

Rockhampton Region

Sport, Parks, Active Recreation and Community (SPARC)

Strategy 2018-2028



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Priority actions

1. Invest in sport and recreation precincts

- Develop an integrated master plan which addresses current and emerging sport and recreation needs at our major sports precincts.
- Identify a suitable location and commence long-term planning for sports precincts in the growth areas of Parkhurst and Gracemere.
- Enhance major recreation destinations through continued planning, development and investment.
- Review current provision of indoor sports facilities and implement strategies to meet emerging demands.

2. Improve the return on existing parks and open space assets

- Review and adopt the new open space planning framework.
- Develop and implement the proposed parks better utilisation strategy.
- Develop and implement an improved facilities allocation and booking program to ensure facilities are used to their full capacity.
- Develop partnerships with schools to increase shared use of school and community sporting facilities.
- Roll out targeted information and promotion strategies.

3. Increase active recreation opportunities

- Plan and implement a recreation trails strategy connecting key public areas and community infrastructure.
- Encourage active recreation in parks and open spaces by ensuring existing assets attract and support community use.
- Make existing assets more accessible to the community by implementing an improved signage and wayfinding program.
- Work with developers to ensure new developments provide quality parks and connections to open space and active transport corridors.
- Maximise the return on investment from existing regional activation strategies by integrating key sport, recreation and open space objectives.

4. Strengthen club and community capacity

- Work with key stakeholders to encourage information sharing and capacity building.
- Continue to complement State government initiatives by providing a local club support program that provides the information, skills and resources to help clubs become stronger and more viable.
- Continue to implement and/or support community programs that promote wellbeing and local liveability.

5. Build the sport and recreation economy

- Develop a formal sports tourism strategy for the Region.
- Encourage the further development of regional level facilities by strong and viable organisations. This includes working with Netball to plan a new regional facility that incorporates opportunities for multiple use and encouraging other interested organisations to develop an integrated and shared view within their sports so they can progress regional facility strategies.
- Strengthen the Region's capability as an events destination by supporting further development of new and existing events within the regional or greater catchment.

Rationale for the SPARC Strategy

This Strategy is a plan to build on the Region's strengths and deliver the vision of making the Rockhampton Region a great place to live, work, learn, play and invest.

Planning and policy alignment

Corporate Plan

How the SPARC contributes

Safe, accessible, reliable and sustainable infrastructure

- A new framework for providing parks and sports areas that seeks to add value to existing assets through better utilisation strategies.
- Strong feasibility testing as part of master planning and facility planning.
- New planning principles for public open space to improve access to quality parks.

Healthy living and active lifestyles

- The new framework for provision focuses on active neighbourhoods and quality public spaces which encourage people to be active.
- New active recreation opportunities such as green exercise trails.
- Opportunities for low-cost investment strategies (such as a signage and wayfinding program for trails and paths) that will improve active recreation opportunities.

A destination sought for lifestyle, community events and tourism

- Master planning further enhances key precincts that provide for sport, recreation and events.
- The new sports tourism strategy will promote the Region in a more diverse way and target investment in developing key events.
- The club support program will encourage further investment in social capital by building capacity in clubs and groups.
- Making clubs and groups stronger and more sustainable will increase the diversity of sport and recreation opportunities available to the Region's residents and visitors.

Contribute to healthy natural ecosystems

- Longer term strategic planning around the Fitzroy River as a key regional open space corridor.
- Identifying the opportunity to further enhance creek corridors and riparian spaces to support trails and outdoor recreation.
- The new planning framework recognises the importance of protecting green spaces and conservation values.



Our public parks, sports fields, recreation facilities, green spaces and active transport networks are the essential fabric of our cities and towns.

This infrastructure is critical to the liveability of the Rockhampton Region and enables our communities to engage in healthy living and active lifestyles. Sport, parks and recreation are also a vibrant and essential part of our economy, supporting diverse business and employment and ensuring Rockhampton is a destination sought for lifestyle, community events and tourism.

Community insights

Sports groups and the community contributed to the development of the SPARC through surveys, workshops, focus groups, email submissions and individual discussions.

