

Glasshouse Mountains Sports Complex Master Plan 2012 – 2027





Sunshine Coast Council

Glasshouse Mountains Sports Complex

Master Plan 2012 – 2027

Prepared by:

STRATEGIC LEISURE GROUP

Leisure Planning and Management Consultants

Brisbane Office

PO Box 1358

CAPALABA QLD 4157

Ph: (07) 3823 5688

Fax: (07) 3823 5689

E: brisbane@strategicleisure.com.au

W: www.strategicleisure.com.au

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and

DILLON FOLKER STEPHENS

Landscape Architects

LEVEL 6, 57 THE ESPLANADE,

COTTON TREE QLD 4558

Ph: (07) 5443 5566

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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

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Disclaimer

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1. Study Framework

1.1. Project Background

The Glasshouse Mountains Sports Complex is an important facility to the Glasshouse Mountains community, providing sport, recreation, community and active living opportunities and contributing to the social fabric of the area.

With a current estimated population of 5,232¹ (2011), the Glasshouse Mountains locality of interest is expected to grow by 34% to an estimated population of 7,007 in 2026. This growth is less than the estimated Sunshine Coast rate over the same period of 51%. Whilst a relatively small population base, council has recently acquired into its trusteeship a 12.5 ha site (19 ha in total with only 12.5 ha suitable due to environmental constraints) adjacent to the Glasshouse Mountains Sports Complex to cater for future sport and recreation needs arising out of population growth. The Glasshouse Mountains Sports Complex has the opportunity to expand into this recently acquired additional land.

The Glasshouse Mountains locality of interest incorporates Coochin Creek, Beerburrum and Bribie Island North and experienced rapid growth from the early 1990s, with the population doubling between 1991 and 2006 a result of new dwellings being added to the area.

Based on 2005 Census data, the area has a relatively high proportion of family households (76.6%) compared to the Sunshine Coast as a whole (70.0%), and is generally considered a middle income area. The Glasshouse Mountains locality of interest has a youthful population of 27.8% aged between 0 and 17 years compared with 23.8% for the entire Sunshine Coast region.

There are two separate leases over the Glasshouse Mountains Sports Complex site, comprising:

- A lease directly with the State for the licensed club building and immediate surrounds; and
- A lease for the sporting fields and associated facilities on State owned land through a trusteeship comprising five local community representatives.

There are no formal tenure relationships between the Sports Club entity and the individual sporting clubs using the Complex.

Given the inevitable growth of the tenant user groups, in line with the broader Sunshine Coast population growth, it is essential that council determines a long-term vision for the site. The Glasshouse Mountains Sports Complex Master Plan 2012 – 2027 (the Master Plan) is an important step in determining how the Glasshouse Mountains Sports Complex can continue to service its user groups and continue to provide a valuable community resource into the future.

The Master Plan considers the interrelationships between:

¹ Source: Sunshine Coast Council – Community Planning and Strategy Team, Community Services (Land Use Study)

- The functionality, configuration, usage and capacity of the site, including the potential relationship with local schools
- The current character and functionality of the landscape
- Needs across various sports and recreation uses, including current & future tenants
- Emerging trends and issues
- Priorities, levels of service and resources
- Catchment area and population demographic demands (present and future)
- Events and sport and recreation delivery
- Car parking and traffic movement/management requirements
- Community expectations and needs
- The realities of the economic, social, environmental and legislative context of the time
- Alignment with council's Sunshine Coast Sport and Active Recreation Plan 2011 – 2026 and Open Space Strategy 2011
- The current site and the recently acquired additional land, plus the potential adjacent land south of the sports facility on Steve Irwin Way as a possible site for future sport and recreation use
- Relevant planning constraints and opportunities, including environmental, flood immunity, land zonings, DA requirements etc.
- Current and proposed tenure arrangements.

1.2. Project Methodology

The study was conducted in five distinct stages which enabled the research and consultation to be undertaken in a logical and progressive fashion and recommendations to be presented within an agreed framework. These stages were:

- Stage 1: Situational Analysis and Consultation
 - Inception Meeting
 - Review background planning documents
 - Catchment Analysis
 - Site Investigation
 - Management and Tenure Analysis
- Stage 2: Consultation
 - Workshops/ Meetings/ Surveys
 - Situational Analysis Report
- Stage 3: Developing Options
 - Design Brief Options
 - Management Arrangements
 - Preferred Design Brief
 - Funding and Partnership Opportunities
- Stage 4: Draft Master Plan
 - Concept Plan
 - Indicative Cost Estimate
 - Draft Report
- Stage 5: Final Master Plan

Glasshouse Mountains Sports Complex Master Plan – Final Report

- Public Review Process
- Final Master Plan

Figure 1- Aerial of Glasshouse Mountains Sports Complex²



Figure 2- Aerial of Undeveloped Land Acquired³



² Photo sourced from Nearmap. www.nearmap.com

³ Photo sourced from Sunshine Coast Council

2. Background Research

2.1. Literature Review

The following documents were reviewed as part of the background research process to set the study in context and to ensure study outcomes are aligned with council's corporate direction:

- Beerwah Sports Ground Concept Master Plan 2011
- Caloundra City Plan 2004
- Glasshouse Mountains Sportsground Master Plan 2004
- Hinterland Towns Recreation Study, 2005
- Healthy Neighbourhoods Report 2009
- Hinterland Recreation Study 2005
- Landsborough Sports Ground Master Plan 2007
- Skippy Park Master Plan 2005
- Sunshine Coast Access and Inclusion Plan 2011 – 2016
- Sunshine Coast Aquatic Plan 2010 – 2026
- Sunshine Coast Biodiversity Strategy 2011
- Sunshine Coast Council - Capital Works Program Listing 2011/2012 - 2020/2021
- Sunshine Coast Community Plan: Looking Forward to 2030
- Sunshine Coast Council Corporate Plan 2009 – 2014
- Sunshine Coast Difficult to Locate Sports Study 2009 -2028
- Sunshine Coast Open Space Strategy 2011
- Sunshine Coast Place Making Charter: People, Place and Partnerships
- Sunshine Coast Recreation Trail Plan 2011
- Sunshine Coast Social Infrastructure Strategy 2011
- Sunshine Coast Council Sports Field Maintenance Funding Program
- Sunshine Coast Sport and Active Recreation Plan 2011 -2026
- Sunshine Coast Sustainable Transport Strategy 2011 -2031
- Sunshine Coast Active Transport Plan 2011 -2031

Those issues, needs or opportunities specifically relevant to the Glasshouse Mountains Sports Complex or relevant to master planning of sport and recreation facilities are documented in the table below.

Table 1- Key issues, needs or opportunities emerging from background literature

| ISSUE/ STRATEGY RELEVANT TO GLASSHOUSE MOUNTAINS SPORTS COMPLEX | SOURCE |
|--|--|
| <p>The 2011 Master Plan provides a guide for the development of the grounds allowing for the orderly expansion of the aquatic centre with minimal loss of amenity for the other grounds users. It builds on the existing infrastructure to reflect best value-for-money whilst retaining flexibility for changes in future use and/or multi-use options.</p> <p>The Master Plan identified that the Beerwah Sports Ground was used for the following activities:</p> <ul style="list-style-type: none"> ■ Equestrian; ■ Rugby League; ■ Tennis; | <p>Beerwah Sports Ground Concept Master Plan, 2011, Sunshine Coast Council</p> |




| ISSUE/ STRATEGY RELEVANT TO GLASSHOUSE MOUNTAINS SPORTS COMPLEX | SOURCE |
|---|--|
| <ul style="list-style-type: none"> ▪ Bocce; and ▪ Aquatics. <p>Key recommendations included:</p> <ul style="list-style-type: none"> ▪ Provision for an expanded Aquatic Centre; ▪ Recognition of the functionality of the existing layout and buildings; ▪ Improvements to vehicle access and parking; ▪ New or extended facilities (access, parking, support infrastructure and buildings); ▪ Lighting and drainage improvements to existing fields; ▪ Improved access and circulation for pedestrians; and ▪ Equal access improvements. <p>There were no recommendations in the Master Plan for the expansion/ divestment of sporting facilities that may have an impact on the Glasshouse Mountains Sports Complex.</p> | |
| <p>The Planning Scheme applies to the Planning Scheme Area of the Caloundra City Council, including all premises, roads and internal waterways.</p> <p>The Plan designates the existing Glasshouse Mountains Sports Complex as "Open Space – Sport and Recreation", with the undeveloped area "Open Space – Park and Reserve".</p> | <p>Caloundra City Plan, 2004, Caloundra City Council</p> |
| <p>The purpose of this study was to provide council with a clear strategy for future planning and infrastructure development. There are a series of key recommendations that have not been completed, largely due to resourcing constraints associated with the Glasshouse Mountains Sports Club Inc and an ability to attract third party funding, including:</p> <ul style="list-style-type: none"> ▪ Develop Environmental, Vegetation and Stormwater Management Plans; ▪ Develop Landscape Plan; ▪ Develop Business Plan; ▪ Upgrade entry and car parking; ▪ Improve shading; ▪ Improve power, water and lighting infrastructure; ▪ Develop indoor multi-sport indoor complex; and ▪ Upgrade tennis/ netball courts, amenities, fencing and lighting. <p>Those works recommended in the 2004 Master Plan that have been completed, include:</p> <ul style="list-style-type: none"> ▪ Improve sewerage infrastructure; and ▪ Refurbish clubhouse. <p>The estimated Master Plan implementation cost was \$3.875M.</p> <p>The Plan identifies the area to the east of the existing sports complex as potential for expanding sportsground below the Q100 level - possible uses: Australian Rules and Junior Cricket.</p> | <p>Glasshouse Mountains Sportsground Master Plan, 2004, Caloundra City Council</p> |
| <p>Hinterland Towns Recreation Study was prepared for Caloundra City Council by Stratcorp Consulting 2005. This document provides a needs analysis and demand assessment and outlines within its Sports Facility Recommendations:</p> <ul style="list-style-type: none"> ▪ pending future demand, develop new sports field on the parcel of land adjoining the Glass House Mountains Sports Ground. | <p>Hinterland Towns Recreation Study, 2005</p> |

| ISSUE/ STRATEGY RELEVANT TO GLASSHOUSE MOUNTAINS SPORTS COMPLEX | SOURCE |
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| <p>The Healthy Neighbourhood study utilised a comprehensive perception approach to identify physical activity patterns and determinants and the influence of the local environment in the Sunshine Coast and Cooloola regions. It aimed to classify the different health behaviours found within the local areas and to further explore the contextual and compositional effects of these in order to promote physical activity and access to healthy food.</p> <p>Further analysis of the survey data is still to be completed including into ages of children in the household along with physical activity, use of local facilities and how use of facilities varies with children of differing ages.</p> <p>The Study found:</p> <ul style="list-style-type: none"> ▪ Respondents living in some areas (Gympie, Maroochy) were found to have lower levels of sufficient physical activity; ▪ Those employed in full or part time work had lower levels of sufficient activity; and ▪ A high percentage of those who report running out of food have children in the home. | <p>Healthy Neighbourhoods Report, 2009, Sunshine Coast Council</p> |
| <p>The Study was established to provide a direction for council and the community for the future planning and delivery of sporting and recreation facilities and services for the period to 2016.</p> <p>The Study recommended to implement the key directions and recommendations for new/ improved recreation and sporting facilities at Glass House Mountains Sports Ground, as outlined in the Glass House Mountains Sports Ground Master Plan (2004). The Hinterland Recreation Study 2005 notes the following:</p> <ul style="list-style-type: none"> ▪ Develop a new multipurpose sports ground on land adjoining the Glass House Mountains Sports Ground to the north east; and ▪ New player amenity block at the Glass House Mountains Sports Ground to service the new sports fields. | <p>Hinterland Recreation Study, 2005, Caloundra City Council</p> |
| <p>The Landsborough Sports Ground is used for the following activities:</p> <ul style="list-style-type: none"> ▪ Cricket; ▪ AFL; and ▪ Martial Arts. <p>There was only one recommendation in the Landsborough Sports Ground Master Plan which potentially may have an impact on Glasshouse Mountains Sports Complex, being "proposed 'Harold Scholes Memorial Oval' - junior/ practice oval, 110 x 84m, once new toilets are constructed and existing toilets removed." This involves a realignment of this oval to accommodate senior cricket.</p> | <p>Landsborough Sports Ground Master Plan, 2007, Caloundra City Council</p> |
| <p>The Skippy Park Master Plan identified the facility was used for the following activities:</p> <ul style="list-style-type: none"> ▪ Athletics; ▪ Little Athletics; and ▪ Kennel Club. <p>There were no recommendations in the Skippy Park Master Plan for the expansion/ divestment of sporting facilities that may have an impact on the Glasshouse Mountains Sports Complex.</p> | <p>Skippy Park Master Plan, 2005, Caloundra City Council</p> |

