



IMPLEMENTATION PLAN

Prepared by Otium Planning Group Pty Ltd



The Queensland Government provided funding to Mackay Regional Council to develop the Sport and Recreation Plan to enable Queenslanders to participate in sport and recreation activities



Please note that this Implementation Plan is currently being further developed with Mackay Regional Council's Sport and Recreation Advisory Committee in terms of action timeframes and responsibilities.

Facility Planning and Provision Actions

Strategy Areas	Actions	Priority
Improving Sporting Facility Development and Maintenance	<p>Adopt performance criteria for development of new sporting areas that ensures any new development enables:</p> <ul style="list-style-type: none"> • Flexible use: a suitable size and shape to allow reconfiguration over time in response to changing demands. • Multiple use: designed to allow sharing of central infrastructure such as amenities, parking and spectator facilities. As well as allowing for sharing of playing areas (fields and courts) across codes. • Contemporary amenities that are fully accessible, environmentally efficient and provide for male and female competitors. • Suitable parking facilities and linkages to public transport. • Active transport connections and end of trip facilities. • Ensuring that all new or upgraded areas also provide for informal active recreation use and, where possible, general parkland recreation such as play spaces. 	Short
	<p>Prioritise improvements to council operated facilities that address safety issues, non-compliance with contemporary standards, and upgrading to provide accessible facilities and female friendly amenities.</p>	Ongoing
	<p>Encourage clubs who manage facilities to focus on sustainable improvement strategies (including amalgamations, shared use, energy efficiency, and increased partnering).</p>	Ongoing
	<p>Adopt a facility investment policy that ensures the following:</p> <ul style="list-style-type: none"> • Council does not invest in major facilities unless a feasibility or business case has been completed and supports investment. • Council does not invest in single purpose facilities, except where the sport or activity has a specific playing surface requirement. • Access to school facilities and increased multi-use of existing facilities are considered as part of existing supply before confirming a need for new investment to meet demand. • Prioritise supporting clubs (with advice, grant assistance or in-kind) where projects increase shared or multiple use. 	Medium
Increase Shared Use and Multiple Use	<p>Council should encourage Regional Sporting Associations to develop an integrated facility plan for their sport. These plans should include:</p> <ul style="list-style-type: none"> • Identification of existing facilities that meet contemporary standards. • The sport's overall development plan across 5-year periods. • Strategies to encourage multi-use of existing facilities. • Agreed priorities for improving existing facilities to meet contemporary standards. • Strategies to ensure any new developments or investments enable multiple use. 	Ongoing
	<p>Develop a database or 'marketplace' for clubs and groups with facilities wanting to share or increase uses. The database should include up to date contact information to allow groups and clubs seeking space to undertake their activity.</p>	Short
	<p>Develop a support program to assist clubs to amalgamate to a single shared facility. Council should also highlight positive examples of facility sharing in the region to encourage clubs to investigate opportunities to increase sharing.</p>	Short

Strategy Areas	Actions	Priority
	<p>Develop resources and information tools to make it easier for clubs to establish new shared users on their facilities. This could include:</p> <ul style="list-style-type: none"> • Templates. • Rostering tools. • Proforma agreements. • Oversight and advisory assistance. 	Medium
Increase Community Access to School Facilities	Review school facility audit and update to ensure all schools are captured. This review should document available facilities, fees and facility conditions.	Short
	Continue to advocate with Sport and Recreation Services (Department of Housing and Public Works) to ensure their involvement in resolving the current policy issues associated with community access to school facilities.	Ongoing
	At a local government level, Council should adopt a strategy with Sport and Recreation Services to work with schools individually, who are not allowing community use, to resolve the barriers and issues preventing use.	Medium
	Develop agreement templates and other resources to make it easier for schools and clubs to share facilities.	Medium
	<p>Where possible, Council should investigate Council-school partnerships with in-kind support (e.g. mowing) from Council to enable community use.</p> <p>Council could also consider a grant program to support school facility modifications or upgrades (e.g. toilets, access systems, lighting) that enable community use (in exchange for guaranteed access).</p>	Ongoing
Long Term Planning For Outdoor Recreation	<p>Develop and adopt a long-term strategy for the Pioneer River that increases the available opportunities including:</p> <ul style="list-style-type: none"> • Water-based recreation • Trails • Riverside destination parklands • Upper reaches of the river should be investigated for a canoe trail 	Long
	Consider opportunities for commercial recreation and nature-based tourism opportunities within the river corridor.	Long
	Develop improved amenities and access to the Platypus Beach Recreation Area.	Medium
	Continue to investigate opportunities to expand on the Bluewater Trail by adding new networks or links.	Ongoing
	Finalise and implement the Regional MTB Strategy.	Short
	Implement the Fishing Strategy.	Ongoing
Planning for New Sporting Facilities and Precincts	Develop a preliminary master plan for the future Northern Beaches Sports Precinct at Geisler's Farm. Consider the opportunity to provide field sport, indoor sport and an aquatic centre.	Short
	Finalise and implement the Aquatic Strategy.	Short
	Establish a regional working group to investigate the need for, and options to deliver, regional motor sports facilities (include neighbouring Councils).	Medium

