



Ballina Shire Council

sport and recreation facilities plan
2019



recreation
open space
and sport
specialists

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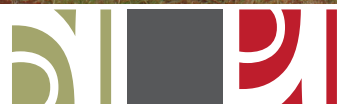


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Executive summary

About the Ballina Shire

The Ballina Shire is a diverse community with both coastal and hinterland localities. The Shire highly values participation in traditional sport and active recreation activities, as well as emerging activities utilising the Shire's distinctive natural environments.

The Shire has a current population of 43,000 people and is expected to reach 51,000 people by 2036. Ballina has an ageing population, and with that comes the preference for passive recreation activities including walking and cycling, as well as lower-impact indoor sports.

The Shire has an extensive network of open spaces including a diverse range of sport and active recreation facilities that currently provide a wide range of activities.

Purpose of the Plan

The purpose of the Sport and Recreation Facility Plan is to assess and document the current and future sport and active recreation needs of the Ballina Shire community to provide a plan to guide Council and the community in the future provision of sport and active recreation facilities across the Shire.

The objectives of the Plan are to:

- understanding sport and recreation participation and needs
- establishing a facility provision gap assessment for current and predicted future demand
- establishing Council's and the community's role in addressing demand
- maximising efficiencies (through rationalisation, avoiding duplication and establishing key partnerships)
- detailing preferred management arrangements
- developing a detailed and realistic implementation plan that will guide Council (and the community) in the future provision of (and investment in fit-for-purpose sport, recreation and open space facilities across the LGA.

Strategic alignment

The Sport and Recreation Facility Plan responds to key objectives outlined in Council's Community Strategic Plan. They are:

- CC3 There are services and facilities that suit our needs
 - CC3.3 Support improved health outcomes by providing equitable access to sporting, recreational and community facilities
- PE3 Improve livability in the Ballina Shire
- EL1 Our Council works with the community
 - Involve our community in the planning and decision making processes of Council

The Plan also directly responds to strategies and objectives articulated in the Active Ageing Plan including:

- 1.5 Ensure that all newly constructed community facilities are accessible to older people and people with disabilities.

Methodology

The methodology for the development of the Sport and Recreation Facility Plan is as follows:



Sport and Recreation Facility Plan key findings

Upon analysis, findings from the Sport and Recreation Facility Plan identified the following areas for priority:

1. Upgrade of facilities to comply with disability access
2. Upgrade of facilities to provide female friendly facilities
3. Irrigation of field surfaces
4. Consolidation of under-utilised facilities
5. Master planning of highly used facilities to provide efficiencies

The above findings have shaped the development of the Action Plan.

Conclusion

In conclusion, the Sport and Recreation Facility Plan provides Ballina Shire Council, the community and sport and active recreation clubs with a transparent process for identifying and prioritising projects through objective criteria. The Sport and Recreation Infrastructure Funding Policy provides a clear policy on what Council will and wont fund. The Prioritisation Model for Facility Development provide clear and objective criteria on which all projects will be assessed. The Plan identifies that Council's focus should be on the funding and delivery of projects that respond to the needs of local participation. With the current and future demand by girls and women participating in sports, multi-use and non-gender specific facilities also need to be addressed for future infrastructure developments or upgrades.



Introduction

Overview

The Sport and Recreation Facility Plan is a strategic project that aims to provide Council with a consolidated document that covers the current provision, participation, demand and planning for sport and active recreation within the Ballina Shire. The document seeks to allow Council to deliver an affordable network of sport and active recreation opportunities in conjunction with clubs and relevant funding bodies.

Council has identified that the majority of its sporting facilities are aged and require significant investment in order to bring them up to community expectations and standards. A need has been identified to determine a direction for the Shire’s sport and active recreation facilities regarding management practices, the servicing of local versus regional sport, facility planning and development prioritisation.

The Sport and Recreation Facility Plan is focused on sport and active recreation facilities. The sporting and active recreation activities that operate within the Ballina Shire include the following:

AFL	Dragon Boating	Motor Sports	Rowing	Swimming
Archery	Equestrian Sports	Mountain Biking	Rugby League	Table Tennis
Athletics	Kite Boarding	Netball	Rugby Union	Tennis
Baseball	Football (Soccer)	Outrigging	Sailing	Touch Football
Basketball	Golf	Oz-tag	Sailboarding	Triathlon
Cheerleading	Gymnastics	Paragliding	Shooting Sports	Volleyball
Cricket	Hockey	Petanque	Skate Boarding	Water Polo
Croquet	Lawn Bowls	Road Cycling	Softball	
Dance	Martial Arts	Roller Derby	Surf Life Saving	
Dog Obedience	Model Water Craft	Squash	Surfing	

Current provision of sport and active recreation

The Shire’s network of sport and active recreation sites (excluding private facilities) are mapped on page 18, with more detailed maps of sites by location from page 20 and by sport from page 30.

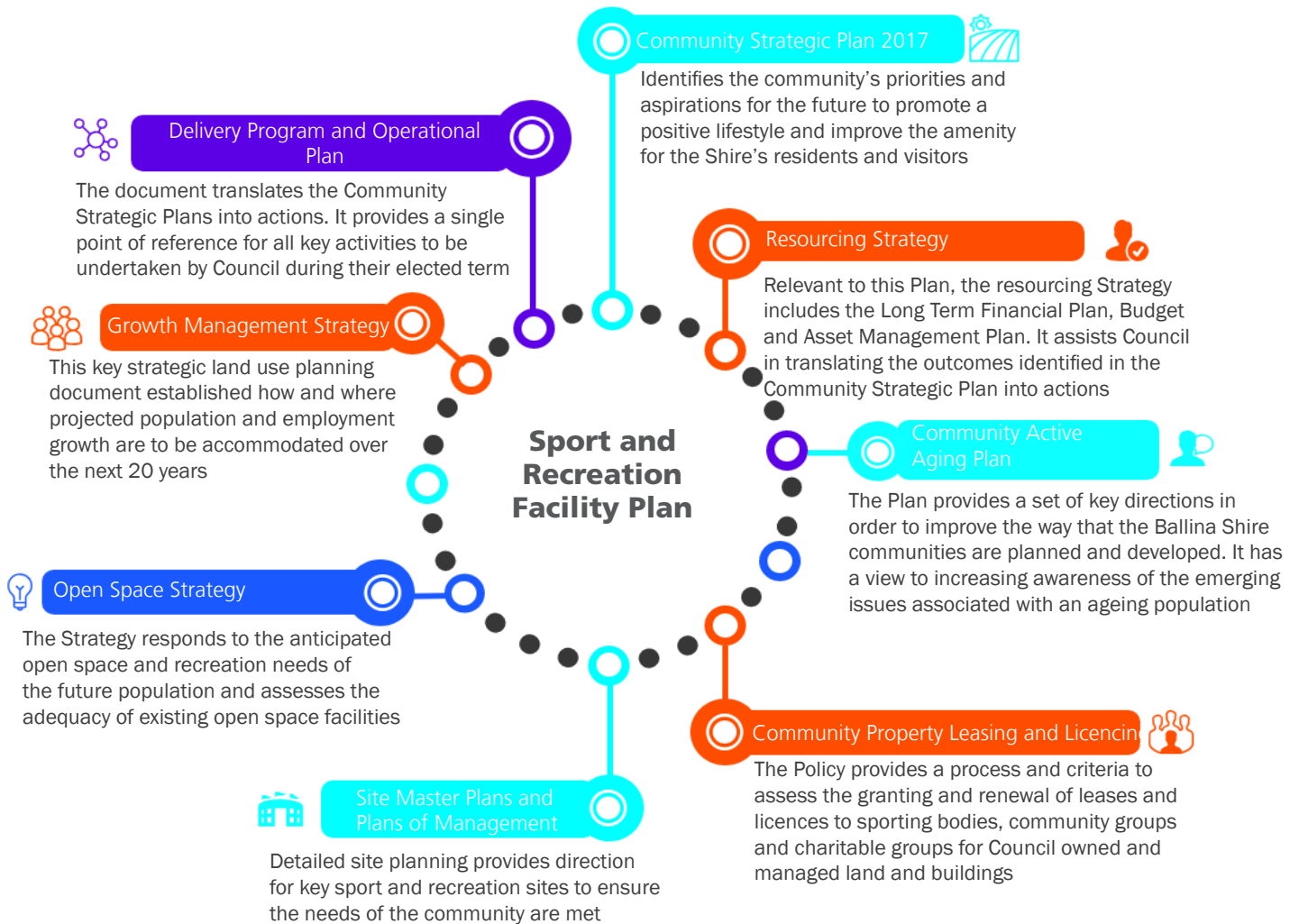
Plan structure

There are a number of key components of the Sport and Recreation Facility Plan, which together provide a picture of identified demand and subsequent prioritisation for development and action. These core components are:

- Sport and active recreation analysis - an assessment of each individual sport and active recreation activity
- Sport and active recreation activity site capacity
- Prioritisation model for facility development
- Facility management models
- Prioritisation model for facility development
- Sports facility hierarchy
- Key recommendations and action plan.

Strategic context

Ballina Shire Council approaches strategic planning proactively and with a clear and consistent vision for the community. Consistent themes link Council's various strategies, plans and policies effectively and assist to guide additional planning activities. Relevant Council planning documents have been reviewed to establish the strategic context for the Sport and Recreation Facility Plan and are summarised in this section.



Glossary of terms

To assist in the interpretation of the Plan, a number of key terms are detailed in the tables below. For ease of reference, the terms described below have been split between activities (what is undertaken) and spaces (where activities are undertaken).

