in numerous requests that included:

- Improvement of footpath lighting.
- Assist clubs with asset improvements.
- Clubs expressed concerns regarding declining membership numbers, lack of sponsorship/finances and the quality of/availability of playing surfaces.

POPULATION 2016 10,303*	POPULATION ESTIMATE 2031 11,761*	RECOMMENDED OPEN SPACE PER 1,000 PEOPLE: 4.00 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2019: 9.38 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2030: 8.24 HECTARES	MEDICAL CENTRES – MORANBAH 2
Percentage without access to a car – Isaac 2.6%^	Percentage without access to a car – Moranbah 2.2%^	Households with broadband – Isaac 85.1%^	Households with broadband – Moranbah 90.2%^	Childcare Facilities – Moranbah 2	Schools – Moranbah 3

\*Data from IRC Integran Report 2017: Extrinsic Material to the Local Government Infrastructure Plan.

^Source: ABS website, ABS 2016 Census QuickStats.



## Current Supply and Future Demand Analysis

SUBJECT	BENCHMARK	2019 AMOUNT	2030 PREDICTED TOTAL AMOUNT REQUIRED	AMOUNT TO BE BUILT OVER 10 YEARS TO MEET DEMAND
Number of Local, Local – Ornamental, & Kickabout space Parks	Residents are within 500m	15	15	0
Number of District Parks	Residents are within 2km	4 (Binda, Bernborough, Lions, Sunshine)	4	0
Number of sports precincts	Residents are within 2 - 10km	2	2	0
Playgrounds	Residents are within 500m	14	14	0
Length of footpaths/shared paths (km)	Community facilities connected	100.3km^	Subject to review	Subject to review
Community meeting places	Community meeting places available	7 (Workers Club, Miners RL, AFL, New Community Centre, Hall/Community Centre)	7	0

^Figure subject to further development/provision of data.

The survey released in 2016 identified that the most popular sport & recreation locations for use in Moranbah included:

- Greg Cruickshank Aquatic Centre
- Sunshine Park
- Town Square Playground
- Eastern Sports Fields
- Federation Walk
- Apex Park/Red Bucket area

## Strategic Actions for the next 10 years

Based upon the above precinct profile, community consultation and assessed needs of the town from a recreation, sport, open space and community spaces perspective, the following actions are recommended:

REFERENCE / RECOMMENDATION NUMBER	ACTION NAME (PROJECT OR PROGRAM)	RECOMMENDED TIMEFRAMES		
		SHORT-TERM PRIORITY	MEDIUM- TERM PRIORITY	LONG-TERM PRIORITY
M1	Eastern Sports Fields – develop a site master plan and landscape plan for the precinct identifying priority upgrade, renewal and improvement projects with a view to making the venue Isaac's premier regional level sports precinct.	✓		
M2	Western Sports Precinct (Sarchedon Drive) - develop a site master plan and landscape plan for the area capturing user needs and improvement requirements/asset replacement priorities. Identify and capture priority upgrade, renewal and improvement projects.	✓		
M3	Conduct a prioritised program of playground replacements, refurbishments, and park improvements as per the Isaac Playground Strategy document to be adopted by Council.	✓	✓	✓
M4	Review the suite of current park landscape master plans and determine which improvement elements are yet to be implemented and create a prioritised list of works for further Council consideration.	✓		
M5	Eastern Sports Fields – implement the adopted site master plan and landscape plan in stages.	✓	✓	✓
M6	Western Sports Precinct (Sarchedon Drive) – implement the site master plan and landscape plan in stages.	✓	✓	✓
M7	Council's Parks and Recreation Section to work collaboratively with the Planning Department and the Infrastructure Sections of Council to formulate a strategic approach to the general beautification of Moranbah entrance areas, entry statements and common/open space areas to improve town presentation and liveability.		✓	



## CLERMONT STRATEGIC IMPLEMENTATION PLAN

### Introduction

This implementation plan is a summary of the predicted requirements of the town over the next 10 years. It consists of three sections: 1) Town characteristics. 2) Current supply and future demand analysis. 3) Strategic projects descriptions.

### Town Characteristics

1. Clermont is located in the south western area of the Isaac Region.
2. Clermont was established in 1862 and was the first inland settlement in the tropics and is one of the most historic towns in northern Australia.

3. The town has a rail line running through the central of it effective creating a northern and southern precinct/area.
4. Clermont services numerous mines in the Bowen Basin region as well as many thriving local agricultural operations.
5. The town has a large sport precinct at the southern end of the town and a large Showground facility on the eastern edge of town which hosts the Clermont Show, one of Queensland and Australia's oldest shows which has been running for 160 years. It also has a privately- operated gym/recreation facility.

6. Community consultation for the Clermont town area in 2016/17 resulted in numerous requests which included:
  - Address venue development and
  - improve maintenance standards at the Clermont Sportsgrounds.
  - Consider developing walking tracks/facilities at Lords Table Mountain.
  - Provide clubs with governance/administration skill improvement support.
  - Develop more paths/tracks/trails to promote general recreation.

POPULATION 2016 2,458*	POPULATION ESTIMATE 2031 2,793*	RECOMMENDED OPEN SPACE PER 1,000 PEOPLE: 4.00 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2019: 12.21 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2030: 10.75 HECTARES	MEDICAL CENTRES – CLERMONT 1
Households with broadband – Isaac <b>85.1%<sup>^</sup></b>	Households with broadband – Clermont <b>78.6%<sup>^</sup></b>	Percentage without access to a car – Isaac <b>2.6%<sup>^</sup></b>	Percentage without access to a car – Clermont <b>3.4%<sup>^</sup></b>	Childcare Facilities – Clermont <b>2</b>	Schools – Clermont <b>3</b>

\*Data from IRC Integran Report 2017: Extrinsic Material to the Local Government Infrastructure Plan.

<sup>^</sup>Source: ABS website, ABS 2016 Census QuickStats.



## Current Supply and Future Demand Analysis

SUBJECT	BENCHMARK	2019 AMOUNT	2030 PREDICTED TOTAL AMOUNT REQUIRED	AMOUNT TO BE BUILT OVER 10 YEARS TO MEET DEMAND
Number of Local, Local – Ornamental, & Kickabout space Parks	Residents are within 500m	6	6	0
Number of District Parks	Residents are within 2km	1	1	0
Number of sports precincts	Residents are within 2 - 10km	1	1	0
Playgrounds	Residents are within 500m	2	5	3
Length of footpaths/shared paths (km)	Community facilities connected	63.6km^	Subject to review	Subject to review
Community meeting places	Community meeting places available	5 (Showgrounds Pavilion, Golf Club, Blair Athol Hall, RSL Club, Old Council Chambers)	5	0

^Figure subject to further development/provision of data.

The survey released in 2016 identified that the most popular sport & recreation locations for use in Clermont included:

- Theresa Creek Dam
- Clermont Swimming Centre
- Rose Harris Park
- Centenary Park
- Clermont Sportsgrounds
- Hoods Lagoon Exercise equipment

## Strategic Actions for the next 10 years

Based upon the above precinct profile, community consultation and assessed needs of the town from a recreation, sport, open space and community spaces perspective, the following actions are recommended:

REFERENCE / RECOMMENDATION NUMBER	ACTION NAME (PROJECT OR PROGRAM)	RECOMMENDED TIMEFRAMES		
		SHORT-TERM PRIORITY	MEDIUM- TERM PRIORITY	LONG-TERM PRIORITY
C1	Clermont Sportsgrounds – develop and have adopted by Council a site master plan to capture and prioritise the replacement and renewal of identified infrastructure elements such as the Grandstand, toilets, kiosk etc.	✓		
C2	Clermont Sportsgrounds – implement the adopted site master plan in stages through Council funding and grant funding opportunities.	✓	✓	✓
C3	Hoods Lagoon - develop and have adopted by Council a consolidated precinct Master Plan addressing operational, environmental and aesthetic requirements. Include the development of a lagoon health improvement plan.	✓		
C4	Hoods Lagoon – implement the adopted Hoods Lagoon precinct master plan.	✓	✓	✓
C5	Review the Clermont Urban Design Framework document and develop a prioritised list of projects still applicable to the area for further consideration and adoption by Council for implementation.	✓		
C6	Conduct a prioritised program of playground replacements, refurbishments, and park improvements as per the Isaac Playground Strategy document to be adopted by Council.	✓	✓	✓



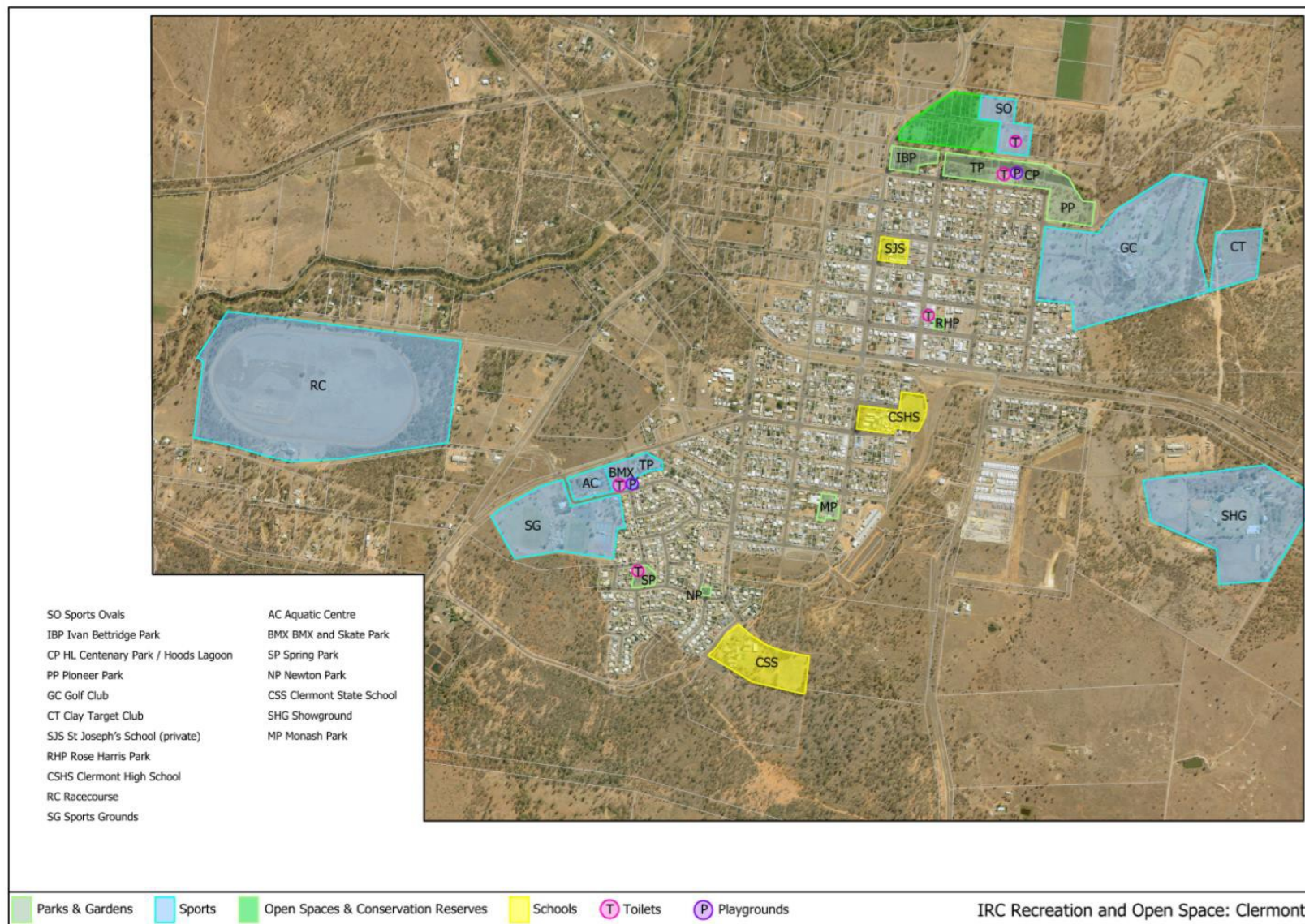


Image 8: Map of Clermont parks, sportsgrounds and community facilities.

## DYSART STRATEGIC IMPLEMENTATION PLAN

### Introduction

This implementation plan is a summary of the predicted requirements of the town over the next 10 years. It consists of three sections: 1) Town characteristics. 2) Current supply and future demand analysis. 3) Strategic projects descriptions.

### Town Characteristics

1. Dysart is located in the central western section of the Isaac Region.
2. Dysart was established in 1973 to cater for coal mining at Saraji and Norwich Park.
3. It also services the many surrounding cattle and grain properties.

4. The town has a central spine in Queen Elizabeth Drive, which is supplemented by Garnham Drive. The majority of the residential areas are accessible via both of these roads.
5. The town has an abundance of sport and recreation facilities within the area, and on the outskirts. It also has several privately-operated sport and recreation facilities, in addition to having access to numerous childcare centres, state and high schools.

Community consultation for the Dysart town area in 2016/17 resulted in numerous requests that included:

- Improve facility maintenance
- standards
- Improve the connectivity of paths
- Increase Dysart's tourism appeal through addressing town aesthetics, entry statements etc.
- Clubs in need of support, particularly financially.
- Provision of further general recreation areas/facilities, specific mention of a Dog Off-leash area.

POPULATION 2016 3,305*	POPULATION ESTIMATE 2031 3,508*	RECOMMENDED OPEN SPACE PER 1,000 PEOPLE: 4.00 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2019: 10.97 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2030: 10.34 HECTARES	MEDICAL CENTRES – DYSART 1
HOUSEHOLDS WITH BROADBAND – ISAAC 85.1%^	Households with broadband – Dysart 86.4%^	Percentage without access to a car – Isaac 2.6%^	Percentage without access to a car – Dysart 3.1%^	Childcare Facilities – Dysart 2	Schools – Dysart 2

\*Data from IRC Integran Report 2017: Extrinsic Material to the Local Government Infrastructure Plan.

^Source: ABS website, ABS 2016 Census QuickStats.

## Current Supply and Future Demand Analysis

SUBJECT	BENCHMARK	2019 AMOUNT	2030 PREDICTED TOTAL AMOUNT REQUIRED	AMOUNT TO BE BUILT OVER 10 YEARS TO MEET DEMAND
Number of Local, Local – Ornamental, & Kickabout space Parks	Residents are within 500m	6	6	0
Number of District Parks	Residents are within 2km	1	1	0
Number of sports precincts	Residents are within 2 - 10km	1	1	0
Playgrounds	Residents are within 500m	4	4	0
Length of footpaths/shared paths (km)	Community facilities connected	15km^	Subject to review	Subject to review
Community meeting places	Community meeting places available	4 (Civic Centre, Recreation Centre, Community Centre, Bowls Club)	4	0

^Figure subject to further development/provision of data.