Strategy Areas	Actions	Priority
	Encourage Regional Sports Associations to undertake their own planning on facility priorities and demonstrate feasibility of any new facility proposals.	Ongoing
Implementing Master Planning	Review Brewers Park Master Plan and work with users to increase sharing of facilities and consider relocating the skate park and locating the youth centre in the precinct.	Medium
	Over the longer-term look to consolidate sporting uses and improve the parking and access networks for South Mackay Precinct.	Long
	Work with Mackay Hockey to finalise their future at the South Mackay Sports Precinct. Council needs to support the association in discussions with the Airport to ensure that future investment in the site is protected and that for the life of this plan their current location is confirmed.	Short
	Prioritise master planning actions that address current or near future capacity and or multiple use issues.	Ongoing
Sport and Event Tourism	Continue to build on the potential of South Mackay Sports Precinct to host sporting and other events through encouraging sports to confirm a regional facility and implementing improvements to parking and access for larger events.	Ongoing
	Prioritise investment in upgrading facilities or developing new facilities (such as the MTB trails) that support major competitive events, provide new opportunities for residents and increase tourism product.	Short
	Provide assistance to groups trying to navigate Council and state permits and approvals required for mass participation events such as fun runs. Consider adopting a minimum standard of service for processing or permit applications.	Ongoing

Program and Services Actions

Strategy Areas	Actions	Priority
Continue to Support Development Opportunities for Youth Sport and Recreation	In conjunction with the Sports Expo, consider working with sports clubs to promote free tryout days for youth and to adopt recruitment strategies for young people that help address cost and transport barriers.	Short
	Encourage sports to register for the State Governments Get Started Voucher Scheme and promote the scheme with the community.	Ongoing
	Continue developing youth spaces in public parks in conjunction with local youth. These can be at local/district and regional scale and should include activity elements, shade, water and Wi-Fi.	Short
	Ensure that all neighbourhoods have access to active open space such as outdoor courts and public access sports fields.	Long
Improving the Health Return from Sport and Recreation	Adopt a policy position that prioritises support for facility improvements that are consistent with adopted plans and reduce duplication.	Medium
	In line with the recommendation on Improving Facility Maintenance and Development , develop templates and other resources to assist sports to undertake region wide planning.	Medium

Strategy Areas	Actions	Priority
	Utilise the regional planning process to encourage clubs to consider better sharing, collaboration. Potential amalgamation and new governance models.	
	Council should engage the State Sporting Organisation to get their involvement in working with key sports to confirm facility priorities.	Medium
	Ensure that all new parks, sport and recreation facilities have built in 'informal access' to enable people to be active. Include facilities such as outdoor gyms, signed running circuits and multi-use courts. Where neighbourhoods lack access to an active space, investigate potential solutions such as use of school fields or courts.	Ongoing
	Consider revising policies around use of public parks to reduce or remove costs for participation level activities such as park run, or subsidised access to facilities for community-based activity programs.	Short
	Continue promoting the growing network of paths and trails, championing the Bluewater Trail. Council should seek collaborations with organisations that want to increase physical activity and ensure where possible that regulations and red-tape is reduced or removed to promote physical activity across the community.	Ongoing
Develop and Implement a Club Sustainability Program	Build on the existing partnerships through Sports Expo and other club engagements to provide a range of additional support and sustainability mechanisms.	Ongoing
Develop and Implement a Club Sustainability Program	Implement an annual data collection process to update the database for clubs that requires them to complete the audit information to be eligible for any council support or to access on-line resources. This data collection should include: <ul style="list-style-type: none"> • Membership (senior and junior), • Committee members (position and contact details). • Committee training workshops attended. Council should also consider an option to include the mandatory attendance, linked to Council letters of support. • Financial health checks. • Development plans, to ensure they align with existing regional planning. 	Short
	Following the establishment of the club database, Council should use the database to ensure improved communication with clubs and providing information to the wider community.	Long
	Require club 'health checks' to be completed every 2 years so forward planning (in conjunction with peak bodies and SRS) for skill development and training workshops can address emerging needs. As well as including the above, the program should include: <ul style="list-style-type: none"> • Support for clubs to develop strategic/development plans with access to training and resource materials. Require clubs to have a 5-year plan as a prerequisite to receiving support. • Build the program around in-line resources and networking with SRS and State Sports Organisations. 	Long
	<i>As part of implementing the above, Council could investigate the establishment of a similar program to the Cairns Regional Council 'Go-Clubs' program.</i>	