Activities	
Sport	A range of structured activities capable of achieving a result requiring physical exertion and/or skill, that is competitive or training for competition. Sport is considered to be an 'organised' activity
Passive recreation	A range of unstructured activities and social interactions undertaken for enjoyment, relaxation, and mental health, with limited physical exertion. Passive recreation can be undertaken at all forms of open space and may include reading, meditation and relaxing in nature
Active recreation	Refers to recreation activities that require physical exertion but are unstructured, such as parkrun events and charity bike rides. These recreation types are also known as 'drop-in drop-out' and 'fast food' activities
Outdoor recreation	A range of unstructured activities undertaken in more natural settings that are not reliant on built infrastructure. Typical activities include mountain biking, bushwalking, fishing and kayaking/canoeing

Spaces	
Open space	Council-managed land and water bodies that are broadly available for public recreation, pedestrian and cycle movement, sport or for nature conservation purposes. Open space is the over-arching term for sports parks and recreation parks
Sport parks	Designed to primarily support a range of formal structured sport activities such as competitions, physical skill development and training. These parks are designed to accommodate the playing surface and infrastructure requirements of specific sports. Free, unrestricted access to the community is provided at times when formal sporting activities are not being conducted
Specialised sport	Some sporting activities require specialised facilities or infrastructure which preclude the public use of the facility outside of the sporting activity. Examples include synthetic hockey fields, swimming pools, lawn bowling greens
Recreation parks	Settings for informal recreation and social activities that enhance physical and mental health through activity that provides relaxation, amusement or stimulation. Recreation parks provide a range of embellishments such as play equipment, kick-about areas, picnic facilities, formalised walks, gardens, landscaped areas, access to water bodies and car parking
Reserves	Crown Land managed as open space. May include sports parks, recreation parks, foreshore areas and showgrounds

General terms	
Rationalisation	Where open space parcels are undeveloped, are poorly located, are attracting regular anti-social behaviour and/ or are not providing sport or recreation opportunities desired by the community (and are thus sitting idle), opportunities may exist to rationalise the land. Depending on the land tenure, this may include re-purposing as an alternate use, 'planting out' with trees to reduce maintenance, sale of the land or returning the land to the State.
Undeveloped	An open space parcel that is not currently developed for sporting purposes and is typically without built infrastructure or formal fields or courts
Asset management	Asset management in regards to sport and recreation refers to the systematic approach to the governance and realisation of value from the assets that Council is responsible for, over their whole life cycles. It is the process of developing, operating, maintaining, upgrading and disposing of assets in the most cost-effective manner.
Facility hierarchy	A hierarchy of sporting facilities has been developed in order to inform the future improvement and upgrade of existing facilities, and the planning and delivery of future facilities. In regards to sport and recreation, the hierarchy refers to a tiered level of infrastructure provision and facility standard. In this instance it does not refer to facility catchment.



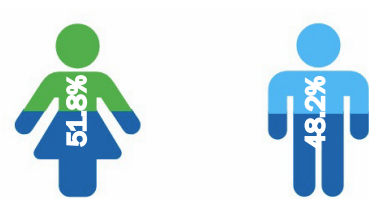
Background

Demographics and population change

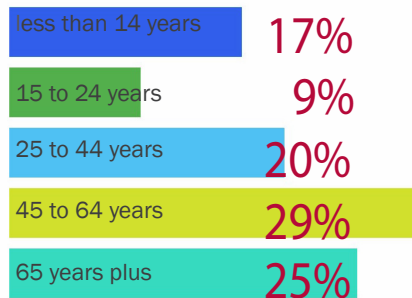
An individual's preference to participate in sport and active recreation activities and their level of participation is influenced by their stage in life. Understanding the Shire's demographic variations, such as age, household composition and income and employment patterns is fundamental to responding to, and planning for the future provision of the Shire's sport and recreation spaces, facilities and programs.

Population

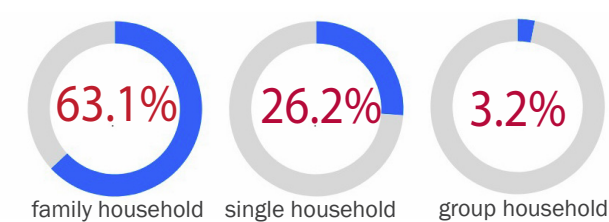
Current population **43,457**



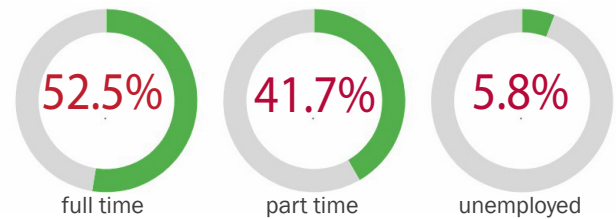
Median age **48**



Household composition



Employment



Income

Median weekly household income **\$1,152**

Vehicle

Access to one or more motor vehicles **85.5%**

Internet

Households with access to the internet **75.6%**

Population change

The future population is expected to reach 51,238 by 2036, an increase of 7,781 people.

This population will be accommodated in one of a number of growth areas, including Cumbalum Urban Release Area (A and B), Ballina Heights, EPIC estate, Skennars Head Expansion Area, and Wollongbar. There will also be some small amount of urban infill.

It is predicted that the break-down of age-cohorts will remain largely consistent with the current population, with the exception of the 65 years age group, which will increase from 25% to 28.2% of the population in 2036.

Community engagement summary

The Ballina Shire has two distinct communities - coastal and hinterland, each with their own individual and sport and recreation preferences. To help Council understand the role sport and recreation facilities play in the social fabrics of these communities, a wide community engagement strategy was adopted to ensure all interested people had multiple opportunities to comment during the development of the Plan.

Engagement with the general community and user groups (sporting clubs and community groups) involved various key methods:



Community workshops

- 1 x Alstonville Sports Expo
- 1 x Ballina
- 1 x Alstonville



Community survey

Throughout the community engagement period Council received 478 community surveys. Of these respondents:

- 20% of respondents were aged between 40 and 44 years old
- 15.7% of respondents were aged between 35 and 39 years old
- 15.5% of respondents were aged between 45 and 49 years old
- 58% were male
- 19% were from Lennox Head
- 17% were from the East Ballina
- 12% were from Wollongbar
- 11% were from Alstonville



Sport and recreation club surveys and interviews

A total of 67 sport and active recreation clubs and associations (some of which spoke on behalf of their affiliated clubs) were consulted with throughout the Plan.

Sport and recreation trends

Megatrends

In 2013, CSIRO and the Australian Sports Commission published “The Future of Australian Sport - Megatrends shaping the sports sector over coming decades”. Of the six Megatrends, the relevant five are summarised below:

A perfect fit

The trend where people are increasingly participating in individual sport and fitness activities (running, aerobics, gym, etc) that more easily fit their personal lives and time constraints than the traditional organised sporting activities.

From extreme to mainstream

Sports that offer adventure and risk elements are also on the rise, especially with younger generations. These sports are also closely linked to social media, greatly raising awareness. Sports/activities such as BMX, skateboarding and rock climbing are relevant examples.

More than sport

The broader benefits of sport are increasingly being recognised by governments, business and communities. These benefits include achieving mental and physical health, crime prevention, and social development.

Everybody's game

Given the country's, State and Shire's ageing population, sports of the future will need to cater for older participants. Further, the ever-increasing multi-cultural nature of our communities will also result in the need to provide activities that are attractive to a diverse range of cultures.

Tracksuits to business suits

Given the enormous amounts of money involved in some sports at the elite level, many community clubs are likely to be replaced in the future by more formally structured, corporate organisations. The rising cost of participating in organised sport is also a growing barrier to participation.

Facility design

Sport precinct provision

There are acknowledged benefits of developing dedicated multi-use sports precincts (rather than single-field facilities).

Large flexible-use sites provide opportunities for shared use of infrastructure and maintenance requirements and enhanced ability to attract funding given the range of users. There are a number of existing multi-use facilities across the Ballina Shire. These larger facilities are important in attracting high-level events that often require large numbers of playing fields and courts.

Lengthening seasons and field sharing

There is a clear move toward sports providing 'year-round sport' through lengthening seasons and providing 'off-season' alternatives. This season lengthening impacts opportunities for recreation time choices and will place additional capacity and timing pressures on sporting facilities.

With many sports extending the lengths of pre-season and season fixtures, sharing of field space is becoming more difficult, as is maintaining field quality associated with over-use.

Field and court quality

Facility providers face an increasing trend to develop and re-develop sporting fields and courts to a higher standard in order to increase carrying capacity. Upgrades, such as lighting, field irrigation and turf varieties allow training and competition times to be extended and increases the ability of turf playing fields to cope with the resulting wear and tear. Further, to achieve ongoing field quality, fields need 'rest periods' (of up to four weeks) where necessary maintenance can be undertaken.

Synthetic surfaces are increasingly popular for some sports as use of the facility can increase up to three times that of a turf field. In locations with limited land for facility expansion, synthetic surfaces can increase carrying capacity significantly.



Choice and challenge

Move towards indoor sport and recreation

Anecdotally, there is an emerging trend toward sport participation indoors (e.g. basketball, netball and fitness). Potentially, this move may be a result of a preference for activities in a controlled climate and/or greater mid-week opportunities (compared with outdoor activities and traditional Saturday or Sunday fixtures).

The new indoor facility shared with the Ballina High School will assist in meeting this demand.

Diversification of sport

Road cycling, mountain biking and eco-tourism activities are all growing as non-traditional physical activities, while modified sports such as T20 cricket and 7s rugby are burgeoning. Changes are placing additional pressure on councils with regard to playing field capacity, facility flexibility and the need to plan for additional demand.

For Ballina, this scenario adds weight to the argument for an efficient and equitable booking system.

Participation trends

At a national-level, the reduction in available leisure time has resulted in a trend for adults to move away from organised sport toward physical activity and non-organised (social) sport. The ABS has conducted a nation-wide Participation in Sport and Physical Recreation Survey for adults over 15 years of age in 2005/06, 2009/10 and 2011/12. The survey shows that participation in organised sport reduced slightly while non-organised sport reported increases.

Interestingly, community survey responses for the Ballina Shire indicate almost 80% of respondents participate in organised sport.

Facility management

Councils across Australia and New South Wales employ various management structures over their sport and recreation facilities.

Where resources allow, there is a growing trend towards Councils taking on more responsibility for the overall management (and maintenance) of facilities. This involves users (tenant clubs) paying higher user fees, but being able to focus more on their core function of providing the relevant sport/activity, not facility management (and maintenance).

Ballina Shire residents have indicated a willingness to pay a minimal fee to access sporting facilities if it can be directly allocated to the improvement of those facilities.

Gender equality

There is a current focus on the role of sport in promoting gender equality from all levels of government.

The New South Wales Government's Her Sport Her Way Strategy (2019-2023) is a Strategy aimed at Women in sport. The Strategy has four focus 'pillars':

- Participation
- Places and spaces
- Leveraging investment
- Leadership

The most relevant pillar for this Plan is 'Places and Spaces' which is focussed on 'leading, guiding, informing and investing in the provision of sport facilities that support women and girls. The pillar has the following relevant initiative:

- Plan and provide for female friendly facility investment
- Work collaboratively across the facility hierarchy to promote and apply female friendly principles, guidelines and templates.

Local Sport and Recreation Participation

In addition to the local survey data collected for the development of this Plan (detailed on the following pages of this Paper), National and state data can assist in building a picture of participation in sport and active recreation within the Ballina Shire.

The following table presents a snapshot of the top activities participated in at a National¹, state and local² level.