The survey released in 2016 identified that the most popular sport & recreation locations for use in Dysart included:

- Dysart Swimming Centre
- Dysart Recreation Centre
- Dysart Bowls Club
- Centenary Park/Skate Park
- Lions Park

## Strategic Actions for the next 10 years

Based upon the above precinct profile, community consultation and assessed needs of the town from a recreation, sport, open space and community spaces perspective, the following actions are recommended:

REFERENCE / RECOMMENDATION NUMBER	ACTION NAME (PROJECT OR PROGRAM)	RECOMMENDED TIMEFRAMES		
		SHORT-TERM PRIORITY	MEDIUM- TERM PRIORITY	LONG-TERM PRIORITY
D1	Dysart Sportsgrounds – develop and have adopted by Council a site master plan to capture and prioritise the replacement and renewal of identified infrastructure elements.	✓		
D2	Centenary Park - develop a site master plan and landscape plan for the park as the Premier park in Dysart which is to be guided by the Urban Design Framework.	✓		
D3	Dysart Sportsgrounds – implement the adopted site master plan in stages through Council funding and grant funding opportunities.	✓	✓	✓
D4	Centenary Park – implement the adopted site master plan and landscape plan in stages through Council funding and grant funding opportunities.	✓	✓	✓
D5	Review the Dysart Urban Design Framework document and develop a prioritised list of projects still applicable to the area for further consideration and adoption by Council for implementation.	✓		
D6	Dysart Equestrian/Pony Club precinct – develop and have adopted by Council a site master plan to capture and prioritise the replacement and renewal of identified infrastructure elements.	✓		
D7	Dysart Equestrian/Pony Club precinct – implement the adopted site master plan in stages through Council funding and grant funding opportunities.	✓	✓	✓
D8	Conduct a prioritised program of playground replacements, refurbishments, and park improvements as per the Isaac Playground Strategy document to be adopted by Council.	✓	✓	✓



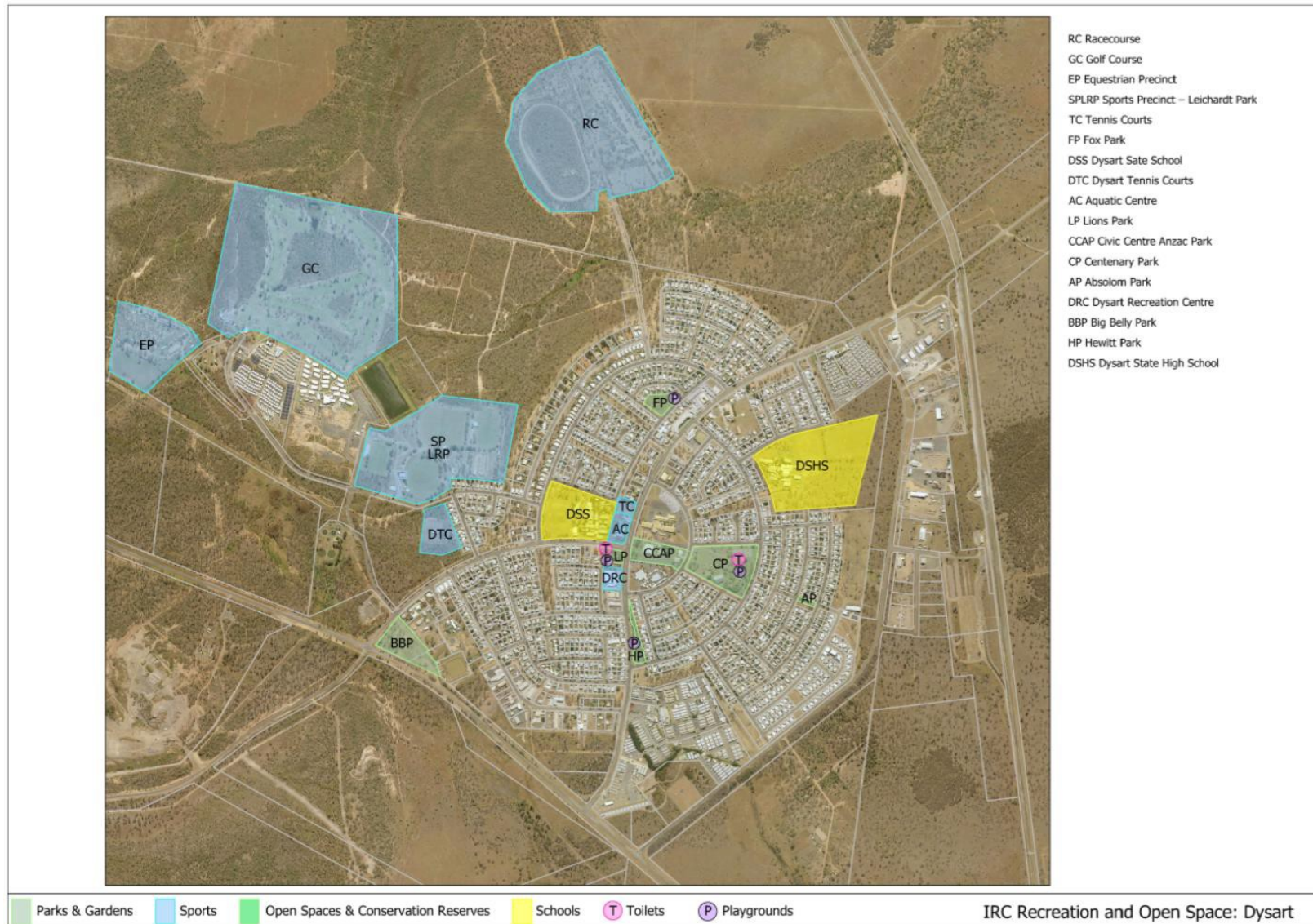


Image 9: Map of Dysart parks, sportsgrounds and community facilities.

## MIDDLEMOUNT STRATEGIC IMPLEMENTATION PLAN

### Introduction

This implementation plan is a summary of the predicted requirements of the town over the next 10 years. It consists of three sections: 1) Town characteristics. 2) Current supply and future demand analysis. 3) Strategic projects descriptions.

### Town Characteristics

1. Middlemount is located in the central southern area of the Isaac Region.

2. Middlemount was established in the 1980's as a purpose-built coal mining town.
3. The town is located on the Dysart-Middlemount Road and has several major arterial roads including Centenary Drive North, Centenary Drive South, and James Randall Drive.
4. Middlemount services numerous surrounding coal mines as well as agricultural properties.
5. The town has an abundance of sporting and recreation facilities within the area, and on

the outskirts. In addition, it has access to a childcare centre and combined state and high school.

Community consultation for the Middlemount town area in 2016/17 resulted in numerous requests that included:

- Requirement to resolve the
- replacement of the Golf Clubhouse building.
- Clubs struggling with a lack of participants.
- Requested that the pool be upgraded.

POPULATION 2016 2,091*	POPULATION ESTIMATE 2031 2,126*	RECOMMENDED OPEN SPACE PER 1,000 PEOPLE: 4.00 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2019: 17.65 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2030: 17.36 HECTARES	MEDICAL CENTRES – MIDDLEMOUNT 1
Households with broadband – Isaac <b>85.1%<sup>^</sup></b>	Households with broadband – Middlemount <b>92.2%<sup>^</sup></b>	Percentage without access to a car – Isaac <b>2.6%<sup>^</sup></b>	Percentage without access to a car – Middlemount <b>2.0%<sup>^</sup></b>	Childcare Facilities – Middlemount <b>1</b>	Schools – Middlemount <b>1</b>

\*Data from IRC Integran Report 2017: Extrinsic Material to the Local Government Infrastructure Plan.

<sup>^</sup>Source: ABS website, ABS 2016 Census QuickStats.



## Current Supply and Future Demand Analysis

SUBJECT	BENCHMARK	2019 AMOUNT	2030 PREDICTED TOTAL AMOUNT REQUIRED	AMOUNT TO BE BUILT OVER 10 YEARS TO MEET DEMAND
Number of Local, Local – Ornamental, & Kickabout space Parks	Residents are within 500m	13	13	0
Number of District Parks	Residents are within 2km	2	2	0
Number of sports precincts	Residents are within 2 - 10km	1	1	0
Playgrounds	Residents are within 500m	10	6 (subject to IRC Playground Strategy)	0
Length of footpaths/shared paths (km)	Community facilities connected	28.7km^	Subject to review	Subject to review
Community meeting places	Community meeting places available	5 (Hall, Gym, Golf Club, Bowls Club, Sportsground)	5 or less.	0

^Figure subject to further development/provision of data.

The survey released in 2016 identified that the most popular sport & recreation locations for use in Middlemount included:

- Middlemount Swimming Centre
- Walking tracks
- Middlemount Sportsgrounds
- Camm Park
- Blue Mountain Park
- Middlemount Golf Course

## Strategic Actions for the next 10 years

Based upon the above precinct profile, community consultation and assessed needs of the town from a recreation, sport, open space and community spaces perspective, the following actions are recommended:

REFERENCE / RECOMMENDATION NUMBER	ACTION NAME (PROJECT OR PROGRAM)	RECOMMENDED TIMEFRAMES		
		SHORT-TERM PRIORITY	MEDIUM- TERM PRIORITY	LONG-TERM PRIORITY
M1	Conduct a prioritised program of playground replacements, refurbishments, and park improvements as per the Isaac Playground Strategy document adopted by Council, including the potential to rationalise the number of formal parks/playgrounds given the oversupply within the town.	✓	✓	✓
M2	Middlemount outskirts sports areas - develop a plan for the prioritised improvement and support of those clubs/venues which includes but is not limited to the likes of Pony Club, Polocrosse, Horse racing etc.	✓		
M3	Middlemount Sportsgrounds – develop and have adopted by Council a site master plan to capture and prioritise the replacement and renewal of identified infrastructure elements.	✓		
M4	Middlemount outskirts sports areas - implement the adopted plan in stages through Council funding and grant funding opportunities and other means of support.	✓	✓	✓
M5	Middlemount Sportsgrounds – implement the adopted site master plan in stages through Council funding and grant funding opportunities.	✓	✓	✓
M6	Review the Draft Middlemount Urban Design Framework document and develop a prioritised list of projects still applicable to the area for further consideration and adoption by Council for implementation.	✓		
M7	Recognition bicycle trail – develop a concept for the proposed construction of a bicycle trail throughout the town in honour of Anna Meares, other athletes and persons of note (past, present and future) to recognise and celebrate their achievements.		✓	

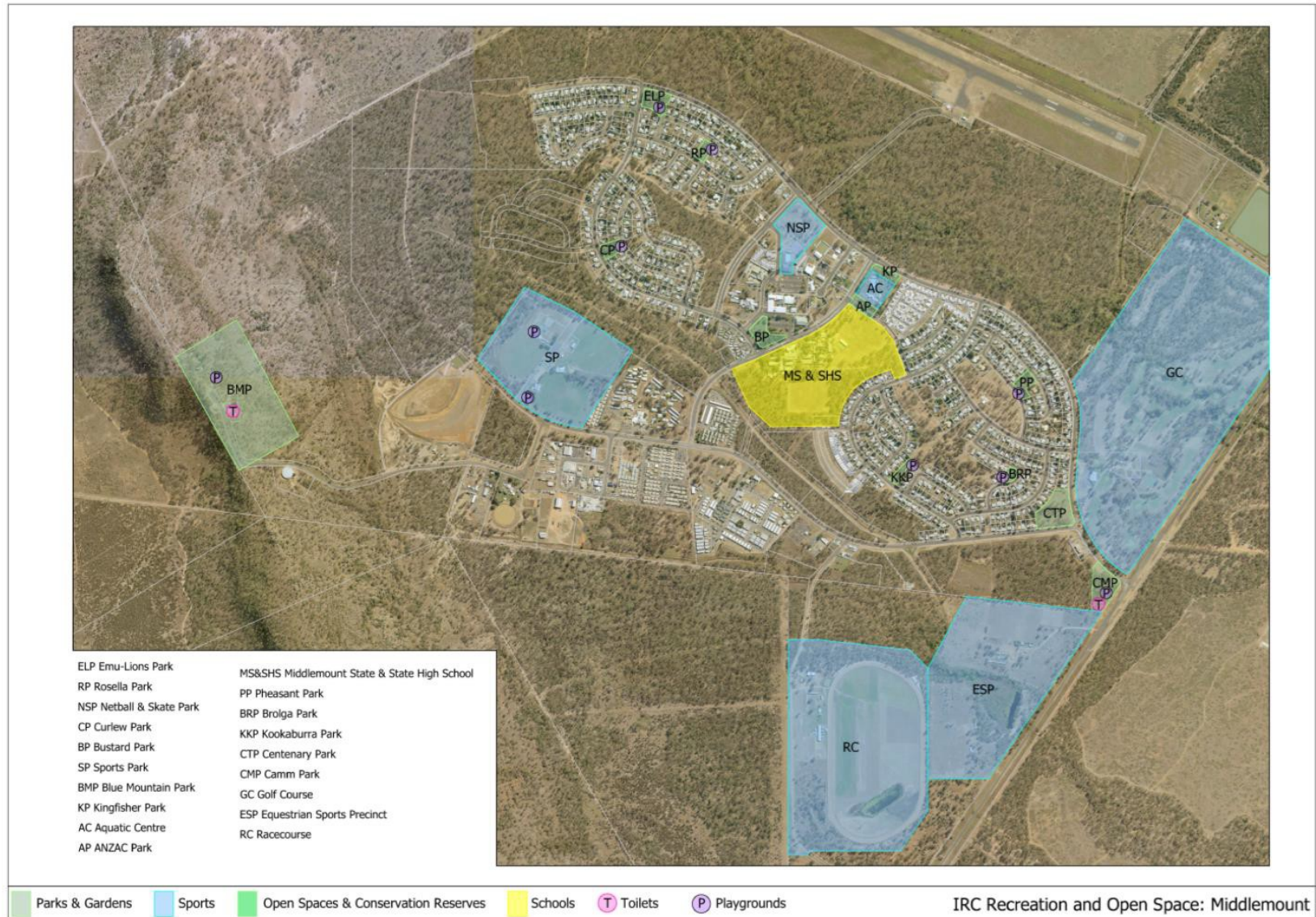


Image 10: Map of Middlemount parks, sportsgrounds and community facilities.

## NEBO STRATEGIC IMPLEMENTATION PLAN

### Introduction

This implementation plan is a summary of the predicted requirements of the town over the next 10 years. It consists of three sections: 1) Town characteristics. 2) Current supply and future demand analysis. 3) Strategic projects descriptions.

### Town Characteristics

1. Nebo is located in the northern area of the Isaac Region.
2. Nebo is an historic town and contains a museum displaying artefacts and machinery from the region's rich history.

3. The town is located on the Peak Downs Highway. Reynolds Street defines the central part of town.
4. Large equestrian and rodeo events are hosted at the Nebo Showgrounds.
5. The town services several surrounding mines, as well as supporting local agricultural operations.
6. The town has an abundance of sport and recreation facilities.
7. Nebo state school is located on Oxford Street.

Community consultation for the Nebo town area in 2016/17 resulted in numerous requests that included:

- Various improvements to the
- Showgrounds covered arena area and surrounds.
- Various improvements to the Pony Club area.
- Promote use of the Showgrounds, particularly the covered arena to increase utilisation.
- General infrastructure improvements at the Showgrounds and at other locations within the town.

POPULATION 2016 469*	POPULATION ESTIMATE 2031 556*	RECOMMENDED OPEN SPACE PER 1,000 PEOPLE: 4.00 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2019: 46.55 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2030: 39.26 HECTARES	MEDICAL CENTRES – NEBO 1
Households with broadband – Isaac <b>85.1%<sup>^</sup></b>	Households with broadband – Nebo <b>75.2%<sup>^</sup></b>	Percentage without access to a car – Isaac <b>2.6%<sup>^</sup></b>	Percentage without access to a car – Nebo <b>3.0%<sup>^</sup></b>	Childcare Facilities – Nebo <b>0</b>	Schools – Nebo <b>1</b>

\*Data from IRC Integran Report 2017: Extrinsic Material to the Local Government Infrastructure Plan.

<sup>^</sup>Source: ABS website, ABS 2016 Census QuickStats.



## Current Supply and Future Demand Analysis

SUBJECT	BENCHMARK	2019 AMOUNT	2030 PREDICTED TOTAL AMOUNT REQUIRED	AMOUNT TO BE BUILT OVER 10 YEARS TO MEET DEMAND
Number of Local, Local – Ornamental, & Kickabout space Parks	Residents are within 500m	4	4	0
Number of District Parks	Residents are within 2km	0	0	0
Number of sports precincts	Residents are within 2 - 10km	1	1	0
Playgrounds	Residents are within 500m	1	1	0
Length of footpaths/shared paths (km)	Community facilities connected	5.1km^	Subject to review	Subject to review
Community meeting places	Community meeting places available	2 (Nebo Memorial Hal, Nebo Recreation Centre)	2	0

^Figure subject to further development/provision of data.