| ISSUE/ STRATEGY RELEVANT TO GLASSHOUSE MOUNTAINS SPORTS COMPLEX | SOURCE |
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| <p>The Access and Inclusion Plan 2011-2016 sets out five key focus areas and aims to guide council towards improving access and inclusion for community members in the region. Under each of these focus areas a table of strategies has been developed that will direct actions to reduce physical, social and economic barriers.</p> <p>The Plan identifies a series of elements for consideration aimed at reducing access barriers, including relating to the following focus areas:</p> <ul style="list-style-type: none"> ▪ Focus Area 1: Pedestrians, Parking and Transport ▪ Focus Area 2: Community Facilities, Amenities and Open Space ▪ Focus Area 3: Planning and Services ▪ Focus Area 4: Training, Employment and Participation ▪ Focus Area 5: Communication and Community Engagement. | <p>Sunshine Coast Access and Inclusion Plan, 2011, Sunshine Coast Council</p> |
| <p>The Sunshine Coast Aquatics Plan was developed to inform and guide the planning, development and management of the aquatics network across the Sunshine Coast region through to 2026. The Plan did not include any specific recommendation for the Glasshouse locality, however did recommend council undertake a Feasibility Study and develop a Master Plan to inform future facility development and recommendations within the Plan for the Beerwah Aquatic Centre. This swimming pool is acknowledged to service the Glasshouse catchment.</p> <p>Council recently completed this Feasibility Study which recommended the future staged development of the Beerwah Aquatic Centre.</p> | <p>Sunshine Coast Aquatic Plan 2011 – 2026, Sunshine Coast Council</p> |
| <p>This Strategy is the greenprint for the future of the Sunshine Coast region's natural assets. It outlines the emerging priorities and key strategies council will pursue to maintain and enhance the region's unique biodiversity for future generations.</p> <p>A key focus of the Strategy is to protect, enhance and connect Sunshine Coast's natural assets using a range of existing and innovative approaches. Strategies and actions focus on building green infrastructure across the landscape to strengthen and reconnect high value natural assets and optimise the services to the community that healthy, functioning ecosystems provide.</p> <p>The role of the Strategy is to:</p> <ul style="list-style-type: none"> ▪ Inform - To inform council planning and operational activities and the development and implementation of a Sunshine Coast Council Planning Scheme. ▪ Guide - To guide council decision making and community initiatives. ▪ Drive - To drive a range of strategies and actions that will deliver the vision and support council's biodiversity conservation philosophy. ▪ Engage - To engage the community and key stakeholders to build and strengthen partnerships that will be required in order to bring to bear sufficient resources to make a difference. <p>The site falls within 'connecting' and 'linkage' habitat as per the Biodiversity Strategy 'Core and Connecting Habitat Areas' map.</p> | <p>Sunshine Coast Biodiversity Strategy, 2010 – 2020, Sunshine Coast Council</p> |
| <p>With the exception of funding the development of the Master Plan, this Program does not include any future capital works funding for the Glasshouse Mountains Sports Complex.</p> | <p>Sunshine Coast Regional Council - Capital Works Program Listing 2011/2012 - 2020/2021, Sunshine Coast Council</p> |

| ISSUE/ STRATEGY RELEVANT TO GLASSHOUSE MOUNTAINS SPORTS COMPLEX | SOURCE |
|---|---|
| <p>The Sunshine Coast's first community plan documents the community's vision, values and aspirations for the next 20 years. The Plan specifies the vision of the Sunshine Coast is to be Australia's most sustainable region – vibrant; green and diverse.</p> <p>The plan recognises that physical activity and recreation are all important components of Sunshine Coast's current lifestyle and contribute to the physical and mental health of residents. On this basis, the region will retain and enhance its network of open space and protect waterways and beach foreshores.</p> <p>The Plan also proposes that the region continue to offer a broad range of tourism experiences including major sporting, recreational and cultural events.</p> <p>Finally, one of the identified big issues for the community included the need to provide facilities for sporting, recreation and community activities.</p> | <p>Sunshine Coast Community Plan, To 2030, Sunshine Coast Council</p> |
| <p>The Corporate Plan 2009-2014 is a key planning document outlining the priorities and strategies council will pursue over time to achieve its vision to become Australia's most sustainable region.</p> <p>One of the key themes of the Plan is in the area of "Health and Well-being" which defines an active and healthy community as being one that is resilient and enhances people's quality of life. Council plays a role in community well-being through safety initiatives, preventative health and education programs, provision of community sport and recreational opportunities and facilitating community interaction. It also has responsibility for ensuring the region's preparedness to deal with natural disasters.</p> <p>The emerging priorities are:</p> <ul style="list-style-type: none"> ▪ Safe and healthy communities- Adopt and encourage 'crime prevention through environmental design' principles in design of public/ private spaces ▪ Active lifestyles - Promote physical activity and recreation & Support community-based sport and recreation organisations and programs. | <p>Sunshine Coast Regional Council Corporate Plan 2009 - 2014</p> |
| <p>The Study aimed to attain a network of sustainable 'Difficult-to-Locate Sports' precincts and venues that adequately cater for the growing needs of the Sunshine Coast community".</p> <p>The Study did not identify any key findings for recommendations for the Glasshouse locality.</p> | <p>Sunshine Coast Difficult to Locate Sports, 2009 – 2028, Sunshine Coast Council</p> |
| <p>The Sunshine Coast Open Space Strategy concentrated on Council controlled and managed open space and identified the key challenges and issues shaping open space on the Sunshine Coast. Further the Strategy provides policy direction to grow and enhance parks, sports grounds, recreation trails and reserves. The actions relevant to this study include:</p> <ul style="list-style-type: none"> ▪ Identify recreation parks, sports grounds and amenity reserves that have suitable attributes or capacity to support biodiversity outcomes and link core habitat areas. ▪ Prepare design guidelines that promote the utilisation of existing sports grounds for recreation space for the local communities, outside sports usage times (e.g. shade, seating and paths). ▪ Identify park locations with opportunities for public transport, cycle links and integration into transport planning. ▪ Integrate 'whole of life' costs into open space planning, landscape development and infrastructure selection. <p>Apply resource efficient and effective strategies in park and sports ground development (e.g. water reuse and native planting).</p> | <p>Sunshine Coast Open Space Strategy, 2011, Sunshine Coast Council</p> |

| ISSUE/ STRATEGY RELEVANT TO GLASSHOUSE MOUNTAINS SPORTS COMPLEX | SOURCE |
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| <p>The study classifies the Glasshouse Mountains Sports Complex as “Rural 1” with the recommended action being to “consider developing the capacity of the glass house mountains district sports ground through master planning”.</p> | |
| <p>The Recreation Trail Plan 2011:</p> <ul style="list-style-type: none"> ▪ reviews existing legislation and both state and local policy to identify impacts on trail development; ▪ analyses the current level of supply, range and diversity of existing signed recreation trails and the quality of council managed trails within the Sunshine Coast; and ▪ examines key issues relating to recreation trail provision for walkers/ mountain bike riders/ horse riders within urban/ non-urban environments. <p>A Recreation Trail Plan was developed for the Glasshouse Mountains, Beerburrum, Coochin Creek, Bribie Island North Locality of Interest. Short and Medium term trail development recommended in the Plan focuses in the areas west of Steve Irwin Way. There may be future opportunities to connect to future trails, particularly as an extension into natural bushland at the north of the Glasshouse Mountains Sports Complex.</p> | <p>Sunshine Coast Recreation Trail Plan 2011</p> |
| <p>A core objective of place making is to preserve and enhance the unique character of each place, which reflect the values of the local community. Infrastructure contributes significantly to the character of a place, the design of which requires a context sensitive approach that balances unique design solutions with standardised treatments.</p> | <p>Sunshine Coast Regional Council Place Making Charter, To 2030</p> |
| <p>The Social Infrastructure Strategy seeks to identify council's long-term direction for social infrastructure over which council has primary responsibility. The strategy provides the framework for the planning and delivery of council's social infrastructure.</p> <p>This Strategy does not make consideration for outdoor sporting facilities.</p> | <p>Sunshine Coast Social Infrastructure Strategy, 2011, Sunshine Coast Council</p> |
| <p>The Sports Field Maintenance Funding Program aims to provide consistent, equitable and appropriate support for sports field maintenance across the region. Funding is a contribution towards field maintenance costs. The intent of the program is to partner with sporting organisations to maintain their facilities to district competition level.</p> <p>In administering the Sports Field Maintenance Funding Program, council aims to:</p> <ul style="list-style-type: none"> ▪ achieve the objectives of the Corporate Plan through the active engagement of sporting organisations; ▪ acknowledge the contribution of community sport clubs, and their volunteers, to the community in line with council's vision for the future; ▪ provide a standard approach and framework to establishing new community partnerships and maintaining existing partnerships; ▪ distribute funds in an equitable manner under the principles of good governance; ▪ encourage long-term planning for cost-effective facility development; ▪ ensure that funding is provided to eligible organisations on an equitable basis; and ▪ encourage and work with organisations to enable groups to become more sustainable. | <p>Sunshine Coast Sports Field Maintenance Funding Program, Sunshine Coast Council</p> |

| ISSUE/ STRATEGY RELEVANT TO GLASSHOUSE MOUNTAINS SPORTS COMPLEX | SOURCE | | | | | | | | |
|---|---|-----------|---|---------------|------------|--------------------------|---|-----------------------|--|
| <p>The main purpose of this study was to develop a robust Sport and Active Recreation Plan to guide the current and future provision of facilities and services to meet the needs of the Sunshine Coast's diverse communities over the next 15 years.</p> <p>The Plan recommended council update the Master Plan for Glasshouse Sports Ground when the sports reserve land from developer contributions comes across to council (Medium Term – 2016 -2020).</p> | <p>Sunshine Coast Sport and Active Recreation Plan, 2011 - 2026, Sunshine Coast Council</p> | | | | | | | | |
| <p>The Sunshine Coast Sustainable Transport Strategy outlines the emerging priorities and key strategies council will pursue to deliver a sustainable transport system. Any parking and access solution for the Glasshouse Mountains Sports Complex will need to ensure the goals of this Strategy are addressed.</p> <p>The Strategy provides a user hierarchy as detailed below:</p> <table border="1" data-bbox="371 748 746 999"> <thead> <tr> <th>Consideration</th> <th>User/mode</th> </tr> </thead> <tbody> <tr> <td rowspan="5" style="text-align: center;">  </td> <td>▶ Pedestrians</td> </tr> <tr> <td>▶ Cyclists</td> </tr> <tr> <td>▶ Public transport users</td> </tr> <tr> <td>▶ Freight & specialist service vehicles</td> </tr> <tr> <td>▶ Other motor traffic</td> </tr> </tbody> </table> <p>The Strategy maps the proposed hierarchy and function of transport corridors for the Sunshine Coast for 2031 and beyond and guides the planning and implementation of transport to achieve the sustainable transport vision.</p> <p>The Strategy identifies a fundamental objective in active transport planning is to improve community mobility and amenity by providing connected networks and facilities based on people's needs and location.</p> <p>The goal within the Strategy is to provide pedestrians and cyclists with safe, comfortable, direct connections to where they want to go including homes, schools, work places, shopping areas, services, recreational opportunities and public transport. The Strategy outlines that planning will support and encourage walking and cycling as an alternative to private car use and as healthy recreational activity for all ages.</p> <p>The Strategy incorporates the Sunshine Coast Active Transport Plan 2011-2031 (Active Transport Plan) which provides additional detail and guidance in support of this Strategy.</p> | Consideration | User/mode |  | ▶ Pedestrians | ▶ Cyclists | ▶ Public transport users | ▶ Freight & specialist service vehicles | ▶ Other motor traffic | <p>Sunshine Coast Sustainable Transport Strategy/ Sunshine Coast Active Transport Plan, 2011 -2031, Sunshine Coast Council</p> |
| Consideration | User/mode | | | | | | | | |
|  | ▶ Pedestrians | | | | | | | | |
| | ▶ Cyclists | | | | | | | | |
| | ▶ Public transport users | | | | | | | | |
| | ▶ Freight & specialist service vehicles | | | | | | | | |
| | ▶ Other motor traffic | | | | | | | | |



3. Site Investigation and Constraints

3.1. Site Overview

The Glasshouse Mountains Sports Complex precinct includes:

- Lot No 86 CG 4976 CP 860399 is the existing Glasshouse Mountains Sports Complex (approx 10 ha) and accommodates netball, tennis, cricket, football and licensed club.
- Lot No 100 SP 175349 incorporates the land to the north east of the existing site and is approximately 19.0 ha, however of this total site, a reduced area of 12.5 ha will support future development due to environmental constraints within the remainder of the site.

Both lots described above are the focus of the Master Plan and result in a total developable area of approximately 25 ha. Lot No 86 CG 4976 CP 860399 is state government land under the auspices of the Department of Natural Resources and Mines (DNRM) with the licensed club site leased directly to the Glasshouse Mountains Sports Club Incorporated and the remainder of the site leased via a Trust established by the State (consisting of five local representatives acting as Trustees) to the Sports Club Inc (current rental of \$500 per annum). Lot No 100 SP 175349 is state government land under the auspices of the Department of Natural Resources and Mines (DNRM) with Council as trustee.

Coonowrin Creek flows at the northern section of the site, is subject to flooding and has a portion of vegetation. The Complex is situated adjacent to Steve Irwin Way, a major highway connecting the Sunshine Coast hinterland localities to the Bruce Highway and the coast. With the Complex directly adjacent to this major highway and in close proximity to a major rail line (less than 100m at the south east corner), future planning must consider the potential impacts and opportunities should either or both of the highway and rail line be expanded or realigned.