Planning Priority	Key messages from community engagement
Active infrastructure provision	<ul style="list-style-type: none"> · The community has a strong desire for additional bikeways, pathways and linkages to increase the length of available routes. · Responses suggested a strong demand for further trails through parks and natural areas (including options for walking, cycling and horse-riding). There was also interest in enhancing parks and public spaces with outdoor gyms and spaces for fitness. · Other suggestions included working with sporting groups to improve opportunities for non-competitive participation in activities.
Improving sporting infrastructure	<ul style="list-style-type: none"> · In general the community proposed that investing in existing sporting areas offered opportunities for increased use and sharing. · Responses indicated an increasing preference for night time activities and social sports participation. Suggestions included investing in more lighting of fields and courts along with upgrading facilities to meet new standards. · Improving amenity for players and spectators and enabling more female participation were also highlighted as emerging priorities.
Building on success	<ul style="list-style-type: none"> · There was strong acknowledgement of the level of investment and value of key precincts in the Region. · There was support for continuing to improve and enhance the capacity of existing locations through master planning to develop long term investment plans, address issues such as parking and flooding, enable multiple use and enhance event capacity.
Planning for growth	<ul style="list-style-type: none"> · Many people highlighted the desire for new sport and recreation facilities in growth areas such as Parkhurst and Gracemere. · There was also strong demand for bikeways to connect growth areas to services and community facilities.
Rockhampton's regional role	<ul style="list-style-type: none"> · The community values Rockhampton's role as a regional centre with a range of opportunities to host competitions and events. · Responses identified the opportunities to build on the competitive edge the area has for some sports and event types. The community was also interested in establishing partnerships with key sports to grow capacity and benefit both sporting participants and the local economy.
Communication and collaboration	<ul style="list-style-type: none"> · Almost half of the survey respondents indicated that lack of awareness of available opportunities was a significant barrier to participation in active recreation. · Many clubs and community members highlighted the opportunity to improve communication, not just between the Council, other levels of Government and stakeholders, but between the groups themselves. It was suggested that improving communication could provide opportunities for further collaboration as well as sharing of resources, expertise and information.

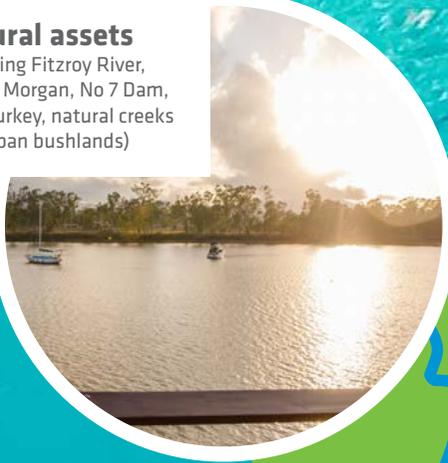
Over the next 10 years, the region is expected to grow by around 10,000 residents. Key planning implications include:

- Young median age and retention of youth cohort
- Declining middle age cohort (20-34 years)
- Increasing older age cohort (65+ years)
- Growth hotspots including Parkhurst, as well as Gracemere, Norman Gardens and Rockhampton City-Depot Hill.



Sport & recreation facilities

Natural assets
(including Fitzroy River, Mount Morgan, No 7 Dam, First Turkey, natural creeks and urban bushlands)



33 sport field facilities



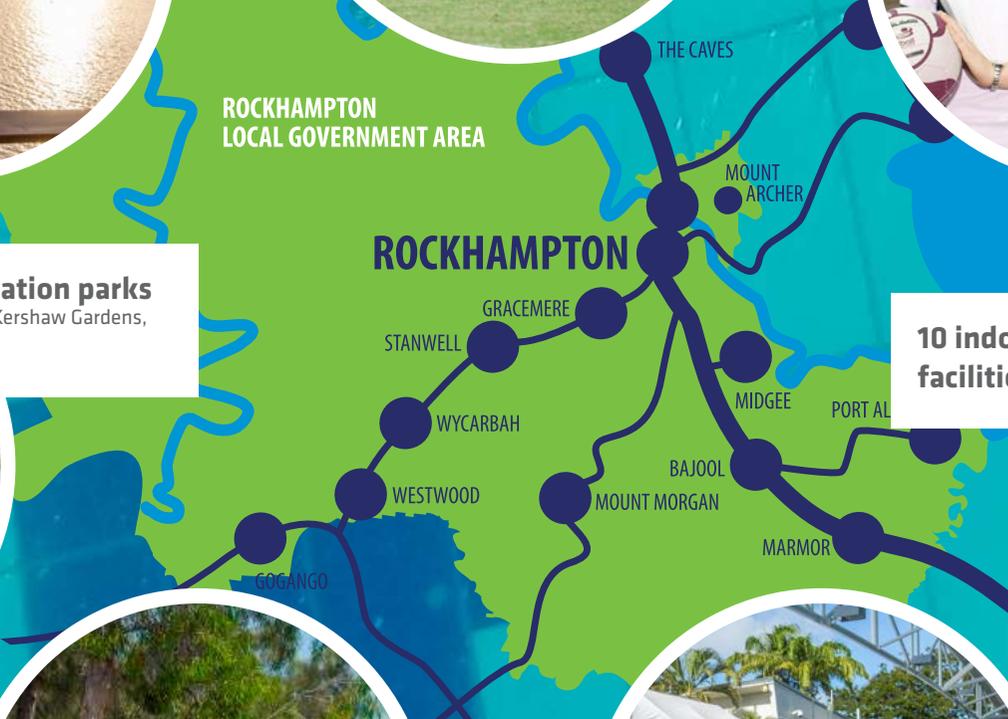
3 outdoor court facilities

Major destination parks
(Botanic Gardens, Kershaw Gardens, Mount Archer)