Strategy Areas	Actions	Priority
Consider the Development of Water Based Recreation Strategy	<p>Investigate options for supporting funding to prepare a water-based recreation strategy that explores:</p> <ul style="list-style-type: none"> • Natural swimming areas (creeks, rivers, lakes). • Paddle craft (canoe, kayak, SUP) and paddle trails. • Boat ramps and fishing. • River use (powered and non-powered). • Ocean sports and events (inc potential artificial surf pools). • Lake sports (powered and non-powered). <p>This should include linking emerging event and nature-based tourism opportunities into this strategy.</p>	Medium
Indoor Court Strategy	<p>Develop an indoor court sport strategy that looks to address shortages in the northern beaches and other growth areas.</p> <p>Strategy should include increasing access to and use of school facilities for training and the identification of a new multi-court indoor facility to support competitions in the Northern Beaches.</p>	Medium
	<p>Work with Magpies Sports Club to explore potential for provision of a multi-court indoor facility as part of their future facility plans.</p>	Long

Administration and Management Actions

Strategy Areas	Actions	Priority
Sport and Recreation Policy Framework	<p>A draft policy framework has been provided in the Appendix.</p> <p>It is recommended that it be reviewed and adopted following council's adoption of the strategy.</p>	Short
Major Facility Management	<p>The management of major facilities is resource intensive and requires specialist skills. Council's current resourcing does not allow it to manage major facilities directly and therefore it is recommended that these facilities operate under professional management provided by experienced well-established major clubs or third party commercial operators.</p> <p>Exploring alternative models with community boards, trusts and company limited by guarantee, should be on a case by case basis and subject to a detailed feasibility study that identifies how the model supports professional management.</p>	Ongoing
Sport and Recreation Tenure Policy Review	<p>Ensure more effective use of sporting facilities via mechanisms that encourage shared and multiple use. The old model of every club having their own piece of land and facility is no longer sustainable as land stocks diminish, prices increase and clubs struggle with finding full operation of facilities.</p>	Ongoing
	<p>Consider adopting a service model management for multi-service facilities where clubs are facility users who pay a fee for their access on booked times (as opposed to long term leasing). Use fees reflect the higher level of service and clubs do not have to struggle with volunteer-based facility maintenance.</p> <p>Assurances would be in place for regular tenants that their sport would continue to be supported, but new 'use it or lose it' provisions are recommended so that field or court hours are not booked up but unused when demand from other sports remains unmet.</p>	Long
Sport and Recreation Strategy Implementation and Coordination	<p>Establish an internal cross departmental group to support the implementation of this strategy and coordinate land and facility planning and management ensuring constancy across the organisation and according to this strategy.</p>	Short

Strategy Areas	Actions	Priority
	Continue with the community-based Sport and Recreation Advisory Group as a key way of supporting implementation of the strategy, strengthening communication and providing a forum to discuss policy and other mechanisms develops as part of this strategy.	Ongoing
Improved Club and Council Communications	Provide consistent points of contact for clubs to approach council on different issues and promote these contact points through the propose Club Sustainability Program.	Ongoing
Addressing Season Crossover and Access Issues	In conjunction with clubs (via the proposed Club Sustainability Program) develop a yearly calendar for sports seasons and events. Seek early agreement for common season change over dates and allow at least 2 weeks remediation for multiple use fields.	Long
	As increased access to school facilities assists with additional field space, council can broker agreements on use and relocation of fixtures or training in the event of unforeseen impacts such as extreme weather.	Long
Implement Objective Decision Systems for Sport and Recreation Projects	<p>Develop a program priority matrix/decision system to apply the strategic and policy priorities outlined in this strategy.</p> <p>A draft decision model is provided in Appendix 3 and should be reviewed and refined to support staff and council in assessing proposals for priority.</p>	Short