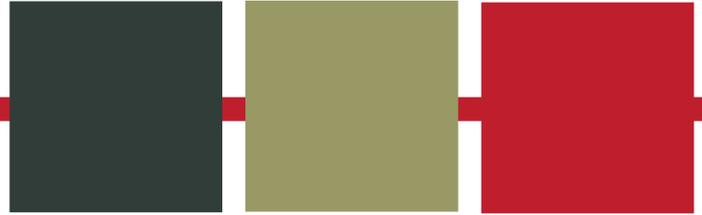


Opportunities and Constraints

Below is a summary of the identified opportunities and constraints along with potential design solutions to be considered in the master plan process. Following the table is two plans (Opportunities and Design Drivers, Constraints and Issues) that depict a number of these key considerations.

Consideration	Opportunities/Constraints	Desired Outcomes/Design Drivers
<i>Movement</i>		
Roads (vehicles)	<ul style="list-style-type: none"> Some sport areas are difficult to locate within the Precinct There are no vehicle links between Arthur and Plover Streets nor between the rugby union car park and the main car park within the Precinct There are limited opportunities for bus navigation within the Precinct Access to the mallet sports club, bridge club and girl guides is via an unsealed road Access to the rugby league club is via a tight single lane road. 	<ul style="list-style-type: none"> Create a signage strategy that provides clear direction to and throughout the Precinct Ensure access to the Precinct (and Caloundra Woodworking Club, CADET and Caloundra SES) is included in future design options for the Ulm Street extension Provide an internal road from the central car park across to the Ulm Street Road Reserve Formalise the entrance road leading to the new sealed car park at mallet sports, bridge and girl guides Enhance the car parking and traffic flow area at the northern end of the central car park (leading into the rugby league area).
Entry	<ul style="list-style-type: none"> The site is somewhat difficult to find for those who are not familiar with the area There is no sense of entry for the Precinct as a whole nor many of the individual user groups The entry for Arthur Street hall is somewhat hidden. 	<ul style="list-style-type: none"> As part of the signage strategy, ensure directional signage is provided from key areas such as the corner of Caloundra Road and West Terrace (and the Nicklin Way once new links with Queen Street are established) Create an entry feature for the Precinct and for individual users to give sense of place.
Parking	<ul style="list-style-type: none"> Lack of formal parking areas north of the Aquatic Lifestyle Centre, tennis, mallet sports, bridge, girl guides and cricket results in informal and ad hoc parking arrangements Vehicles park on grass areas resulting in undue wear and tear Current informal car park areas get muddy. 	<ul style="list-style-type: none"> Formalise parking areas where unsealed car parks currently exist Overflow car parking areas (such as the open space area in the north-east corner of the Precinct) should be retained for use during peak times (but remain a part of the green area within the Precinct the rest of the time) Formal parking areas should be sealed and obvious Barrier kerbs, low timber rail fences or bollards should be in place to prevent illegal and ad hoc car parking. <p>(Any parking and access solutions will need to ensure the goals of the Sustainable Transport Strategy are addressed)</p>
Pedestrian Network	<ul style="list-style-type: none"> While Arthur Street provides an important spine throughout the facility, it can be difficult for pedestrian crossing Existing walking paths are wide enough for shared cycle and pedestrian use Fencing around a number of the sport areas (and the spring area) segments the site and limits opportunities to create pedestrian links Opportunities exist to create loops for cyclists and pedestrians. 	<ul style="list-style-type: none"> Enhance Arthur Street crossing area for pedestrians (e.g. kerb build outs, paving or painted areas on the road) Develop new pathways to provide for a range of cycle and walking opportunities Limit the erection of any additional fencing around sporting areas that unnecessarily limits pedestrian (or vehicle) movement.



Consideration	Opportunities/Constraints	Desired Outcomes/Design Drivers
<i>Buildings and Structures</i>		
Clubhouses	<ul style="list-style-type: none"> Determine whether it is necessary (or feasible) to demolish the football clubhouse. 	<ul style="list-style-type: none"> If the football clubhouse is to be demolished, construct a larger multi-purpose facility that can service a range of community and sporting groups (e.g. COMPASS, Caloundra Family History Research and Caloundra Triathlon Club) Develop a new tennis clubhouse adjoining the central car park area To initiate a move toward uniformity across the Precinct, these new buildings should use similar design features as the new rugby union clubhouse Similarly, if a new 'front' is to be developed at the Aquatic Lifestyle Centre (or second storeys are constructed at the cricket clubhouse or scout den) design elements should be mirrored where possible.
<i>Open Space</i>		
Sports Fields and Courts	<ul style="list-style-type: none"> A quality layout of sporting fields and courts exists at the Precinct - most sports have year-round access to their playing areas Playing fields and courts are of a, generally, high quality Two tennis courts are badly damaged due to tree root invasion Trees drop a large number of leaves on tennis courts Areas will become available for additional opportunities when football has 'fully relocated' A full-size rectangular field can be developed north of the Aquatic Lifestyle Centre Area for two additional mallet sports courts exists to the north of the existing four courts The slope to the east of the rugby league and football fields allows opportunities for informal spectator viewing The space between the two rugby union fields allow opportunities for formalised spectator viewing. 	<ul style="list-style-type: none"> Restrict any additional field sports moving into the facility and sharing field space with existing users Remove the mature trees directly to the north of the tennis courts. These can be replaced by additional trees in identified environmental corridors within the Precinct. Prune the shrubs and trees on the southern side of the courts down to the height of the perimeter fencing to limit leaves falling on the courts Consider the development of new sport and recreation opportunities on the football fields. Opportunities may include additional tennis courts (up to eight hard courts), beach sports facilities, gymnastics facility and covered recreation area (potentially for group fitness and with softfall) Develop a lit full-size rectangular field to the north of the Aquatic Lifestyle Centre to be shared by rugby league and rugby union (primarily for training and also to attract carnivals and events) Develop two additional mallet sport courts (to establish the largest facility in the State) Clear the undergrowth along the slope to the east of the rugby league and football fields. Consider developing areas of turfied tiered seating where it does not impact on tree foundations Purchase portable grandstand seating (bleacher style with cover) for rugby union. These grandstands should be able to be moved around the Precinct to cater for large events at other sporting areas.
Drainage	<ul style="list-style-type: none"> The Precinct suffers from poor drainage in a number of areas. 	<ul style="list-style-type: none"> In most areas of concern, drainage can be improved by the construction of swales with 600mm wide concrete inverts Pipe the stormwater that flows along the western edge of the rugby union fields under Arthur Street to join a series of swales running around the mallet sports area and leading to the creek running between the two cricket fields.