Club sport - Top activities	National combined adults and children		National Adults		National Children		NSW Adults		Ballina Shire	
	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank
Football (Soccer)	18.8%	1	13.9%	2	28.8%	1	4.0%	1	8.6%	5
Golf	11.0%	2	17.3%	1	-	-	3.4%	2	-	-
Australian Football	11.0%	2	8.0%	6	17.2%	2	0.6%	12	-	-
Netball	10.8%	3	9.2%	5	14.2%	3	1.5%	5	9.5%	2
Tennis	10.1%	4	10.2%	3	10.0%	6	1.7%	3	2.2%	12
Cricket	9.7%	5	9.3%	4	10.6%	5	1.7%	3	4.7%	7
Basketball	9.2%	6	7.3%	7	13.1%	4	1.1%	7	2.4%	10
Touch Football	4.7%	7	5.4%	8	-	-	1.4%	6	9.0%	4
Swimming	4.6%	8	-	-	10.0%	6	0.6%	12	6.3%	6
Rugby League	4.3%	9	3.4%	10	6.1%	9	0.8%	10	4.2%	8
Athletics, track and field	4.1%	10	-	-	6.5%	8	0.7%	11	-	-
Lawn Bowls	-	-	5.1%	9	-	-	1.0%	8	-	-
Hockey	-	-	-	-	-	-	0.9%	9	1.9%	13
Gymnastics	-	-	-	-	5.7%	10	-	-	1.8%	14
Rugby Union	-	-	-	-	-	-	0.6%	12	9.1%	3
Oztag	-	-	-	-	-	-	0.5%	15	-	-
Mountain Biking	-	-	-	-	-	-	-	-	14.9%	1
Skate Boarding	-	-	-	-	-	-	-	-	4.2%	8
Croquet	-	-	-	-	-	-	-	-	2.3%	11
Surfing	-	-	-	-	-	-	-	-	1.8%	15

Based on completed surveys, the top 15 sporting activities participated in for the Ballina Shire have been included in the table above in order to show the differences of local preferences such as Mountain Biking, Surfing and Skate Boarding.

Consistent with the National and State trends in participation, the Ballina Shire shares a number of the top 10 participated club sport activities including Netball, Touch Football, Football (Soccer), Swimming, Cricket, Rugby League and Basketball. The differences for the Shire are the inclusion of Mountain Biking, Rugby Union and Skate Boarding.

It is more than likely that Mountain Biking and Skateboarding (and surfing) are not present in the state and national figures as they are typically not classified as club-based activities and may not have been captured in the surveys.

1 AusPlay Participation data for the sport sector, Australian Government 2016

2 Ballina Shire Council Sport and Recreation Facilities Plan Community Survey 2019 - Question 'what organised sport do you currently play within the Ballina Shire?'

Community Survey

Total responses = 472

Top sporting activities played within the Shire



PARTICIPATION IN ORGANISED SPORT



* Yes - within another council area

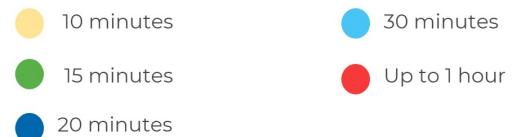
WILLINGNESS TO PAY TO ACCESS FACILITIES*



*Willingness to pay a minimal fee for access to sporting facilities, should they go directly toward the improvement of those facilities

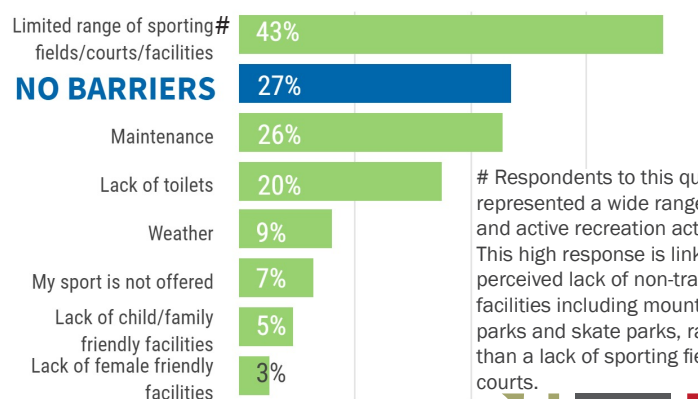
WILLINGNESS TO TRAVEL

to participate in sporting activity of choice



PERCEIVED BARRIERS TO PARTICIPATION IN SPORT

*Does not add up to 100% as multiple responses were sought



Respondents to this question represented a wide range of sport and active recreation activities. This high response is linked to the perceived lack of non-traditional facilities including mountain bike parks and skate parks, rather than a lack of sporting fields and courts.

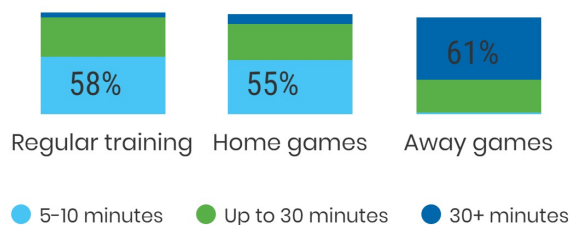
Sporting Club Survey

Total responses = 31 Clubs

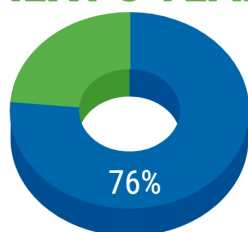
RESPONDING SPORTS

- Athletics
- Baseball and Softball
- Boardriders
- Cricket
- Croquet
- Dragon boating
- Football (Soccer)
- Hockey
- Marine Modellers
- Netball
- Petanque
- Rugby League
- Rugby Union
- Sailing and Rowing
- Tennis

CLUB MEMBERS TRAVEL TIME



MEMBERSHIP GROWTH OVER NEXT 3 YEARS



● Increase ● Decrease ● Remain the same

68%

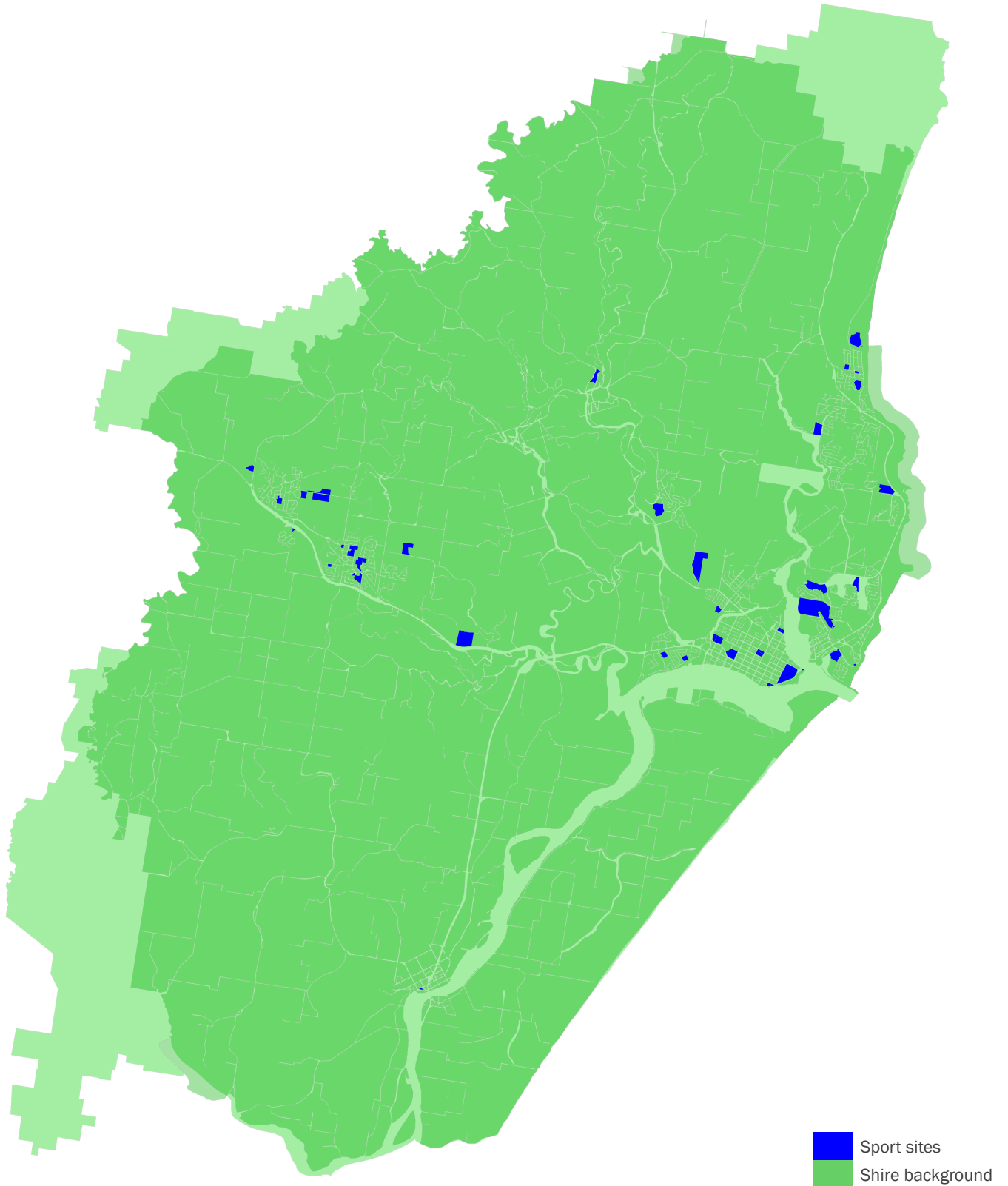
of responding clubs

feel the current cost to access Council's sporting facilities is reasonable



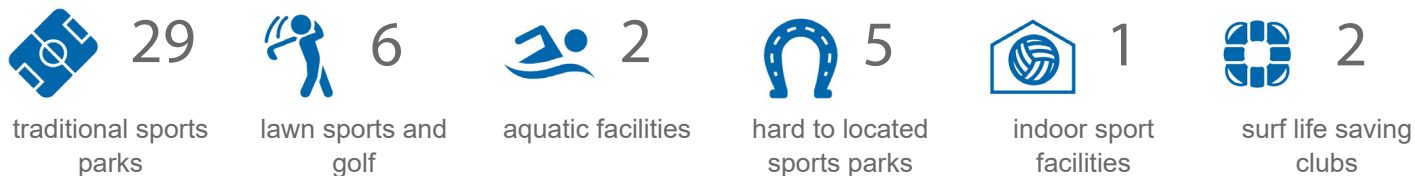


Shire-wide sports supply



Overview of sport and active recreation facilities

Overall, there are 45 sports facilities (approximately 232ha) that provide a variety of traditional and non-traditional sport and active recreation opportunities to the Shire's residents.



Council's Open Space Strategy (2008) sets a desired standard of service for trunk sports park at 1.7ha/1,000 people. Just under half of the Shire's sport and active recreation facilities are considered trunk infrastructure.

Based on the current population (43,457) and the desired standards of service of 1.7ha/1,000, the current provision rate equates to 2.79ha/1,000 people, a surplus of 1.09ha/1,000 people.

Further, the projected population of the Shire to 2036 is 51,238. Based on the current provision of trunk sports and the desired standard of service of 1.7ha, the future provision rate is 2.36ha/1,000. This presents a surplus of 0.66ha/1,000 people.