The survey released in 2016 identified that the most popular sport & recreation locations for use in Nebo included:

- Nebo Showgrounds
- Nebo Gymnasium
- Centenary Park
- Perry Park
- Nebo Swimming Pool
- Skate Park

## Strategic Actions for the next 10 years

Based upon the above precinct profile, community consultation and assessed needs of the town from a recreation, sport, open space and community spaces perspective, the following actions are recommended:

REFERENCE / RECOMMENDATION NUMBER	ACTION NAME (PROJECT OR PROGRAM)	RECOMMENDED TIMEFRAMES		
		SHORT-TERM PRIORITY	MEDIUM- TERM PRIORITY	LONG-TERM PRIORITY
N1	Nebo Showgrounds Precinct – develop and have adopted by Council a site master plan to capture and prioritise the replacement, renewal and improvement of identified infrastructure elements.	✓		
N2	Nebo Showgrounds Precinct – implement the adopted site master plan in stages through Council funding and grant funding opportunities.	✓	✓	✓
N3	Town beautification/improvement initiatives – identify a list of possible future town beautification/improvement initiatives in collaboration with Council's Planning Department, Infrastructure Department and others for prioritisation and endorsement by Council.	✓		
N4	Town beautification/improvement initiatives – implement the endorsed town beautification/improvement initiatives list in stages.	✓	✓	✓
N5	Conduct a prioritised program of playground replacements, refurbishments, and park improvements as per the Isaac Playground Strategy document adopted by Council.	✓	✓	✓



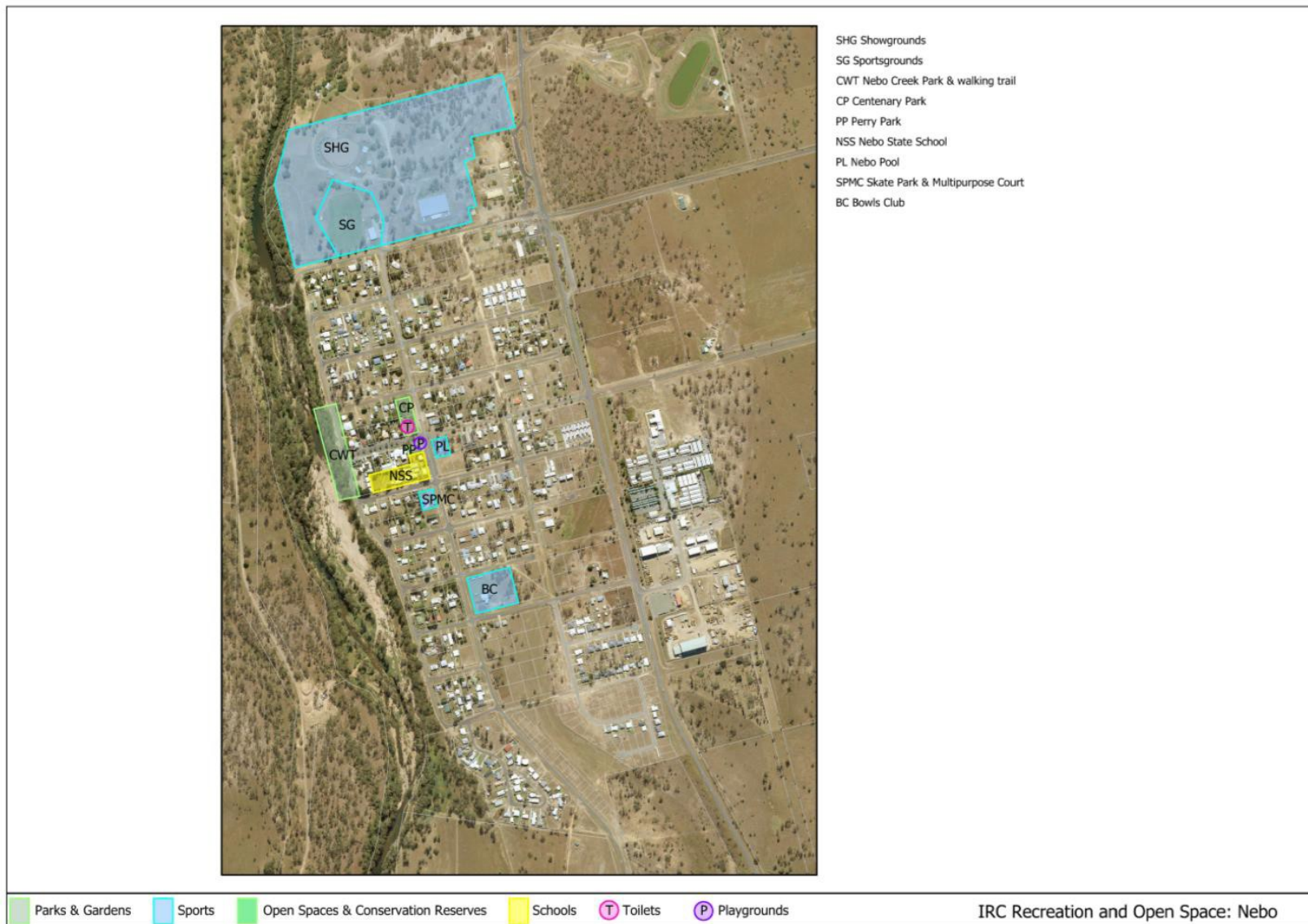


Image 11: Map of Nebo parks, sportsgrounds and community facilities.

## GLENDEN STRATEGIC IMPLEMENTATION PLAN

### Introduction

This implementation plan is a summary of the predicted requirements of the town over the next 10 years. It consists of three sections: 1) Town characteristics. 2) Current supply and future demand analysis. 3) Strategic projects descriptions.

### Town Characteristics

1. Glenden is located in the central northern section of the Isaac Region.

2. Glenden was established to services the coal mines within the area.
3. The town is located on the Collinsville-Elphinstone Road and has two main arterials in Perry Drive and Ewan Drive.
4. The town has an abundance of sporting and recreation facilities within the area, and on the outskirts. Additionally, it has access to a childcare centre and a combined state/high school.

Community consultation for the Glenden town area in 2016/17 resulted in numerous requests that included:

- Maddern Oval irrigation improvements.
- Issues with declining club sustainability due to declining population numbers.
- Consider forming a combined sports association similar to the Middlemount model to improve sport & recreation provision and club support.

POPULATION 2016 1,459*	POPULATION ESTIMATE 2031 1,566*	RECOMMENDED OPEN SPACE PER 1,000 PEOPLE: 4.00 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2019: 9.01 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2030: 8.4 HECTARES	MEDICAL CENTRES – GLENDEN 1
Households with broadband – Isaac <b>85.1%<sup>^</sup></b>	Households with broadband – Glenden <b>89.4%<sup>^</sup></b>	Percentage without access to a car – <b>Isaac 2.6%<sup>^</sup></b>	Percentage without access to a car – Glenden <b>1.7%<sup>^</sup></b>	Childcare Facilities – Glenden <b>1</b>	Schools – Glenden <b>1</b>

\*Data from IRC Integran Report 2017: Extrinsic Material to the Local Government Infrastructure Plan.

<sup>^</sup>Source: ABS website, ABS 2016 Census QuickStats.

## Current Supply and Future Demand Analysis

SUBJECT	BENCHMARK	2019 AMOUNT	2030 PREDICTED TOTAL AMOUNT REQUIRED	AMOUNT TO BE BUILT OVER 10 YEARS TO MEET DEMAND
Number of Local, Local – Ornamental, & Kickabout space Parks	Residents are within 500m	3	3	0
Number of District Parks	Residents are within 2km	1	1	0
Number of sports precincts	Residents are within 2 - 10km	1	1	0
Playgrounds	Residents are within 500m	1	1	0
Length of footpaths/shared paths (km)	Community facilities connected	1.7km <sup>^</sup>	Subject to review	Subject to review
Community meeting places	Community meeting places available	1 (Glenden Recreation Centre)	1	0

<sup>^</sup>Figure subject to further development/provision of data.

The survey released in 2016 identified that the most popular sport & recreation locations for use in Glenden included:

- Lions Park
- Glenden Swimming Pool
- Maddern Oval
- Golf Course
- Basketball Courts/Tennis Courts
- Glenden Recreation Centre

## Strategic Actions for the next 10 years

Based upon the above precinct profile, community consultation and assessed needs of the town from a recreation, sport, open space and community spaces perspective, the following actions are recommended:

REFERENCE / RECOMMENDATION NUMBER	ACTION NAME (PROJECT OR PROGRAM)	RECOMMENDED TIMEFRAMES		
		SHORT-TERM PRIORITY	MEDIUM- TERM PRIORITY	LONG-TERM PRIORITY
G1	Town beautification/improvement initiatives – identify and list possible future town beautification/improvement initiatives in collaboration with Glencore, Council's Planning Department and others for prioritisation and endorsement by Council.	✓		
G2	Town beautification/improvement initiatives – implement the endorsed town beautification/improvement initiatives list in stages.	✓	✓	✓
G3	Town Sports Infrastructure (i.e. Maddern Oval, Basketball/Tennis Courts etc.) – develop a brief improvement plan for the respective areas to capture and prioritise works within the town.	✓		
G4	Town Sports Infrastructure – implement the recommended improvements in stages.	✓	✓	✓
G5	Conduct a prioritised program of playground replacements, refurbishments, and park improvements as per the Isaac Playground Strategy document to be adopted by Council.	✓	✓	✓



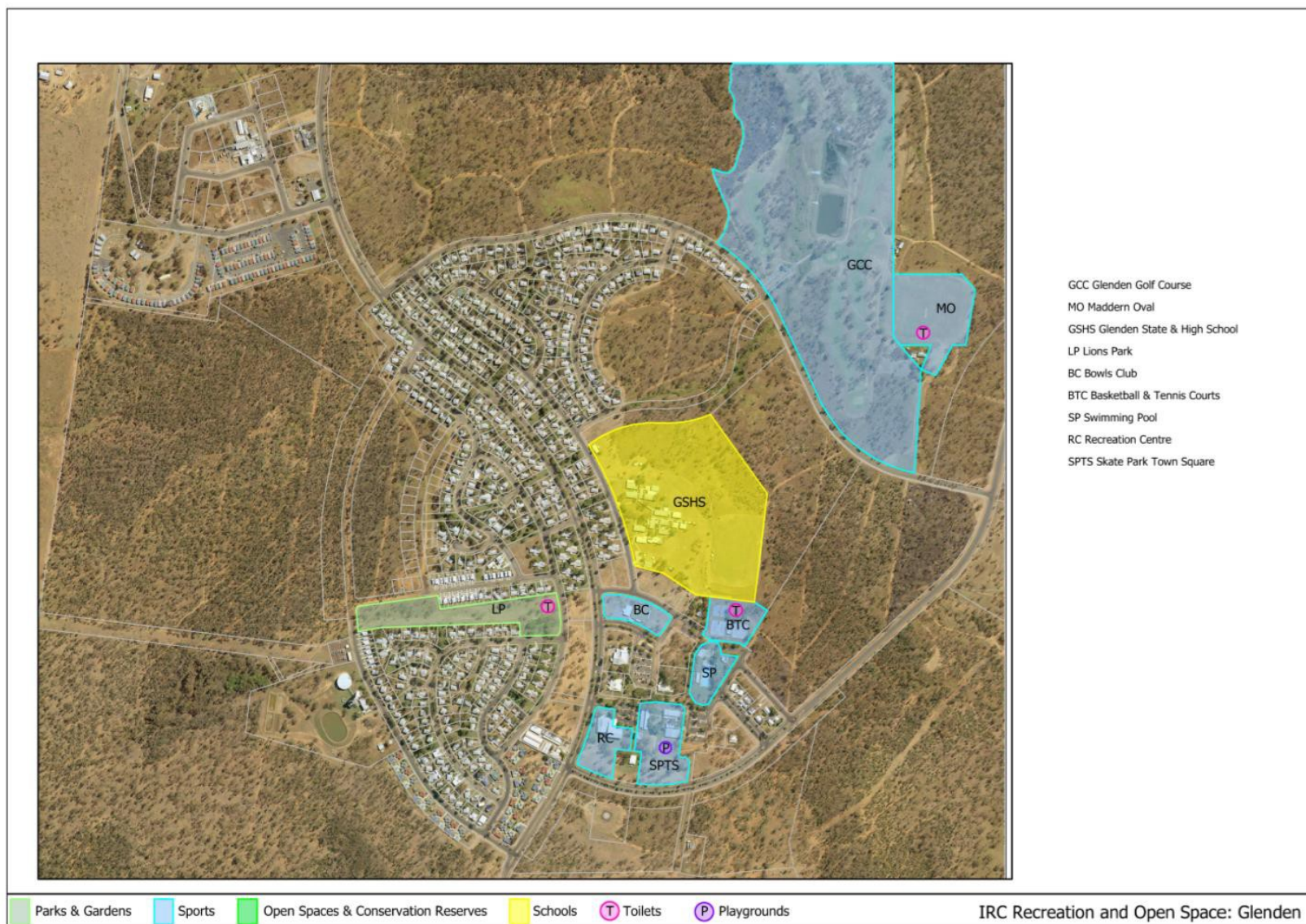


Image 12: Map of Glenden parks, sportsgrounds and community facilities.

## ST LAWRENCE STRATEGIC IMPLEMENTATION PLAN

### Introduction

This implementation plan is a summary of the predicted requirements of the town over the next 10 years. It consists of three sections: 1) Town characteristics. 2) Current supply and future demand analysis. 3) Strategic projects descriptions.

### Town Characteristics

1. St Lawrence is located in the south eastern corner of the Isaac Region.
2. St Lawrence is situated between Rockhampton and Mackay and is located 6km east of the Bruce Highway.

3. The town is accessed via the St Lawrence Connection Road. The main roads in St Lawrence are Railway Parade and Macartney Street.
4. St Lawrence is popular for its' fishing and the St Lawrence Wetlands which is home to an abundance of birdlife.
5. The town has a sports oval and park, as well as the St Lawrence Recreation Ground which hosts equestrian sports and camping. There is also a state school in the town.

Community consultation for St Lawrence in 2016/17 resulted in numerous requests that included:

- Improvements to the Sportsground area including replacing the amenities block and shade over the fitness equipment.
- Recreation Grounds improvements - shade over the grandstands, replace post and rail fencing, move the dump point, solar lighting.
- Provide a small storage shed, a cold room and external bar at the Hall/Bowls Club.
- Establish a heritage walk in the town, interpretive signage at the bird watching area.

POPULATION 2016 388*	POPULATION ESTIMATE 2031 422*	RECOMMENDED OPEN SPACE PER 1,000 PEOPLE: 4.00 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2016: 46.13 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2030: 42.42 HECTARES	MEDICAL CENTRES – ST LAWRENCE 0
Households with broadband – Isaac 85.1%^	Households with broadband – St Lawrence 62.4%^	Percentage without access to a car – Isaac 2.6%^	Percentage without access to a car – St Lawrence 3.7%^	Childcare Facilities – St Lawrence 0	Schools – St Lawrence 1

\*Data from IRC Integran Report 2017: Extrinsic Material to the Local Government Infrastructure Plan.

^Source: ABS website, ABS 2016 Census QuickStats.



## Current Supply and Future Demand Analysis

SUBJECT	BENCHMARK	2019 AMOUNT	2030 PREDICTED TOTAL AMOUNT REQUIRED	AMOUNT TO BE BUILT OVER 10 YEARS TO MEET DEMAND
Number of Local, Local – Ornamental, & Kickabout space Parks	Residents are within 500m	2	2	0
Number of District Parks	Residents are within 2km	0	0	0
Number of sports precincts	Residents are within 2 - 10km	2	2	0
Playgrounds	Residents are within 500m	1	1	0
Length of footpaths/shared paths (km)	Community facilities connected	1.1km <sup>^</sup>	Subject to review	Subject to review
Community meeting places	Community meeting places available	2 (Hall and Recreation Grounds)	2	0

<sup>^</sup>Figure subject to further development/provision of data.