Consideration	Opportunities/Constraints	Desired Outcomes/Design Drivers
<i>Open Space (continued)</i>		
Recreation Spaces	<ul style="list-style-type: none"> There are limited community (or user group) desires for additional recreation facilities in the Precinct. 	<ul style="list-style-type: none"> Develop a simple passive recreation area in the north-east corner of the site that incorporates basic benches and tables under the shade of mature trees. Develop an area with exercise equipment, mounded softfall areas and a covered softfall area (that includes line marking for hopscotch and handball (or similar)) Consider the development of a recreation area in the south-east corner of the facility.
Environmental Elements	<ul style="list-style-type: none"> While the Precinct includes a number of mature trees, limited corridors have been established. 	<ul style="list-style-type: none"> Link fragmented treed areas throughout the Precinct to increase possible habitat corridors. Where possible, look to create links through to Ben Bennett Bushland Park.
<i>Safety</i>		
Safety	<ul style="list-style-type: none"> Treed areas with dense undergrowth provide areas for inappropriate behaviour and loitering Areas of darkness exist along pathways and in 'hidden' areas (e.g. directly to the north of the skate facility, behind the cricket machinery shed and in the treed area to the south of the mallet sports courts). 	<ul style="list-style-type: none"> Trees should be uplimbed and undergrowth cleared to ensure clear lines of sight across the Precinct Erect lighting along existing and new pathways (similar to that erected along the pathway between the two cricket fields) Erect lighting in key hidden areas (e.g. directly to the north of the skate facility) Seek an increased police presence around the Precinct during the evening.



CONSTRAINTS AND ISSUES PLAN : Scale 1:4000 @A3



unattractive fencing divides areas in and around site



flooding and drainage is an issue on site



main entry into site lacks sense of arrival and direction



community building lacks an obvious entry precinct



road at aquatic centre is too narrow for buses and adequate vehicular movement



OPPORTUNITIES AND DESIGN DRIVERS PLAN : Scale 1:4000 @A3



rugby union fields are well lit and utilised



Ulm Street to be extended to allow for improved circulation



pathways through site allow for clear pedestrian movement



football field to provide new sport and recreation opportunities



level changes can be incorporated into viewing opportunities



Master Plan

The Master Plan has been developed by considering all consultation, appropriate strategic contexts and all previous related research. Overall, it provides an ideal opportunity to significantly enhance the capacity of the site to meet the needs of the sporting community and also the recreation needs of nearby residents.

The Master Plan sits well within the existing open space network - linking key open space areas and community precincts such as the CBD and Pumicestone Passage. Caloundra Central Park Sport and Recreation Park is ultimately envisaged as a 'jewel in the crown' of Caloundra's open space footprint.

The Master Plan integrates the existing site features with a range of new elements and embellishments. The provision of simple recreation facilities and a more attractive environment will encourage use from the non-sporting community and with the range of facilities and programs available, all age-groups will find activities to enjoy.

The Caloundra Central Park Sport and Recreation Precinct Master Plan can be found on the following pages. The Master Plan includes a layouts of the site, a section for the main entry area and a proposed planting palette.

Master Plan Vision

The vision for the Caloundra Central Park Sport and Recreation Precinct is:

To create a premier destination sport and recreation precinct with a range of active and passive opportunities including:

- a regional tennis centre with the capacity to attract and host international events
- a regional mallet sports facility with the capacity to host and attract high standard events
- greater capacity for rugby league, rugby union and cricket to cater for demand increases, regional and state events
- a regional headquarters for community sport for people with a disability
- a district gymnastics facility (subject to feasibility)
- a high quality green space for the community to utilise and celebrate
- better connections between the separate areas within the Precinct and also between the wider community and the Precinct itself
- identifying that high quality architectural treatments and landscape treatments are implemented across the Precinct.

Master Plan Facility Design

The Master Plan shows the overall layout of the proposed design and facilities. The table below depicts the proposed developments and rationale for individual sport and common areas.