There are currently no formal tenure arrangements between the Glasshouse Mountains Sports Club Incorporated and the individual sporting clubs which are based at the Complex. The clubs located at the Complex, include:

- Beerwah Glasshouse United Soccer Club;
- Glasshouse Mountains Touch Association;
- Glasshouse Districts Cricket Club; and
- Tibros Netball Club.

The Complex includes two hard-court tennis courts available for hire by schools and the general public, with occasional hire by the Landsborough Tennis Club. Local schools have entered into an agreement with the Glasshouse Mountains Sports Club Incorporated which details access and fee arrangements associated with the annual use of the Complex for school competition purposes.

The Glasshouse Mountains Sports Club Incorporated until recently has been responsible for all maintenance and line marking activities at the Complex and employs a full-time groundsman to undertake these tasks. Further, the Sports Club is responsible for referee costs, rates and all consumption charges (e.g. electricity, water etc.).

Recently, further investment from the sporting clubs has been secured, namely:

- Soccer contributes 50% of the estimated costs associated with line marking for this sport; and
- Touch football undertakes its own line marking and is responsible for the supply referees.

Council has committed \$18,718 per annum over three years as a contribution towards site maintenance costs. Further Council provides \$2,000 per annum over three years through its Community Partnerships Funding Program. The Sports Club has advised that this funding is vital to its ability to function.

The majority of the capital development undertaken on site has been a result of member fund raising and State Government funding programs. There is no sewerage to the Complex and water used for field irrigation purposes is pumped directly from the adjacent Coonowrin Creek.

The Complex currently services predominately district level competitions, events and training, however Touch Football does hold larger regional scale events. The majority of facilities are used over the entire year. All clubs have a strong reliance on volunteers in an environment where their retention and attraction is becoming increasingly difficult.

Individual clubs contribute \$350 per annum as an affiliation fee to the Glasshouse Mountains Sports Club Incorporated and individual members of the sporting clubs are required to become members of this Sports Club and currently pay \$6.60 (GST Inclusive) per member, per annum. Individual clubs do not pay any additional fee, including any fees associated with field/ court hire. The Glasshouse Mountains Sports Club Incorporated committee representatives are members of the individual sporting clubs based at the site. Local schools pay a fixed combined fee of \$2,500 per annum for access to the Complex for competition purposes.

3.2. Site Assessment and Utilisation

Outlined below is a site assessment summary for the Complex based on site inspections undertaken by the study team.

Table 2- Glasshouse Mountains Sports Complex Site Assessment

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|---|--|
| <p>Site attributes, constraints, functionality for purpose, visual amenity</p> | <ul style="list-style-type: none"> ■ Separated from the main Glasshouse Mountains retail precinct by the adjacent Steve Irwin Way to the west of the site. ■ Rail corridor and train station to the west of Steve Irwin Way. ■ The developable area comprises approximately 22.0 ha of which 12.4 ha east of the existing site is undeveloped. ■ Further land (approx 6.5 ha) within the northern and western boundaries of the site are affected by vegetation and waterways constraints which restrict any further expansion beyond the identified developable area. ■ Site is designated Open Space - Park and Reserve with the likely use classified as Outdoor Sport and Recreation which would be impact assessable in this precinct. ■ An application to develop sporting ovals would require Impact Assessment meaning it would need to be publicly notified. ■ Vegetation/ buffers to Coonowrin Creek will need to be considered as part of master plan. ■ The impact of future lighting on residential allotments requires exploration. ■ The site is mapped as Bushfire Hazard Management area. ■ Currently four users with approx 1,300 members (soccer, cricket, netball and touch football). ■ Site largely flat, however within flood prone area and elevated at the southern end. |
|---|--|

| | |
|--|---|
| | <ul style="list-style-type: none"> ▪ The Sports Club is responsible for the majority of site maintenance and all electricity cost. ▪ Good standard of tennis courts, however netball courts have surface cracking. ▪ Playing fields and turf wickets are of a good standard. ▪ Two turf cricket wickets situated at the Complex. ▪ Site facilities are well maintained with an internal refurbishment of the licensed club being recently completed. ▪ A new shared use amenities/ change room facility recently developed. ▪ Minimal directional signage. ▪ New residential development to the east of the existing site. ▪ Existing walk/ cycle path network running from the site under Steve Irwin Way and adjacent to residential development creates opportunities for expanding network and increasing active access to the site. ▪ Future access via Endeavour Bark Drive appears inadequate to meet the future site needs and may adversely impact on adjacent residents. ▪ Any future expansion of Steve Irwin Way and/ or rail line will need to be considered in future planning for site. |
| <p>Water catchment/ Hydrology</p> | <ul style="list-style-type: none"> ▪ Site prone to flooding. ▪ No water harvesting infrastructure on site. ▪ Northern end of existing site inundated by up to 0.5m of water. ▪ Majority of recently acquired, undeveloped land inundated by up to 0.5m of water. ▪ Very minor areas adjacent to creek line inundated by up to 1.5m of water. ▪ Site is in the extreme flood hazard category for the 1 in100 flood, however this is not uncommon for sporting fields. ▪ Council's new open space policy seeks Q20 for future playing fields and Q100 for buildings. ▪ Water use combination of town water with field irrigation via pumping directly from Coonowrin Creek. |
| <p>Facilities (Condition, presentation, standard etc)</p> | <p>Sports Club</p> <ul style="list-style-type: none"> ▪ 11 gaming machines; ▪ Bistro/ function room; ▪ Lounge; ▪ Bar; ▪ Outside Deck; ▪ Canteen; ▪ Amenities (Including grandstand). <p>Sporting Facilities</p> <ul style="list-style-type: none"> ▪ Two lit tennis Courts; ▪ Three hard-court and 1 grass netball Courts; ▪ Two turf and one synthetic cricket wickets; ▪ Three senior and two junior football fields; ▪ Playgrounds; ▪ Sealed and non-sealed car parking; ▪ Shading shelters (tennis/ netball, cricket/ football); ▪ Storage sheds; ▪ Practice cricket nets; ▪ Amenities building; ▪ Small heritage style building. |

3.2.1. Beerwah Glasshouse Soccer Club

The club has increased from 59 senior and 301 junior members three years ago, to a current membership of 64 seniors and 399 juniors. This increase is attributed to a major membership drive in 2011 aimed at U6 players, large growth in female soccer and new coaches appointed to the club attracting new senior players. [It should be noted that advice from Sunshine Coast Football indicated that player numbers declined in 2011 from 2010.]

The complex is used between January and September (shared facilities with touch football) on mid-week afternoon/ evenings and Saturdays for training and competition.

The club uses the following field configurations on the existing site:

- 1 x international sized field (east/ west) immediately in front of Sports Club building;
- 2 x senior sized fields (east/ west) below international field;
- 2 x junior sized fields (north/ south) at northern end of site; and
- 1 x senior field (east/ west) top southern field.

Priority development for the club is:

- Lighting to top field;
- Increase lit area of Field 2;
- Increase number of playing fields;
- Introduce safety netting system to prevent balls going onto Steve Irwin Way;
- Storage.

3.2.2. Glasshouse Mountains Touch Association

The club has decreased from 330 senior and 110 junior members three years ago, to a current membership of 300 seniors and 100 juniors. The Complex is used all year by the club on Monday 4.00pm - 9.30pm for competition and every second Sunday 10am – 12pm for representative training.

The club is responsible for its own line marking. The club uses the lower playing fields for competition purposes.

The club receives \$1,000 per annum funding over three years as part of the Community Partnerships Funding Program.

Priority development for the club is:

- Improvement to field lighting;
- Improvement of access onto Steve Irwin Way from the Complex;
- Increase sporting fields to reduce late night fixtures.

3.2.3. Glasshouse Districts Cricket Club

The club has increased from 53 senior and 57 junior members three years ago, to a current membership of 66 seniors and 64 juniors. This increase is attributed to Landsborough cricket no longer having junior teams and through attracting players from Landsborough and Woodford wishing to play in a higher standard competition as Glasshouse Districts Cricket Club have teams in Divisions 1 – 4. The Complex is used October – March (shared with Touch Football) Monday – Thursday afternoons and evenings for training and the Milo-in-to-cricket program for juniors with Saturdays being used for competitions.

Recent regular increases in affiliation fees to the sports peak bodies have impacted on the growth on the cricket club as the sport is too expensive for some members of the community. Any future growth of the cricket club is reliant upon access to additional cricket fields with the club already using the Glasshouse Country Christian College on a regular basis. The cricket club is responsible for the maintenance associated with the two turf and one synthetic cricket wickets and practice wickets.

The club utilises all three wickets for competition and training purposes.

Priority development for the club is:

- Upgrade (lay synthetic grass over entire practice wickets) and increase number of practice cricket nets;
- Increase playing fields by one senior field;
- Storage.

3.2.4. Tibros's Netball Club

The club has increased from 130 senior and 85 junior members three years ago, to a current membership of 192 seniors and 123 juniors. This increase is attributed to the increasing population within the Glasshouse Mountains catchment. The Complex is used January to November on Monday and Wednesday evenings for competition and Tuesday, Wednesday and Thursday afternoons for training.

The club is responsible for maintaining the netball courts, however the sealing of the courts was funded by the Sports Club with assistance of government grants. Due to the smaller dimension of the adjacent tennis courts, with the exception of training use, the tennis courts are not suitable for netball competition.

The club uses all four netball courts for competition and training purposes.

Priority development for the club is:

- Storage;
- Increase shelter shed;
- Technical area;
- Upgrade grass court to hard-court;
- Increase netball courts;
- Small clubhouse.

3.2.5. Glasshouse Mountains Sports Club Inc

The Glasshouse Mountains Sports Club is responsible for maintaining the Complex with the exception of line marking and the turf and synthetic cricket wickets. Council currently provide an annual grant of \$18,718 through its Sports Field Maintenance Funding Program. A further \$2,000 per annum over three years is received under the Community Partnerships Funding Program.

The Sports Club has a license to pump water directly from Coonowrin Creek for irrigating the playing fields. The Complex is currently used by the general public for informal recreation use. The Sports Club employs a Manager and casuals to manage the licensed club whilst relying on volunteers to provide catering and hospitality services for functions held at the facility. The entire Complex, including the Sports Club is not connected to town sewerage infrastructure.

The Sports Club leases the licensed club site directly from the State with the remainder of the Complex site leased via a Trust made up of 5 individual local representatives (\$500 annual rental). The individual sporting clubs contribute an annual fee of \$350, plus each individual member is required to pay a \$6.60 (GST inclusive) membership fee. The major operating costs of the Complex are associated with labour, electricity, maintenance and lighting.

The Sports Club is responsible for managing and retaining revenues associated with the canteen.

Primary licensed club facilities include:

- A small number of gaming machines (11);
- Keno;
- Bar;
- Lounge;
- Deck; and
- Function room.

Priority development for the club is:

- Improved access onto Steve Irwin Way;
- Increase sealed parking;
- Increase sporting fields;
- Increase number of change rooms;
- Sustainable energy solutions;
- Water harvesting;
- Connection to town sewerage infrastructure;
- Upgrade shading and seating throughout Complex.

3.2.6. Landsborough Tennis Club

The Landsborough Tennis Club has its own complex with four courts developed in 1989. This club currently uses two courts at the Complex on Friday afternoons for junior coaching and informal competition purposes. The club is currently charged \$25 per afternoon by the Sports Club. The club has experienced a reduction in playing numbers in recent years and currently has approximately 50 junior and minimal social senior members. The existing four tennis courts at Landsborough are deteriorating and in need of upgrading which is thought to be impacting on player numbers.

The Club engages a coach to oversee its player development programs. The next nearest courts to Landsborough and Glasshouse Mountains are located at Mooloolah and Maleny. With the exception of Landsborough Tennis Club, no other clubs utilise the courts at the Complex.

4.



Site Constraints

The major site constraints for consideration in this study include:

- Bushfire hazard management at the northwest corner of the existing site;
- Waterways and wetlands at northern end of the entire site and northwest corner of existing site may require buffers or vegetation off-sets;
- All of the undeveloped land and the northern end of the existing site is flood prone.