ROCKHAMPTON LOCAL GOVERNMENT AREA

ROCKHAMPTON



10 indoor sport facilities



90 recreation parks



4 public aquatic facilities





Planning challenges

Population growth and diminishing land availability

To meet community demand and participation trends, suitable land must be acquired and maintained for parks, sport and recreation purposes. It is important that existing land resources are well utilised and appropriately developed before new investment is considered.

Established facilities and precincts exposed to weather events

Historically, land which was unsuitable for residential development was often allocated as public open space. Within the Region, this has seen a variety of sports fields and facilities built in areas which are exposed to flooding and extreme weather events. In some cases, responding to this challenge will require investment in smarter more resilient design. In other areas, new locations or alternative uses may need to be considered.

Changing participation and declining involvement in volunteering

Across Australia, there are some significant shifts in participation preferences that are changing how and where people participate. More people are choosing sport and active recreation that is provided in a 'pay, play and get away' context. Parks and pathways have become venues for group activities (such as boot camps and Park Run) while traditional fields and courts are in demand for more social forms of sport (such as Netball's Fast Five and Twenty20 Cricket). Additionally, shifting employment and family structures are impacting on volunteering. Ensuring community based sport remains viable means encouraging clubs to look at new models of management and improved revenue streams.

Ageing infrastructure and an increasingly tight financial environment

Rockhampton has a strong and proud history as a sporting town. However some of the Region's facilities are approaching end of life and there is a need for reinvestment to ensure that facilities meet the needs of the community. In a fiscally constrained environment, where more responsibility is being transferred from state to local government, maintaining quality facilities will prove challenging. In this environment it is critical that existing facilities are used and managed to deliver at capacity, and that new investment is undertaken in a considered way that ensures the right facility in the right location is being delivered for the right reasons. For community based clubs managing facilities, new strategies such as shared use, multi-use and sharing of common infrastructure will be required for them to remain sustainable.

Increasing cost of obesity and physical inactivity

Less than half of Queensland children are active every day and about 60% of adults were sufficiently active for health benefit. Sedentary lifestyles are common and Central Queensland has the 5th highest rate of overweight or obese children in the state. For adults, the Region ranked in the 4th highest group (CMO-Qld Health, Health of Queenslanders - Chapter 8, 2016). Investing in our parks, sport and recreation areas now will promote the health, wellbeing and liveability of our Region and ensure more productive economies.

Strategic planning principles

To deliver a vibrant and liveable Region, strategic planning principles must be used to provide a guiding framework. The Rockhampton Region Planning Scheme outlines a range of outcomes for sport, recreation and open space:

- 1) Communities have access to open space and public spaces such as parks, reserves and recreation facilities that contribute to health, active lifestyles, well-being and residential amenity.
- 2) Sport, recreation and community facilities are planned, developed and maintained to encourage co-location that meets the needs of the community and makes efficient use of infrastructure in accordance with the desired standards of service, as contained in the local government infrastructure plan, for these facilities.
- 3) Regionally and locally significant sport and recreation facilities, particularly those within the Rockhampton major sports precinct (Wandal), continue to meet community needs and are protected from encroachment by inappropriate development.
- 4) Development contributes to the provision of public open spaces and sport and recreation facilities, including land in greenfield areas in accordance with the desired standards of service as contained in the local government infrastructure plan and the local parks planning scheme policy.
- 5) Recreation uses are encouraged within areas of environmental significance when not diminishing or jeopardising the intrinsic environmental values of these areas or the enjoyment of future generations.
- 6) The open space network is effectively linked by a safe pedestrian and cycle path network that takes in areas of environmental and cultural value to the extent that is reasonable and affordable.

The key strategic planning principles are:

1. Sustainability
2. Creating an active Region
3. Collaboration and communication.

1. Sustainability

Planning ahead is more than securing the spaces and places needed. To generate the best outcome for the community, decision making needs to ensure the sustainability of both the facilities and the community groups that deliver the sport and recreation opportunities.

1. Investment in parks, sport and recreation infrastructure should aim to improve physical, social and environmental sustainability.