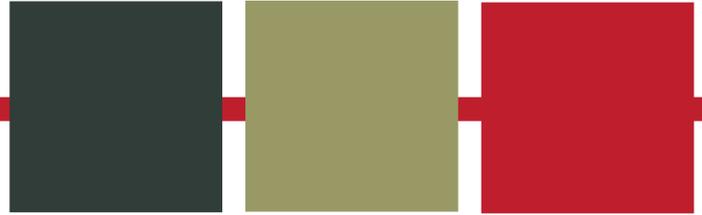
Element	Description	Rationale
<i>Sport and Recreation Areas</i>		
Arthur St Hall	Extend the building to the south (for storage and meeting spaces)	In its current form, the hall has very limited storage space and no breakout areas for meetings, workshops or administrative purposes
	Develop a new entry in the south-west corner	The existing entry is 'hidden' on the eastern side of the hall facing away from the central car park area. Preferably, the entry should be near the main entry off Arthur Street
Beach Sports Facility	Construct a multi-court beach sports facility	There are currently limited beach sports facilities (courts) on the Sunshine Coast. This proposal would provide both additional sport and recreation opportunities at the Precinct
Community Building	Construct new multi-purpose building	The existing 'football' clubhouse is in need of significant repair. The facility should be demolished and replaced as a multi-purpose community facility (e.g. could be used by COMPASS, Caloundra Family History Research group and other local community groups). To open up the central car park area, the building could be relocated slightly to the east of its existing position
	Extend formal car park (24 spaces)	Develop sealed car parks on the footprint of the existing football clubhouse
Cricket	Relocate storage shed	Currently, the cricket storage shed is regularly vandalised as it is poorly located. It should be redeveloped in a more visible location
	Formalise car park (25 spaces)	The existing car park (behind the clubhouse) is unsealed
Gymnastics	Develop a purpose-built gymnastics facility	A number of previous planning reports have indicated the need for a gymnastics facility at the southern end of the Sunshine Coast. This development would bring an additional range of opportunities into the Precinct without placing additional pressure on existing playing fields



Element	Description	Rationale
<i>Sport and Recreation Areas (continued)</i>		
Mallet Sports	Formalise car park (23 spaces) ¹	The existing unsealed car park becomes quite boggy during wet weather
	Extend the Mallet Sports clubhouse	The clubhouse is very small, limiting opportunities for functions and areas for storage
	Formalise the existing series of drainage swales with a 600mm wide concrete invert	Stormwater run-off pools around the western edge of the courts and across the area designated for two future courts
	Develop two new courts (including 900mm high chain wire fencing)	While the four existing courts meet current demand, the Club is looking to harness expected growth in the older population in the area by providing the largest mallet sports facility in the State
Junior Rugby League	Continue the existing swale and concrete invert to link with the irrigation pond	While recent works have improved drainage around the fields, water pools on the eastern side of the fields where the swale and invert have yet to be constructed
	Clear the undergrowth along the eastern bank	The undergrowth limits sightlines across the Precinct and provides areas for undesirable loitering
	Upgrade the lighting on the small training field (and construct 1800mm high chain wire fencing)	The small field to the west of the clubhouse is heavily used for training purposes. Upgrading the lighting on this field will also relieve pressure on the two main fields. To 'include' the field within the remainder of the rugby league facility, this field should have an 1800mm chain wire fence constructed around the northern, western and southern ends
	Construct the car park directly to the south of the rugby league clubhouse (104 spaces)	Informal car parking arrangements in this area limit available spaces, areas for bus parking and turnaround
	Construct the car park directly to the north of the rugby league clubhouse (28 spaces)	Informal car parking arrangements in this area limit available spaces
Rugby Union	Formalise the existing drainage at the northern end of the fields by constructing swales with a 600mm wide concrete invert. Also, formalise the 'creek' along the western edge of the second field and pipe this under Arthur Street	Currently, the fields suffer badly during and after rain events. Run-off flows from Ben Bennett Bushland Park across the fields (from the north-west corner to the south-east corner)
	Develop new storage/scoreboard at northern end	The Club requires additional storage areas and a scoreboard. A dual facility can be located between the two fields at the northern end. The open shelter at the southern end of the fields is beyond repair and should be removed
	Develop movable spectator seating between fields	While the Club now enjoys quality spectator areas from the new clubhouse, additional facilities are required on the far side of the main field and for the second field
	Enhance the 'drainage crossing' link between the rugby union facility and the adjoining High School	The Club conducts training and carnivals on the school ovals and the current 'bridge' needs to be replaced with a more formalised crossing
Skate Facility	Replace the existing fence with a low timber rail fence	If the skate facility is to be 'excised' from the Aquatic Lifestyle Centre and converted to a free-to-enter facility, the existing chain wire fence should be replaced by a low timber rail fence.
	Extend the skate facility and make minor car park alterations	As detailed in the <i>Skate and BMX Strategy 2011-2020</i> opportunity exists to expand the skate facility to the north. This will require a slight re-alignment of the existing car parking arrangements.

¹ This work was completed during the course of the project

Element	Description	Rationale
<i>Sport and Recreation Areas (continued)</i>		
Tennis	Construct four new lit plexipave courts including one 'showcourt'. (Will require construction of 2400mm high chain wire perimeter fencing)	Four additional courts will allow the facility to meet Tennis Queensland's minimum requirements for a Regional facility (the first on the Sunshine Coast)
	Construct new clubhouse (and convert existing clubhouse)	The existing clubhouse will not meet the expected increase in demand associated with a Regional tennis facility. In addition, the existing facility will be some distance from the new courts (including the showcourt) and the preferred car parking area
	Construct four additional lit plexipave courts (including 2400mm high chain wire fencing)	If the Tennis Centre continues to enjoy steady growth, four additional hard courts may be required. This development would make the facility one of the larger facilities in the State and provide opportunities to host a wide range of events
	Appropriate tree removal and replacement	A number of the trees surrounding the tennis courts (fronting Arthur Street) are causing damage to the courts from root invasion. Additionally, these particular tree varieties drop many leaves on court surfaces. These trees will be replaced by more appropriate trees with less invasive roots and less prone to leaf (and limb drop)
New Playing Fields (Open Spaces)	Develop a full-size lit shared rectangular field (including low timber rail fencing)	Both the rugby union and rugby league clubs currently note difficulties meeting existing training demand. Additionally, the availability of this field will make it more attractive for the facility to attract events and carnivals
	Develop a small lit training field in the central area of the Precinct	While this field will be available for all Precinct users, it will prove particularly useful for COMPASS to conduct its SportAbility program
	Develop an open space area and car parking on Ulm Street	This field space has been left available for future playing field development should any of the existing users require expansion in the future
New Recreation Areas	Develop basic recreation facilities (picnic facilities, benches) in the north-east corner of the Precinct	To provide areas for passive recreation in this area of the Precinct
	Develop a covered recreation facility in the central area of the Precinct	To provide a focus recreation area for the Precinct. May provide opportunities for group fitness classes, for COMPASS operations and for wider community use
	Develop basic recreation facilities (picnic facilities, benches) near the existing tennis car park	The treed area in the south-east corner of the Precinct provides an ideal location for passive recreation while looking across the tennis facility
<i>Common Areas</i>		
Irrigation Pond/Dam	Soften edges and shape	Currently, the pond is in an overgrown fenced area. Opportunity exists to make this central area more conducive to passive recreation
	Investigate water quality	At times, the pond can become stagnant and smelly. Given the water is used to irrigate playing fields, water quality should be assessed and opportunities for improvement investigated (if necessary)
Road Treatments	Create a link through to Bower Street	By continuing Bower Street through to the existing rugby union car park better traffic flow can be achieved. If concern arises for this link to become a 'rat run' between Arthur and Queen Streets the existing gate can be retained and only opened during peak training and competition times
	Create an internal east-west link across to Ulm Street	Once Ulm Street is re-developed, an east-west link can be created from the central car park area. This link will provide a 'loop' (with Arthur and Ulm Streets) that will be particularly attractive for bus drop-offs and pick-ups