Outlined in the maps below are the site boundaries, bushfire hazard management, waterways and wetlands and flood prone areas of concern:

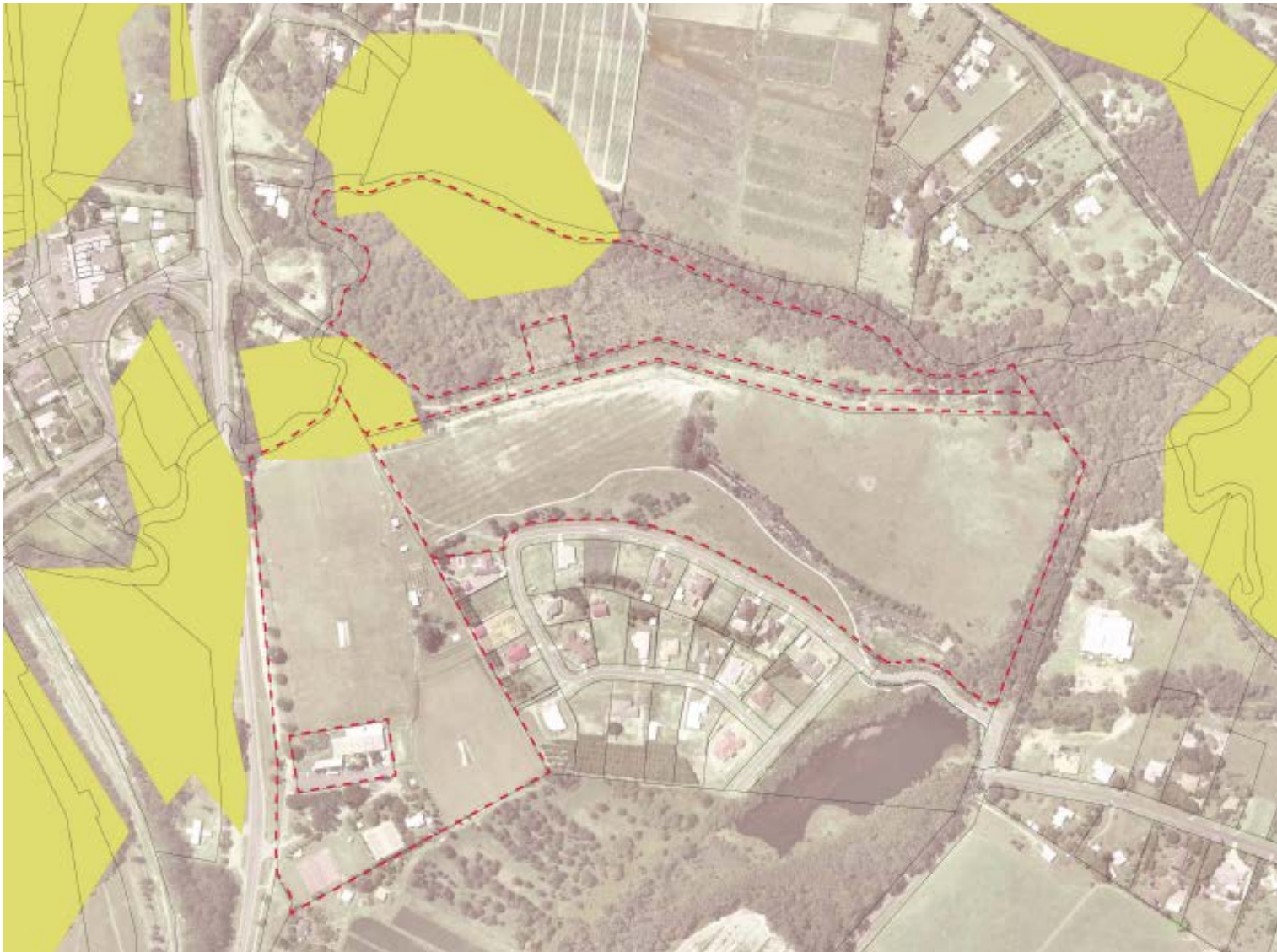


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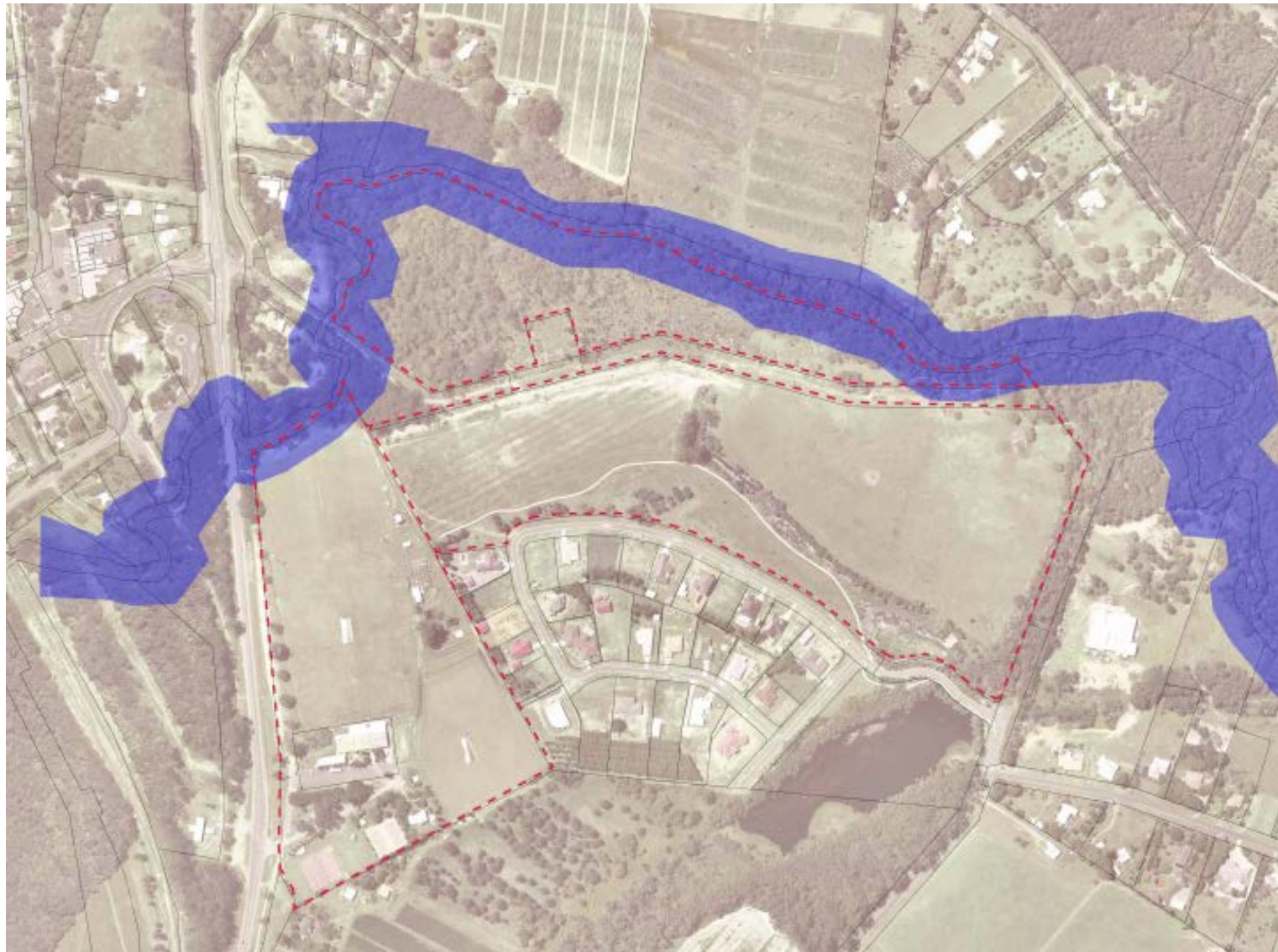
Map 1- Glasshouse Mountains Sports Complex Site Boundaries



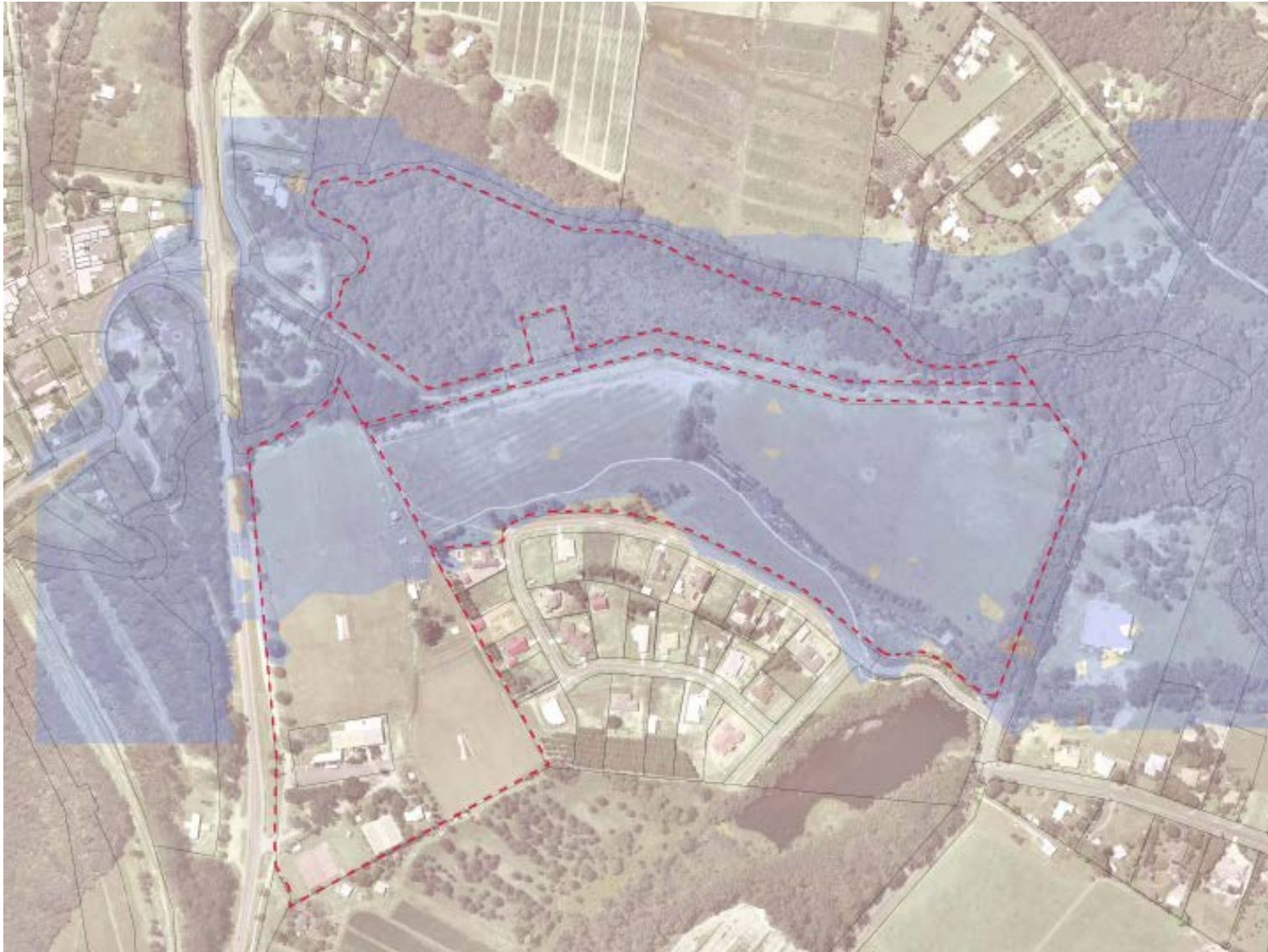
Map 2- Glasshouse Mountains Sports Complex Bushfire Hazard Management



Map 3- Glasshouse Mountains Sports Complex Waterways and Wetlands



Map 4- Glasshouse Mountains Sports Complex Flood Prone Areas



5. Consultation

Additional to the individual interviews and combined forums conducted with the Glasshouse Mountains Sports Club and individual clubs, consultation was undertaken with former Cr Anna Grosskreutz and Cr Rick Baberowski, several internal council officers and the Department of Transport and Main Roads. Information of membership trends/ fees and future needs was requested from Football Queensland, Sunshine Coast Football, Queensland Touch Association, Cricket Queensland and Netball Queensland. At the time of this report, this information was yet to be received from some peak bodies.

Local residents were invited to comment on the Draft Master Plan as part of the Public Review Process.

5.1. Council

The key themes and considerations from council consultation include:

- The final Master Plan will assist council to apply for funding through other agencies, including Regional Development Australia and the Department of Communities.
- Access and parking for the Complex is a major concern in light of its proximity onto Steve Irwin Way, a major road connection through the Sunshine Coast hinterland localities to the Bruce Highway.
- Touch football has successfully staged regional scale events in the past.
- Good opportunities for recreational outcomes including walk/ cycle networks, seating, playgrounds, shading and educational signage.
- There are concerns regarding the long-term viability of the existing management model of the Complex which relies on the Sports Club being responsible for the majority of maintenance and other operating costs in an environment where potential gaming legislation may have an adverse effect on licensed club revenues.
- Car parking, access and field lighting will need to consider minimising impacts on adjacent residents.
- The Master Plan should ensure the facility mix avoids duplication with other facilities in this locality.
- Ensure planning includes water harvesting initiatives.
- There is a concern regarding litter entering Coonowrin Creek and ultimately the Pumicestone Passage. With the future development of the Complex likely to be a litter source, appropriate buffers should be maintained from Coonowrin Creek and revegetated where possible and vegetative litter barriers should be incorporated into any landscaping along the boundaries of the complex to prevent any litter from entering the Creek and riparian areas.
- Any access to the creek should limit disturbance to the riparian vegetation and be positioned so that erosion is not exacerbated.
- Contamination of the waterway from pesticides, fertilisers and petrochemicals are a concern necessitating any runoff from the site (playing fields, car parks, etc) needing to be pre-treated via a water quality improvement device (e.g. bio-retention basin, wetland) before leaving the site or recycled.
- The study site is prone to flooding with the northern end of existing site inundated by up to 0.5m of water and the majority of recently acquired, undeveloped land inundated by up to 0.5m of water, whilst very minor areas adjacent to creek line inundated by up to 1.5m of water.
- The site is in the extreme flood hazard category for the 1 in100 flood (not uncommon for sports fields).
- There is no public transport past the Complex, however school bus routes may use Steve Irwin Way. Note this area is outside the TransLink service area and would fall to DTMR to service via a new QConnect service. This is very unlikely in the short or possibly medium term.
- The Master Plan should consider the impact of the potential road/ rail alignment adjacent to the Complex.