This means:

- Planning for better resilience to extreme weather events and minimising exposure of high value facilities to flooding.
- Implementing strategies to reduce water use and power consumption.
- Improving protection of key landscapes, habitat areas and riparian corridors.
- Encouraging multiple use of open space and considering noise, light and traffic impacts on adjacent land uses when designing or upgrading key sporting precincts.
- Protecting some existing sport and recreation uses, particularly those that are more difficult to locate, from encroachment.

2. The planning and management of sport and recreation assets needs to be financially sustainable for the Council and the community.

This means:

- New investment in sport and recreation facilities must be supported by a feasibility study that considers the total full lifecycle cost of the asset and the ability of Council and the community to maintain, renew, replace or upgrade the facility over the long term.
- The acquisition and development of additional land for sport and recreation facilities should only be considered if no existing land in a suitable location can be repurposed to meet the need and all options for land, facility and resource sharing have been exhausted.
- There may be a need to transfer investment to areas of need while seeking alternate uses or lower cost management regimes for surplus or poorly functioning parts of the open space network.
- The equipment and facilities which are provided should be appropriate to the needs of the local community. As community demographics change, so should the park configuration. This means that equipment may not always be replaced as it reaches end of life.

3. To maximise the sport and recreation opportunities available to the community, clubs must be supported to remain strong and viable.

This means:

- Investing in social capital, by building capacity in clubs and community groups.
- Providing access to as much knowledge and information as possible to help groups access resources, grants and other external support.
- Encouraging clubs to consider, develop and adopt new governance structures that are more sustainable than past models.
- Providing additional support to those groups who are moving to sustainable models of management and operation. This could mean having programs that directly support amalgamations, shared use planning and cooperative development strategies.

2. Creating an active Region

Rockhampton has a number of strengths in its open space network. Creating a Region that supports active lifestyles and continues our strong sporting traditions needs both forward planning and supportive policies and management strategies.

1. Ensure that the planning scheme and corporate strategies integrate the goals and implementation mechanisms of the SPARC.

This means:

- Developing and adopting a new planning framework for parks.
- Ensuring that proximity of access to active transport and public open space corridors and parks is retained as a core planning principle for new urban developments.
- Recognising the opportunities for walking and cycling linkages offered within creek and river corridors and making sure all development protects and enhances access to these corridors.

2. Forward planning for growth needs to ensure there is sufficient land that is “fit for purpose” for organised sport and recreation.

This means:

- Focus on quality of spaces over quantity, ensuring land is of a suitable size and shape and has appropriate topography and flood immunity to support fields, courts and built facilities.
- Appropriately defining the function of new open space, so that it can be maintained in accordance with agreed service levels.
- Planning to meet demand needs to consider viability of facilities once built. A number of options to meet demand may exist and in the case of indoor sport, the solution may include increased community use of school facilities for training along with development of multi-court centres able to support competition.

3. Support the long term planning and implementation of key active recreation outcomes.

This means:

- Encouraging development of sports precincts and areas that incorporate community access for informal sport and activity.
- Building active transport linkages into all public space planning and design.
- Ensuring long term planning for key active recreation locations.

4. Maximise the return on investment by seeking low cost strategies that will increase active recreation opportunities.

This means:

- Invest in existing infrastructure such as pathway networks and parks with ‘activation’ strategies such as signage and wayfinding, exercise equipment and ancillary facilities such as shade, water taps and seats.
- Consider use of new technology that can increase access to and use of fields, courts and facilities without high staffing costs.
- Ensure existing sporting spaces are being used effectively before investing in new spaces. This includes encouraging more sharing across seasons and consideration of investment (such as lighting and/ or change rooms) that enables increased participation in active recreation.

3. Collaboration and communication

Lack of awareness of the opportunities available is often cited as a barrier to sport and recreation participation. Developing mechanisms that encourage information sharing and communication will be important in supporting both the viability of groups but also the continued provision of diverse sport and recreation opportunities.

1. Information and communication systems should be a priority as they can offer significant returns for modest investment, but the maintenance and management of these must also be resourced to ensure they stay up to date and user friendly.

This means:

- The community and sport and recreation groups need to be constantly reminded of the information available to them and how to access it.
- Having better knowledge of sport and recreation opportunities nearby will increase participation. This is particularly so for parks and active recreation.
- A combination of on-line information which is updated regularly and 'static' information such as signage is likely to work best.
- Initial efforts should focus on location and wayfinding signage that increases local knowledge of the opportunities available.
- Any on-line information site needs to remain current or use and effectiveness will diminish rapidly. Design should incorporate self-sustaining mechanisms for updating information which encourage clubs to update information annually so their details remain current.