Element	Description	Rationale
Entry Statements and Signage	Develop consistent theme and erect at key entries	There is limited directional signage in surrounding streets and limited information signage within the Precinct itself. The previously established Precinct logo should be used to brand and advertise the facility
Pedestrian Treatments	Construct pathway – Arthur Street link to Ben Bennett Bushland Park (minimum 2.5m width)	The existing pathway along Arthur Street commences at Bowman Road stopping near the rugby union car park entrance (where it crosses Arthur Street to link with the connection through the cricket area and on to the adjoining shopping centre). This new section will link Ben Bennett Bushland Park with Bowman Road (and ultimately create an extended loop around the Precinct that incorporates Arthur Street, Ben Bennett Bushland Park, Queen Street and Ulm Street)
	Construct Arthur Street kerb build out and feature paving/painting (minimum 2.5m width)	To alert drivers in Arthur Street of the likelihood of pedestrians crossing the street near the entrance to the rugby union car park, kerb build outs should be developed. Additionally, to further alert drivers the road surface in this area should either be painted in a contrasting colour or resurfaced and paved at this crossing point
	Construct pathway - North-south link (Plover Street to old tennis building and across to new tennis building) (minimum 2.5m width)	It is important that there are walking and cycling loops and links available across the Precinct
	Construct pathway – Ulm Street (minimum 2.5m width)	It is important that there are walking and cycling loops and links available across the Precinct
	Construct a pathway – along the new east-west link from the central car park area to Ulm Street (minimum 2.5m width)	It is important that there are walking and cycling loops and links available across the Precinct
Public Transport	Develop bus stops with shelters on Arthur Street and Ulm Street	To encourage the use of public transport develop bus stops with shelters on Arthur Street and Ulm Street (once it is re-developed)

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Legend

-  proposed pedestrian pathways
-  existing fields, courts and oval
-  proposed fields, courts and oval
-  entry statements (including signage and planting)
-  parking areas
-  buildings to face square/parking area, aiding in "eyes on street" (CPTED)
-  possible future recreation areas
-  proposed bus stop locations (with shelters)
-  existing trees
-  proposed trees



RUGBY LEAGUE PRECINCT
 Enhance capacity to attract state events. Facility to include two lit full-size fields and a lit junior field (with access to additional lit full-size and junior fields)

RECREATION PRECINCT
 Modern central recreation node potentially including outdoor court, exercise equipment, tables and seating, kick-about space and shade. With landscaping, will form a quality green spine linking with Ulm and Plover Streets. Two smaller recreation nodes with seating and tables (located under mature shade trees) have been included near each end of Ulm Street

PEDESTRIAN LINKS
 A network of walk/cycle paths linking to all key precincts within the site and extending beyond to link with the broader community network (e.g. Ben Bennett Bushland Park, Pumicestone Passage and CBD)

REGIONAL TENNIS CENTRE PRECINCT
 High quality regional tennis centre capable of hosting regular events up to international standard. Facility includes twenty lit courts (one to be developed as a showcourt), clubhouse and amenities/storage facility.

AQUATIC PRECINCT
 Future development within the aquatic precinct has not been considered in this Master Plan. Given the wide range of facilities within this Precinct, it requires a separate master plan

RUGBY UNION PRECINCT
 Enhance capacity to attract state events. Facility to include two lit full-size fields (with access to additional lit full-size and junior fields and link to adjoining school fields)

CRICKET PRECINCT
 A quality cricket facility capable of hosting State underage events and professional matches. Facility will include two fields with turf wickets available year-round and a third field with a synthetic wicket (available outside the rugby union season)

ADDITIONAL FACILITIES
 Scouts to be retained
 Range of kick-about open space areas (including rugby union and cricket fields when not being used for training and matches)
 District-level gymnastics facility (subject to feasibility)
 District-level beach sports facility (subject to feasibility)
 Arthur Street Hall (for indoor sport and recreation)

COMMUNITY PRECINCT
 Girl Guides to benefit from the Family History Research group relocating to the multi-purpose community building. Contract Bridge to be retained

REGIONAL MALLET SPORTS PRECINCT
 A regional-level mallet sports facility including six quality courts and appropriate clubhouse