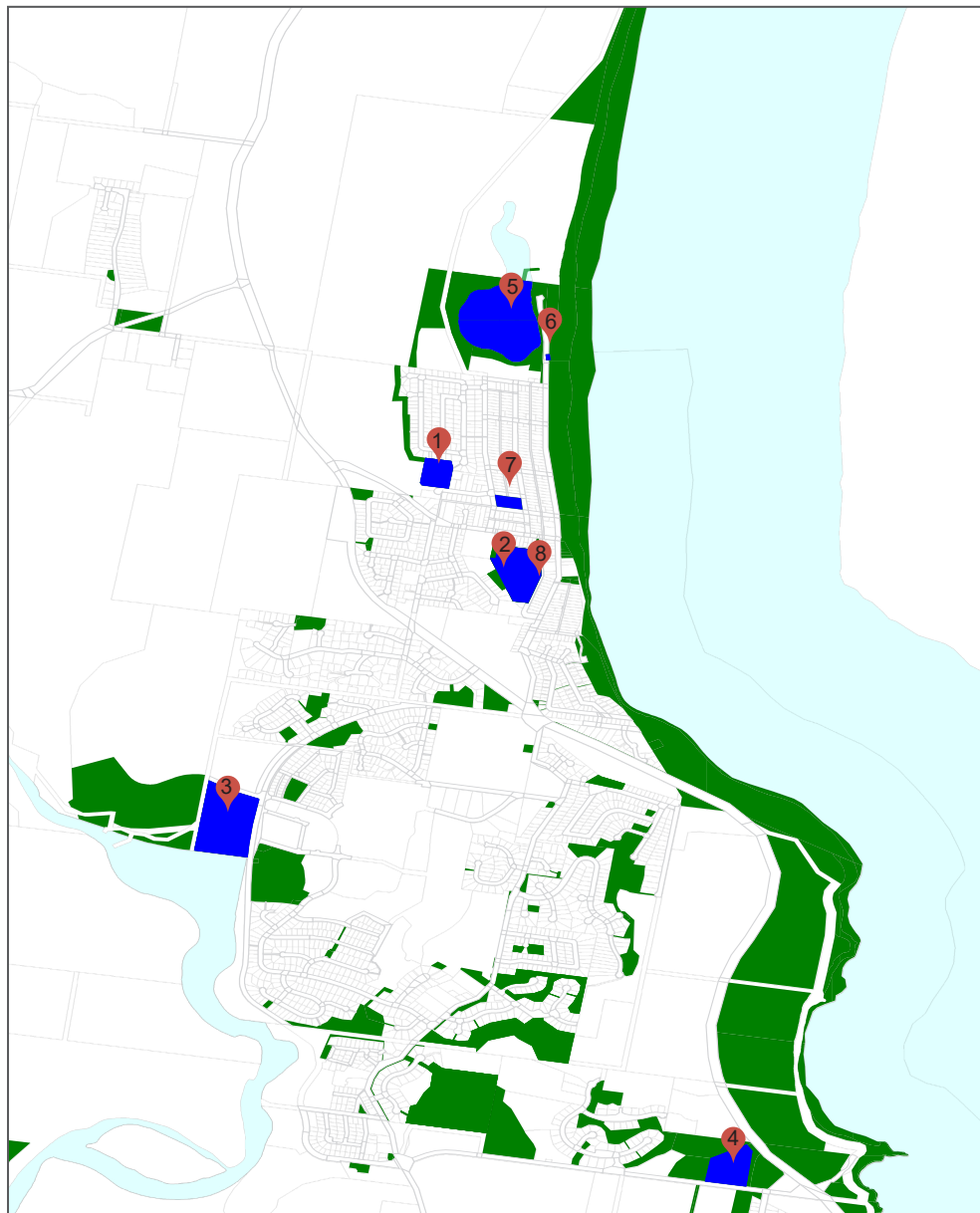
Overall, with the exception of a small number of clubs, the needs of the sporting community are largely being met with the majority of sport and active recreation clubs stating that their current number of playing fields/ ovals/ courts were suitable to their needs.














Site audits also identified a number of sports parks, were not being used or leased by sporting clubs, despite the small number of clubs looking for a home ground.

Sport and active recreation facilities by location

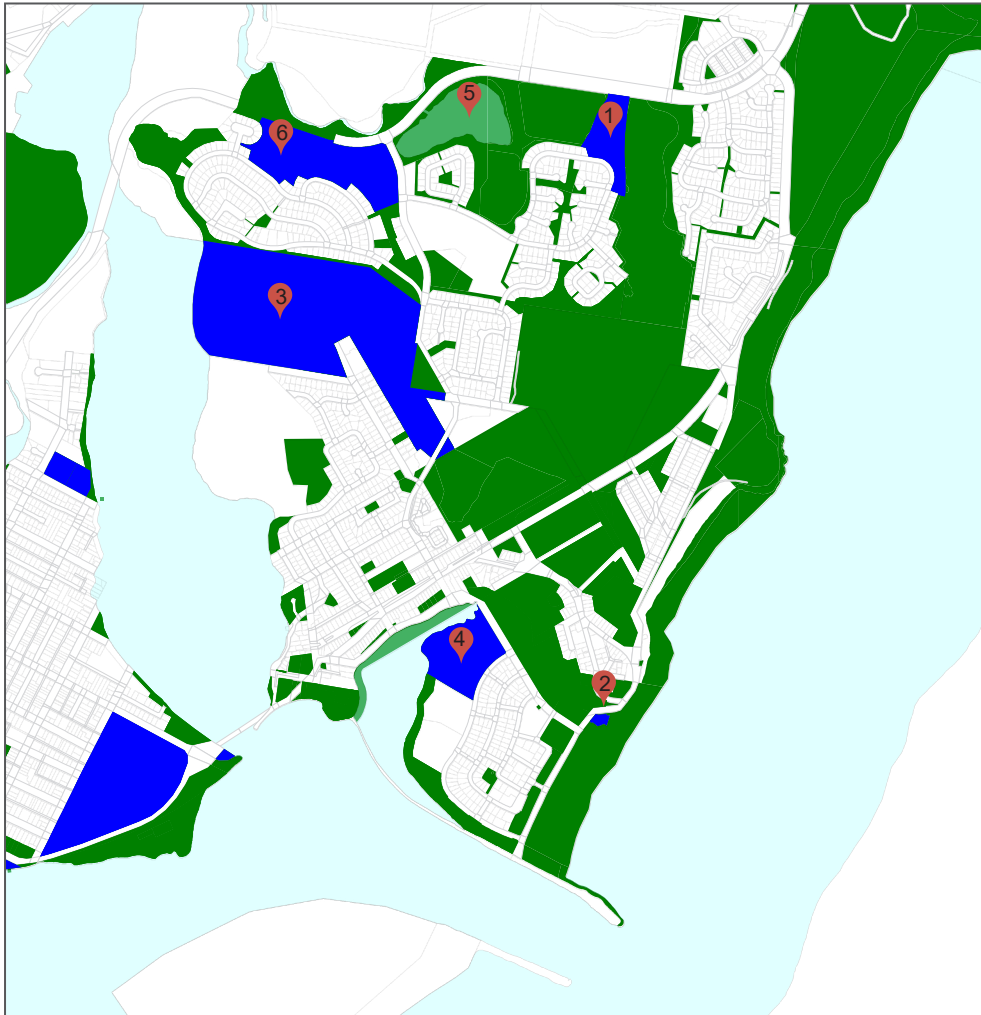
The following pages provide a snapshot of the existing sport and active recreation facilities across the Shire by location.

Lennox Head sport and active recreation facilities



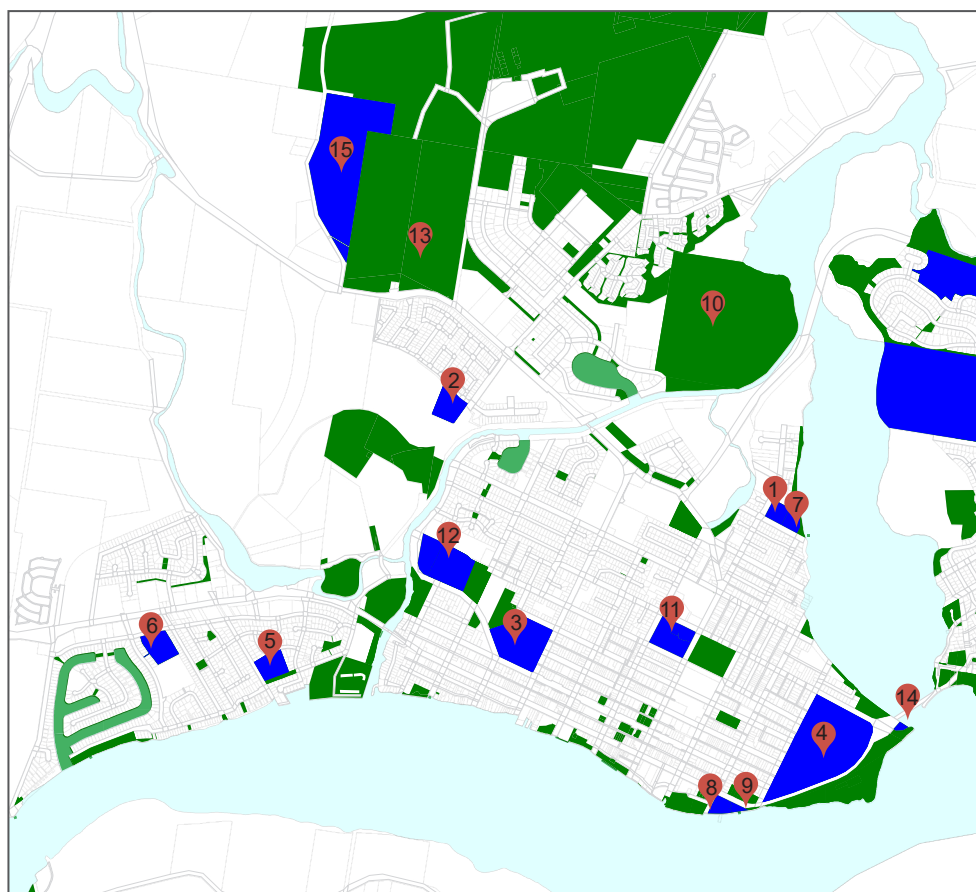
- 
traditional sports parks
 -  Megan Crescent Reserve
 -  Williams Reserve
 -  Hutley Drive Fields (Pacific Pines Fields)
 -  Skennars Head Fields
- 
water sports
 -  Lake Ainsworth
 -  Lennox Head Surf Life Saving Club
- 
lawn sports and golf
 -  Lennox Head Bowling Club
- 
hard to locate sports
 -  Lennox Head Skatepark
-  Lennox Head sport sites
-  Open space and other public lands