2. Implementing the SPARC will require genuine partnerships between Council, community groups and other agencies.

This means:

- Acknowledging that the aim of a collaborative approach is to maximise the range of sport and recreation opportunities for the community. It should not be considered as a cost shifting exercise, rather a strategy that combines the limited resources Council has with those of community groups.
- Sporting clubs or community organisations work in partnership with Council to deliver sport and recreation for the community. Agreements need to state respective rights and responsibilities clearly.
- Considering the various tenure agreements in operation and reviewing them to ensure there is an equitable approach that doesn't unfairly require more from one club than another.
- New models of partnership may need to be explored with greater commercial opportunity made available to clubs in response to increased responsibility for maintenance and operation.
- Partnership approaches also need to consider the resources and capacities of the local community. Additional allowances may need to be made for some communities to ensure continued availability of sport and recreation opportunities.

SPARC key focus areas

1

Invest in sport and recreation precincts

Provide a diverse range of sport and recreation opportunities that cater for fixtures, events and competitions for multiple users.

2

Improve the 'return' on existing parks and open spaces

Focus development and maintenance expenditure on ensuring the community has access to quality facilities in the right locations.



3

Increase active recreation opportunities

Provide facilities and open spaces that encourage participation in sport and recreation.

4

Strengthen club and community capacity

Improve the capacity of clubs and community groups to manage their organisation and facilities and promote activities and events that increase participation and wellbeing.

5

Build the sport and recreation economy

Support local clubs and groups to contribute to the overall economic health of the Region.

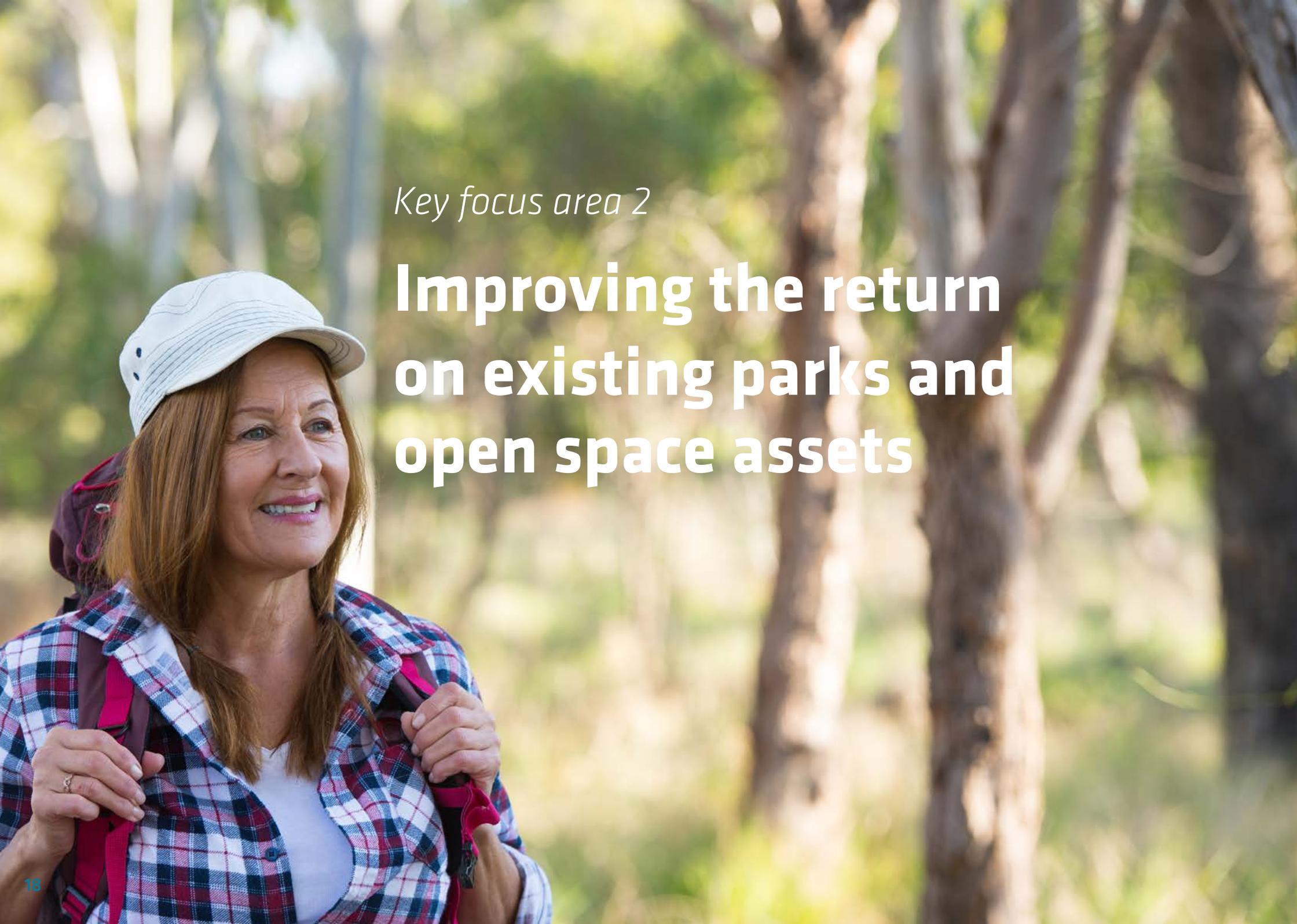
A man and a woman are jogging on a metal truss bridge over a body of water. The man is in the foreground, wearing a grey tank top and black shorts. The woman is behind him, wearing a blue tank top and black shorts. They are both smiling and looking towards the camera. The background shows a sunset over the water, with a bridge in the distance and some trees on the shore. The sky is filled with soft, golden light.