DRAFT VISIONING PLAN : Scale 1:2500 @A3



Legend

-  proposed pedestrian pathways
-  existing fields, courts and ovals
-  proposed fields, courts and ovals
-  entry statements (including signage and planting)
-  parking areas
-  buildings to face square/parking area, aiding in "eyes on street" (CPTED)
-  possible future recreation areas
-  proposed bus stop locations (with shelters)
-  existing trees
-  proposed trees



DRAFT MASTER PLAN : Scale 1:2500 @A3



CALOUNDRA CENTRAL PARK SPORT AND RECREATION PRECINCT MASTER PLAN



Shade and Avenue Trees



Ficus sp (shade tree)



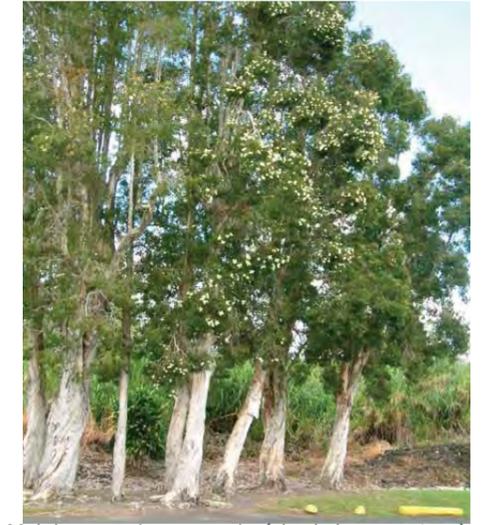
Grevillea robusta (shade/avenue tree)



Lophostemon confertus (shade tree)



Waterhousea floribunda (shade/avenue)



Melaleuca quinquenervia (shade/avenue tree)

Shrubs and Groundcovers



Lomandra sp



Callistemon sp

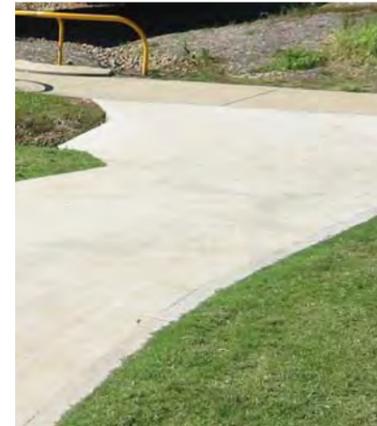
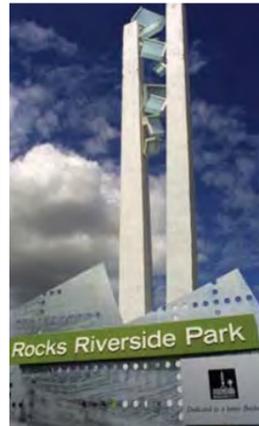


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Paving and Furniture



attractive themed entry statements



wide concrete paths for bicycles, wheelchairs and pedestrians

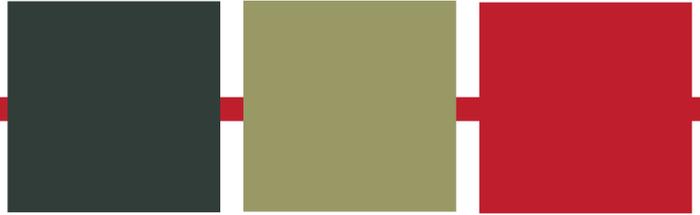


wide square seating for social interaction and all side views in choice of seating position



perspective of site looking north along entry road carpark towards shade structure at central recreation area

PLANT AND IMAGE PALETTE



Management Considerations

There is no panacea for the management of community facilities. What can work effectively in one local government area may be totally inappropriate in another due to councils being influenced by political, philosophical and financial positions.

When considering changes to management arrangements/structures, council must take an inclusive and consultative approach with community organisations. Regularly, these organisations are resistant to change.

Currently, the management arrangements at Caloundra Central Park Sport and Recreation Precinct involve individual user groups (clubs) holding formal leases over the footprints required for their activities. At present, there are six active leases across the site with renewal dates ranging from 31 December 2013 through until 31 January 2020. It is interesting to note that neither the Cricket Club nor Junior Rugby League Club currently have any formal tenure.

Council's recently adopted *Sport and Active Recreation Plan (2011-2026)* recommends the establishment of a Major Venues Unit within council to manage the day-to-day operations and development of major sport and recreation facilities. 'Major facilities' are considered to be those that "service regional catchments, host high level events, and cater for training and competition for sport" (p.14). While Caloundra Central Park Sport and Recreation Precinct is currently only considered a district level facility, given the proposed developments, the facility may ultimately sit within the parameters of a major facility. Additionally, the Plan outlines the need to investigate future management models/tenure arrangements in line with a not-for-profit group review being undertaken by council. Council reports that this review is ongoing and it will ultimately guide the management arrangements at the Precinct.

While council is conducting a not-for-profit review, this Master Plan presents potential options in regard to future management.

Option One - Leases

Each Club negotiating individual lease arrangements with council and no over-arching management group.

Whilst this is the 'simplest' structure, it does not promote shared use and development of the Precinct. Under this arrangement, event clashes and divergent views on future development are likely to decrease the future capacity and effectiveness of the Precinct.

Option Two - Full council control

Completely different from the current practice, council could consider not renewing leases over areas of the site and, thus, gradually take full control of its management. Within this model, council could have varying degrees of involvement, such as:

- taking on all maintenance and development responsibilities/costs and making the areas available to tenant groups through annual or seasonal 'hire' agreements. The fees associated with these hire arrangements would need to be high enough to provide some degree of cost recovery (including costs of sewerage, water rates etc.)
- without renewing leases, enter into short-term (1-5 years) informal 'permits to use' with each of the tenant groups. These permits would contain conditions that have the groups

responsible for the maintenance of their particular area but developments/improvements would need formal council approval.