The survey released in 2016 identified that the most popular sport & recreation locations for use in St Lawrence included:

- St Lawrence Recreation Grounds
- St Lawrence Swimming Pool
- Broadsound Centenary Hall
- The Bowls Club

## Strategic Actions for the next 10 years

Based upon the above precinct profile, community consultation and assessed needs of the town from a recreation, sport, open space and community spaces perspective, the following actions are recommended:

REFERENCE / RECOMMENDATION NUMBER	ACTION NAME (PROJECT OR PROGRAM)	RECOMMENDED TIMEFRAMES		
		SHORT-TERM PRIORITY	MEDIUM- TERM PRIORITY	LONG-TERM PRIORITY
SL1	Town beautification/improvement initiatives – identify a list of possible future town beautification/improvement initiatives in collaboration with Council's Planning Department, Infrastructure Department and others for prioritisation and endorsement by Council.	✓		
SL2	Town beautification/improvement initiatives – implement the endorsed town beautification/improvement initiatives list in stages.	✓	✓	✓
SL3	St Lawrence sport areas – develop a brief improvement plan for the Sports Ovals and the St Lawrence Recreation grounds area to capture and prioritise works for the improvement of those locations.	✓		
SL4	St Lawrence sport areas – implement the improvement plans for the respective areas in stages.	✓	✓	✓
SL5	Conduct a prioritised program of playground replacements, refurbishments, and park improvements as per the Isaac Playground Strategy document adopted by Council.	✓	✓	✓



Image 13: Map of St Lawrence parks, sportsgrounds and community facilities.

## CARMILA STRATEGIC IMPLEMENTATION PLAN

### Introduction

This implementation plan is a summary of the predicted requirements of the town over the next 10 years. It consists of three sections: 1) Town characteristics. 2) Current supply and future demand analysis. 3) Strategic projects descriptions.

### Town Characteristics

1. Carmila is located in the north eastern section of Isaac approximately 6km from the coastline.
2. Carmila beach is a popular destination for tourists and locals alike and during the tourist season has many campers/caravans visit the area.

3. The town has a central spine in Music Street/Carmila West Road and is divided by the Bruce Highway into eastern and western locations.
4. Carmila services a predominantly agricultural community. A diversity of crops are farmed in the area and there are substantial cattle farming and aquaculture operations in the region also.
5. The town has an abundance of sport and recreation facilities for the population size. There are no privately- operated sport and recreation facilities within the town/area.
6. Carmila has a state school in the western section of the town.

Community consultation for the East Coast region in 2016/17 didn't result in any specific requests for Carmila at that time. It is noted the consultation session was held in St Lawrence which may have impacted on the attendance of community members from Carmila and subsequent suggestions being received. It is anticipated that through the public exhibition of the ROSS that specific suggestions for the area will be received which can then be incorporated into the document.

POPULATION 2016 411*	POPULATION ESTIMATE 2031 469*	RECOMMENDED OPEN SPACE PER 1,000 PEOPLE: 4.00 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2016: 13.11 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2030: 11.49 HECTARES	MEDICAL CENTRES – CARMILA 0
Households with broadband – Isaac 85.1%^	Households with broadband – Carmila 71.9%^	Percentage without access to a car – Isaac 2.6%^	Percentage without access to a car – Carmila 6.0%^	Childcare Facilities – Carmila 0	Schools – Carmila 1

\*Data from IRC Integran Report 2017: Extrinsic Material to the Local Government Infrastructure Plan.

^Source: ABS website, ABS 2016 Census QuickStats.

## Current Supply and Future Demand Analysis

SUBJECT	BENCHMARK	2019 AMOUNT	2030 PREDICTED TOTAL AMOUNT REQUIRED	AMOUNT TO BE BUILT OVER 10 YEARS TO MEET DEMAND
Number of Local, Local – Ornamental, & Kickabout space Parks	Residents are within 500m	2	2	0
Number of District Parks	Residents are within 2km	0	0	0
Number of sports precincts	Residents are within 2 - 10km	1	1	0
Playgrounds	Residents are within 500m	2	2	0
Length of footpaths/shared paths (km)	Community facilities connected	1.56km^	Subject to review	Subject to review
Community meeting places	Community meeting places available	2 (Carmila Community Hall, Carmila Sportsground Stadium)	2	0

^Figure subject to further development/provision of data.

The survey released in 2016 identified that the most popular sport & recreation locations for use in Carmila included:

- Carmila Beach Reserve and playground
- Carmila Sportsground
- Carmila Tennis Courts
- Ilbilbie Community Centre
- Flaggy Rock Community & Recreation Centre/Pool
- Carmila Stadium

### Strategic Actions for the next 10 years

Based upon the above precinct profile, community consultation and assessed needs of the town from a recreation, sport, open space and community spaces perspective, the following actions are recommended:

REFERENCE / RECOMMENDATION NUMBER	ACTION NAME (PROJECT OR PROGRAM)	RECOMMENDED TIMEFRAMES		
		SHORT-TERM PRIORITY	MEDIUM- TERM PRIORITY	LONG-TERM PRIORITY
CM1	Carmila Beach Recreation Reserve – continue to implement the landscape master plan for the area in stages through Council funding and grant funding initiatives, noting the linkage to the Isaac Tourism Strategy.	✓	✓	✓
CM2	Carmila Sportsground – develop an improvement plan for the area identifying and prioritising projects based upon asset condition assessment data and community usage information.	✓		
CM3	Carmila Sportsground – implement the improvement plan in stages through Council funding and grant funding initiatives.	✓	✓	✓
CM4	Conduct a prioritised program of playground replacements, refurbishments, and park improvements as per the Isaac Playground Strategy document to be adopted by Council.	✓	✓	✓



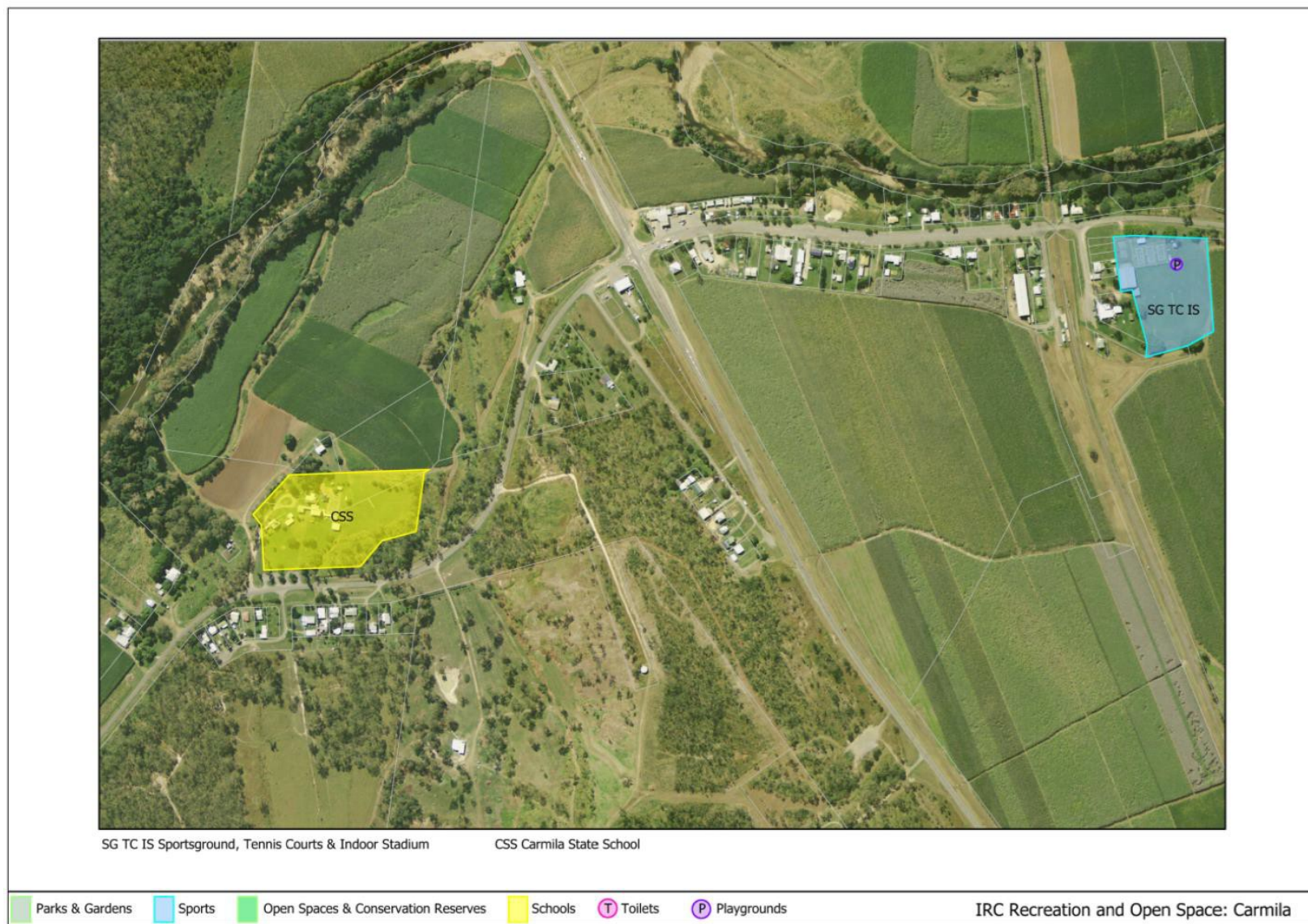


Image 14: Map of Carmila parks, sportsgrounds and community facilities.



Image 15: Map of Carmila Beach area facilities.

## CLAIRVIEW STRATEGIC IMPLEMENTATION PLAN

### Introduction

This implementation plan is a summary of the predicted requirements of the town over the next 10 years. It consists of three sections: 1) Town characteristics. 2) Current supply and future demand analysis. 3) Strategic projects descriptions.

### Town Characteristics

1. Clairview is located in the centre of Isaac's east coast region.
2. In 1977 the Great Barrier Reef Ministerial Council established Clairview as a Dugong Sanctuary.

3. It is located on the Bruce Highway between Rockhampton and Mackay.
4. Clairview is a popular fishing and crabbing beach side community.
5. It has limited recreation facilities. There are no privately-operated sport and recreation facilities within the village, or childcare centres, state or high schools.

Community consultation for the East Coast region in 2016/17 didn't result in any specific requests for Clairview at that time. It is noted the consultation session was held in St Lawrence which may have impacted on the

attendance of community members from Clairview and subsequent suggestions being received. It is anticipated that through the public exhibition of the ROSS that specific suggestions for the area will be received which can then be incorporated into the document.

POPULATION 2016 NO DATA AVAILABLE*	POPULATION ESTIMATE 2031 NO DATA AVAILABLE*	RECOMMENDED OPEN SPACE PER 1,000 PEOPLE: 4.00 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2016: SUBJECT TO FURTHER REVIEW	OPEN SPACE PER 1,000 PEOPLE 2030: SUBJECT TO FURTHER REVIEW	MEDICAL CENTRES – CLAIRVIEW 0
Households with broadband – Isaac <b>85.1%<sup>^</sup></b>	Households with broadband – Clairview <b>60.6%<sup>^</sup></b>	Percentage without access to a car – Isaac <b>2.6%<sup>^</sup></b>	Percentage without access to a car – Clairview <b>0.0%<sup>^</sup></b>	Childcare Facilities – Clairview <b>0</b>	Schools – Clairview <b>0</b>

\*Data from IRC Integran Report 2017: Extrinsic Material to the Local Government Infrastructure Plan.

<sup>^</sup>Source: ABS website, ABS 2016 Census QuickStats.



## Current Supply and Future Demand Analysis

SUBJECT	BENCHMARK	2019 AMOUNT	2030 PREDICTED TOTAL AMOUNT REQUIRED	AMOUNT TO BE BUILT OVER 10 YEARS TO MEET DEMAND
Number of Local, Local – Ornamental, & Kickabout space Parks	Residents are within 500m	2	2	0
Number of District Parks	Residents are within 2km	0	0	0
Number of sports precincts	Residents are within 2 - 10km	0	0	0
Playgrounds	Residents are within 500m	1	1	0
Length of footpaths/shared paths (km)	Community facilities connected	0^	Subject to review	Subject to review
Community meeting places	Community meeting places available	1 (Clairview Community Centre)	1	0

^Figure subject to further development/provision of data.

The survey released in 2016 didn't specifically identify those locations within Clairview that could be considered the most popular sport & recreation locations for use. Given the limited number of facilities in Clairview it is reasonable to conclude that the most popular locations for use in the area include:

- Clairview Park/Community Centre
- Clairview Boat Ramp
- Blue Rocks Park

## Strategic Actions for the next 10 years

Based upon the above precinct profile, community consultation and assessed needs of the town from a recreation, sport, open space and community spaces perspective, the following actions are recommended:

REFERENCE / RECOMMENDATION NUMBER	ACTION NAME (PROJECT OR PROGRAM)	RECOMMENDED TIMEFRAMES		
		SHORT-TERM PRIORITY	MEDIUM- TERM PRIORITY	LONG-TERM PRIORITY
CL1	Town beautification/improvement initiatives – identify and list possible future town beautification/improvement initiatives in collaboration with Council's Planning Department, Infrastructure Department and others for prioritisation and endorsement by Council.	✓		
CL2	Town beautification/improvement initiatives – implement the endorsed town beautification/improvement initiatives list in stages.	✓	✓	✓
CL3	Clairview Park – develop a brief improvement plan for the area, specifically based on asset condition data information and community consultation to capture and prioritise works in that location.	✓		
CL4	Clairview Park – implement the improvement plan in stages.	✓	✓	✓
CL5	Conduct a prioritised program of playground replacements, refurbishments, and park improvements as per the Isaac Playground Strategy document adopted by Council.	✓	✓	✓



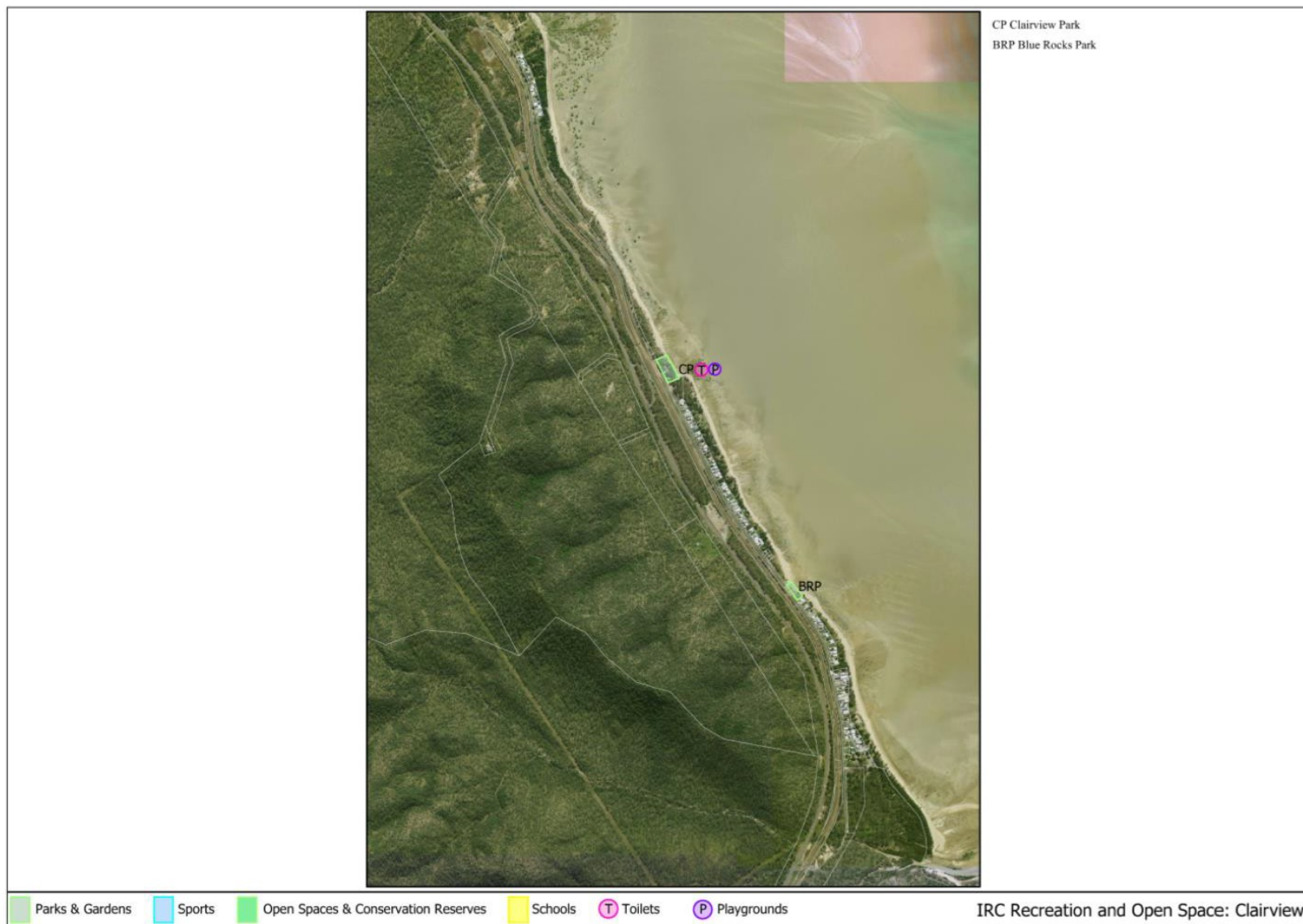


Image 16: Map of Clairview parks.