- Council is currently undertaking a review into tenure arrangements for not-for-profit clubs, however this study is has not been finalised at the time of this study. Council is currently undertaking condition assessments of council owned assets situated on leased land to develop a clear understanding of its strategic asset maintenance and replacement priorities. This review is expected to be finalised by early 2013 and any future tenure arrangement that council enters into for the undeveloped land at the Glasshouse Mountains Sports Complex will need to be consistent with the outcomes of this review.
- Further analysis will be required to determine whether introducing passive recreation is required within the existing environmental area in future.
- Management of the existing natural area will need to be determined once any expansion into the undeveloped land occurs.
- An Environmental Management plan will likely be required once the site is developed.
- The undeveloped land was intended for sporting ovals (where demand warranted) and that earthwork have previously been done for this purpose.
- The site layout should consider solutions that do not reduce or eliminate natural buffers that support wildlife movement along the creek.

5.2. Department of Transport and Main Roads

In order to consider any impacts from potential future rail/ road upgrades or realignments adjacent to the Complex, several interviews were conducted with the Department of Transport and Main Roads (DTMR). DTMR have advised that some of the options to undertake works on Steve Irwin Way involve the intersection with Barrs Road potentially being relocated as the level crossing of the rail line is to be made into a grade-separated crossing. These works may also involve realignment in the vicinity of the sportsgrounds and scout hall.

DTMR have confirmed current planning indicates there is no direct property affected on the site due to the proposed realignment of the north coast rail line. Some battering may be required along the frontage of the site on Steve Irwin Way due to Barrs Road Bridge overpass joining onto Steve Irwin Way further south, however this seems to be minor and only occurring within the existing road corridor. The possible future overpass at Burgess Street indicates that it joins back onto the existing road just before intersecting Steve Irwin Way (the existing intersection).

DTMR has undertaken preliminary planning into the potential future expansion of Steve Irwin Way adjacent to the Glasshouse Mountains Sports Complex and including the Coulon Road intersection. Whilst the exact nature of any potential expansion into the Complex is unknown, there is potential for the site to be impacted. Any future development to the Complex should be subject to further discussions with the DTMR. Permanent building infrastructure adjacent to Steve Irwin Way should be avoided in this area.

The above information provided by DTMR relates to conceptual options only as the Department is currently undertaking more detailed studies and planning with regard to future works along of Steve Irwin Way.

5.3. Peak Bodies

The following regional/ state peak bodies provided advice on current usage and future opportunities and constraints for the Complex:

- Sunshine Coast Fraser and Burnett Touch Football Association;
- Netball Queensland;
- Sunshine Coast Cricket Association;
- Sunshine Coast Football; and
- Tennis Queensland.

The advice is summarised below:

- The Beerwah Glasshouse Soccer Club nominated teams has reduced from 38 in 2011 to 30 in 2012. Registered numbers have also reduced from 404 in 2011 to 304 in 2012. This trend is not indicative of the remainder of Sunshine Coast football clubs as numbers across the Zone have remained solid for 2012. Significant registration growth was experienced in 2011 following the introduction for Under 6 players of free registration. Sunshine Coast Football acknowledged that it is early in the season and the above membership may change with late signings.
- Football Queensland affiliation fees range from \$43.50 (juniors), \$98.50 (senior amateurs) and (\$135 professionals). These fees are inclusive of the Football Federation Australia affiliation fee and insurances. The make up of registration fees for Beerwah Glasshouse Soccer Club registered players include the above affiliation fees, Sunshine Coast Football affiliation fees and club administration fees.
- As a guide the lowest junior soccer fees in Queensland are at Longreach (\$80 per season) with the most expensive being a female football club in Brisbane (\$881). The average senior football registration is between \$500 - \$550 per season.
- Sunshine Coast football would be highly reluctant to schedule matches that are too far from the clubhouse as this would likely result in diminished food and beverage revenue opportunities.
- Should the future design incorporate an all purpose pitch (e.g. synthetic field), Sunshine Coast football would look to schedule increased regional scale matches at the Complex.
- There is generally a level of satisfaction with the current facility mix and standard of courts/ fields at the complex amongst peak bodies.
- Tennis Queensland has identified the locality of Glasshouse Mountains for the future long term development of a 12-court facility within its Facilities Development Strategy. The location of Glasshouse Mountains is based on its central hinterland location. Tennis Queensland advised that the development should proceed only when sufficient demand is identified.
- The Complex is suitable to continue to host the current 2-3 major touch football events and additional representative training sessions held each year.
- There are accommodation constraints within Glasshouse Mountains which adversely impacts on the hosting of major events within this locality.
- Current ineffective access and parking at the Complex is a concern for the majority of peak bodies.
- There is no known urgent demand for further playing fields/ courts within the Glasshouse locality identified in any state or regional planning.

5.4. Schools within Catchment

Schools located within the catchment of the Complex were interviewed in order to understand:

- Sport fields and courts within catchment;
- Opportunities/ constraints for community access and use;
- Any plans for further expansion/ development of fields and courts.

A summary of the advice obtained from the catchment schools is detailed below:

5.4.1. Glasshouse Mountains State School

- Facilities include two tennis courts and large oval.
- Tennis courts currently used for regular coaching sessions by third party.
- Occasional community use of tennis courts.
- Hiring arrangements to be met, however no restrictions or constraints to community use of school sport facilities.

5.4.2. Beerwah State High School

- Facilities include indoor court stadium and oval, including synthetic cricket wicket.
- Hiring arrangements to be met, however no restrictions or constraints to community use of school sport facilities.

5.4.3. Beerwah State School

- Facilities include two tennis courts, large oval and activity green space.
- Tennis courts currently used for regular coaching sessions by third party.
- Hiring arrangements to be met, however no restrictions or constraints to community use of school sport facilities.

5.4.4. Beerburrum State School

- Facilities include one tennis court in poor condition, one netball court and an oval in very good condition.
- Tennis courts currently used for regular coaching sessions by third party.
- Hiring arrangements to be met, however no restrictions or constraints to community use of school sport facilities.

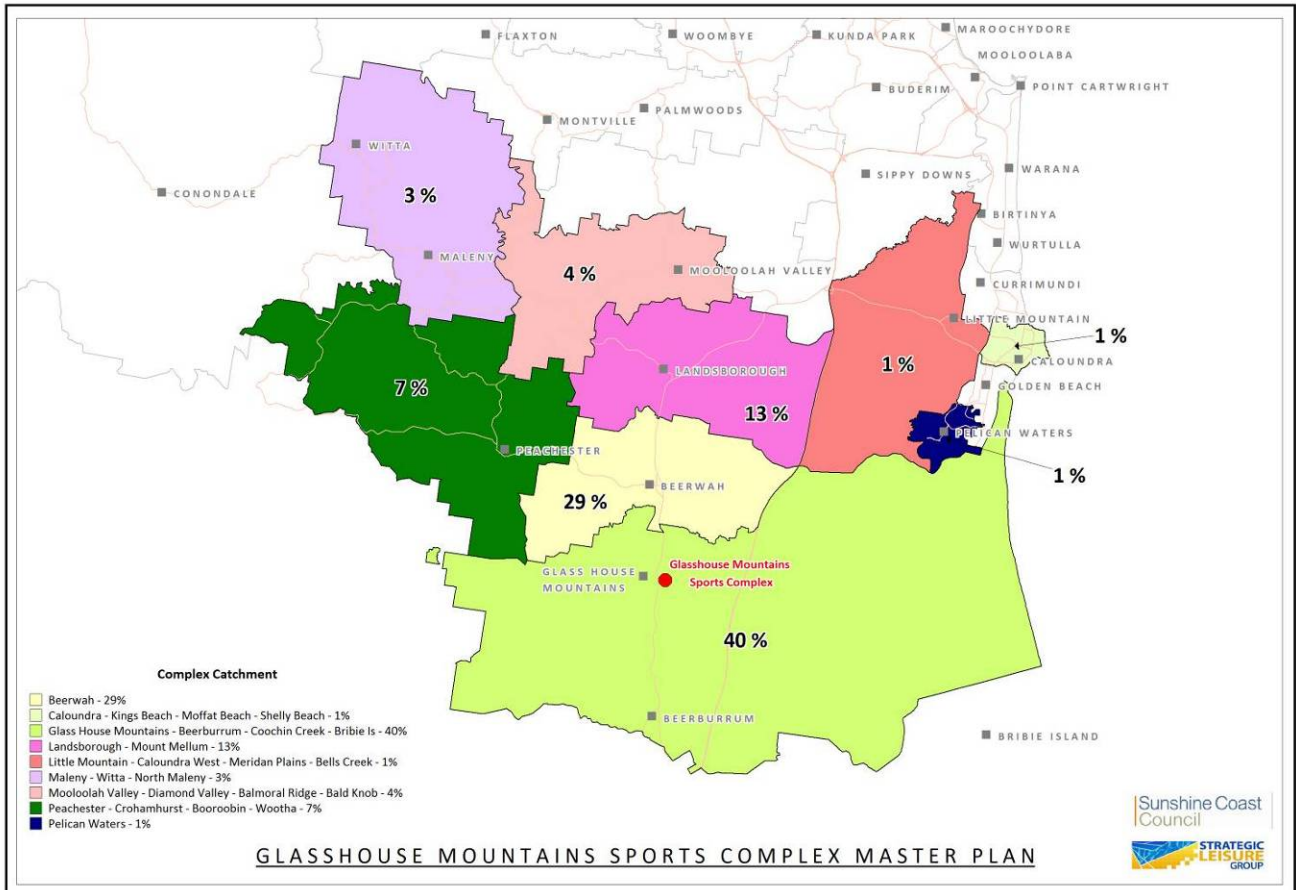
5.4.5. Glasshouse Country Christian College

- Facilities include an oval and multi-use under cover basketball court.
- Glasshouse Cricket Club currently use the oval during summer for weekend competition.
- Hiring arrangements to be met for community hire.
- College will consider each request for community access to its oval on merit, however preventing over use is important as it is the only activity green space within the campus.

6. Catchment

Based on information supplied by Glasshouse Mountains Sports Complex clubs, Map 5 map below demonstrates where the membership catchment for the site is derived from.

Map 5: Glasshouse Mountains Sports Complex Membership Catchment



By applying these catchment rates to the estimated 2026 population⁴, a projected number of future users from these areas can be calculated. This would be considered to be a maximum figure because it assumes:

- A linear projection of age breakdown (when in fact it is known that the median age of the Sunshine Coast is predicted to rise from 41 as at 2006 to 44 by 2026 – both figures being higher than the state average of 36 and 41 respectively); and
- No new playing areas are developed within the catchment which, if they were developed, would reduce pressure on utilisation of the complex.

It should be noted that an age breakdown of population projections by locality is not available.

⁴ Source: Sunshine Coast Council – Community Planning and Strategy Team, Community Services (Land Use Study)

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Table 3- Glasshouse Mountains Sports Complex Membership Catchment Projections*

| CATCHMENT LOCALITIES | POPULATION 2011 | CURRENT CATCHMENT MEMBERSHIP | | PROJECTED POPULATION (2026) | PROJECTED CATCHMENT MEMBERSHIP | |
|--|-----------------|------------------------------|-------------|-----------------------------|--------------------------------|-------------|
| | TOTAL | NO OF USERS | % | TOTAL | NO OF USERS | % |
| Glass House Mountains – Beerburrum – Coochin Creek – Bribie Island North | 5,232 | 523 | 40% | 7,007 | 700 | 40% |
| Beerwah | 6,315 | 379 | 29% | 9,642 | 579 | 29% |
| Peachester – Crohamhurst – Booroobin – Wootha | 1,753 | 92 | 7% | 2,222 | 117 | 7% |
| Landsborough – Mount Mellum | 4,526 | 170 | 13% | 6,186 | 232 | 13% |
| Little Mountain – Caloundra West – Meridan Plains – Bells Creek | 13,296 | 13 | 1% | 38,499 | 38 | 1% |
| Pelican Waters | 3,635 | 13 | 1% | 8,350 | 30 | 1% |
| Caloundra – Kings Beach – Moffat Beach – Shelly Beach | 12,937 | 13 | 1% | 16,765 | 17 | 1% |
| Mooloolah Valley – Diamond Valley – Balmoral Ridge – Bald Knob | 3,990 | 52 | 4% | 4,936 | 64 | 4% |
| Maleny – Witta – North Maleny | 6,283 | 39 | 3% | 9,342 | 58 | 3% |
| Other | | 13 | 1% | | 19 | 1% |
| Total: | 57,967 | 1,307 | 100% | 102,949 | 1854 | 100% |

* Figures are based on membership data supplied by existing clubs. Some users may be a member of multiple clubs and therefore could be counted more than once.

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The individual catchments of each sporting club were consistent with the overall Complex catchment outlined in Table 3 with the majority of members coming from the Glasshouse Mountains, Beerwah, Peachester and Landsborough localities of interest as follows:

- Soccer (93%)
- Touch Football (82%)
- Cricket (88%)
- Netball (92%).