This is not the recommended option due to the required resources (especially staff time) and the potential angst it would create for the tenant clubs. It will also limit the tenants' ability and/or desire to develop the site and not provide them with the security of tenure they may require to access external funding.

Option Three

Instead of renewing individual leases with each of the tenant groups, council insist that it will only enter into a lease with an umbrella Association (such as the Caloundra Central Park Sport and Recreation Precinct Advisory Group). This Group will be a not-for-profit, incorporated organisation and have equal representation from each tenant group. It will be responsible for all maintenance and development of the Precinct (with the relevant council approvals), as well as its day-to-day operations.

An advantage of this structure is the minimal impact on the resources (especially financial) of council and that the clubs, through a democratic process, have the ability to control their own destinies as managers of the site. It also promotes a coordinated approach to Precinct development and maintenance.

The disadvantages are that one or more groups may dominate the User Group. The structure also may create additional demands on group volunteers (being a member of another separate organisation) and development may be hindered due to the additional level of bureaucracy. It must also be noted that such User Groups are rarely successful unless their establishment is driven by the tenant groups themselves, not the landlord, and that the personalities of the individuals involved can significantly hinder their effectiveness.

Option Four

This Option is similar to Option Three but has a less formal structure proposed for the umbrella group. The intent is similar to how the Precinct is currently managed.

The tenant groups can retain their current lease arrangements (other than the Cricket Club and Junior Rugby League Club who would need re-issued leases), but to lessen the administrative requirements (such as incorporation requirements) an unincorporated, umbrella representative group could be formed, with equal representation from each tenant Club. This group could be self-governed (possibly with council facilitation, at least for the first six months) and meet regularly to discuss issues related to the use, maintenance and development of the Precinct (using this Master Plan as the key guiding document).

Any developments at the site would need to be approved by this umbrella group and obtain council approval to proceed.

This structure provides the advantages of Option Three but with less formal demands on the volunteers involved. It can also be used to provide a trial period for a more formal structure as outlined in Option Three, if desired by tenants and council. To ensure the viability of this structure, council should send formal correspondence to each tenant, advising them of their responsibilities and the processes involved under this structure.

Implementation and Costing

The cost of implementing recommendations would be beyond the responsibility and capacity of council to fund in its own right. This Master Plan will provide council and the stakeholders with a sound base to lobby the state and federal governments for implementation funding assistance for the recommended upgrades and improvements to the associated infrastructure. It will also provide council with a strategic direction to implement improvements in a clear and focussed way and a foundation for grant applications.

Implementation

The staging has been designed so that construction can occur without detrimentally impacting on sport provision. Where possible, construction should occur in the off-season.

Stage 1

- MALLETT SPORTS
 - Extend the clubhouse
 - Formalise the existing series of drainage swales with a 600mm wide concrete invert
- JUNIOR RUGBY LEAGUE
 - Continue the existing swale and concrete invert around the fields to link with the irrigation pond
 - Clear the undergrowth along the eastern bank
- RUGBY UNION
 - Formalise the existing drainage at the northern end of the fields by constructing swales with a 600mm wide concrete invert. Also, formalise the 'creek' along the western edge of the second field and pipe this under Arthur Street (to connect with Mallet Sports swales and be continued through to the creek between the cricket fields
 - Formalise the link between the fields and the High School
- TENNIS
 - Commence the process required (planning, detailed design, funding application) for the construction of four new lit plexipave courts including one 'showcourt'. (Will require construction of 2400mm high chain wire perimeter fencing)
- NEW PLAYING FIELDS
 - Develop a full-size lit field (including low timber rail fencing)
- ENTRY STATEMENTS/SIGNAGE
 - Develop a consistent theme and erect signage at key entries
- IRRIGATION POND/DAM
 - Investigate water quality

Stage 2

- COMMUNITY BUILDING
 - Upgrade existing multi-purpose building
 - Extend the existing car park (24 spaces)
- MALLETT SPORTS
 - Develop two new courts (900mm high chain wire fencing)
- JUNIOR RUGBY LEAGUE
 - Upgrade lighting on the small training field (and construct 1800mm high chain wire fencing)
- RUGBY UNION
 - Develop new storage facility and scoreboard at the northern end of the fields
- PEDESTRIAN TREATMENTS
 - Construct pathway - Arthur Street link to Ben Bennett Bushland Park
 - Construct Arthur Street kerb build outs and feature paving (or painting)

- PUBLIC TRANSPORT
 - Develop a bus stop with shelter on Arthur Street

Stage 3

- CRICKET
 - Relocate the storage shed
 - Formalise car park (25 spaces)
- JUNIOR RUGBY LEAGUE
 - Construct the car park directly to the south of the rugby league clubhouse (104 spaces)
- SKATE FACILITY¹
 - Replace the existing fence with a low timber rail fence
- NEW PLAYING FIELDS
 - Develop a small lit training field in the central area
- ROAD TREATMENTS
 - Create a link through to Bower Street

Stage 4

- RUGBY UNION
 - Develop movable spectator seating between the fields
- SKATE FACILITY¹
 - Extend the skate facility and make minor carpark alterations
- TENNIS
 - Construct new clubhouse (and convert existing clubhouse to amenities and storage facility)
- NEW RECREATION AREAS
 - Develop a recreation facility in the central area
- IRRIGATION POND/DAM
 - Soften the edges of the pond and re-shape
- PEDESTRIAN TREATMENTS
 - Construct pathway - north-south link (Plover Street to old tennis building and across to new tennis clubhouse)