## ILBILBIE/GREENHILL STRATEGIC IMPLEMENTATION PLAN

### Introduction

This implementation plan is a summary of the predicted requirements of the town over the next 10 years. It consists of three sections: 1) Town characteristics. 2) Current supply and future demand analysis. 3) Strategic projects descriptions.

### Town Characteristics

1. Ilbilbie/Greenhill is located in the north of Isaac's east coast region.
2. Ilbilbie is a small village located on the Bruce Highway which primary consists of a Community Hall, Service Station/Roadhouse and Motel.

3. Greenhill is located at the end of Greenhill Road on the east coast, it contains some shops, a residential housing area, a refuse transfer station and the Palmerston Caravan Park.
4. Greenhill is a popular fishing and crabbing beach side community and is closely located to the Notch Point Free Camping area.
5. Both locations have limited recreation facilities. There are no privately- operated sport and recreation facilities within the villages, or childcare centres, state or high schools.

Community consultation for the East Coast region in 2016/17 didn't result in any specific requests for Ilbilbie/Greenhill. It is noted the consultation session was held at St Lawrence which may have impacted on the attendance of community members from the area and subsequent suggestions being received. It is anticipated that through the public exhibition of the ROSS that specific suggestions for the area will be received which can then be incorporated into the document.

POPULATION 2016 319*	POPULATION ESTIMATE 2031 352*	RECOMMENDED OPEN SPACE PER 1,000 PEOPLE: 4.00 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2016: 0 HECTARES	OPEN SPACE PER 1,000 PEOPLE 2030: 1.3 HECTARES (RECOMMENDED)	MEDICAL CENTRES – IBILBIE/GREENHILL 0
Households with broadband – Isaac <b>85.1%<sup>^</sup></b>	Households with broadband – Ilbilbie/Greenhill <b>80.3%<sup>^</sup></b>	Percentage without access to a car – Isaac <b>2.6%<sup>^</sup></b>	Percentage without access to a car – Ilbilbie/Greenhill <b>4.8%<sup>^</sup></b>	Childcare Facilities – Ilbilbie/Greenhill <b>0</b>	Schools – Ilbilbie/Greenhill <b>0</b>

\*Data from IRC Integran Report 2017: Extrinsic Material to the Local Government Infrastructure Plan.

<sup>^</sup>Source: ABS website, ABS 2016 Census QuickStats.

## Current Supply and Future Demand Analysis

SUBJECT	BENCHMARK	2019 AMOUNT	2030 PREDICTED TOTAL AMOUNT REQUIRED	AMOUNT TO BE BUILT OVER 10 YEARS TO MEET DEMAND
Number of Local, Local – Ornamental, & Kickabout space Parks	Residents are within 500m	0	1	1
Number of District Parks	Residents are within 2km	0	0	0
Number of sports precincts	Residents are within 2 - 10km	0	0	0
Playgrounds	Residents are within 500m	1	2	1
Length of footpaths/shared paths (km)	Community facilities connected	0	Subject to review	Subject to review
Community meeting places	Community meeting places available	1 (Ilbilbie Community Hall)	1	0

^Figure subject to further development/provision of data.

The survey released in 2016 didn't specifically identify those locations within Ilbilbie/Greenhill that could be considered the most popular sport & recreation locations for use. Given the limited number of facilities in the area it is reasonable to conclude the most popular locations for use in the area include:

- Ilbilbie Community Hall & Playground
- Greenhill Boat Ramp
- Knotch Point Reserve

## Strategic Actions for the next 10 years

Based upon the above precinct profile, community consultation and assessed needs of the town from a recreation, sport, open space and community spaces perspective, the following actions are recommended:

REFERENCE / RECOMMENDATION NUMBER	ACTION NAME (PROJECT OR PROGRAM)	RECOMMENDED TIMEFRAMES		
		SHORT-TERM PRIORITY	MEDIUM- TERM PRIORITY	LONG-TERM PRIORITY
IG1	Greenhill – develop a brief and plan for the development of a park/play equipment in the Greenhill area for community consultation to further develop a preferred location and design for Council consideration.	✓		
IG2	Greenhill – implement the park/play equipment development plan and design.	✓		
IG3	Notch Point Plan of Management – develop a plan of management for the area in consultation with the community and seek adoption through Council. The plan of management will seek to identify and list possible improvement projects for the area.		✓	
IG4	Notch Point Plan of Management – implement the adopted plan of management in stages.	✓	✓	✓



*Image 17: Map of Greenhill.*





Image 18: Map of Ilbilbie park and community facility.



# SECTION 7

## OPERATIONAL SERVICE LEVELS

Operational Service Levels refers to the standards to which Council maintains its various parks, open spaces and sportsgrounds. It seeks to capture information such as the frequency with which those locations are maintained, the type of maintenance that occurs and the resources that are required to deliver the final agreed levels of service.

Council has previously developed draft operational service level documentation for those areas that it maintains. It is proposed that through the ROSS and within the planning periods noted that Council will further develop and refine the Operational Service Levels and then implement a plan to achieve the consistent delivery of them throughout the region.

The service level documents not only seek to capture the frequency with which activities such as mowing, edging, pruning, cleaning, weed spraying etc. occur, but also to capture more substantial maintenance activities. Activities that may fall into this latter category include sportsground and other location renovations such as top dressing, aeration, fertiliser application and other surface improvement activities, painting, major tree renovations, softfall replenishments, playground inspections and much more.

It is noted that a major factor that influences the development of the service levels is the difference in weather experienced between the wet and dry seasons within the region. The difference between the seasons in terms of vegetation growth is significant, thus the frequency of mowing and turf maintenance activities varies greatly between the seasons. This results in an increased need for mowing/edging services to be engaged through external resources. Supplementary resourcing through external contractors is required to ensure that Council avoids an oversupply of staff and equipment in the dry season period.

The wet and dry season impacts within the region are generally predictable, although the severity and duration of both may vary resulting in appreciable differences in the work and resource requirements in each 12-month period. Less predictable is the occurrence of major storm events that can result in significant damage to Council assets and infrastructure requiring major clean-up and repair operations. When these events occur they often result in Parks and Recreation staff being mobilised to conduct clean-up works within not only recreation and open space areas, but also within other locations/at other Council assets, as well as occasionally assisting neighbouring Councils.

It is important to note the above points given the impacts that they can have on Council's operational budget. Additionally, the requirement for a level of flexibility and contingency to be factored in is required given the somewhat unpredictable nature of these seasonal influences.

An example of what the Operational Service Level document looks like minus the specific frequency/staff hour etc. details is provided in **Appendix 5**.

## OPERATIONAL SERVICE LEVELS MEASUREMENT

It is proposed that a checklist system be developed for the region which assists in measuring the delivery of operational service levels so that staff and other identified parties can review and comment on delivery for further analysis. It is suggested that the delivery inspections occur on a quarterly basis to ensure the reviews are spread across the different seasons.

Suggested categories for inspection and comment as part of the quarterly review process are as follows, which will include a target measure allocated for each category:

- PUBLIC CONVENIENCES
  - Cleaning, servicing and general maintenance
  - Major and minor improvements
- SPORTSGROUNDS AND OPEN SPACES

- 
- Improvement in asset rating over previous year
  - PLAYGROUNDS MAINTENANCE
    - Continual improvement via agreed program
    - Compliant and safe playgrounds – Australian Standards AS4685 Parts 1 to 6
    - Alignment of maintenance and planning with a full IRC playground audit
  - PARKS, GARDENS AND RESERVES
    - Continual improvement in asset condition rating data
  - COMMUNITY AND RECREATIONAL FACILITIES
    - Improved utilisation of community and recreational facilities/spaces



# APPENDIX



# APPENDIX 1

## BENEFITS OF SPORT AND RECREATION

### Preventative Health, Sport and Physical Activity

Source: Sport Australia website.

[https://www.clearinghouseforsport.gov.au/knowledge\\_base/organised\\_sport/sport\\_and\\_government\\_policy\\_objectives/preventive\\_health\\_sport\\_and\\_physical\\_activity](https://www.clearinghouseforsport.gov.au/knowledge_base/organised_sport/sport_and_government_policy_objectives/preventive_health_sport_and_physical_activity)

Participation in physical activity, particularly among children, supports a number of life-long benefits, including: (1) development of fundamental motor skills, (2) improvement of current health and fitness, (3) contribution to long-term health and the prevention of chronic disease, and (4) promotion of more inclusive and engaged communities through social interaction.

Regular physical activity, including organised sport and active recreational pursuits, has many known benefits. Increasing the level of physical activity among the population is one of three key elements (along with improved nutrition and healthy lifestyle choices) in the overall preventive health strategy adopted by governments. Improved population health produces immediate and long-term social and economic benefits.

Key messages:

1. Regular participation in sport and physical activity offers immediate and long-term personal health (i.e. physical and mental) benefits.
2. Population-wide participation in sport and other forms of physical activity has been shown to reduce risk factors associated with some non-communicable diseases and other health problems, leading to population health benefits.
3. Physical inactivity contributes approx. AUD\$805m to Australia's annual disease burden. If all Australians did an extra 30mins of brisk exercise at least 5x per week (including sport) this could be reduced by 26% (AUD\$209.3m).
4. Awareness that regular physical activity, that may include sport participation, makes a positive contribution to health and personal wellbeing, is an important public health message.

### Childhood Obesity

Obesity has been identified by leading health authorities as a major risk factor contributing to the onset of type-two diabetes and cardiovascular disease.

Obesity among children and adolescents is linked to an increased risk of long-term health problems and may also diminish the quality of life in the short-term. The World Health Organization (WHO) acknowledges that childhood obesity is a complex issue having many interrelated factors, both within and outside of the health sector; including levels of physical activity, dietary habits, environment, education, cultural and socioeconomic status.

The high rate of childhood obesity in Australia is a major health concern for State and Federal Governments. Comparisons with other advanced economies internationally shows that Australia has one of the highest rates of obesity in the world.

Key messages:

1. Childhood obesity is linked to increased risk of adverse long-term health outcomes. Australian children living today could be the first modern population cohort to expect a decline in life expectancy.
2. Australia has one of the highest rates of childhood obesity among developed countries. 1 in 4 Australian children (aged 2-17) were overweight or obese in 2014- 15.

3. The short and long-term impacts of childhood obesity have significant economic implications – for example, the estimated annual cost of physical inactivity in Australia today is AUD \$13.8b, including an annual productivity loss of AUD\$9.3b.
4. Regular physical activity during childhood and adolescence helps to regulate body weight and establish health promoting lifestyle behaviours that reduce factors associated with obesity and chronic diseases.
5. Because of the complex interaction of factors influencing childhood obesity, multi- component intervention strategies appear to be the most effective in moderating or reducing adiposity (that is, severe or morbid overweight) in children and adolescents.

## **Sport and Mental Health**

Mental health is characterised by emotional wellbeing and resilience to stress. Mentally healthy individuals are able to cope with daily stresses and fully participate in family, work, sport, leisure, and community activities. A mental disorder is a diagnosable illness that affects a person's thinking, emotional state, and behaviour, and disrupts his/her ability to carry out normal daily activities or engage in satisfying personal relationships.

Understanding the causes of mental/emotional stress, learning coping skills, and developing emotional and social support networks can help any individual build resilience and deal with stressful situations. Athletes are regularly challenged by stressful events related to their sport participation, and these may occur on top of daily life stresses. One's ability to 'bounce back' to a normal state of functioning, following exposure to stress, is a predictor of good mental health.

Key messages:

1. Physical activity stimulates a biochemical response in the brain that influences one's mental state. Regular physical activity, in appropriate amounts, contributes to personal wellbeing.
2. Sport, recreation, and physical activity can promote and encourage social interaction, which supports good mental health.
3. Athletes are subjected to sport specific stressors, as well as stress from everyday life. Good mental health is characterised by emotional wellbeing and resilience to all sources of stress.
4. An athlete's state of mind has a significant impact on their athletic performance and vice versa.
5. Diagnosis and care of an athlete's mental health concerns must be considered within the context of sport and life.

## **Mature-aged Sport and Physical Activity**

Long-term sport and physical activity behaviours have been linked to enhanced and lifelong physical, mental, and social wellbeing outcomes.

15% of Australians (3.7 million) were aged 65 and over in 2016. This cohort is projected to grow to 22% of our total population (approximately 8.7 million) by 2056.

An ageing population presents many significant challenges to governments—particularly across the social policy related areas of health services, active participation of older persons in society, community planning and infrastructure, and overall quality of life.

Key messages:

1. 2016/17 AusPlay data shows that only 44% of older Australians (65+) participated in physical activity five times per week – of which 40% of those respondents said they were active through sport-related activities.

2. Australian physical activity guidelines for older adults (65+) recommend accumulating at least 30 minutes of moderate intensity physical activity daily.
3. More recent research has shown that older persons who maintain a higher level of physical capacity may actually slow their aging process, as well as contributing to improved personal health outcomes.

## Physical Activity

The benefits of regular physical activity (PA) are numerous and supported by a broad body of research and evidence. These benefits are contingent on the types of PA related activities undertaken, frequency and settings.

Sport in its many forms can serve as an excellent platform for families, communities and governments to encourage more people to get more active more often, and to increase their levels of physical activity—whether that be for an individual or a nation.

Physical inactivity is a leading risk factor for premature mortality and reduced quality of life—both physical and mental. High levels of sedentary behaviour and physical inactivity at a population level can place a significant burden on a nation's health budget and its economy.

**PA reduces the risk of developing:** A range of non-communicable diseases and illness including coronary artery disease; Type 2 diabetes; depression, anxiety or other mental illnesses; dementia/cognitive decline in older adults; and some cancers. PA can also improve your resilience to some communicable diseases.

**Individual and social benefits:** Improved physical fitness – flexibility, body composition, cardio-respiratory health, strength endurance and movement skills. Enhanced psychological and social development – interpersonal skills, personal resilience, confidence and self-esteem.

Why sport? While all PA provides significant benefits for health and wellbeing, sport – particularly team-based sport – can provide stronger outcomes including: improved resilience; improved mental health outcomes across the life course; positive role models; social connectedness; higher likelihood of meeting PA guidelines and continuing PA long term.

## Social Sport

'Social sport' is a term used to identify one's engagement in sport in a less formal (i.e. anytime, anywhere) context. The motivation for participation and the personal and social outcomes of participation can vary from one individual to another. Social sport usually places less emphasis on performance results and their meaning and more emphasis on the relationships between participants. Although the element of competition is often present in social sport, it is generally not controlled or sanctioned by a governing body.