Landsborough Sports Ground is located within the Glasshouse Mountains Sports Complex primary catchment with this facility being used for cricket and AFL. Beerwah Sports Ground includes rectangular playing fields currently used for rugby league, tennis courts and a concrete cricket pitch. The Sunshine Coast Sport and Active Recreation Plan 2011 identified the need to “adopt and progressively implement the Master Plan for Landsborough Sports Reserve and Skippy Park”. These documents have been analysed to identify any potential impact on the Glasshouse Mountains Sports Complex as part of this study’s literature review and were found to have no impact.

The Beerwah Sports Ground Master Plan did not recommend any new playing facilities relevant to those sports currently located at the Glasshouse Mountains Sports Complex. However, there may be an opportunity for the existing concrete cricket wicket to service part of junior cricket demand if required in future for the Glasshouse and/or Landsborough localities.



7. Analysis of Findings

Analysis of the research and consultation undertaken for the study identified several key findings to be considered within the Master Plan. The key considerations for the Master Plan, include:

- There is no current demand to develop further outdoor playing fields in the Glasshouse locality.
- Any future expansion of the Complex into the undeveloped land should be subject to confirmation of demand in the future.
- In consideration of the recent residential development in close proximity to the Complex, the attractions of the natural environment (e.g. creeks, flora and fauna) and the sites proximity to the primary Glasshouse retail precinct, it is considered that there are several opportunities to introduce passive recreational outcomes to any future development.
- Future design should consider:
 - Flexible playing field design to adapt to future demand and needs;
 - An access and parking solution that; improves traffic flow into, out of and throughout the site; minimises impact on surrounding residents; and enables connectivity to the Sports Club building;
 - Smaller scale capital improvement works that support individual clubs applying for third party funding;
 - Expanded connectivity with the Glasshouse Mountains retail precinct, west of Steve Irwin Way;
 - Improved player safety adjacent to Steve Irwin Way;
 - Protection of the natural bushland and Coonowrin Creek areas;
 - Where possible, avoid duplication of existing buildings and infrastructure;
 - Introduce passive recreation options for the community; and
 - Locating amenities as high as possible in consideration of the flood prone nature of the site.
- Whilst netball expressed an interest in the future development of a small clubhouse, within close proximity of the main Sports Club building and change rooms to the netball courts, it is considered that any further embellishment to the netball building infrastructure should be limited to a technical bench/ competition management area.
- There is some capacity for the schools within the catchment to service any immediate demand for outdoor playing fields.
- Management and tenure arrangements must consider solutions to improve the viability of the Sports Club Inc to support its ability to take on the added responsibility of managing the expanded site in future.
- Whilst the exact nature of any potential expansion into the Complex by DTMR adjacent to Steve Irwin Way is unknown, there is potential for the site to be impacted. Any future development to the Complex should be subject to further discussions with the DTMR. Permanent building infrastructure adjacent to Steve Irwin Way should be avoided in this area.



8. Master Plan Design

8.1. Staged Facility Mix

Based on the analysis of background research, consultation and study objectives the proposed elements of the Master Plan for Glasshouse Mountains Sports Complex are described at Table 4- below.

Consistent with Sunshine Coast Sport and Active Recreation Plan 2011 - 2026, this study did not identify any current demand to develop additional playing fields into the undeveloped area. The indicative design into undeveloped land is demonstrative only and is subject to confirmation of demand in future.

Whilst different design options were considered at the facility mix brief stage, due to the lack of demand to develop into the undeveloped land area other than for recreational outcomes, the concept design below has been prepared to incorporate current and potential future community needs that have emerged through the study.

The time frame for these recommended elements has been assessed as either:

- Short Term (Within 5 years)
- Medium Term (6 – 10 years)
- Long Term (11 – 15 years/ Subject to confirmation of demand).

Indicative only capital cost estimates are included. A reliable estimate of capital cost will be known only after detailed designs are prepared.

Council is not responsible for the implementation and funding of all development recommendations. Further, priorities may change over time subject to changes to demand and funding opportunities

Any future development to the Complex should be subject to further discussions with the DTMR. Permanent building infrastructure adjacent to Steve Irwin Way should be avoided until the full impact of any future expansion is known.

Table 4- Master Plan – time frame and indicative cost

| MASTER PLAN IMPROVEMENT | REFERENCE | INDICATIVE COST ⁵ | TIMEFRAME | RATIONALE |
|--|-----------|------------------------------|------------|--|
| Existing cricket, soccer and touch football fields | A | N/A | N/A | N/A |
| Existing cricket and soccer fields | B | N/A | N/A | N/A |
| Existing tennis courts | C | N/A | N/A | N/A |
| Existing netball courts with upgraded surfacing | D | \$67,500 | Short Term | Existing netball courts are cracked and in need of repair before worsening. |
| Existing Glasshouse Mountains Sports Club with end of trip facilities – bike parking | E | N/A | N/A | N/A |
| Existing car parking | F | N/A | N/A | Existing car park surfacing is in sound order. Given funding constraints there is no |

⁵ Prepared by Johnson and Cumming Quantity Surveyors – Considered indicative only

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| MASTER PLAN IMPROVEMENT | REFERENCE | INDICATIVE COST ⁵ | TIMEFRAME | RATIONALE |
|---|-----------|------------------------------|-------------|--|
| | | | | recommendation to upgrade the existing car park within the life of this study. |
| Proposed additional car parking with improved site access and drainage | G | \$465,000 | Short Term | Additional car parking required to service current peak demand and improves traffic flow at the one major site access point onto Steve Irwin Way. |
| Potential future netball court subject to confirmation of future demand and funding | H | \$95,000 | Medium Term | Netball has experienced growth from 130 senior and 85 junior members three years ago, to a current membership of 192 seniors and 123 juniors. This is strong growth and subject to a continuation of this trend, netball will require additional playing space in the medium term. |
| Realigned junior cricket and soccer fields to accommodate improved site access | I | \$5,000 | Long Term | To provide sufficient space to allow improved internal access outcomes throughout the site. Positioning of existing synthetic cricket pitch to be explored to ensure it retains a largely north, south orientation. |
| Proposed new access road connecting northern parts of the sports complex to the Sports Club and main access | J | \$1,130,000 | Long Term | Will improve access to northern parts of the site and form part of the internal road network ensuring connectivity across the expanded site. |
| Demonstrative layout of rectangular and round playing fields subject to confirmation of future demand and funding | K | \$1,360,000 | Long Term | Demand is yet to be identified. Layout is demonstrative only. The exact layout and field type to be determined subject to confirmation of future demand. |
| Demonstrative layout of rectangular and round playing fields subject to confirmation of future demand and funding | L | \$1,495,000 | Long Term | Demand is yet to be identified. Layout is demonstrative only. The exact layout and field type to be determined subject to confirmation of future demand |
| Proposed eastern field access and parking | M | \$230,000 | Long Term | Area at the very northern end of eastern fields is isolated creating a potential CPTED hazard out of use hours. Alternate access closer to external road network is recommended to reduce vandalism risks. This location provides improved visibility to the local community. |
| Amenities to service eastern fields | N | \$335,000 | Long Term | Distance from eastern fields to the amenities servicing recreational areas and sporting fields is too |

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| MASTER PLAN IMPROVEMENT | REFERENCE | INDICATIVE COST ⁵ | TIMEFRAME | RATIONALE |
|---|-----------|------------------------------|---|---|
| | | | | large and separated by the creek. Designed to be in close proximity to car park. |
| Proposed playground location | O | \$105,000 | Medium Term | Recommended as part of total recreational mix. Inclusion of playground to provide more diverse opportunities for recreational experiences. |
| New shared pedestrian and cycle path alignment to connect existing path with eastern fields and Glasshouse retail precinct | P | \$70,000 | Medium Term | Recommended as part of total recreational mix. Provides expanded community access to playground, amenities and educational interpretation signage. |
| Proposed amenities to service recreation areas and sporting fields. This building should meet current building standards for the development of building infrastructure in flood prone land | Q | \$460,000 | Medium Term | Centrally located and will service recreational and sporting needs. No clubhouse is included within the recommended mix to safeguard revenue opportunities for the Sports Club. |
| New shared pedestrian and cycle path connecting with Glasshouse retail precinct | R | \$41,600 | Medium Term | Will provide direct connectivity from the Glasshouse Mountains retail precinct and Information Centre to the sporting and recreational facilities at the Complex. |
| Proposed new site access and bridge (subject to funding) | S | N/A | Subject to future funding opportunities | Should opportunities arise for shared funding with the State as a result of future potential upgrade works along Steve Irwin Way, Coulon Road will provide an alternate access to the site. Traffic signalling at the Coulon Road intersection is included within current Steve Irwin Way upgrade planning. |
| Bollards along the full length of Endeavour Bark Drive and installation of 'No Standing & Local Traffic Only' signage | T | \$15,000 | Short Term | Extension of existing bollard development to discourage informal parking adjacent to Endeavour Bark Drive and prevent vehicle access onto open space areas. |
| Primary access from Steve Irwin Way | U | \$65,000 | Short Term | N/A |
| Existing cricket practice nets to be upgraded | V | \$50,000 | Short Term | Existing cricket nets are aging and need of repair and upgrade. |
| Existing natural area to be preserved and protected with potential future recreation trail network | W | N/A | Long Term | Recognition of the importance of surrounding natural environment. |

| MASTER PLAN IMPROVEMENT | REFERENCE | INDICATIVE COST ⁵ | TIMEFRAME | RATIONALE |
|--|-----------|------------------------------|-------------|---|
| Network of bio-retention basins and vegetative litter barriers to protect run-off into Coonowrin Creek | X | \$75,000 | Long Term | Aimed to limit run-offs of chemical and other materials into Coonowrin Creek. |
| Safety netting along western fields adjacent to Steve Irwin Way | Y | \$30,000 | Short Term | Emergent need to improve safety for players by preventing balls onto Steve Irwin Way. |
| New netball technical bench | Z | \$35,000 | Short Term | Required to improve the standard of competition management for netball to service social and mid-week competition. |
| Security gate to zone off access to new playing fields from existing facility and to control access from Coulon Road | AA | \$5,000 | Long Term | To prevent vehicle hooliganism and vandalism risks in out of use hours. |
| Educational interpretation signage/ location adjacent to shared path close to the natural water feature. Potential for creek crossing to future fields to the north | BB | \$15,000 | Medium Term | Recommended as part of total recreational mix. Aimed to capitalise on attractive natural environment, including water features. |
| Existing and proposed tree plantings to provide spectator shade areas and natural buffer between residential properties and playing fields | CC | \$50,000 | Medium Term | To provide natural shading solution and improve overall amenity of the site. |
| New shared pedestrian and cycle path connection to the Sports Club Building from surrounding path network | DD | \$80,000 | Medium Term | Completion of pedestrian and cycle path network to ensure connectivity to the Sports Club. |

The staged indicative cost (excluding any council project management fee) to develop the recommended Master Plan is:

- Short Term \$728,500
- Medium Term \$916,600
- Long Term \$4,635,000
- Design Consultant Fees \$630,900
- Total Indicative Cost \$6,920,000.

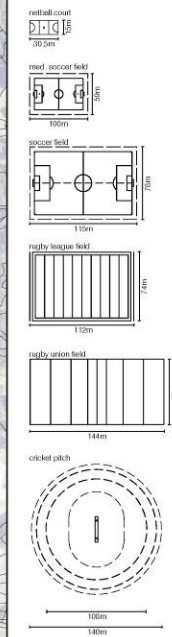
8.2. Concept Design

KEY

- | | |
|---|--|
| A Realignment of existing cricket, soccer and touch football fields to position cricket pitch between main playing fields | Q Proposed amenities to service recreation areas and sporting fields. This building should meet current building standards for the development of building infrastructure in flood prone land |
| B Existing cricket and soccer fields | R New shared pedestrian and cycle path connecting with Glasshouse retail precinct |
| C Existing tennis courts | S Proposed new site access and bridge (subject to funding) |
| D Existing netball courts with upgraded surfacing | T Bollards along the full length of Endeavour Bark Drive and installation of 'No Standing & Local Traffic Only' signage |
| E Existing Glasshouse Mountains Sports Club with end of trip facilities - bike parking | U Primary access from Steve Irwin Way |
| F Existing car parking | V Existing cricket practice nets to be upgraded |
| G Proposed additional car parking with improved site access and drainage | W Existing natural area to be preserved and protected with potential future recreation trail network |
| H Potential future netball court subject to confirmation of future demand and funding | X Network of bio-retention basins and vegetative litter barriers to protect run-off into Coonowin Creek |
| I Removal of junior cricket field and pitch. Realignment of medium size soccer field to accommodate improved site access and parking | Y Safety netting along western fields adjacent to Steve Irwin Way |
| J Proposed new access road connecting northern parts of the sports complex to the Sports Club and main access | Z New netball technical bench |
| K Demonstrative layout of rectangular and round playing fields subject to confirmation of future demand and funding | AA Security gate to zone off access to new playing fields from existing facility, and to control access from Coulton Road |
| L Demonstrative layout of rectangular and round playing fields subject to confirmation of future demand and funding | BB Educational interpretation signage/ location adjacent to shared path close to the natural water feature. Potential for creek crossing to future fields to the north |
| M Proposed eastern field access and parking | CC Existing and proposed tree plantings to provide spectator shade areas |
| N Amenities to service eastern fields | DD New shared pedestrian and cycle path connection to the Sports Club Building from surrounding path network |
| O Proposed local standard playground | ● Existing playing fields |
| P New shared pedestrian and cycle path alignment to connect existing path with eastern fields and Glasshouse retail precinct | ● Proposed playing fields |



FIELD DIMENSIONS



Note:
The configuration of playing fields is demonstrative of the maximum potential layout of the site. Confirmation of future demand will determine the future layout that best suits the community needs.