East Ballina sport and active recreation facilities



- 
traditional sports parks
 1 Chickiba Park
- 
water sports
 2 Ballina Surf Life Saving Club
- 
lawn sports and golf
 3 Ballina Golf Club
 4 Pop Denison Park
- 
hard to locate sports
 5 Radio Yacht Club
 6 Prospect Fields Chickiba Lakes
-  East Ballina sport sites
-  Open space and other public lands

Ballina and West Ballina sport and active recreation facilities



traditional sports parks

- 1 Cawarra Park
- 2 Ferngrove Park
- 3 Saunders Oval
- 4 Kingsford Smith Park
- 5 Porter Park
- 6 Quays Reserve



water sports

- 7 Cawarra Park
- 8 Ballina Swimming Pool
- 9 Richmond River Sailing and Rowing





lawn sports and golf

- 10 Ballina Racecourse
- 11 Hampton Park (Bowls, Tennis, Croquet)
- 12 Ballina RSL Bowling Club
- 13 Disc Golf Course

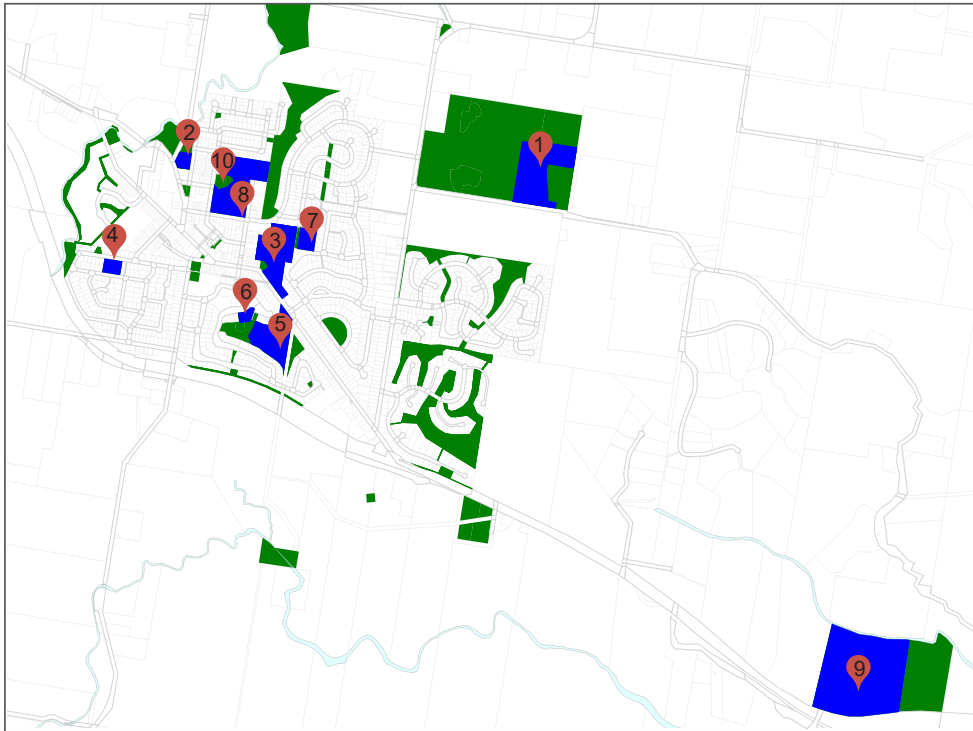


hard to locate sports

- 14 Ballina Skatepark
- 15 Equestrian

-  Ballina and West Ballina sport sites
-  Open space and other public lands

Alstonville sport and recreation facilities



- 
traditional sports parks
 - 1 Gap Road Fields
 - 2 Lumley Park
 - 3 Geoff Watt Oval
 - 4 Cawley Park
 - 5 Crawford Park
 - 
water sports
 - 6 Alstonville Aquatic Centre
 - 
lawn sports and golf
 - 7 Alstonville Plateau Bowls
 - 
hard to locate sports
 - 8 Alstonville Showgrounds
 - 9 Duck Creek Mountain Bike Park
 - 
indoor sports facilities
 - 10 Alstonville Leisure Centre
-  Alstonville sport sites
 Open space and other public lands

Wollongbar sport and active recreation facilities



-  traditional sports parks
-  Wollongbar TAFE Oval
 -  Hillpark Oval
 -  Lyle Park
 -  Wollongbar Sporting Facility
 -  Kays Lane Basketball
-  Wollongbar sport sites
-  Open space and other public lands

Wardell and Tintenbar sport and active recreation facilities



traditional sports parks

1

Wardell Tennis Courts

2

Wardell Sports & Recreation Club (private)

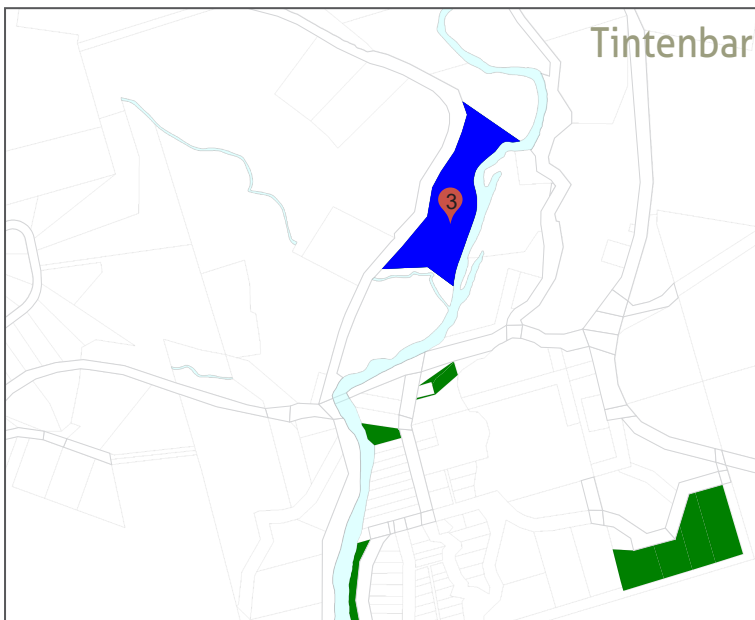
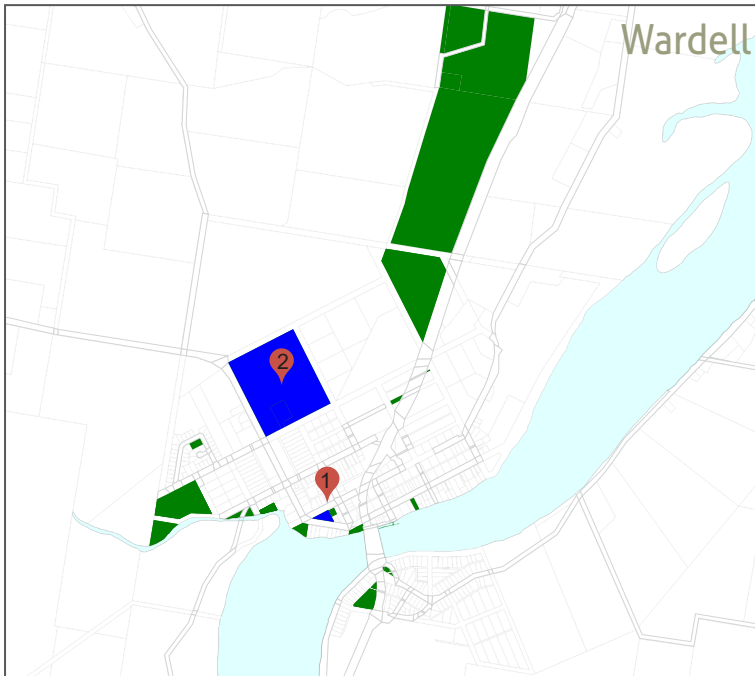
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Tintenbar Oval



Wardell and Tintenbar sport sites

Open space and other public lands





Demand for sport and recreation

General trends in sport and recreation

Being active in the outdoors has always been a big part of the Australian culture. In a Shire like Ballina, where the climate allows residents (and visitors) to enjoy participation in sport and recreation activities all year-round, understanding what type of sport and recreation activities people want to participate in, is important as Council looks to develop facilities to support and encourage people to live healthy lifestyles.



Population growth and change

- by 2031 an additional 7,781 people will be residing in the Ballina Shire
- majority of growth will occur in the Cumbalum Urban Release Area, Ballina Heights, EPIC Estate, Skennars Head Expansion Area and Wollongbar
- demographics moving to the Shire will be mostly retirees, reflecting the trend of the Shire shifting towards an older population.

An ageing population will have different sport, fitness and recreation needs, behaviours and preferences than young adults and families.

With many retirees moving to the Shire for the climate and quality of life, it is expected that they will continue to engage in passive recreation activities such as walking, cycling and golf further into their old age.

The affordable lifestyle is also an attraction for young families. Those with children will be looking for sporting opportunities, quality playgrounds and safe cycling/ pedestrian networks that provide connectivity to key destinations (schools, shopping centres and parks).



Individualised activities

- preferring passive and active recreation activities over formal sport
- want to be physically active when it is convenient
- more concerned with individual results and personal bests than competition.

As society is becoming more convenience orientated, people are less willing to commit time to training and competition days. The result is a rise in individualised active and passive recreation activities such as running, walking, cycling and yoga.

It is believed that people are becoming less competitive and instead are more concerned about beating their personal best.

This trend may see an increase in participation and demand for more programs similar to Park Run, pilates and martial arts.



Time fragmentation

- less free time
- less time to spend on recreation and sport
- seeking opportunities to play sport that fit into a busy schedule
- seeking facilities with flexible operating hours.

People are constantly juggling work and family commitments. With 52% of the Ballina Shire community working full-time and 63% of the households being family households, a proportion of the community may be struggling to find time to participate in sport and recreation activities.

Those with a competitive nature, that are not interested in individualised activities, maybe turning to non-organised sports such as mountain biking and surfing.



Technology

- ❑ rise of social media as the main means of communication for sporting clubs
- ❑ increasing use of Smartphone Apps for personal fitness
- ❑ WiFi access in parks to increase visitation.

Technology remains one of the main contributors towards decreased physical activity and increased sedentary behaviour. However, there are also increasing expectations of technology within open spaces including WiFi access in key parks, promoting existing geocaching and by using QR codes on tracks and signage.

Changes in technology for recreation are also bringing about an increasing divergence of outdoor recreation activities. Participants are able to map their route, record their times and upload digital images of their experience. This allows them to compete and compare results with past and future users (Strava, Map My Ride/Run etc).

A current trend in the fitness sector is the use of social media to build and foster sporting communities, such as Facebook groups. Many clubs now use Facebook as their main source of communication. This often makes it difficult for councils to communicate with clubs or for residents to find information on the local clubs.