Most sports have a social aspect as well as a personal context. Therefore, sport has a social influence on its participants and sport (in all its forms) is also influenced by social conventions.

Social sports may have many elements in common with organised recreational sports, and a similar look and feel to standard or traditional competitive sports, but by their nature social sports remain informal.

Key messages:

1. Social sport and organised sport both have common and uniquely defining factors, they can look similar or be separate.
2. Sport and physical activity can be viewed in a social, as well as a personal fitness context.
3. The Australian sports 'market' contributes about 2% to Australia's Gross Domestic Product (approximately \$35.5 billion, Australian Dollars) and it's estimated that approximately 22% of this is derived from 'social sport'.

## **Sport for Community Development**

Sport contributes to community identity—serving as a focal point for community engagement, pride and achievement. The diversity of sports and sporting activities (including social sport and active recreation) make it an ideal medium to reach men and women from every age-group, culture and socio-economic background.

The broader benefits of sport go beyond the personal benefits derived from participation. Sport is a popular focal point for strategies that underpin government and non-government organisational policies for community development and social inclusion.

Key messages:

1. Sport can contribute to community identity, as a focal point for personal interaction and community engagement.
2. Sport can be used to address social inequities and disadvantage.
3. Sports have the potential to reach a wide cross-section of community members.

## **Crime Reduction and the Role of Sport**

A growing body of evidence, suggests, well organised and delivered sport and physical activity programs combined with other targeted interventions can make a contribution in reducing crime within targeted groups and communities.

Key messages:

1. With the right policy settings sport can assist to reduce crime in society.
2. Sport can be effective when combined with programs which seek to address wider personal and social development.
3. There are a number of Government programs at all levels that use sport as a tool for crime minimisation.

## **Sport in Rural and Regional Australia**

Sport plays an important role in rural, regional, and remote Australia. It can bring regional communities together; contribute positively to community identity and sense of place; promote social interaction and community inclusion; and play an important role in providing opportunities for physical activity and improved health outcomes. Additionally, rural and regional Australian centres are increasingly hosting sporting events that provide economic stimulus and instil a sense of community pride.

Traditionally, these communities have also developed many of Australia's elite athletes due to their unique cultural characteristics and physical environments among other attributes.

Key messages:

1. Sports participation in rural, remote, and regional Australian communities has been shown to improve social cohesion and population health outcomes.
2. Bidding for, and hosting, significant sporting events—individually or as part of a consortium of centres—is increasingly a strategy being used by regional councils to gain an economic stimulus and to raise the public profile of their communities.
3. Some regional centres have produced a disproportionately high number of Australia's most successful elite athletes.
4. Many regional centres have access to government and community sponsored programs to support emerging elite athletes and investment in sports infrastructure.

## APPENDIX 2

### SPORT & RECREATION TRENDS

For the purpose of informing the ROSS, IRC undertook an assessment of other information sources to obtain an overview of the relevant open space and recreation trends. The following section includes information from the likes of Mackay Regional Councils' Recreation and Open Space Strategy, Sport Australia/Australian Sports Commission/CSRIO.

#### SPORT & RECREATION

A range of sport & recreation trends have been observed through studies undertaken by other local governments throughout Australia and analysis of published data (e.g. ABS, CSIRO, Australian Sports Commission). Below is a summary of participation, planning, design and management trends that have implications for sport and recreation planning and provision.

##### Generic Trends

The following general trends influencing the use of sport and recreation facilities are evident:

- Many individuals are time poor and the scheduling of activities at times that are convenient to them is increasingly important.
- There is a desire by many participants to simply 'turn up and play' with minimal volunteering commitments, increasing the desire for commercial provision.
- Maximum flexibility in design to accommodate varying community needs and forms of use should be a prerequisite. Multi-use sport and recreation precincts may need to consider incorporating opportunities for traditional and non-traditional activities.
- Participation in organised sport is generally static but there is a growing demand for social forms of participation in sport.
- Local governments are recognising the importance of creating environments to enable people to lead active and healthy lives, placing greater focus on integration with urban planning, provision and/or connectivity of walking and cycling paths, provision of sport and recreation facilities and programs, and the provision and access to parks and open space.
- Volunteerism is declining in many sport and recreation organisations. This is placing greater pressure on the remaining volunteer base and may impact on participation levels and/or costs in the future. Specifically, services that were once provided on a voluntary basis now need to be paid for.
- Declining volunteerism is also placing greater pressure on Councils in terms of the way they manage sports facilities on their land.
- There is an awareness of the importance of 'risk management' and the need for a 'whole-of-life' approach to facility development and asset management.
- Multiple use of sport and recreation facilities, season overlap and across season usage is becoming more prevalent.
- Demographic shift is changing the patterns of participation in sport and recreation.
- Many sports' peak bodies are responding to social and demographic trends by introducing modified forms of participation and scheduling.

##### Facility Planning and Design

Trends in facility planning and design include:



- The planning process for new facilities has improved significantly with the conduct of effective feasibility studies being the norm. These studies have generally included management, marketing, and/or financial plans with demand projections based on sophisticated survey data.
- There is a strong trend away from single purpose facilities towards multi-purpose facilities, however facilities need to be designed to ensure they can meet the specific needs of key user groups.
- Contemporary planning seeks to create, where possible, 'community hubs' for sport and recreation that can meet a broader range of needs and facilitate higher utilisation and viability.
- More flexible designs are being created and there is a growing expectation that facilities will need to be renovated/upgraded on a periodic basis. There is a realisation that facilities have a 'customer interest life-span', which is much less than the facility asset lifespan.
- Sport facility designs are increasingly required to cater for different levels and standards of competition.
- Synthetic playing surfaces may need to be considered in areas where limited provision opportunities, high use of existing facilities, and/or an inability to adequately maintain grass fields to suitable standards are evident.
- Lighting of playing fields and parks for safety and/or to extend their usage and functionality will be increasingly important. Evening competitions are likely to continue to grow.
- Lighting of playing fields should use contemporary technology to maximise operating viability and minimise impacts on neighbouring residents.
- Future facilities and activities will need to be safe, easily accessible, with few barriers to entry, and cater for formal and informal forms of participation. Provision of safe facilities and safe access-ways is of importance where participation by females is concerned.
- Provision for socialising spaces is a key component of facility design.
- Environmentally sustainable design of facilities is a pre-requisite.
- Toilets and change rooms are expected to be adequate in size, accessible to playing areas and PWD compliant.
- With ongoing Government economic constraints and limited capital and operational budgets, new sports facilities may need to consider joint venture arrangements between private and public sectors and sports associations.
- Due to restricted rates and other revenue bases, local councils, may have to encourage greater private investment in leisure facilities and services. This may be achieved by a mix of rate concessions, payback loans, management rights in return for investment, provision of land and planning concessions.

## EMERGING SPORTS AND CHANGING PARTICIPATION

### Shifting Social Factors

The last 10 years has seen some significant shifts in the social factors affecting sport and recreation participation. These include:

- A generally ageing population and a growing population of active and financially independent retirees who readily participate in outdoor recreation and travel.
- Declining housing affordability pushing many aspiring homeowners and renters to reduce expenditure on recreation and leisure activities.
- Increased "seachange and treechange" activity with lifestyle and affordability driving interstate migration (along with employment).

- Rapid change in employment structures with increased prevalence of part time work and rising participation in the 24-hour economy. More than half of working Australians are now in part time or casual and insecure work. This impacts on the ability of residents to participate regularly in sport or organised recreation and has impacted volunteerism as well.
- High correlations between low socio-economic areas and worsening health outcomes due to lifestyle related illness. This issue is driving an imperative to improve urban design outcomes to encourage more active lifestyles and reduce social isolation and disadvantage. The key response is an increased emphasis on public parks and active transport and better access to formal and informal sport and active recreation.
- Increasingly multi-cultural society. A greater variety of recreational activities reflecting a wide range of interests is desired. This means that flexibility of sporting space design and the provision of informal fields etc. is increasingly important as is the need to consider new sports.
- Boom and Bust impacts of communities linked strongly to the mining economy through service and employment hubs as well as gateway and port services. Many of these communities face intense pressure to catch-up with housing and other infrastructure when the boom is on and then are left with economic pain when the inevitable contraction comes earlier than expected.

## Changing Participation

These changes along with the success of social media as a marketing tool for lifestyle and activity aspiration has seen several changes in participation and community views. These include:

- Increasing community expectations for better quality spaces and facilities.
- Participation in traditional sports and competitive sport overall is changing with stronger growth in social and casual participation. Many sports are responding with increased provision of social and modified versions and with strategies that open the sport to new markets (e.g. women's AFL).
- Increasing commercial provision of casual and social sport - in other words a more consumer focused approach where participants do not have to volunteer at any club and can just turn up, "Pay and Play" and get away.
- Increasing participation in exercise and fitness related sport and activity - increased running, triathlon, boot camp and the rise of trend programs such as "metafit", F45 etc.
- The rise of personal trainers and participation in organised (or led) fitness has also meant there is increasing use of public parks and open spaces for fitness and exercise programs. These are being delivered by commercial providers and in some cases, Councils are paying providers to offer free activity in public parks as both an activation strategy and a community fitness program.
- With the fragmentation and diversification of work and the 24-hour economy - participation has shifted from predominantly weekend and early evening to spread across nights, days, work hours and early mornings. The rise of 24-hour gyms, and emerging modified short form versions of sports reflects this shift.

## Emerging Sports

Changes to sports including in the Olympics and newly implemented strategies from some traditional sports, along with the rise of the individual and their fitness would appear to indicate that:

- Road cycling, off-road cycling and Mountain biking are increasing
- Running for fun and as part of social programs such as "parkrun" has increased
- Participation in multi-sport events such as triathlon has increased
- Tourism to participate in running, walking, triathlon and endurance events has increased

- Olympic inclusions such as recent inclusion of surfing and BMX and MTB will have an impact on participation
- Women's competitions in field sports such as rugby league, AFL and rugby union have received a strong response from the community which has placed increased pressure on available field space as well as highlighted the need to upgrade or expand change facilities to accommodate greater diversity of participants
- New versions of court sports such as pickle ball are becoming popular with older participants.

### **North Queensland Sports Foundation**

IRC is a member of the North Queensland Sports Foundation (NQSF) who seek to address the lack of opportunities for North Queensland sports men and women. They work local North Queensland Councils and communities providing opportunities to foster and strengthen active participation in the region. With a philosophy focusing on the development of sport and increasing active participation in regional and remote North Queensland, they provide advocacy, events, scholarship and information to all stakeholders. NQSF is the only non-government agency operating independently in the area of North Queensland.

Additionally, NQSF have recently partnered with North Queensland Primary Health Network (NQPHN) to better engage with inactive members of the community. The partnership is a coordinated approach to delivering community health and wellbeing intervention bundles to combat obesity and associated chronic disease.

Summary Report: The future of Australian sport

Source: [https://www.clearinghouseforsport.gov.au/research/smi/the\\_future\\_of\\_australian\\_sport](https://www.clearinghouseforsport.gov.au/research/smi/the_future_of_australian_sport)



# The future of Australian sport summary

Megatrends shaping the sports  
sector over coming decades



April 2013



# Exploring the future

Australians love sport. It always has been and will continue to be part of our cultural identity. From playing catch in the backyard to the Olympic and Paralympic podiums, the majority of Australians play, watch and enjoy sport.

The Australian Sports Commission (ASC) has partnered with Australia's peak science agency, the Commonwealth Scientific and Industrial Research Organisation (CSIRO), to jointly conduct research into the future of Australian sport.

The sports played in Australia, as well as how and why we play them, are changing over time. The research findings from *The Future of Australian Sport* report (the Report) will play an important role in shaping long-term

policy, investment and strategic planning within government, the sport sector and broader community.

The Report highlights six sports megatrends that may redefine the sport sector over the next 30 years.

A megatrend is defined as a major shift in environmental, social and economic conditions that will substantially alter the way people live. Megatrends occur at the intersection of multiple trends. A trend is defined as an important pattern of social, economic or environmental activity that will play out in the future.

Six megatrends have been identified within *The Future of Australian Sport* report, which will impact on the makeup of sport in Australia over the next 30 years.



## A Perfect Fit

Individualised sport and fitness activities are on the rise (Standing Committee on Recreation and Sport, 2010). People are fitting sport into their increasingly busy and time-fragmented lifestyles to achieve personal health objectives.

Participation rates in aerobics, running and walking, along with gym memberships, have all risen sharply over the past decade, while participation rates for many organised sports have held constant or declined (Standing Committee on Recreation and Sport, 2010). People are increasingly opting to go for a run with headphones and a music player when the opportunity arises rather than commit to a regular organised sporting event.

Expenditure on healthcare as a proportion of total expenditure has been and is forecast to continue rising (Australian Government, 2010). Australians are becoming more health conscious. We are increasingly playing sport to get fit rather than getting fit to play sport.



As we become increasingly time poor, sport is being tailored to meet personal needs. This is largely being influenced by the increased use of online tools and applications to individualise sport. Health, rather than competition, is becoming a major driver for participation in sport.



## From Extreme to Mainstream

This megatrend captures the rise of lifestyle, adventure and alternative sports which are particularly popular with younger generations. These sports typically involve complex, advanced skills and have some element of inherent danger and/or thrill seeking. They are also characterised by a strong lifestyle element and participants often obtain cultural self-identity and self-expression through these sports. These sports are likely to attract participants through generational change and greater awareness via online content (e.g. YouTube, Facebook, Twitter).

There is strong viewer demand for extreme sports videos on the internet and television. These sports are also finding their way into the Olympic Games with the most recent addition being BMX cycling introduced at the 2008 Beijing Olympics. International associations for skateboarding and rock climbing are making substantial efforts to have these included as Olympic sports in the future.



Lifestyle, adventure and alternative sports are becoming popular with Australians particularly young Australians, with participation being driven by widespread exposure through digital media.

## More than Sport

The broader benefits of sport are being increasingly recognised by governments, companies and communities. Sport can help achieve mental and physical health, crime prevention, social development and international cooperation objectives (Cameron & MacDougall, 2000; Schmitz *et al.*, 2004).

Sport for children and adults is an effective means of helping to reduce the rising rates of obesity and chronic illness. If managed appropriately, it can be an effective mechanism to help achieve social inclusion for marginalised groups and reduce crime rates. Sport can also build bridges to other countries and achieve overseas aid, peace, development and foreign policy objectives.



There is an increased focus on the broader benefits derived from participation in sport, including physical and mental benefits, crime prevention and social inclusion.

## Everybody's Game

Australia and other countries of the Organisation for Economic Cooperation and Development (OECD) face an ageing population. This will change the types of sports we play and how we play them. There are indications that Australians are embracing sport into their old age. To retain strong participation rates, sports of the future will need to cater for senior citizens. They will also need to cater for the changed cultural make-up of Australia. Australian society has become, and will continue to be, highly multicultural. Different cultures have different sporting preferences and recreation habits. Sporting organisations will be challenged with capturing the interest and involvement of diverse cultures.



The types of sports Aussies are likely to play will shift as demographics, including cultural landscapes, change. There are indicators Australians are embracing sport in older age resulting in the need for sport to cater for senior citizens to participate in sport.

## New Wealth New Talent

Population and income growth throughout Asia will create tougher competition and new opportunities for Australia both on the sports field and in the sports business environment. Asian countries are investing heavily in sports capabilities and, especially in the case of China, have rapidly improved gold medal outcomes at the Olympics over recent decades (Hong *et al.*, 2005). As disposable incomes grow, the populations of Asian countries are becoming more interested in sport. This may create new markets for sports television, sports tourism, sports equipment, sports services and sports events.



Population growth in developing countries, specifically Asia, increases athlete competition within the sport landscape. This may result in emerging new sporting markets for television, social media, sports equipment, services and events.