8.3. Key Design Features

The key design features include:

- The design does not propose any permanent building infrastructure adjacent to Steve Irwin Way in consideration of the full impact of any future expansion of Steve Irwin Way being unknown.
- Future playing field development is able to be configured to address medium/ long term demand as it arises and is suitable for most outdoor sports.
- Minimal impact on existing playing fields or pitches.
- Improved access and traffic flow at existing site entry.
- New access road adjacent to Steve Irwin Way will result in improved parking/ access and will safeguard ongoing, long term connectivity to the Sports Club.
- New eastern car park and access provides direct access to the eastern most playing fields.
- Expansion of netball courts and development of the technical bench will support future growth of the sport.
- New playground will support local demand and act as a destination point for the broader community.
- New expanded and realigned walk/ cycle path provides active connectivity from the primary Glasshouse township to the site for sporting and recreational activity.
- The potential new access along Coulon Road will provide another access option for the site and should only be explored should the opportunity arise for a joint development as part of any Steve Irwin Way expansion/ realignment by DTMR.
- New bollards along the entire length of Endeavour Bark Drive will prevent informal parking and access adjacent to local residences.
- The proposed gate at the Coulon Road entrance to the site is aimed at preventing unwarranted access by local traffic.
- Upgraded cricket nets will result in expanded access and improved training opportunities for cricket.
- The natural bushland area will be unharmed from the Master Plan development.
- The position of the new amenities adjacent to the playground will jointly support sporting and recreational needs.
- The network of bio-retention basins and vegetative litter barriers will limit unwanted materials flowing into the surrounding catchments, including Coonowrin Creek.
- Safety netting adjacent the fields along Steve Irwin Way will prevent balls protruding onto the highway to result in improved safety conditions for players.
- The installation of a security gate will allow the zoning off of the new playing fields from the existing facilities to reduce vandalism.
- The educational stop will provide further incentive for use of the walk/ cycle path and playground by members of the local community.
- Investigating options to connect with other recreation trails within the natural bushland environment will provide an extended trail network for the community, including an option east of Steve Irwin Way.

[It should be noted that the development of playing fields on the undeveloped land east of the existing playing fields is considered to be ahead of demand for at least the medium term. Demand will need to be monitored in order to trigger development of these fields.]

9. Management Analysis

9.1. Current Arrangements

Current tenure arrangements are as follows:

- Lot 100 SP175349 State owned land with council as trustee
- The licensed club site is leased directly by the State to the Glasshouse Mountains Sports Club Inc; and
- The remainder of the Complex is leased via a Trust established by the State (consisting of five local representatives acting as Trustees) to the Sports Club Inc.

Tenure arrangements for the undeveloped site to north/east of existing sport & recreation are yet to be determined. There are no formal tenure arrangements between the Sports Club Inc and the individual sporting clubs that use the Complex, however each sporting club contribute an affiliation fee of \$350 per annum to the Sports Club Inc and their individual members are required to become social members of the licensed club (currently \$6.60 per annum).

Based on the advice of the individual sporting clubs, their existing registration fees appear to be within scale of what is considered appropriate for participation in their sports. This view has been substantiated by the Queensland Touch Football Association and Football Queensland, the peak bodies for touch football and soccer respectively. Similar data was not available from Queensland Cricket and Netball Queensland, however their fees are also considered within scale. Advice from Sunshine Coast Football is that numbers for the Glasshouse soccer club appear to have fallen from 2011 which is not indicative of the remainder of the region.

Each of the four individual sporting clubs have one representative on the Sports Club Inc committee, with a further executive of President, Secretary and Treasurer appointed from the broader membership. The Sports Club Inc engages a full-time Manager and casual staff to manage the licensed club and a full-time groundsperson responsible for facility maintenance. Large functions held within the Sports Club are supported by catering undertaken a local community volunteer.

The Sports Club Inc is responsible for all costs and maintenance tasks associated with the sporting facilities with the exception of line marking and maintenance of the turf and synthetic cricket wickets. These tasks are undertaken by the individual sporting clubs. Council currently provides \$18,716 funding per annum as a contribution towards, and not a full reimbursement of, field maintenance costs through its Sports Field Maintenance Funding Program. A further \$2,000 per annum over three years is contributed to the Sports Club via the Community Partnerships Program.

Capital development of facilities has largely been the responsibility of the Sports Club Inc with occasional third party funding assistance from various funding bodies. With no formal tenure arrangement between the Sports Club Inc and individual sporting clubs, these clubs have experienced difficulty in attracting grants in their own right. Further, it is difficult to manage responsibilities between the parties where no formal tenure agreement exists. Department of Communities Infrastructure Funding program (currently on hold) requires applicants to have a legal right to conduct works on a site.

Sponsorship or partnership opportunities between the individual sporting clubs and the Sports Club Inc is one way of applying for funding through programs such as the Regional Development Fund and the Gambling Community Benefit Fund.

Management of multi-use sporting precincts such as the Glasshouse Mountains Sports Complex requires an approach that balances the availability of resources against community expectations.

The four most commonly used management models for contemporary outdoor sport and recreation facilities are:

- Lease of specialist playing areas and/ or building footprint, and Right of Use (ROU) over other playing areas;
- Lease building footprint only and ROU over playing areas;
- Lease over all playing areas and buildings; and
- Lease to one entity with ROU granted to individual clubs.

Of concern is the uncertainty with regard to the long term viability of the existing management/ tenure model of the Sports Club Inc and its management relationship with the individual sporting clubs. This insecurity is largely as a result of increased operating costs for sporting facilities (eg. increasing compliance responsibilities, increased electricity costs); a reduction in volunteers and concerns about the potential impact of the Federal Government's proposed changes to gaming legislation on the Sports Club revenues.

Council is continuing its review into the tenure arrangements for not-for-profit clubs and is anticipated to be finalised in late 2012. Any future management model introduced for the Complex must be consistent with the outcomes of this review.

9.2. Future Management Considerations

9.2.1. Undeveloped Land

In determining the preferred approach to the future management of the undeveloped land at the Complex, council should consider:

- Ensure the works as stated in the Master Plan are confirmed with the Department of Natural Resources and Mines as appropriate and ancillary to the use of parkland.
- Seek to change the current designation of this site from Open Space - Park and Reserve to Open Space Sport and Recreation.
- Which entity is best placed to remain viable and adequately maintain a high standard of playing fields/ courts and buildings in the long term;
- Fees and charges (model must be equitable in consideration of the extent of maintenance responsibilities placed upon the lessees);
- Rebates and concessions (continuation, refinement or expansion of the Sports Field Maintenance Funding Program);
- Interrelationship between the undeveloped council land and State owned land of the existing Complex site;
- Granting of tenure (local planning considerations; appropriateness of user group/ type; site capacity; community demand); and
- Agreement terms and conditions (what are the minimum expectations of council to the lessees).

9.2.2. Internal Tenure Arrangements

Glasshouse Mountains Sports Club Inc has expressed reservations about taking on the future management of the recently acquired undeveloped land. This position is based on the uncertainty of the Sports Clubs' long term financial viability. It is recommended that a focus be placed on improving the long term viability of the Sports Club as opposed to introducing a second or even multiple separate management arrangements to the precinct.

The adverse impacts of multiple management arrangements across single sport and recreation precincts can include:

- Increased disputes between user groups;
- Increased council's administrative resources to service multiple management relationships;
- Reduced volunteer base;
- Scheduling conflicts; and
- Reduced precinct viability through the loss of economies of scale savings generated where operating expenses are shared across multiple groups and facility mixes.

It is recommended that the Glasshouse Mountains Sports Club Inc. enter into a formalised arrangement with the individual sporting clubs in the form of a Right of Use Agreement. This agreement should outline the roles and responsibilities between the parties and in particular should detail:

- Access;
- Rental;
- Maintenance responsibilities;
- Reporting delegations;
- Grants;
- Capital developments; and
- Membership to Sports Club.

9.2.3. Strategies to Improve Sports Club Inc Viability

As outlined above, it is recommended that council work with the Glasshouse Mountains Sports Club Inc to improve its viability. The aim should be to ensure the Sports Club Inc is sufficiently viable to take on the increased responsibilities associated with the recently acquired land once developed in the medium term. Outlined below are a series of recommended strategies aimed at improving the long term viability of the Glasshouse Mountains Sports Club Inc:

Grants and Funding

Many funding eligibility guidelines require applicants to have a legal right to conduct capital works on a site to receive funding. This report recommends formalising the tenure arrangements between the Sports Club Inc and the individual sporting clubs via a Right of Use agreement. .

Applications which demonstrate coordinated planning on behalf of users of playing areas are more likely to be successful. Funding bodies are more likely to allocate funds where multiple clubs and a larger contingent of the community benefit, as opposed to those involved with only one individual club. A coordinated approach will also mean that future development is well planned and considered in terms of the implementation of this Master Plan and determination of future priorities across the site.

It is recommended that the Sports Club Inc, including the support of the individual sporting clubs, target a wider number of funding programs to increase revenues into the organisation, improve operational efficiencies, assist with capacity building and improve the standard of the facility mix at the Complex. Whilst many funding opportunities exist, it is recommended that the following funding programs be regularly reviewed to identify funding periods and opportunities:

- Sunshine Coast Council Sports Field Maintenance Funding Program;
- Sunshine Coast Council Community Grant Program (Minor <\$2,000/ Major <\$50,000);
- Federal Government Regional Development Australia Fund;
- Queensland Government Sport and Recreation Infrastructure Program (currently closed);
- Queensland Government Local Sport and Recreation Jobs Plan (currently closed);
- Queensland Government Building Rural Communities Fund;
- Queensland Government Solar Sport and Community Group Grants (currently closed); and
- Gambling Community Benefit Fund.

Further information on grants and funding is provided in Section 10 below.

Individual Sporting Club Arrangements

The formalisation of the tenure arrangement between the Sports Club Inc and individual sporting clubs has been recommended above in the form of a Right of Use agreement between the parties. Prior to formulating and entering into ROU agreements, it is recommended the Sports Club Inc and individual sporting clubs work together to explore and analyse an improved management model that investigates:

- Opportunities/ impacts of individual sporting clubs increasing registration fees to, in turn, contribute a greater affiliation/ rental to the Sports Club Inc.;
- Altering maintenance responsibilities to expand the responsibilities of individual sporting clubs and reduce the operating costs of the Sports Club Inc; and
- Shifting direct sport related facility costs to the individual sporting clubs (eg. lighting maintenance and electricity costs).

[Where shared facilities are used (eg. grass playing fields), direct sport related costs should be transferred to the clubs on a pro-rata basis. The level of responsibility should be determined on pro-rata use. The level of cost responsibility should be determined in consideration of number of days a shared facility is used throughout the year by each individual club and whether that club uses the facility for both day and night activity. The level of cost responsibility should be determined and agreed by the individual clubs at the time of execution of the ROU agreement.]

The result of the implementation of the above opportunities will have a direct, positive impact on the operational viability of the Sports Club Inc. It is recognised that the initiatives outlined above will impact on the costs to players and reliance upon volunteerism, however the long term viability of the Sports Club Inc is in the best interest of the individual sporting clubs.

An increase in volunteer support from individual sporting club members in the areas of functions/ catering, bar supervision and small scale facility improvements are others methods to increase the Sports Club Inc viability that clubs could consider.

New Revenue Opportunities

Solutions to improving the long term viability of the Sports Club Inc. must expand beyond maximising revenues from the individual sporting clubs. New revenue initiatives should be explored to build the revenue base and profitability of the Sports Club Inc.

Similar to the funding recommendations above, a coordinated approach to sponsorship is another strategy likely to result in better outcomes for the Sports Club Inc. and subsequently the individual sporting clubs. One of the key motivators for many corporate sponsors is to be able to gain exposure to a large database of potential customers. Signage is one way of achieving this, however increasingly corporate sponsors are seeking access to databases with postage/ email contact details so that they can relay targeted messages directly to prospective customers.

A strength of the Glasshouse Mountains Sports Complex is it is made of four separate sporting clubs. Each has their own player, official and supporter base. The combined database of all four clubs being made available to a potential sponsor may have an increased likelihood of attracting interest as opposed to each individual club seeking their own sponsorship arrangement. On this basis, it is recommended that future sponsorship arrangements be undertaken in a coordinated manner between the Sports Club Inc. and individual sporting clubs.

Whilst the Sports Club has competition from other licensed venues within the locality, by focussing on the community values of the Glasshouse Mountains Sports Complex, there is an opportunity to position the licensed club as the preferred destination as the community meeting place. Local groups such as Lions Club, Car Clubs, Apex and others should be encouraged to use the Sports Club building as their meeting destination. This may result in increased awareness of the Sports Club and its activities in the broader community, increased food and beverage revenues on meeting nights and increased likelihood of return patronage by the community club members.