Stage 5

- ARTHUR STREET HALL
 - Extend the building to the south (for storage and meetings)
 - Develop a new entry in the south-west corner
- JUNIOR RUGBY LEAGUE
 - Construct the car park directly to the north of the rugby league clubhouse (28 spaces)
- TENNIS
 - Construct four additional lit plexipave courts (including 2400mm high chain wire fencing)

Additional works

- BEACH SPORTS FACILITY
 - Construct a multi-court beach sports facility (depending on the results of a feasibility study)
- GYMNASTICS
 - Develop a purpose-built gymnastics facility (depending on the results of a feasibility study)
- NEW PLAYING FIELDS
 - Develop an open space area and car parking on Ulm Street (depending on timing of Ulm Street works)
- NEW RECREATION AREAS
 - Develop basic recreation facilities (picnic facilities, benches) on the north-east corner of the Precinct (depending on timing of Ulm Street works)
 - Develop basic recreation facilities (picnic facilities, benches) near the existing tennis car park (depending on timing of Ulm Street works)

¹ Depending on a management arrangements review



- ROAD TREATMENTS
 - Create an internal east-west link from the central car park to Ulm Street (depending on timing of Ulm Street works)
- PEDESTRIAN TREATMENTS
 - Construct pathway - Ulm Street (depending on timing of Ulm Street works)
 - Construct pathway - along the new internal east-west link (depending on timing of Ulm Street works)
- PUBLIC TRANSPORT
 - Develop a bus stop with shelter on Ulm Street (depending on timing of Ulm Street works).

Indicative Costing

The cost of the development of the Master Plan is estimated to be in the vicinity of \$14m. As the total cost is likely to be beyond council's ability to fund in the short term, the information in this section allows for council to budget accordingly. The information provided is designed as a flexible guide—changes in user group priorities or earlier opportunities for funding may alter staging.

The Table below summarises the indicative costs. The costs include on-costs, contingencies and escalation, however, exclude:

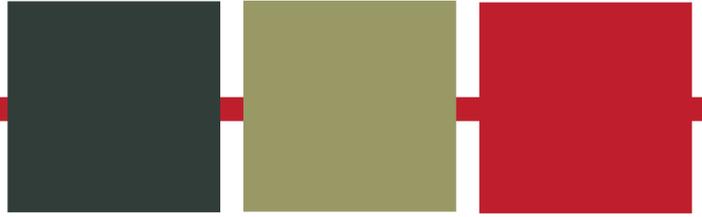
- external park upgrades
- legal and Council fees
- funding application costs (unless specified)
- goods and services tax.

Stage	Area	Description	Cost	
1	Mallet Sports	Extend clubhouse	45,000	
		Formalise drainage swales	42,000	
	Junior Rugby League	Continue drainage swales	28,500	
		Clear undergrowth on Eastern Bank	7,500	
	Rugby Union	Formalise drainage swales and creek	63,000	
		Pipe under Arthur Street	59,000	
		Formalise link to School	20,000	
	Tennis	Planning, design and funding application	30,000	
		Construct 4 lit courts (including Showcourt)	202,000	
	New Fields	Construct full-size lit field, shelter, low timber fence	306,800	
		Shade tree planting	6,500	
	Entry Statements	Signage and entry statements	95,000	
	On costs and Fees	Preliminaries, Rounding, Contingencies, Design Fees	339,700	
	<i>Stage Total</i>			<i>1,245,000</i>
	2	Community Building	Construct multi-purpose facility and carpark extension	1,144,800
		Mallet Sports	Construct 2 new courts, fencing and shelters	173,600
Junior Rugby League		Upgrade lighting to junior field, Extend fencing	105,250	
Rugby Union		Construct storage/scoreboard	84,000	
Pedestrian Treatments		Arthur St to Ben Bennett	84,000	
		Arthur St kerb build outs and feature paving (or painting)	90,000	
Public Transport		Construct Arthur St bus stop and shelter	20,000	
On costs and Fees		Preliminaries, Rounding, Contingencies, Design Fees	675,350	
<i>Stage Total</i>			<i>2,377,000</i>	

Stage	Area	Description	Cost	
3	Cricket	Construct new storage shed	26,000	
		Formalise and seal carpark	81,000	
	Junior Rugby League	Construct southern carpark	307,200	
	Skate Facility	Convert fencing to timber rail	11,250	
	New Fields	Construct small lit field	100,080	
	Roads	Construct Bower Street link	123,930	
	On costs and Fees	Preliminaries, Rounding, Contingencies, Design Fees	225,540	
	<i>Stage Total</i>			<i>875,000</i>
	4	Rugby Union	Movable spectator seating	60,000
Skate Facility		Extend skate facility and alter carpark	130,000	
Tennis		Construct new clubhouse, convert existing clubhouse	1,512,000	
New Recreation		Covered central area	184,800	
Irrigation Pond		Soften and re-shape	29,750	
Pedestrian Treatments		North-south link	50,925	
On costs and Fees		Preliminaries, Rounding, Contingencies, Design Fees	806,525	
<i>Stage Total</i>			<i>2,774,000</i>	
5	Arthur St Hall	Extend building and new entry	651,000	
	Junior Rugby League	Construct northern carpark	90,900	
	Tennis	Construct 4 lit courts	192,000	
	On costs and Fees	Preliminaries, Rounding, Contingencies, Design Fees	332,100	
	<i>Stage Total</i>			<i>1,266,000</i>
Further Works	Beach Sports Facility		420,000	
	Gymnastics Facility		4,375,000	
	New Ulm Street Playing Field and Carpark		268,000	
	New Recreation Areas		36,000	
	Road Link to Ulm Street		312,000	
	New Ulm St Pedestrian Links		74,000	
	Construct Ulm St Bus Stop and Shelter		25,000	