Sharing of facilities

- ❑ sports codes are extending their seasons toward year round activity
- ❑ councils and state government like to encourage shared use of sports facilities.

With many sports extending the lengths of pre-season and season fixtures, sharing of field space is becoming more difficult. While providers strive to maximise the use of community resources, the reality is that shared use of ancillary facilities rather than fields (e.g. clubhouses, carparks) may be a more appropriate goal.

A number of Ballina sporting clubs share facilities. With many clubs struggling to maintain their playing fields and ancillary facilities, the sharing of facilities means that they do not have to maintain them in the off-season. Issues arise when pre-season training conflicts with the other competition season, however, none of the clubs consulted with identified this as an issue.



Spoilt for choice

- ❑ increasing variety of sport and recreation opportunities
- ❑ extreme sport and recreation is becoming more affordable
- ❑ sports are now available all-year round.

The variety of sport and recreation activities available can be overwhelming. In the Ballina Shire alone, residents can participate in traditional sport, equestrian, mountain biking, yoga, pilates, remote control activities, surfing, skate and BMX and water based sport, just to name a few.

Approximately a quarter of community survey respondents said that they did not experience any barriers to participating in sport. Those that did, noted a limited range of sporting fields/courts/facilities (43%).

As individuals become more affluent, the proportion of income spent on goods and leisure increases. As people spend more money on recreation and associated equipment, an increase in outdoor and passive recreation activities, previously offered by commercial operators, has been observed (eg. stand-up paddle boarding, canoe and kayaking). Despite cost being a barrier to participation in organised sport, participants appear more prepared to make a one-off investment in equipment for passive recreation that they can use at their convenience.



Sport and active recreation analysis

An analysis of a number of sports and active recreation activities has been undertaken in order to inform future provision and facility development.

For each sport the following elements have been assessed:

- existing facilities and the number of courts/fields/ovals
- clubs and associations
- registered player numbers
- pattern of growth or decline in participation
- carrying capacity of the site (s)
- distribution of facilities across the LGA
- future direction of the sport
- relevant actions from Council planning
- relevant inclusion initiatives
- key issues for clubs and the sport.

The following pages document this assessment and are provided alphabetically by sport, within two tiers:

Tier one

Tier one sports and active recreation activities are more traditional activities that are based on the provision of ovals, fields and courts.

The tier one activities included within this Plan are:

- Australian Football (AFL)
- Athletics
- Baseball and softball
- Cricket
- Croquet
- Football
- Hockey
- Netball and Basketball
- Oztag and Touch Football
- Rugby League
- Rugby Union
- Tennis

Tier two

Tier two sports and active recreation activities are typically difficult to capture participation and membership numbers due to the less structured nature of the activity. They often lack of a formal club or organisation. Additionally, these activities are less reliant on built infrastructure, often utilising the natural environment. They include a number of emerging sporting activities.

The tier two activities included within this Plan are:

- Archery
- Equestrian Sports
- Model Craft Sports
- Mountain biking
- Petanque
- Skate and BMX
- Swimming and Waterpolo
- Triathlon, running and road cycling
- Water Craft (Sailing and Rowing, Outrigger Canoe, Surfing, Dragon Boating).

The information provided on the following pages has been taken directly from club and organisation surveys. Information listed under membership for each sport including projected participation, is based on the Club's perception of their growth into the future.

This information is supported by the consultant's analysis of the sport's local growth in relation to State and National Trends.



Tier one sport and active recreation

Australian Football (AFL) - supply overview

Existing AFL facilities and associated clubs in the Ballina Shire are as follows:

Ref	Locality	Venue	Club/Association	Facilities	Facility hierarchy
1	Ballina	Fripp Oval	Ballina Australian Football Club Inc	Clubhouse, storage, lit oval	District
			Ballina Bombers Junior Australian Football Club		
2	Wollongbar	Hillpark Oval	Plateau Saints Junior AFL Club	Oval, amenities	Local

AFL membership

Membership details for AFL in the Ballina Shire are as follows:

Club/organisation	2014/2015	2017/2018	Club's projected participation	Analysis of growth in relation to State and National trends
Ballina Australian Football Club Inc	47	140	Increase	Participation in AFL at a state and national level for children is increasing, while participation is steady for adults. While female participation is increasing, the overall participation is steady.
Ballina Bombers Junior Australian Football Club	68	116	Increase	
Plateau Saints Junior AFL Club	-	-	-	

Key issues - AFL

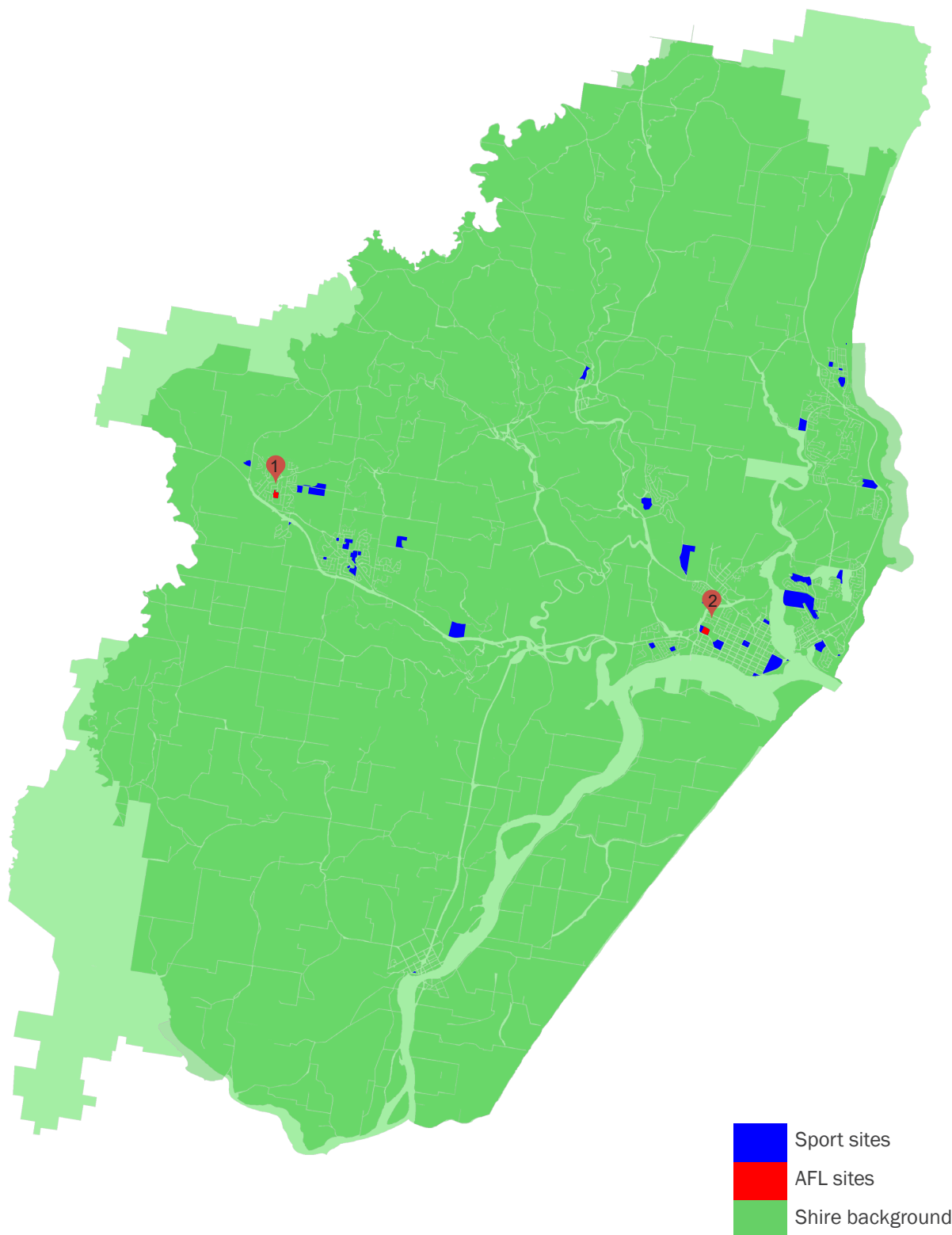
Both of the Shire's AFL Clubs responded to the Sport and Recreation Facility Needs Plan Survey.

	Club		
	Ballina Australian Football Club	Ballina Bombers Junior Australian Football Club	Plateau Saints Junior AFL Club
Club's priority one	Upgrade clubhouse facilities - including female friendly facilities, seating, access	New fencing for Fripp Oval	N/a
Club's priority two	Cricket nets for the Ballina Bears Club who share the site	Upgrade storage area	N/a
Club's priority three	Upgrade of car park	Upgrade change room facilities for female friendly	N/a
Number of playing fields/ ovals/ courts	Suitable	Suitable	N/a
Field irrigation	Suitable	Not suitable	N/a
Clubhouse	Not suitable	Not suitable	N/a
Lighting	Suitable	Not suitable	N/a
Public toilets	Suitable	Suitable	N/a
Change facilities	Not suitable	Not suitable	N/a
Canteen facilities	Suitable	Suitable	N/a
Storage	Not suitable	Not suitable	N/a
Car parking	Not suitable	Not suitable	N/a
Spectators area	Suitable	Suitable	N/a
Maintenance of buildings	Suitable	Suitable	N/a
Seating, shade, water	Suitable	Suitable	N/a
Maintenance standard	Suitable	Suitable	N/a

Ballina Australian Football Club have indicated a lack of facilities to accommodate the club's needs as well as a lack of disability access to facilities.



Ballina Shire Australian Football



AFL future facility directions

Fripp Oval is the Shire's home of AFL. This facility is supported by Hillpark Oval as a local level facility.

The Cavanbah Centre in the Byron Shire and Oaks Oval in Lismore Shire provide regional level AFL facilities.