Another potential strategy to consider is the creation of new 'sport' and 'non-sport' events. With the vast open space of the playing fields, access off Steve Irwin Way and pedestrian linkage under the highway back to the Glasshouse Mountains township, the Complex is a good location for community scale events. The establishment of new events provides an opportunity to support their long term growth as the precinct expands into the undeveloped land in the future. Event opportunities could include:

- Sporting invitationals;
- Swap meets; and
- Markets.

These events should be secondary opportunities targeting those periods whether the site is not required by the individual sporting clubs for training and competition purposes.

Improved Operating Efficiencies

One of the major operating costs of the Glasshouse Sports Complex is electricity associated with field lighting. Opportunities for funding to install energy efficient field lighting should be explored to reduce these costs. As outlined earlier in this report, upgraded lighting is eligible for funding under several programs.

Similarly, as the Complex increases in use and expands in the medium term, the reliance on water pumped from Coonowrin Creek may be insufficient to adequately service the sports fields irrigation needs. Harvesting water from the Sports Club building and potentially off the proposed new car parks could reduce the reliance on one only water source for irrigation purposes.

10. Funding Opportunities

For decades the development of sport and recreation facilities throughout Australia has relied heavily on funding from government, particularly from the states. The well-publicised recent difficulties within Queensland and New South Wales in particular with rapidly spiralling debt, reducing revenue and increasing expenditure has resulted in state government funding being heavily reduced. Through this difficult economic phase, state funding appears to be increasingly allocated only to essential services and those projects that can demonstrate long term sustainability. This setting places greater emphasis on sound facility planning as new or upgraded facilities seeking government funding will need to more than ever effectively demonstrate the economic and social benefits of any proposed project.

On this basis, it is becoming increasingly important for local government to continue to maximise state government funding opportunities, however it is also important to capitalise on other funding opportunities. There are a number of ways council's fund capital works associated with the development of community infrastructure such as community sports facilities. The nature of the project will influence the eligibility, scope and level of external funding that can be achieved. The following information is supplied as a guide that is (to the best of our knowledge) current at the time of writing this report. Sunshine Coast Council should not rely on any of the following information without first making its own investigations into the relevance, suitability and currency of the funding strategies, grants and subsidies described here.

10.1. Sports Field Maintenance Funding Program

By way of assistance to the sites, council offers the Sports Field Maintenance Funding Program which aims to provide consistent, equitable and appropriate support for sports field maintenance across the region. Funding is a contribution towards field maintenance costs. The intent of the program is to partner with sporting organisations to maintain their facilities to district competition level.

Existing site users utilising outdoor playing fields are eligible to receive funding under this project as it meets current eligibility guidelines, including being a not-for-profit sport organisation and having formal tenure on council or Crown Land.

The primary purpose of the program is to provide greater funding certainty to sporting organisations that partner with council to assist in meeting council's corporate vision. The program provides sporting organisations with surety of financial support to deliver specified outcomes which meet identified community needs. It provides on-going funding (up to three years) as a contribution for the maintenance of sports fields.

10.2. Community Grant Program

Further funding is potentially available to the sporting clubs situated at the Complex from council's Community Grant Program. This Program aims to be a strategic investment tool, assisting the community to meet and respond to council's priorities and vision as outlined in its Corporate Plan. This assists to enable Council to support and stimulate diverse and dynamic projects, programs and events, encourage engagement and participation in the community and facilitate stronger, more resilient communities. As not-for-profit community organisations, the sporting clubs situated at the Complex are eligible to receive funding under this program. The key priorities of the Community Grant Program are:

- Community Focus – support projects that provide significant long-term outcomes for the Sunshine Coast community and region
- Partnership – work with groups to help them to become financially independent and to build long-term links and partnerships
- Equity – transparent, fair and accountable process

Grant types include:

- Individual development grants – up to \$500
- Minor grants – up to \$2,000
- Major grants – over \$2,000 and up to \$50, 000

10.3. Community Partnership Program

Council's Community Partnership Funding Program offers up to three-year funding towards operational expenses. It is open to incorporated community organisations whose operations or services make a significant contribution to the Sunshine Coast community, and whose activities are closely aligned to council's vision for the future as described in its Corporate Plan. Organisations eligible under the Sports Field Maintenance Funding Program are not eligible to apply through the Community Partnership Funding Program.

The objectives of the partnership program are to:

- Contribute to the achievement of the objectives of council's Corporate Plan through the active engagement of community organisations
- Provide community organisations with financial support to meet identified community needs for a prescribed timeframe
- Acknowledge the contribution of community groups and volunteers to the community and council's vision for the future
- Provide certainty of funding for a specified timeframe for specific and agreed programs
- Provide a framework for new and existing community partnerships.

10.4. Community Fundraising

There are many examples from around Australia where the community has been the catalyst to raising significant amounts of money for specific community projects through community events and grant applications and community co-operatives. Such fundraising also endorses the community support for projects and can influence the availability of other grants and subsidies when applications are lodged.

10.5. External Funding Sources

Possible external funding sources are summarised below.

10.5.1. Federal Government

The Commonwealth Government through GrantsLINK provides a comprehensive website maintained by the Commonwealth Department of Infrastructure, Transport, Regional Development and Local Government offering direct links to existing information on Commonwealth Government grants programs. GrantsLINK © may assist councils to find suitable and relevant grants for community projects from the many Commonwealth grants that are available. The Community Portal provides information for community groups in Australia including a selection of links to sources of grants and funding.

Regional Development Australia Fund

The Regional Development Australia Fund (RDAF) is a national program to support Australia's regions and enhance the economic development and liveability of their communities. The program is administered by the Department of Regional Australia, Regional Development and Local Government (the Department). It is designed to ensure that new investments are targeted to reflect the characteristics, and to address the opportunities and challenges, of Australia's diverse regions. The program aims to support localism, and to leverage and better coordinate state, commonwealth, local government and private (including not for profit) investments for the long term benefit of communities.

As part of Round 2 funding, \$200 million was committed for 46 projects of between \$500,000 and \$15 million where they were considered to be "investment ready". Details on Round 3 have not been released; however the Federal Government has indicated that this round will proceed at a later date. The Fund is seeking to achieve:

- Identification of regional priorities by local communities and investment in those priorities
- Support for regional economic development by assisting regions to develop and implement projects with broad based local support and which have identified potential to deliver lasting economic and community benefits
- Sustained increases to the economic output of local and regional economies
- Increased social capital, amenity and/or liveability within the community
- Communities which achieve sustainable growth
- Integrated Australian, state and local government programs, activities and investment
- New opportunities for private sector participation and partnerships
- Removal of barriers and/or a direct incentive for business investment in regional locations; and

- Addressing specific areas of disadvantage faced by regional Australia.

The following organisations are eligible to apply for funding:

- Local government bodies; and
- Incorporated not -for-profit organisations.

These organisations can apply in their own right or as a member of a consortium. For-profit organisations can participate in applications for funding where they are a member of a consortium.

10.5.2. Queensland State Agencies

The Queensland State Government has links to funding sources for community groups and projects from federal, state and local government as well as some philanthropic funds and companies. These can be found at www.smartservice.qld.gov.au/services/grants/discoverbywizard.action.

Sport Related Funding Programs On-hold/ Closed

Sport related funding programs previously offered by the Queensland Government that are on-hold or have closed, include:

- Sport and Recreation Infrastructure Program
- Local Sport and Recreation Jobs Plan.

There are currently no facility or organisational development funding programs available from the Queensland Government relevant to this study at the time of preparing this report.

Get into the Game

The recently released Queensland Government's Get in the Game initiative aims to support sport and recreation at the grassroots level. Get in the Game comprises three new funding programs worth \$18 million over the next three years. Get Started, Get Going and Get Playing are designed to get more people, especially children and young people, playing sport and involved in recreation activities.

Get Started – funding to help kids participate

Get Started aims to assist children and young people who can least afford to join a sport or recreation club. Eligible children and young people are provided with a voucher of up to \$150 to help pay for club membership and participation fees. The vouchers can be redeemed at a sport or recreation club registered with the program.

Get Going – funding to help clubs grow

Get Going aims to support local sport and recreation organisations with funding of up to \$10,000 for projects that create opportunities for more Queenslanders to become members.

Get Playing – funding to improve facilities

Get Playing provides up to \$100,000 in funding and aims to assist local sport and recreation organisations with facility development so more Queenslanders are encouraged to become involved in the sport or recreation activity of their choice.

Gambling Community Benefit Fund

Funding assists not-for-profit community groups to provide services and activities through the provision of a one-off grant. Funding may be provided for the following purposes:

- Equipment needed to carry out activities
- Special one-off events
- Community and organisational development projects
- Minor capital works
- Motor vehicle purchase costs

Applications for up to \$30,000 are encouraged, but applications for larger grants will be considered. Unincorporated organisations can attract a maximum \$5,000 in funding.

Jupiter Casino Community Benefits Fund

The Queensland Government established the Jupiters Casino Community Benefit Fund (JCCBF) to provide funding to community groups in Queensland. The JCCBF receives money from taxes on casinos. It distributes these funds to not-for-profit community groups on a quarterly basis. The JCCBF is just one way the Government returns taxes from gambling activities and plays an important role in ensuring, on balance, the whole State benefits from gambling in Queensland.

One-off grants of up to \$150,000 are allocated to approved not-for-profit organisations to help them provide community services or activities that benefit the community. These grants are not intended to replace existing sources of support for these organisations. The JCCBF has four annual funding rounds. The closing dates for applications are 28 February, 31 May, 31 August and 30 November each year.

10.5.3. Non-Government Organisations

A range of non-government philanthropic funding programs exist. While generally not appropriate for large capital projects, by working with community groups, council could possibly obtain smaller amounts of funding for specific elements of upgrades.

- Tennis Australia has the National Court Rebate Scheme which provides funding towards developing or upgrading courts and associated infrastructure.
- Caterpillar Sponsorship Program seeks to provide sponsorship to connect with customers, give back to communities, and improve the quality of life in a more efficient, environmentally sensitive manner.
- The Cheaperthanhotels Fundraising Program aims to offer an innovative fundraising program for community groups, non-profit organizations, schools, universities and sports clubs.

- Commonwealth Bank Staff Community Fund Local Grants Program aims specifically to assist community groups with projects that improve the health and wellbeing of children and young people nationally.
- QR National Community Giving Fund aims to work in conjunction with the Charities Aid Foundation to provide cash grants to charitable projects aimed at improving health and wellbeing, community safety and education in the areas in which its operations and employees reside.
- ANZ Trustees provides a listing of a wide number of funds/ foundations providing grants in different areas.
- Fosters Community Grants for specific projects run by community groups and charities.
- The Foundation for Rural and Regional Renewal aims to take a leadership role in assisting regional, rural and remote communities to respond to social, cultural and economic change. The FRRR administers a number of funding programs and grants.
- The Foundation for Young Australians is a not-for-profit organisation committed to investing in excess of \$3 million each year on providing opportunities for young people with specific funding for projects involving Indigenous youth.
- The Givewell site provides a comprehensive database of Australian charities, giving strategies, bequests, charitable trusts and corporate philanthropy, as well as links to charities and related sites.
- Peter Brock Foundation provides funding and support for community groups and organisations with a focus on welfare services, social issues and community programs.
- The Reichstein Foundation funds projects aimed at assisting disadvantaged communities.
- The Telstra Foundation provides community development grants for projects particularly aimed at children and young people. They also provide assistance through their Indigenous Community Development program and Social Innovation Grants.
- Wesfarmers makes contributions to community-benefiting activities through its corporate office and through subsidiary businesses.
- Woolworths provides support to local community organisations and charities.

10.6. Business Plaza

Business Plaza is a community based advertising and business development programme that provides regular income for sporting clubs and schools, provides cost effective market reach and frequency for advertisers and provides discounts and benefits to members of each participating sporting club or school.

Prevalent in New South Wales and soon to launch in Queensland, the Business Plaza programme is a progression of sponsorship management - working with sporting organisations (mainly junior) and private schools to develop recurring revenue for those clubs and schools.

It evolved as a result of many community based businesses wanting to support their local sporting clubs and schools, but were not in a position to pay the higher amounts normally associated with sponsorship. The Business Plaza programme provides entry level to local businesses as advertisers with the advertising fee being shared with the sporting club or school, making the advertiser a form of sponsor and fast-tracking revenue for the club or school.

10.7. Commercial Sources

A number of commercial enterprises provide assistance and advice on grant availability via subscription services to databases and printed materials. These include:

- Grantsearch Australia who publish the Grants Register.
- Easygrants newsletter published by ourcommunity.com.au.
- Pathways Australia provides a database of corporate and government fundraising opportunities for not-for-profit organisations.
- Philanthropy Australia publishes the Australian Directory of Philanthropy.

Glasshouse Mountains Sports Complex Master Plan 2012 - 2027

Sunshine Coast
Council

07 5475 7272 or 1300 00 7272
mail@sunshinecoast.qld.gov.au
Locked Bag 72 Sunshine Coast Mail Centre Q 4560

Live chat www.sunshinecoast.qld.gov.au