## Tracksuits to Business Suits

Market forces are likely to exert greater pressure on sport in the future. In some sports, elite athletes have had considerable pay rises and large sponsorship deals. This has not occurred in other sports (McMillan, 2011). Sports with high salaries may draw athletes away from those with lower salaries. Loosely organised community sports associations are likely to be replaced by organisations with corporate structures and more formal governance systems in light of market pressures. The cost of participating in sport is rising and this is a participation barrier for many people.



Market forces are likely to put pressure on sport in the future drawing athletes away from sports which have lower salary bases. In addition, the administration of sport may transition from community-based organisations to corporate structures as they face increased accountability.

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### FOR FURTHER INFORMATION

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The full list of references can be found in the full report, *The future of Australian sport*.

## APPENDIX 3

### ISAAC REGION PARKS & SPORTSGROUNDS HIERARCHY RANKINGS

#### ISAAC REGION SPORTSGROUNDS

##### Moranbah

SPORTSGROUND NAME	SPORTSGROUND HIERARCHY RANKING	NUMBER/TYPE OF SPORTSGROUNDS	HECTARES
Eastern Sports Precinct	Mix of Local, District, Regional	Rugby Union (x2)	17.4
		Touch Football (x4) - within the Rugby fields	
		AFL (x1)	
		Athletics (x1)	
		Soccer (x3+ at least) depends on the configuration for Senior or Junior.	
		Hockey (x2)	
		Cricket (x2) - Hockey oval and Soccer Oval	
		Tennis (x8 courts)	
		Netball (x4 courts)	
		Basketball (x3 courts) - note: poor condition.	
		Gymnastics (x1 indoor facility)	
		Old Skate area (x1) - note: poor condition.	
Western Sports Precinct	Mix of Local, District, Regional	TOTAL:	41.916
		Racecourse (x1)	
		Motocross (x1)	
		Kart Club (x1)	
		Junior Dirt Drags (x1)	
		Speedway (x1)	
		Pony Club (x1)	
		Radio Control Car Club (x1)	
		Rodeo/Camp Drafting/Cutting (x1)	
		Dressage (x1)	
		Field Archers Club (x1)	
		Pistol Club (x1)	
		Rifle Club (x1)	
		Moranbah Motorcycle Riders Club (x1)	
Ted Rolfe Oval (including the Skate Park)	Local	Oval x1	2



**Private or leased sports:**

Moranbah BMX Club	Regional
Moranbah Rugby League Club	Regional
Moranbah Golf Club	Regional
Squash Courts	Local
Moranbah Lawn Bowls Club	Regional
Greg Cruickshank Aquatic Centre	Regional

Total Sportsgrounds hectares	61.316
Sportsgrounds Regional hectares	59.32
Sportsgrounds District hectares	0
Sportsgrounds Local hectares	2

**Notes:**

- Given the difficulty in breaking down hectare measurement details for specific areas within the Eastern and Western Sports Precincts and determining which sports are regional or not the whole of each precinct has been classified as Regional.
- Hectares from private and leased facilities is not included in the total hectare count for IRC Sportsgrounds space/provision.

**Dysart**

SPORTSGROUND NAME	SPORTSGROUND HIERARCHY RANKING	NUMBER/TYPE OF SPORTSGROUNDS	HECTARES
Dysart Sportsgrounds - Leichhardt Recreation Park	Mix of Local, District, Regional	Rugby League (Snr) x 1	22.6
		Rugby League (Jnr) x 1	
		Cricket (x1)	
		AFL x 1 (shared)	
		Soccer (x2+ at least) depends on the configuration for Snr or Jnr.	
		BMX (x1)	
		Boxing (x1 Indoor facility)	
		Lions Club Shed	
Dysart Aquatic Centre & Tennis Courts - Queen Elizabeth Drive	District	Aquatic Centre & Tennis (x2 courts)	2.2

**Private or leased sports:**

Fisher Street Equestrian and other clubs	Local
Dysart Lawn Bowls Club	Regional
Dysart Golf Club	Regional
Dysart Racecourse	No longer operational
Seashore Street Tennis Courts (8 courts)	Regional
Dysart Aquatic Centre	Regional

Dysart Netball Courts (at Centenary Park, 4 courts)	Local
Dysart Recreation Centre (indoor courts for netball and basketball, and a gymnasium)	Regional
Dysart Gun Club	Regional

Total Sportsgrounds hectares	24.8
Sportsgrounds Regional hectares	24.8
Sportsgrounds District hectares	0
Sportsgrounds Local hectares	0

#### Notes:

- Given the difficulty in breaking down hectare measurement details for the specific areas within the Leichhardt Sports Precinct and determining which sports are regional or not the whole of each precinct has been classified as Regional.
- Hectares from private and leased facilities is not included in the total hectare count for IRC Sportsgrounds space/provision.

#### Middlemount

SPORTSGROUND NAME	SPORTSGROUND HIERARCHY RANKING	NUMBER/TYPE OF SPORTSGROUNDS	HECTARES
Middlemount Sportsgrounds	Mix of Local, District, Regional	Rugby League (Snr/Jnr) x 2	16.6
		Cricket/AFL Oval (x1)	
		Touch Football (x2) - on the Cricket/AFL Oval	
		Soccer (x2+) depends on the configuration for Senior or Junior.	
		Tennis (x6 courts)	
Middlemount Netball Courts (at Singleton Place)	District	Netball (x4)	2.2

#### Private or leased sports:

Middlemount Lawn Bowls Club	No longer operational
Middlemount Golf Club	Regional
Middlemount Racecourse	Regional
Middlemount Aquatic Centre	Regional
Middlemount Motocross Club	Regional
Middlemount Gun Clubs (types of disciplines need to be confirmed)	Regional
Equestrian Clubs on Dysart-Middlemount Rd (types of disciplines need to be confirmed - i.e. Rodeo, Pony Club, Campdrafting etc.)	Regional



Total Sportsgrounds hectares	18.8
Sportsgrounds Regional hectares	18.8
Sportsgrounds District hectares	0
Sportsgrounds Local hectares	0

**Notes:**

- Given the difficulty in breaking down hectare measurement details for the specific areas within the Sports Precinct and determining which sports are regional or not the whole of each precinct has been classified as Regional.
- Hectares from private and leased facilities is not included in the total hectare count for IRC Sportsgrounds space/provision.

**Clermont**

SPORTSGROUND NAME	SPORTSGROUND HIERARCHY RANKING	NUMBER/TYPE OF SPORTSGROUNDS	HECTARES
Clermont Sportsgrounds	Mix of Local, District, Regional	Rugby League/Rugby Union (Snr) x 1	12.87
		Cricket (x2) (plus cricket nets on-site)	
		Touch Football (x6) - on top and bottom ovals	
		Soccer (x3+ at least) depends on the configuration for Snr or Jnr and use of top and bottom ovals.	
		Athletics - long jump pits and shot putt/discus cage	
		Tennis (x6 courts)	
		Netball (x5) (2 of the courts are multipurpose for Basketball also)	
Drummond Street Ovals	Local	Jnr Cricket x3 oval (not irrigated)	2.6
Clermont BMX	Regional		1
Clermont Aquatic Centre	Regional		1.8

**Private or leased sports:**

Clermont Lawn Bowls Club	Regional
Clermont Golf Club	Regional
Clermont Racecourse	Regional
Clermont Recreation Centre	Local
Clermont Motocross Club	Regional

Clermont Shooting Complex (types of disciplines need to be confirmed - i.e. Clay Target Shooting)	Regional
Showgrounds - Equestrian/other clubs (types of disciplines need to be confirmed - i.e. Polocrosse, Pony Club, Rodeo etc.)	Regional
Total Sportsgrounds hectares	18.27
Sportsgrounds Regional hectares	15.67
Sportsgrounds District hectares	0
Sportsgrounds Local hectares	2.6

#### Notes:

- Given the difficulty in breaking down hectare measurement details for the specific areas within the Sports Precinct and determining which sports are regional or not the whole of each precinct has been classified as Regional.
- Hectares from private and leased facilities is not included in the total hectare count for IRC Sportsgrounds space/provision.

#### Nebo

SPORTSGROUND NAME	SPORTSGROUND HIERARCHY RANKING	NUMBER/TYPE OF SPORTSGROUNDS	HECTARES
Nebo Sportsground	Local	Multipurpose Oval (x1)	1.73
Nebo Showgrounds	Mix of Local, District, Regional	Multipurpose Covered Arena	18.68
		Pony Club	
		Camp Drafting	
Recreation Centre/Gymnasium - at the Nebo Sportsgrounds	Local		0.5
Nebo Aquatic Centre	Local		0.2

#### Private or leased sports:

Nebo Lawn Bowls Club	District
Total Sportsgrounds hectares	21.11
Sportsgrounds Regional hectares	18.68
Sportsgrounds District hectares	0
Sportsgrounds Local hectares	2.43

#### Notes:

- Given the difficulty determining which sports are regional or not within the Showgrounds area the whole of the precinct has been classified as Regional.
- Hectares from private and leased facilities is not included in the total hectare count for IRC Sportsgrounds space/provision.

## Glenden

SPORTSGROUND NAME	SPORTSGROUND HIERARCHY RANKING	NUMBER/TYPE OF SPORTSGROUNDS	HECTARES
Maddern Oval (Sportsgrounds)	Local	Multipurpose Oval (x2)	3.6
Recreation Centre/Gymnasium	Local		4.1
Basketball Courts/Tennis Courts	Local	2x Basketball Courts, 4x Netball Courts	1.3

### Private or leased sports:

Glenden Aquatic Centre	Local
Glenden Lawn Bowls Club	Regional
Glenden Motocross Club	Regional

Total Sportsgrounds hectares	9
Sportsgrounds Regional hectares	0
Sportsgrounds District hectares	0
Sportsgrounds Local hectares	9

### Notes:

- Hectares from private and leased facilities is not included in the total hectare count for IRC Sportsgrounds space/provision.

## St Lawrence

SPORTSGROUND NAME	SPORTSGROUND HIERARCHY RANKING	NUMBER/TYPE OF SPORTSGROUNDS	HECTARES
St Lawrence Sportsgrounds	Local	Multipurpose Ovals (x2)	2
Recreation Grounds	Regional	The types of disciplines need to be confirmed - i.e. Camp Drafting etc.	12.2
Multipurpose Courts	Local	2 x Netball/Basketball/Tennis Courts	0.3
St Lawrence Pool	Local		0.2

### Private or leased sports:

St Lawrence Lawn Bowls Club	District
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Total Sportsgrounds hectares	14.7
Sportsgrounds Regional hectares	12.2
Sportsgrounds District hectares	0
Sportsgrounds Local hectares	2.5

**Notes:**

- Hectares from private and leased facilities is not included in the total hectare count for IRC Sportsgrounds space/provision.

**Carmila**

SPORTSGROUND NAME	SPORTSGROUND HIERARCHY RANKING	NUMBER/TYPE OF SPORTSGROUNDS	HECTARES
Carmila Sportsgrounds	Local	Multipurpose Oval (x1), Indoor Stadium (Basketball), Tennis Courts (x3)	2.3

**Private or leased sports:**

Nil

Total Sportsgrounds hectares	2.3
Sportsgrounds Regional hectares	0
Sportsgrounds District hectares	0
Sportsgrounds Local hectares	2.3

**Notes:**

- Hectares from private and leased facilities is not included in the total hectare count for IRC Sportsgrounds space/provision.

**Clairview****Council Sportsgrounds/facilities:**

Nil

**Private or leased sports:**

Nil

**Greenhill/Ilbilbie****Council Sportsgrounds/facilities:**

Nil

**Private or leased sports:**

Nil

**ISAAC REGION**

Total Sportsgrounds hectares	170.3
Sportsgrounds Regional hectares	149.47
Sportsgrounds District hectares	0
Sportsgrounds Local hectares	20.83

## ISAAC REGION PARKS

### Moranbah

PARK NAME	PARKS HIERARCHY RANKING	CONTAINS A PLAYGROUND	HECTARES
Binda Park	District	Yes	7.55
Bernborough Park	District	Yes	0.62
Lions Park	District	Yes	0.35
Town Square - Shop fronts	District	Yes	0.5
Town Square - Park area	District	Yes	0.4
Sunshine Park	District	Yes	0.4
Apex/Red Bucket Park	Local	Yes	9.6
Rose Park	Local	No	0.65
Koala Park	Local	Yes	0.6
Flohr Park	Local	Yes	0.44
Nolan Park	Local	Yes	0.2
Gilchrist Park	Local	Yes	0.6
Brian Coughlan Park	Local - Ornamental	No	0.34
JC's Park	Local	No	3.76
Eastern Sports Fields	Local	Yes (Swing set)	Included in the Sportsgrounds measurement
Latemore Park	Local	Yes	1
Unity Park	Local	No	1
Mouat Park	Local	Yes	0.2
Federation Walk Park	Local	No (fitness equipment only)	7.4

**Total number of Parks:** 19 (excludes the Eastern Sports Precinct)

**Total number of Playgrounds:** 14

Total Hectares (parks):	35.61
Total Parks District hectares:	9.82
Total Parks Local hectares:	25.45
Total Parks Ornamental hectares:	0.34

#### Notes:

- Barton Park is not included in the list/hectares measurements due to being owned and maintained by BMA.
- The numerous large open space areas in Moranbah which are predominantly not irrigated and are unnamed have not been included in the measurements.



## Clermont

PARK NAME	PARKS HIERARCHY RANKING	CONTAINS A PLAYGROUND	HECTARES
Centenary Park	District	Yes	3.1
Newton Street Park	Local	No	0.16
Spring Street Park	Local	No	0.8
Rose Harris Park	Local - Ornamental	No	0.3
Pioneer Park	Local - Ornamental	No	2.64
Skate Park (Copperfield Rd)	Local	Yes	2.25
Monash Park	Local	No	0.3
Ivan Bettridge Park	Local	No	2.2

**Total number of Parks: 8**

**Total number of Playgrounds: 2**

Total Hectares (parks):	11.75
Total Parks District hectares:	3.1
Total Parks Local hectares:	5.71
Total Parks Ornamental hectares:	2.94

### Notes:

- The numerous large open space areas in Clermont which are predominantly not irrigated and are unnamed have not been included in the measurements.

## Dysart

PARK NAME	PARKS HIERARCHY RANKING	CONTAINS A PLAYGROUND	HECTARES
Centenary Park	District	Yes	4.84
Lions Park	Local	Yes	0.65
Hewitt Park	Local	Yes	0.64
Fox Park	Local	Yes	0.8
Scott Street Park	Local	No	0.1
Absolom Park	Local	No	0.17
Big Belly Park	Local - Ornamental	No	2.26
ANZAC Park/Civic Centre	Local - Ornamental	No	2

**Total number of Parks: 8**

**Total number of Playgrounds: 4**

Total Hectares (parks):	11.46
Total Parks District hectares:	4.84
Total Parks Local hectares:	2.36
Total Parks Ornamental hectares:	4.26

### Notes:

- The numerous large open space areas in Dysart which are predominantly not irrigated and are unnamed have not been included in the measurements.
- These open space areas make up at least 3.7 hectares.

## Middlemount

PARK NAME	PARKS HIERARCHY RANKING	CONTAINS A PLAYGROUND	HECTARES
Blue Mountain Park	District	Yes	3
Camm Park	District	Yes	1.4
Curlew Park	Local	Yes (swing set only)	0.78
Lions/Emu Park	Local	Yes	0.81
Rosella Park	Local	Yes	0.37
Pheasant Park	Local	Yes	0.5
Kookaburra Park	Local	Yes	7
Brolga Park	Local	Yes	0.2
Sportsgrounds - Norm Blanche Oval	Local	Yes	Included in the Sportsgrounds measurement
Pioneer Park	Local	Yes (Location: Middlemount Tennis Courts)	Included in the Sportsgrounds measurement
Bustard Park	Local - Ornamental	No	0.8
ANZAC Park	Local - Ornamental	No	0.4
Kingfisher Park	Local - Ornamental	No (Fitness equipment only)	0.5
Centenary Park	Local	No	1.66
Netball/Skate Park area	Local	No	0.69

**Total number of Parks:** 15

**Total number of Playgrounds:** 10

Total Hectares (parks):	18.1
Total Parks District hectares:	4.4
Total Parks Local hectares:	12.01
Total Parks Ornamental hectares:	1.7

### Notes:

- The Blue Mountain Park (BMP) area consists of a total of 104.76 hectares.
- For the ROSS, BMP measurements are noted as the area of useable park which has been estimated at 3 hectares so as not to skew the measurements.
- The playground area within the Shopping Centre is excluded from the count and measurements due to being owned and maintained by Anglo American Coal.
- The numerous large open space areas in Middlemount which are predominantly not irrigated and are unnamed have not been included in the measurements.