Key focus area 1

Investing in sport and recreation precincts

Our key precincts host a range of organised sports, recreation activities and significant events. With careful investment, these areas will continue to evolve with community needs and perform as high profile drawcards for our Region. The following projects are identified for priority action.

Key projects	Needs	Solution	Priority
Sports precinct master planning program	As participation preferences change and community needs evolve, so too must the allocation and configuration of our sports precincts. Holistic master planning of our major sports areas recognises the needs of our growth sports, will identify opportunities for co-location of multiple and shared uses and will enable development of more resilient and sustainable facilities at each of these locations.	Complete the regional sport needs analysis and develop an integrated master plan which addresses current and emerging sport and recreation needs at: <ul style="list-style-type: none"> · The Wandal (major sports) Precinct including the Showgrounds, Victoria Park, Rockhampton High School Precinct, associated road networks and linkages to the CBD · The Common and Norbridge Park Precinct · The Birdwood, McLeod and Elizabeth Parks Precinct · Other related sports areas including the Fitzroy River corridor, Ski Gardens, Jardine Park and Rosel Park. 	Short term
Identify future sports precincts	To service the needs of the Gracemere and Parkhurst growth areas, a suitable location needs to be confirmed and forward capital works planned and programmed.	Identify a suitable location and commence long-term planning for the: <ul style="list-style-type: none"> · Parkhurst Sports Precinct · Gracemere Sports Precinct. 	Medium term
Enhance major recreation destinations	Our major destinations deliver significant economic, cultural, environmental and recreation outcomes for our Region. Continued attention will ensure that we realise the full potential of these areas and that they meet both the current and evolving needs of our community.	Continue to invest in the long term planning, development and renewal of: <ul style="list-style-type: none"> · The Fitzroy River open space corridor (including the CBD, Riverside Park and accessible public parts of the riverbank) · Botanic Gardens and Zoo; · Kershaw Gardens · Cedric Archer Park; · Mount Morgan No 7 Dam · Mount Archer. 	Continuing and evolving
Indoor sports facility strategy	Consultation identified significant demand for additional indoor sports facilities. Any new facility must be subject to feasibility, located in close proximity to the CBD and cater for multiple uses.	Prepare an indoor sports facility strategy that: <ul style="list-style-type: none"> · Reviews provision of indoor sports facilities including a current and future needs analysis, facility audit and gap analysis · Considers the potential to create additional opportunities to host sporting events for high participation sports such as Netball. · Identifies options for meeting current and future demand that ensures existing capacity is utilised before new facilities are developed. 	Medium term

A woman with long brown hair, wearing a white bucket hat and a red and blue plaid shirt, is hiking in a forest. She has a backpack on and is looking off to the side with a smile. The background is a blurred forest with green foliage and tree trunks.

Key focus area 2

Improving the return on existing parks and open space assets

Council has an extensive range of parks, sport and recreation assets. To deliver outcomes for the community, it is important that the existing assets are used to capacity and that the limited resources for maintenance are applied in the most effective way. The following projects are identified for priority action.