AFL recommendations

Based on the facility needs assessment, the recommendations for AFL within the Ballina Shire are:

Item	Recommendation
1	Upgrade of the clubhouse at Fripp Oval to provide inclusive change room and officials facilities, consolidation of on-site storage, as well as disabled access and seating requirements in line with the Club's development proposal for the site
2	Upgrade the Fripp Oval car park to provide additional parking spaces as well the provision of compliant disabled spaces
3	Continue to monitor demand for AFL and subsequent facilities within the Ballina Shire



Athletics and Little Athletics - supply overview

Existing Athletics facilities and associated clubs in the Ballina Shire are as follows:

	Locality	Venue	Club/Association	Facilities	Facility hierarchy
1	Cumbalum	Ballina Heights Sporting Facility	Ballina Little Athletics	Track and field	Regional
2	Ballina	Shelleys Beach	Ballina Athletics Club	Cross Country	Local

Athletics membership

Membership details for Athletics in the Ballina Shire are as follows:

Club/organisation	2014/2015	2017/2018	Club's projected participation	Analysis of growth in relation to State and National trends
Ballina Little Athletics	120	60	Increase	Participation in Athletics at a national level for both adults and children is increasing, while participation at a state level is steady. Locally, participation has shown a pattern of decline.
Ballina Athletics Club	-	-	-	

Key issues - Athletics

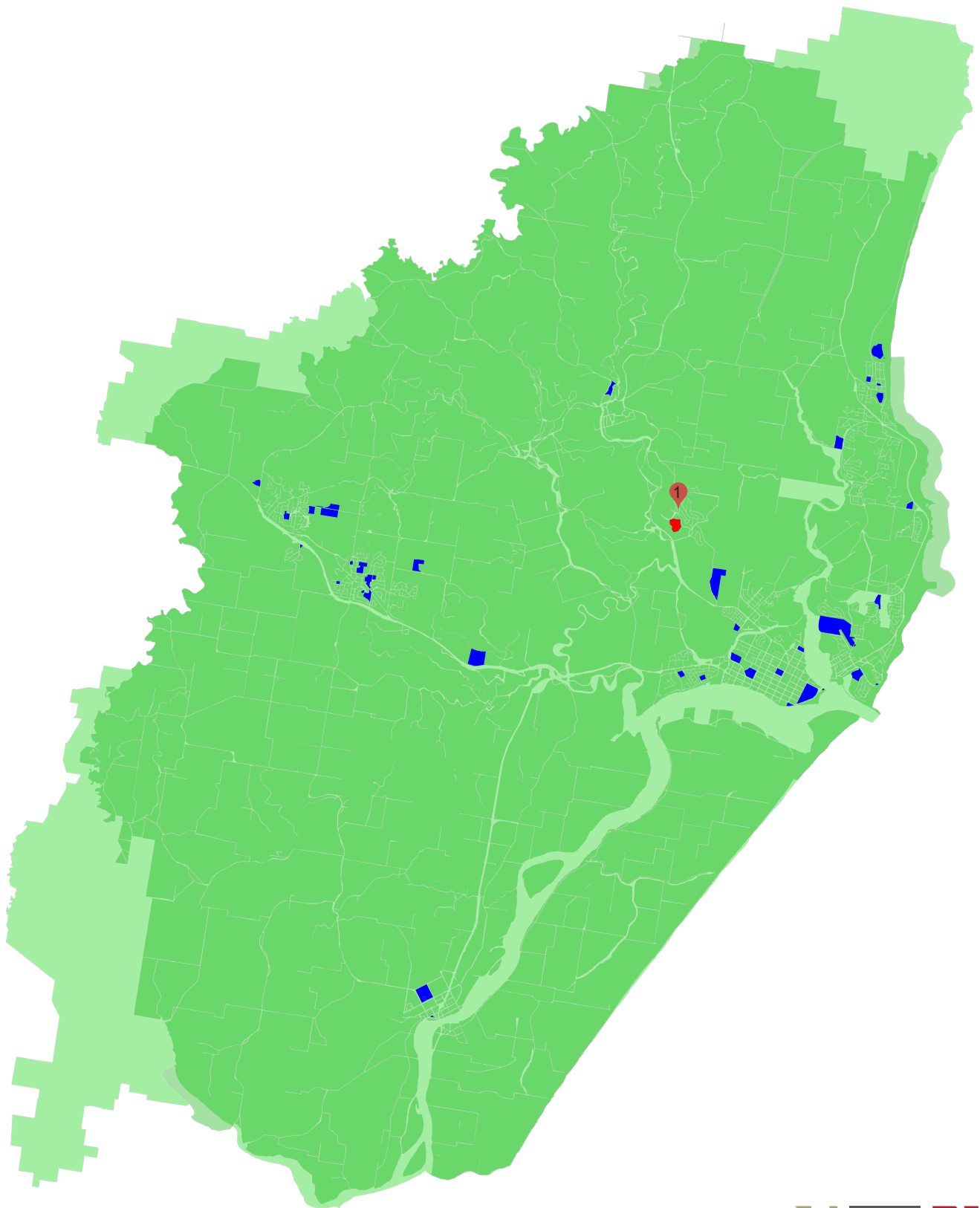
Both of the two Athletics Clubs responded to the Sport and Recreation Facility Needs Plan Survey. A summary of the Club's identified issues are outlined below.

	Club	
	Ballina Little Athletics	Ballina Athletics Club
Club's priority one	None identified	None identified
Club's priority two	None identified	None identified
Club's priority three	None identified	None identified
Number of playing fields/ ovals/ courts	Suitable	N/a
Field irrigation	Suitable	N/a
Clubhouse	Suitable	N/a
Lighting	Suitable	N/a
Public toilets	Suitable	N/a
Change facilities	Suitable	N/a
Canteen facilities	Suitable	N/a
Storage	Suitable	N/a
Car parking	Suitable	N/a
Spectators area	Suitable	N/a
Maintenance of buildings	Suitable	N/a
Seating, shade, water	Suitable	N/a
Maintenance standard	Suitable	N/a

Ballina Little Athletics indicated that falling membership was an issue for the Club, as well as difficulty in attracting sufficient numbers to form a committee.



Ballina Shire Athletics



Athletics future facility directions

Ballina Heights Sporting Facility (Cumbalum Fields) is the Shire's home of Athletics. Based on the current membership numbers and demand for the sport, there is no identified need for additional facilities within the planning horizon. If membership continues to decline, there may be an opportunity to re-locate Athletics to a local school to support the ongoing viability of the sport within the Shire.

The Lismore Little Athletics facility is considered the home of Athletics in Northern NSW. It is noted that Lismore City Council's Sport and Recreation Plan recommends undertaking a feasibility study into the demand for and viability of a synthetic athletics Track for Lismore in the future.

Athletics recommendations

Based on the facility needs assessment, the recommendations for Athletics within the Ballina Shire are:

Item	Recommendation
1	Monitor the demand for facilities at the Cumbalum Fields (Ballina Heights Sports Facility)
2	Assist the club in promoting the sport and seeking club and committee membership
3	Investigate the potential future relocation of Athletics to operate at a local school to assist in the retention of membership and growth of the sport in the Shire





Baseball and Softball - supply overview

Existing Baseball and Softball facilities and associated clubs in the Ballina Shire are as follows:

	Locality	Venue	Club/Association	Facilities	Facility hierarchy
1	Ballina	Cawarra Park	Ballina Sharks Baseball and Softball Club Inc	One Senior diamond and one Junior Diamond	District

Baseball and Softball membership

Membership details for Baseball and Softball in the Ballina Shire are as follows:

Club/organisation	2014/2015	2017/2018	Club's projected participation	Analysis of growth in relation to State and National trends
Ballina Sharks Baseball and Softball Club Inc	25	54	Increase	Participation in both Baseball and Softball is decreasing at a national level for both children and adults.

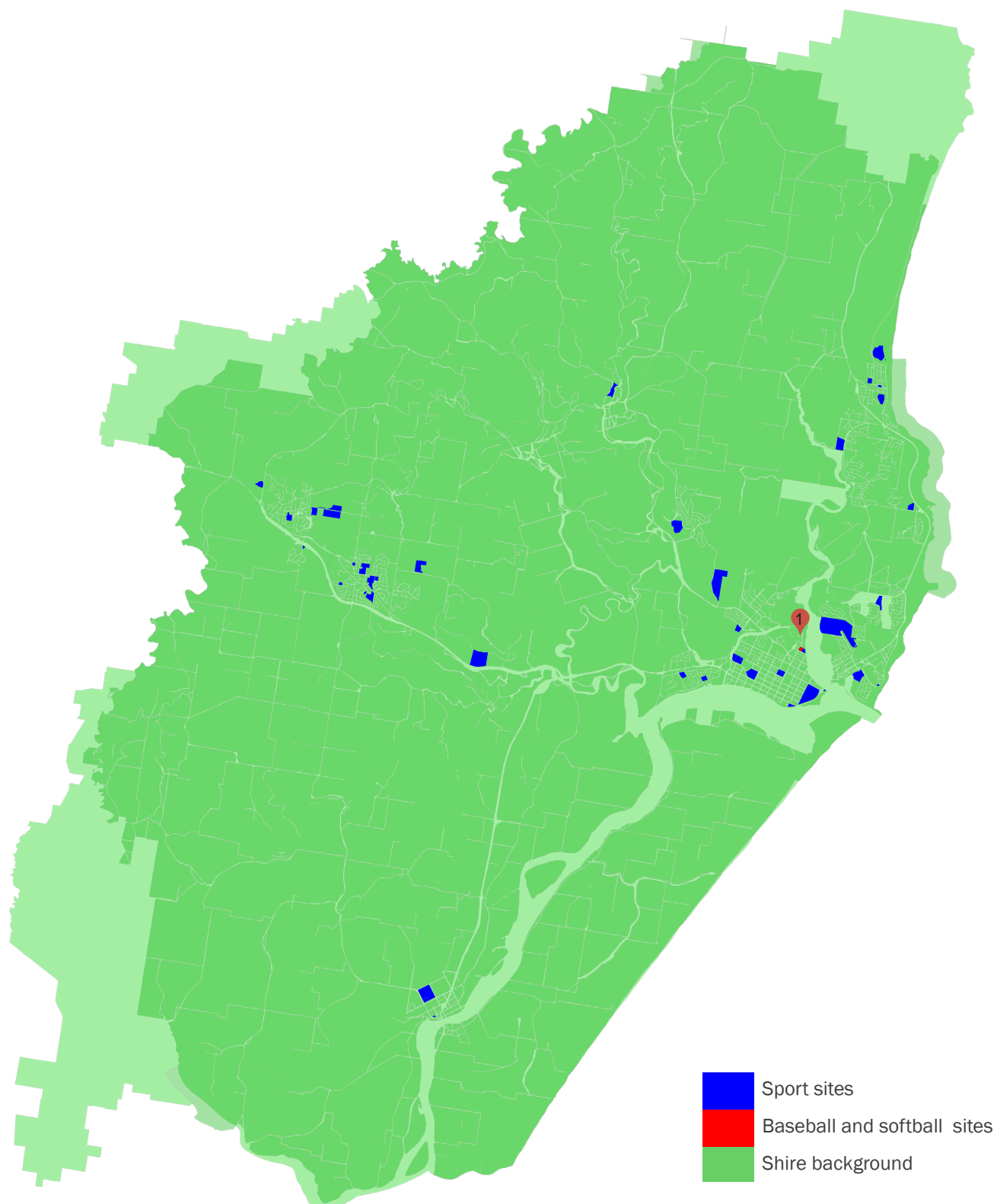
Key issues - Baseball and Softball

A summary of the Ballina Sharks Baseball and Softball Club's identified issues are outlined below.