Potential Funding Sources

Subsidy / Grant	Aim/ Criteria	Further information/ contact																						
Department of Communities - Sport and Recreation Services																								
Sport and Recreation Infrastructure Program	<p>Provides funding to not-for-profit sport or recreation organisations, local governments, not-for-profit Aboriginal and Torres Strait Islander organisations, and Queensland State and Independent Schools towards the development or construction of infrastructure for participation in structured and unstructured sport or recreation.</p> <p>Various levels of contributions are available across three levels of projects as follows:</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Total eligible project costs (\$)</th> <th>Max. funding contribution (\$)</th> <th colspan="2">Max. funding contribution (%)</th> </tr> </thead> <tbody> <tr> <td rowspan="2">1 (Minor)</td> <td rowspan="2">Up to \$400,000</td> <td rowspan="2">\$300,000</td> <td>Councils</td> <td>60</td> </tr> <tr> <td>Other organisations</td> <td>75</td> </tr> <tr> <td>2 (Medium)</td> <td>\$400,001 - \$1.25 million</td> <td>\$240,000 - \$750,000</td> <td>All eligible organisations</td> <td>60</td> </tr> <tr> <td>3 (Major)</td> <td>Over \$1.25 million</td> <td>\$750,001 - \$2 million</td> <td>All eligible organisations</td> <td>50</td> </tr> </tbody> </table>	Category	Total eligible project costs (\$)	Max. funding contribution (\$)	Max. funding contribution (%)		1 (Minor)	Up to \$400,000	\$300,000	Councils	60	Other organisations	75	2 (Medium)	\$400,001 - \$1.25 million	\$240,000 - \$750,000	All eligible organisations	60	3 (Major)	Over \$1.25 million	\$750,001 - \$2 million	All eligible organisations	50	www.sportrec.qld.gov.au/Funding/Overviewofallfundingprograms/InfrastructreProgram.aspx
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Department of Transport and Main Roads																								
Safe Walking and Pedalling Program (SWAPP)	This program (SWAPP) is aimed at school students who walk or cycle to and from school. It involves the review of the footpaths, bicycle paths and infrastructure children use within 3.2 km of a school. Rather than simply making children adopt a particular safe route to and from school, the program also aims to increase the number of walking and cycling trips taken by children.	www.tmr.qld.gov.au/Safety/School-road-safety/Safe-school-travel-safest/Walking-and-pedalling-program.aspx																						
SafeST Subsidy Scheme	SafeST is a collection of programs, schemes and initiatives designed to improve transport safety for all children regardless of whether they walk, cycle or travel as passengers in buses or cars.	www.tmr.qld.gov.au/Safety/School-road-safety/Safe-school-travel-safest/Subsidy-scheme.aspx																						
Transport Infrastructure Development Scheme (TIDS)	This scheme will fund dedicated bikeways, shared paths and on-road bike lanes.	www.tmr.qld.gov.au/About-us/Corporate-information/Publications/Transport-Infrastructure-Development-Scheme.aspx																						
Department of Justice and Attorney-General																								
Gambling Community Benefit Fund	Provides funds to strengthen the capacity of non-government organisations to provide community services and activities that benefit their local communities. The Fund provides one-off grants of up to \$35,000 to Queensland based not-for-profit community groups. The closing dates for the grant rounds are: 28 February, 31 May, 31 August and 30 November.	www.olgr.qld.gov.au/grants/gcbf/index.shtml																						
Jupiter's Casino Community Benefit Fund	The Jupiter's Casino Community Benefit Fund administers the community benefit levy paid by the Jupiter's and Conrad International Treasury Casinos. The Fund provides funds to community organisations that provide facilities or services of benefit to the community.	www.olgr.qld.gov.au/grants/JCBBF/index.shtml																						
Charitable Organisations																								
Communityhelp Grants Program	Supports local organisations that are working to make communities safer. Community organisations can apply to receive a grant of up to \$5,000 in the areas of crime prevention, road safety, injury prevention, emergency services or the environment.	www.nrma.com.au/about-us/community/help-grant/index.shtml																						



Recommendations

The following recommendations are made in relation to the Caloundra Central Park Sport and Recreation Precinct Master Plan:

- The master plan, once finalised, becomes the blueprint for development at the Precinct for council and user groups.
- In line with council's review of branding and signage, review the existing Precinct logo.
- Formally lodge the Master Plan with the Department of Communities (Sport and Recreation Services) and seek support of the key elements of the Plan.
- In consultation with the Caloundra Central Park Sport and Recreation Precinct Advisory Group, schedule works in to the 10 year capital works program. Council and the Advisory Group should regularly monitor and update the indicative costing and capital works budgets to allow smooth implementation.
- Seek external funding through application to various grant schemes (see below for potential funding sources) to deliver all elements of the Master Plan.
- Support and encourage the individual user groups (clubs) to seek grants for upgraded facilities. Council should maintain a coordination role between user groups to facilitate joint funding applications and co-share arrangements to maximise community and financial outcomes.
- Develop a detailed design for the central recreation precinct and irrigation pond area.
- Seek architectural design concepts for building treatments of all existing buildings to create a common theme and unity of the built form throughout the site, this information will assist council in future discussions of building extensions and/or replacement.
- Develop a master plan for the Aquatic Lifestyle Centre (and associated skate facility).
- Conduct a feasibility study into the preferred location and design of a purpose-built gymnastics facility on the southern end of the Sunshine Coast.
- Conduct a feasibility study into the preferred location and design of a beach sports facility on the Sunshine Coast.

Caloundra Central Park Sport and Recreation Precinct Master Plan

Sunshine Coast
Council

www.sunshinecoast.qld.gov.au

mail@sunshinecoast.qld.gov.au

T 07 5475 7272 F 07 5475 7277

Locked Bag 72 Sunshine Coast Mail Centre Qld 4560