Key projects	Needs	Solution	Priority
Open space planning framework	Parks included in the open space network should be fit for purpose and focus on quality over quantity.	Review the proposed revisions to the open space planning framework: <ul style="list-style-type: none"> · Gain endorsement to adopt the planning and performance criteria; and · Apply the framework to ensure that all new and existing open spaces perform the desired network function. 	Medium term
Parks better utilisation strategy	Over time, parts of the open space network may become less functional or stranded assets. Better utilisation would ensure we use our assets to the full potential by transferring investment in maintenance and infrastructure renewal to areas of need within the same local area.	Analyse and review the current parks network to: <ul style="list-style-type: none"> · Audit parkland in each local area to confirm functionality and suitability and identify parks where community demand has shifted significantly; · Finalise a strategy to transfer local investment to better meet the needs of the local community; and · Gain endorsement to implement the strategy and develop mechanisms to ensure proceeds are reinvested in local parks. 	Medium term
Facility utilisation improvements	The community indicated a strong demand for improved access to quality sports fields and facilities. Improvements are required to ensure that existing facilities are used to their full potential.	Develop strategies, systems and processes that: <ul style="list-style-type: none"> · Improve the capacity of existing facilities through capital investment and targeted support such as lighting for night use, investment to make shared use possible, investing in upgrades to enable women's competitions, and increasing flood resilience · Ensure maximum access to existing fields and courts has been achieved before allocating new land or committing to new facilities. 	Continuing and evolving
Partnership with schools	The state government encourages community use of school facilities. Shared use of school and community facilities can assist in meeting demand for sport and recreation facilities.	Work with schools to develop a strategy to increase shared use of school and community sporting facilities, particularly to increase opportunities for access to indoor, outdoor and field spaces for training.	Medium term
Information and promotion strategy	A lack of awareness (of what sport and recreation opportunities are available and how to access them) is a major barrier to participation.	Roll out targeted information and promotion strategies including: <ul style="list-style-type: none"> · A marketing strategy for the promotion of parks, sport and recreation opportunities across the Region; and · Signage, wayfinding and media features to promote new and existing opportunities. 	Short term



Key focus area 3

Increasing active recreation opportunities

Getting people outdoor and active is a core objective of this Strategy. National and state trends indicate that the fastest growing area of participation is in exercise related recreation activity. Walking, riding, running and nature based recreation are the activities of choice. Providing more opportunities for active recreation will benefit the Region’s community through improved health outcomes, better productivity and increased social connectedness.

Key projects	Needs	Solution	Priority
Recreation trails strategy	Community feedback indicated that active trail and path networks are highly valued, although further investment in recreational infrastructure is required.	Plan and implement a recreation trails strategy that includes the development of exercise trails, running, walking and riding loops and enhanced pathway networks connected to key public areas and community infrastructure. This includes: <ul style="list-style-type: none"> · Identify and update strategic mapping linkages · Investigate and develop a major City/CBD recreation circuit · Improve pathway connectivity in the Region and develop a series of green exercise trails based on existing and new open space · Make existing assets more accessible to the community by implementing a signage and wayfinding program · Implement the Frenchman's Creek Masterplan. 	Short to medium term
Planning for new parks and connections	New developments provide opportunities to improve the open space network and must be managed to ensure positive outcomes for the local community.	Work with developers to ensure new developments provide quality parks and connections to open space and active transport corridors. This includes: <ul style="list-style-type: none"> · Review and incorporate the proposed open space planning framework into the Planning Scheme · Ensure open space corridors and active transport links are protected and enhanced · Ensure new residential development provides sufficient accessible parkland at local and district levels. 	Continuing and evolving
Regional activation strategies	Activation strategies offer important opportunities to increase participation in a variety of recreation activities.	Maximise the return on investment from existing regional activation strategies by integrating key sport, recreation and open space objectives. This includes key aspects of the: <ul style="list-style-type: none"> · CBD Redevelopment Framework · Mount Archer Activation Master Plan · Recreational Fishing Strategy (fishing infrastructure) · Active Transport Plan (pedestrian and cycleway strategies). 	Continuing and evolving
Park development and renewal	Community feedback highlighted the importance of public parks and open space areas which encourage active recreation.	Ensure parks, trails, paths and active recreation areas are appropriately developed, embellished and landscaped to attract and support community use. Key considerations include natural shade, water, seating, safety and visibility.	Continuing and evolving

Key focus area 4

Strengthening club and community capacity



Organised sport and recreation opportunities rely heavily on community based groups who in turn rely on volunteers. Many of these groups manage and maintain facilities as well as plan and provide competition, training and other activities. Strong, viable and sustainable groups are essential to the Region’s sport and recreation future.

Key projects	Needs	Solution	Priority
Club support program	Sport and recreation organisations identified a strong need to build capacity to strengthen both the pool of potential volunteers (willing to accept these responsibilities); improve the quality of planning and governance; and collaboratively progress sport and recreation opportunities for our Region.	Continue to complement State government initiatives by providing a local club support program that provides the information, skills and resources to help clubs become stronger and more viable. The program should: <ul style="list-style-type: none"> · Provide access to training and skill development opportunities that encourage clubs to plan for their future · Provide training and capacity building opportunities in administration, funding and facility management · Support clubs to secure funding through grant alerts and workshops · Help clubs to overcome the challenges they face by providing access to information on alternative organisational structures and new approaches to management · Promote networking, resource sharing and collaboration by hosting regular workshops for sport, recreation and community organisations. 	Continuing and evolving
Community support program	Participation in community programs and events promotes local liveability and improves social connectedness. When delivered within Council’s parks, sport and recreation facilities it aids in increasing visitation numbers and knowledge of facilities. A number of community organisations host programs and events that promote local liveability or wellbeing and these should also be supported and promoted by Council.	Continue to implement and/or support community programs that promote wellbeing and local liveability. This includes: <ul style="list-style-type: none"> · Provide a range of events and activities that engage and support various parts of the community including the Sports and Health Expo · Promote the Community Assistance Program and other associated funding opportunities · Encourage community groups to host local events by promoting · Create linkages between planned and existing events that build on successful events already occurring within the Region. 	Continuing and evolving