## Nebo

PARK NAME	PARKS HIERARCHY RANKING	CONTAINS A PLAYGROUND	HECTARES
Centenary Park	Local - Ornamental	No	0.41
Perry Park	District	Yes	0.1
Nebo Skate Park/Multipurpose Court	Local	No	0.2
Creek Park	Local	No	0.01

**Total number of Parks: 4**

**Total number of Playgrounds: 1**

Total Hectares (parks):	0.72
Total Parks District hectares:	0.1
Total Parks Local hectares:	0.21
Total Parks Ornamental hectares:	0.41

### Notes:

- The numerous large open space areas in Nebo which are predominantly not irrigated and are unnamed have not been included in the measurements.

## Glenden

PARK NAME	PARKS HIERARCHY RANKING	CONTAINS A PLAYGROUND	HECTARES
Lions Park	Local	No	3.5
Town Square Park	District	Yes	0.15
Glenden Skate Park	Local	No	0.1
Red Bucket Entry Park	Local - Ornamental	No	0.4

**Total number of Parks: 4**

**Total number of Playgrounds: 1**

Total Hectares (parks):	4.15
Total Parks District hectares:	0.15
Total Parks Local hectares:	3.6
Total Parks Ornamental hectares:	0.4

### Notes:

- The numerous large open space areas in Glenden, some of which are irrigated and are predominantly unnamed have not been included in the measurements.

## St Lawrence

PARK NAME	PARKS HIERARCHY RANKING	CONTAINS A PLAYGROUND	HECTARES
ST LAWRENCE PARK	District	Yes	0.2
MARG'S PARK	Local	No	3

**Total number of Parks: 2**

**Total number of Playgrounds: 1**

Total Hectares (parks):	3.2
Total Parks District hectares:	0.2
Total Parks Local hectares:	3
Total Parks Ornamental hectares:	0

### Notes:

- The numerous large open space areas in St Lawrence which are not irrigated and are unnamed have not been included in the measurements.
- The total area for Marg's Park is 31.5636. The estimated useable area is given as 3 hectares to provide a more realistic figure.

## Carmila

PARK NAME	PARKS HIERARCHY RANKING	CONTAINS A PLAYGROUND	HECTARES
Carmila Beach Park	District	Yes	0.74
Carmila Sportsground Park	Local	Yes	2.36

**Total number of Parks: 2**

**Total number of Playgrounds: 2**

Total Hectares (parks):	3.1
Total Parks District hectares:	0.74
Total Parks Local hectares:	2.36
Total Parks Ornamental hectares:	0

### Notes:

- The total area of the Carmila Beach Reserve which includes the camping area has not been included in the measurements to avoid skewing the results.



## Clairview

PARK NAME	PARKS HIERARCHY RANKING	CONTAINS A PLAYGROUND	HECTARES
Clairview Park	Local	Yes	3
Blue Rocks Park	Local	No	0.1

**Total number of Parks: 2**

**Total number of Playgrounds: 1**

Total Hectares (parks):	3.1
Total Parks District hectares:	0
Total Parks Local hectares:	3.1
Total Parks Ornamental hectares:	0

### Notes:

- The total area measurement for Clairview Park is 11.36 hectares. The estimated useable area is given as 3 hectares to provide a more realistic figure.

## Greenhill/Ilbilbie

Note:

- There are no parks in existence at Greenhill or Ilbilbie.
- It is recognised that there is a playground in the Community Centre grounds at Ilbilbie, but this has not been considered given it is fenced off.

## ISAAC REGION

Total Hectares (parks):	91.2
Total Parks District hectares:	23.35
Total Parks Local hectares:	57.8
Total Parks Ornamental hectares:	10.05

**Total number of Parks: 64**

**District: 14**

**Local: 40**

**Ornamental: 10**

## APPENDIX 4

### DOG EXERCISE PARKS

It is recognised that Council currently doesn't provide designated dog exercise parks throughout the region. Furthermore, Council has previously received requests from the community for the development of dog exercise parks to provide suitable areas for dog owners to exercise their dogs and have them socialise with other dogs.

As part of the implementation of the ROSS it is proposed that Council develop cost estimate information for the possible establishment of a standard dog park for future consideration in Council's annual budget bid process. A standard dog exercise park is proposed to consist of the following:

- Fenced area approximately 30m x 30m
- Tree planting (x 5-6)
- Rubbish bin (x 1)
- Picnic shade shelter (x 1)
- Picnic setting (bench seating and table) (x 1)
- Bench seating (x 2)
- Dog poo bag dispenser (x 1)
- Irrigated grass within the area (optional)
- Drinking fountain (human and dog elements) (x 1)

# APPENDIX 5

## OPERATIONAL SERVICE LEVEL DOCUMENT EXAMPLE

TOWNSHIP NAME	Comments	Daily	Weekly	Fortnightly	Monthly	Quarterly	Half yearly	Yearly	As requested	Estimated Hours	Number of Persons	Total Hours	Total times / frequency per season (6 month period)	Total hours per season (6 month period)	Hours Per Year	Wet Season (Growing season) Hours	Dry Season (Off season) Hours
<b>Example for a CEMETERY</b>		130	26	13	6	2	1	1	1								
Mow - Growing season																	
Whipper snip - Growing season																	
Mow - Off season																	
Whipper snip - Off season																	
Mow Car park - Growing season																	
Whipper snip Car Park - Growing season																	
Mow Car park - Off season																	
Whipper snip Car Park - Off season																	
Lift trees / weeding / trim plants																	
Woodchip																	
Poison																	
Sprinkler maintenance																	
Signage maintenance																	
<b>Example for a CIVIC CENTRE / TOWN SQUARE type area</b>																	
Blow down paths																	
Remove rubbish																	
Clean ablution blocks	Contractor																
Clean air-con units at civic centre																	
Check water fountain drain																	
Check/clean up service lane behind shops town square																	
Lift trees / weeding / trim plants - Wet Season																	
Lift trees / weeding / trim plants - Dry Season																	
Sprinkler maintenance																	
Mow TS Shop Fronts - Growing season																	
Whipper snip TS Shop Fronts - Growing season																	
Mow TS Shop Fronts - Off season																	
Whipper snip TS Shop Fronts - Off season																	
Mow TS Street Fronts - Growing season																	
Whipper snip TS Street Fronts - Growing season																	
Mow TS Street Fronts - Off season																	
Whipper snip TS Street Fronts - Off season																	
Mow Civic Centre- Growing season																	
Whipper snip Civic Centre - Growing season	Includes hedges, median etc.																
Mow Civic Centre- Off season																	
Whipper snip Civic Centre - Off season	Includes hedges, median etc.																
Woodchip - Town Square / Civic Centre																	
Town Square Park - Shop fronts - Lift trees / weeding / trim plants - Wet Season																	
Town Square Park - Shop fronts - Lift trees / weeding / trim plants - Dry Season																	
Signage maintenance																	
<b>Example for a SKATE PARK area</b>																	
Mow - Growing season																	
Mow - Off season																	
Whipper snip - Growing season																	
Whipper snip - Off season																	
Remove rubbish																	
Blow down skate park etc.																	
Signage maintenance																	
<b>Example for SPORTS OVALS</b>																	
Remove rubbish (excludes rubbish run)																	
Inspect around ovals																	
Clean toilets	Contractor																
Mow playing fields - Growing season																	
Mow areas inbetween fields - Growing season																	
Mow playing fields - Off season																	
Mow areas inbetween fields - Off season																	
Whipper Snip around fences, light poles, amenities, power boards, medians, etc. - Growing season																	
Whipper Snip around fences, light poles, amenities, power boards, medians, etc. - Off season																	
Repair holes in fields																	
Sprinkler maintenance																	
Aerate fields	Contractor																
Fertilize	Contractor																
Clean machinery																	
Tree Pruning																	
Signage maintenance																	
<b>Example for a PARK</b>																	
Mow - Growing season																	
Mow - Off season																	
Whipper snip - Growing season																	
Whipper snip - Off season																	
Clean ablution block	X times per week - Contractor																
Sprinkler maintenance																	
Woodchip																	

TOWNSHIP NAME	Comments	Daily	Weekly	Fortnightly	Monthly	Quarterly	Half yearly	Yearly	As requested	Estimated Hours	Number of Persons	Total Hours	Total times / frequency per season (6 month period)	Total hours per season (6 month period)	Hours Per Year	Wet Season (Growing season) Hours	Dry Season (Off season) Hours
Lift trees / weeding / trim plants - Growing Season																	
Lift trees / weeding / trim plants - Off Season																	
Blow down paths																	
Signage maintenance																	
Example for GRASS MEDIAN STRIPS																	
Whipper snip - Growing season																	
Whipper snip - Off season																	
Remove rubbish																	
Woodchip (where required)																	
Lift trees / weeding / trim plants																	
Example for general TOWN WIDE CHEMICAL APPLICATION																	
Spray parks around town																	
Spray edges around town																	
Spray along fence lines and gullies																	
Spray along edges on medians																	
Spray around trees and road edges																	
Spray around Sports fields area																	
Example for grass/landscaped MEDIAN STRIPS																	
Mow - Growing season																	
Mow - Off season																	
Whipper snip - growing season																	
Whipper snip - Off season																	
Garden Beds - Growing season																	
Mills Ave - Garden Beds - Off season																	
Sprinkler maintenance																	
Lift trees / trim plants - Growing season																	
Lift trees / trim plants - Off season																	
Signage maintenance																	
Example for TOWN WALKWAYS - VARIOUS																	
Mow - Growing season																	
Mow - Off season																	
Whipper snip - growing season																	
Whipper snip - Off season																	
Sprinkler maintenance																	
Lift trees / weeding / trim plants																	
Blow down paths																	
Signage maintenance																	
Example for landscaped ROUNDABOUTS																	
Whipper snip - Growing season																	
Whipper snip - Off season																	
Remove rubbish																	
Woodchip																	
Weeding / trim plants																	
Example for a general OPEN SPACE AREA																	
Mow - Growing season																	
Mow - Off season																	
Whipper snip - Growing season																	
Whipper snip - Off season																	
Remove rubbish (litter pick-up)																	
Woodchip																	
Lift trees / weeding / trim plants																	
Example for FINGER PARKS																	
Mow - Growing season																	
Mow - Off season																	
Whipper snip - Growing season																	
Whipper snip - Off season																	
Remove rubbish - litter pick-up																	
Blow down paths																	
Remove illegal dumping																	
Lift trees / trim plants																	
Example for a WORKS DEPOT area																	
Mow - Growing season																	
Mow - Off season																	
Whipper snip - Growing Season																	
Whipper snip - Off season																	
Remove rubbish																	
Lift trees																	
PICNIC RUN example (Parks/locations with BBQ's)																	
Clean BBQ's	2 times per week																
RUBBISH RUN examples (locations with public bins)																	
Remove Rubbish - Monday																	
Remove Rubbish - Friday																	
STREET SWEEPING example																	
Street sweep whole of town																	
TREE MAINTENANCE - GENERAL AROUND TOWN example																	
General tree pruning																	
TOTAL																0	0

Note: Doesn't include cleaning playgrounds, playground checks, cleaning park benches etc..

Note: Doesn't include adhoc litter pick-ups in the majority of areas.

Note: Doesn't factor in storm damage clean ups / pick up debris etc. In the wet season. This can take anywhere between 6 staff x 8 hours to 3 days (if large trees are down)

## APPENDIX 6

### EXISTING PROVISION OF SPORT & RECREATION FACILITIES

#### Council Sport & Recreation Facilities

IRC offers a large range of facilities for residents and visitors alike. These include but are not limited to the following sports:

- Australian football
- Basketball
- Cricket
- Various Equestrian disciplines
- Golf
- Netball
- Rugby League/Union
- Soccer
- Swimming
- Tennis
- Motorsport

There are many community sport and recreation clubs which utilise grounds and facilities directly managed by Council, or other facilities which are leased from Council. Additionally, the region has several private sports clubs, sporting associations/leagues, Trusts, Committees of Management, and private sector groups. This section provides an overview of the key sport and recreation facilities predominantly owned/managed by Council.

#### Regional Aquatic and Sports Centres

IRC owns and manages 7 aquatic centres and 3 indoor sporting centres:

##### IRC Aquatic Centres:

- Clermont Swimming Pool
- Dysart Swimming Pool
- Flaggy Rock Pool
- Middlemount Swimming Pool
- Greg Cruickshank Aquatic Centre, Moranbah
- Nebo Swimming Pool
- St Lawrence Swimming Pool

Note: Glenden Swimming Pool is owned and managed by Glencore.

##### IRC Indoor Sports Centres:

- Dysart Recreation Centre
- Nebo Indoor Sports Centre
- Carmila Indoor Stadium



Note: Glenden Recreation Centre is managed by Council but owned by Glencore. Middlemount Indoor Sports Centre is owned and operated by Anglo American.

### **Major Sports Facilities**

Isaac Regional Council also has other sports facilities built on Council-owned land that are classified as “regional” facilities as they service a catchment that extends beyond the town and/or they have been developed to a standard beyond local municipal needs. Broadly, these facilities include the likes of:

- Golf course/clubs
- Horse Racing courses
- Speedways
- Kart Clubs
- Motocross and other motorsport pursuits
- Equestrian facilities such as Polocrosse, Camp drafting, Pony Club, Cutting etc.
- Rodeo facilities
- Gun Clubs of various disciplines
- BMX clubs
- Others

### **Other Recreation Facilities**

Other Council-owned/managed/or leased facilities and open space areas that provide residents and visitors with a variety of recreational experiences and opportunities include:

- Scout and Guide halls
- Community halls
- Recreation Centres
- Cycle paths
- Skate parks

### **Adequacy of Current Sport Facility Provision**

Council undertook a desktop assessment of the adequacy of current sports facility provision throughout the region based upon organisational knowledge of usage levels, existing clubs/level of activity and forecast population growth. For most sports in the region, based upon usage levels and generally recognised facility capacity and usage limitations, there is not a need to provide expanded or new facilities. Rather the focus for Council over the next 10 years will be on the renewal and replacement of aging assets which are reaching the end of their asset life.

There are a limited number of exceptions where usage rates and participation numbers warrant further consideration around facility expansion or other alternatives to provide necessary capacity for the user/s at a given venue. However, generally there is an oversupply of facilities throughout the Isaac Region. There appears to be a significant oversupply of cricket ovals and tennis courts, whilst the supply of rugby league fields, lawn bowls and soccer fields is adequate. The exceptions appear to be the provision for indoor court sports (i.e. basketball and netball). An analysis of the need for indoor sports facilities throughout the region is recommended.

## Education Facilities

Most schools in the region have sport and recreation facilities which would be suitable for community use. The availability of these sports fields and outdoor/indoor courts needs to be determined in consultation with the individual schools noting the potential insurance and other issues that may need to be addressed prior to community groups being permitted access. Increased utilisation of these facilities may serve to reduce demand upon Council to develop new facilities in the future.

## Privately Owned/Operated Recreation Facilities and Spaces

Other recreation reserves, facilities and open space areas are available in the Isaac Region, but are owned and/or managed by other public agencies, Committees of Management, or the private sector. Examples include the following:

- Glenden Golf Course
- Moranbah Boxing & Sporting Club Inc.
- Snap Fitness Gymnasium Moranbah
- Moranbah Squash Courts
- Clermont Sports Centre/Gymnasium
- Middlemount Gymnasium