A swimmer is shown in profile, swimming in a pool. The swimmer is wearing a white swim cap with blue lettering and goggles. The water is a vibrant blue, and there are lane lines visible in the background. The swimmer's arm is extended forward, and there is a splash of water around their head.

Key focus area 5

Building the sport and recreation economy

The sport and recreation economy is built around everyday participation in organised sport, expenditure associated with active recreation and the benefits of having events and infrastructure that attract visitors to the Region. The Region has a number of strengths to build on, as well as opportunities to develop new capacity or new facilities.

Key projects	Needs	Solution	Priority
Sports tourism strategy	The Region is well equipped for regional and State level competition and for some sports, would be a competitive choice for national events. However, it is important to be realistic in seeking events and investing in facilities. There is significant competition from other cities for events and planning should consider how any investment can contribute to ongoing support of local sport and how the facility can be sustainably operated.	Work with sporting groups and key stakeholders to: <ul style="list-style-type: none"> · Identify the competitive strengths for the Region; · Develop a facility capability audit · Identify and assess new, existing and emerging event opportunities · Develop a formal sports tourism strategy for the Region · Implement a strategy that grows sports tourism in the Region · Contribute to an overarching toolkit that promotes the region and its capability and which supports groups to bid for events. 	Short to medium term
Regional sports facilities	A number of organisations in the Region have a strong history of successfully attracting and hosting major events. A number of sports expressed a desire to develop regional facilities. These organisations should be supported to develop their needs analysis and feasibility studies for facility development and event hosting where appropriate.	Encourage further development of regional level sports facilities and events by strong and viable organisations: <ul style="list-style-type: none"> · Ensure viability analysis and feasibility investigations form a core part of planning for new or expanded regional facilities · Work with Netball to finalise planning for a regional facility that benefits the broader region and incorporates opportunities for multiple use · Work with Fitzroy River sports clubs to investigate opportunities for the development of regional facilities that support major State and national events · Encourage other interested organisations to develop an integrated and shared view within their sports, so they can progress regional facility strategies. This includes motor sports (including speedway), equestrian sports, football (soccer) and junior rugby league. 	Continuing and evolving
Events destination marketing	Hosting major events has a number of benefits. Many organisations have a willingness to run State and national level events, however they need assistance collaborating with tourism groups and key stakeholders to identify future marketing and promotional opportunities.	Strengthen the Region's capability as an events destination: <ul style="list-style-type: none"> · Focus on the Region's 'competitive edge' · Promote the Region's capacity and willingness to host events · Establish better coordination systems for clubs and groups planning events or planning to seek events · Investigate ways Council can provide support to organisations to bid for large regional events and keep events local · Integrate sport and recreation with Advance Rockhampton initiatives. 	Continuing and evolving

Next steps

1

Allocate Council resources towards implementation

2

Submit priority projects for funding through various federal and State government programs.

3

Monitor progress and provide regular updates to Council and the community.

Key focus area	Short term	Medium to long term	Continuing and evolving works
Invest in sport and recreation precincts	Integrated sports precinct master plan	Indoor sports facilities strategy Plan future sports precincts for growth areas	Enhance major recreation destinations
Improve the return on existing parks and open space assets	Targeted information and promotion strategies	Adopt the revised open space planning framework Partnerships with schools	Refine and implement the parks better utilisation strategy Improve facility utilisation
Increase active recreation opportunities	Implement the signage and wayfinding program	Plan and implement the recreation trails strategy	Ensure new developments provide quality parks and connections that attract and support the community Integrate sport and recreation objectives with regional activation strategies
Strengthen club and community capacity	Further develop, implement and support club and community program that promote wellbeing and liveability.		
Build the sport and recreation economy	Develop the sports tourism strategy	Implement the sports tourism strategy	Encourage further development of regional level sports facilities by strong and viable organisations Strengthen the Region's capability as an events destination





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- Community groups, schools, sporting clubs and regional sporting bodies
- CQUniversity
- Department of National Parks, Sport and Racing
- Regional Development Australia
- Rockhampton Regional Council





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