	Club
	Ballina Sharks Baseball and Softball Club Inc
Club's priority one	Relocation of the Club to a facility that meets the needs of the Club and the required standards of the sport
Club's priority two	
Club's priority three	
Number of playing fields/ ovals/ courts	Not suitable
Field irrigation	Not provided
Clubhouse	Suitable
Lighting	Not provided
Public toilets	Suitable
Change facilities	Not provided
Canteen facilities	Suitable
Storage	Suitable
Car parking	Not suitable
Spectators area	Not suitable
Maintenance of buildings	Not suitable
Seating, shade, water	Not suitable
Maintenance standard	Not suitable

The Club indicated a number of issues with their current facility through their survey response. The current facility does not meet the requirements of the Club, including that the fields do not meet standards for senior baseball. There is no suitable area for softball or junior baseball without affecting the senior baseball field. The Clubs are land locked at their current facility with recent residential development. The Club have a strong focus on growing junior participation, however require the infrastructure to achieve it.

Ballina Shire Baseball and Softball



Baseball and Softball future facility directions

Based on the current membership numbers and demand for the sport, there is no identified need for additional facilities within the planning horizon.

Albert Park Baseball Complex in Lismore is a regional level facility providing for Baseball and Softball. The facility has the capacity to host major events.

Baseball and Softball recommendations

Based on the facility needs assessment, the recommendations for Baseball and Softball within the Ballina Shire are:

Item	Recommendation
1	Re-locate the Club to a site that allows for their space requirements. Chickiba Park has been identified as a suitable site to meet the needs of the two sports and become the sports home within the Shire
2	Undertake a basic master plan for Chickiba Park in order to plan for the Club's future relocation

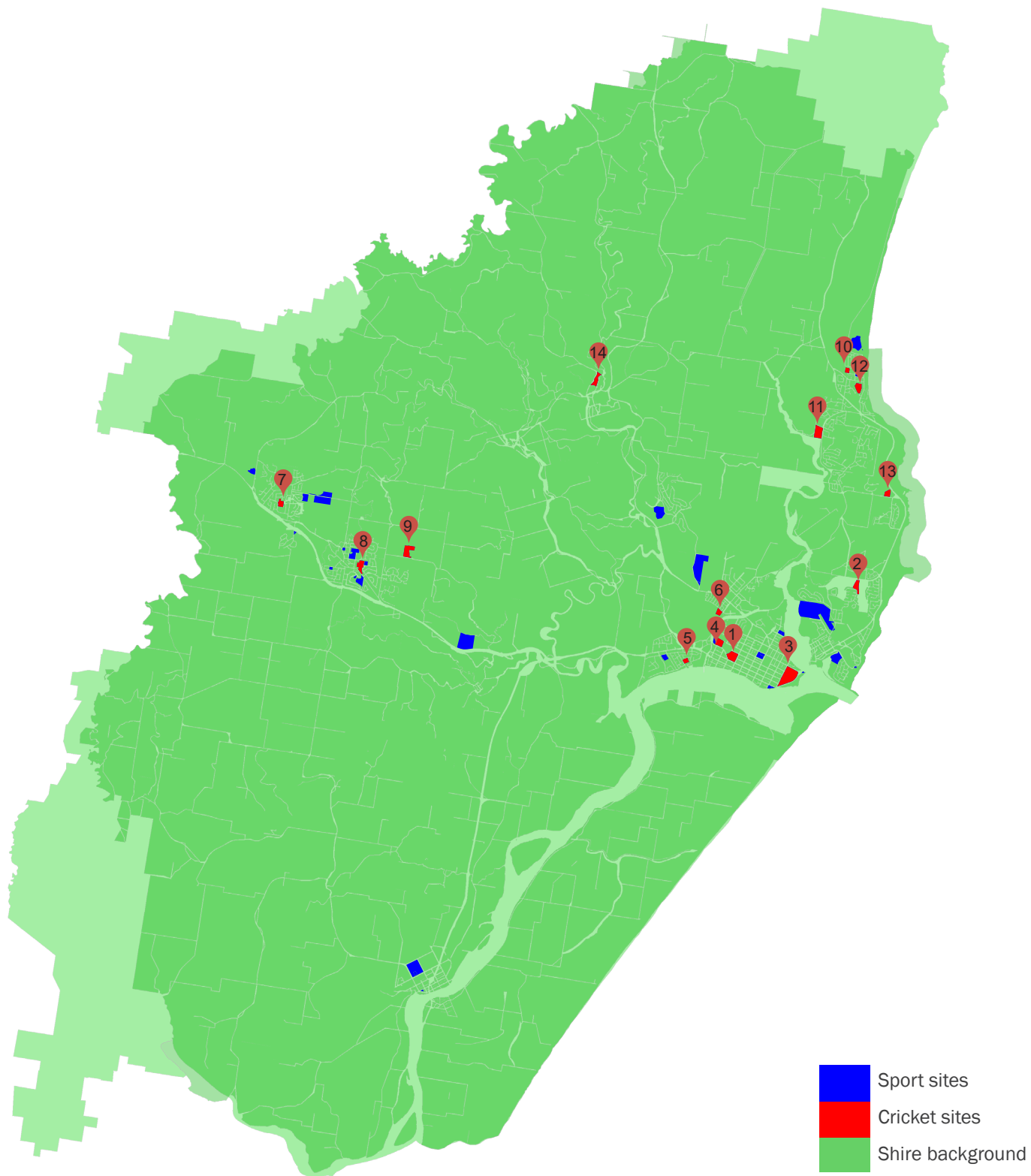
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Cricket - supply overview

Existing Cricket facilities and associated clubs in the Ballina Shire are as follows:

Ref	Locality	Venue	Club/Association	Facilities	Facility hierarchy
1	Ballina	Saunders Oval	Ballina District Cricket Association	Two synthetic wickets, clubhouse, change rooms, storage, public amenities	District
			Ballina District Junior Cricket Assoc		
2	Ballina	Chickiba Park	No club	Synthetic wicket, one practice net with two wickets, football field lighting, clubhouse	Local
3	Ballina	Kingsford Smith Park	Tintenbar East Ballina Cricket Club	Two ovals with lights and irrigation, one synthetic and one turf wicket, four practice nets, clubhouse and storage	District
4	Ballina	Fripp Oval	No club	Clubhouse, storage building turf wicket, field lighting, four practice nets	Local
5	Ballina	Porter Park	No club	Oval with synthetic wicket	Local
6	Ballina	Ferngrove Park	No club	Oval with synthetic wicket	Local
7	Wollongbar	Hillpark Oval	Alstonville and District Cricket Club Inc	Oval with turf wicket, public amenities	Local
8	Alstonville	Geoff Watt Oval	Alstonville Junior Cricket Club	Clubhouse, change rooms, oval with synthetic wicket, five practice nets	Local
9	Alstonville	Gap Road Fields	Alstonville and District Cricket Club Inc	Two synthetic wickets, canteen	Local
8	Alstonville	Geoff Watt Oval	Alstonville Cricket Club	Clubhouse, change rooms, oval with synthetic wicket, five practice nets	Local
10	Lennox Head	Megan Crescent Reserve	Lennox Head Cricket Club	Clubhouse, oval with turf wicket, partial lighting	Local
11	Lennox Head	Hutley Drive Fields	N/a	Two ovals with synthetic wickets	District
12	Lennox Head	Williams Reserve	Lennox Head Sporting Association (Cricket and Rugby)	Clubhouse, change rooms, synthetic wicket	Local
13	Skennars Head	Skennars Head Fields	N/a	One synthetic wicket, three practice nets, clubhouse, change rooms, storage	Local
14	Tintenbar	Tintenbar Oval	N/a	Clubhouse, pavilion public amenities, oval with concrete wicket	Local

Ballina Shire Cricket



Cricket membership

Membership details for Cricket in the Ballina Shire are as follows:

Club/organisation	2014/2015	2017/2018	Club's projected participation	Analysis of growth in relation to State and National trends*
Ballina District Cricket Association	-	-	Remain the same	Participation by both adults and children in Cricket is declining at a state and national level. Whilst there is growth in female participation, overall the sport is in decline. There is no evidence to suggest that local trends are any different to the state or national trends.
Tintenbar East Ballina Cricket Club	120	152	Increase	
Alstonville and District Cricket Club Inc	132	147	Increase	
Alstonville Junior Cricket Club	81	101	Increase	
Lennox Head Cricket Club	191	163	Increase	

Key issues - Cricket

Of the nine Cricket Clubs five responded to the Sport and Recreation Facility Needs Plan Survey. A summary of the Club's identified issues are outlined below.

	Club				
	Ballina District Cricket Association	Tintenbar East Ballina Cricket Club	Alstonville and District Cricket Club Inc	Alstonville Junior Cricket Club	Lennox Head Cricket Club
Club's priority one	Additional fields within Lennox Head	Clubhouse needed at Kingsford Smith Park	New turf wicket at Wollongbar Sporting Complex	Upgrade nets at Geoff Watt Oval	Irrigation at Megan Crescent
Club's priority two	Desire for fields within the Alstonville and Wollongbar area	Upgrade lighting at Kingsford Smith Park	Upgrade to field surface at Gap Road Upper Oval	Spectator viewing over Geoff Watt Oval (Bowling Club)	Megan Crescent Oval Clubhouse upgrade
Club's priority three	None specified	None specified	Upgrade to lighting and training nets, as well as shelter and storage at Geoff Watt Oval	None specified	Upgrade cricket nets at Williams Reserve
Number of playing fields/ ovals/ courts	Not suitable	Not suitable	Suitable	Suitable	Suitable
Field irrigation	Not suitable	Suitable	Suitable	Not provided	Not suitable
Clubhouse	Suitable	Not suitable	Suitable	Not provided	Not suitable
Lighting	Not suitable	Not suitable	Suitable	Not provided	Not suitable
Public toilets	Not suitable	Not suitable	Suitable	Suitable	Not suitable
Change facilities	Not suitable	Not suitable	Suitable	Not provided	Not suitable
Canteen facilities	Not provided	Not suitable	Suitable	Suitable	Not suitable
Storage	Not suitable	Not suitable	Suitable	Suitable	Not suitable
Car parking	Suitable	Not suitable	Suitable	Suitable	Suitable
Spectators area	Suitable	Not suitable	Suitable	Suitable	Suitable
Maintenance of buildings	Suitable	Not suitable	Suitable	Suitable	Not suitable
Seating, shade, water	Not suitable	Not suitable	Suitable	Suitable	Not suitable
Maintenance standard	Suitable	Not suitable	Suitable	Suitable	Not suitable

Tintenbar East Ballina Cricket Club have indicated that they have a lack of facilities to accommodate the Club's needs. Lennox Head Cricket Club indicated a lack of female participation, declining number of volunteers, a lack of parent support of club and lack of facilities to support the needs of the club. Ballina District Cricket Association have indicated that the synthetic cricket wickets are not well maintained. They are experiencing a lack of youth and female participation, as well as declining volunteers. Alstonville and District Cricket Club Inc are experiencing a lack of female participation, competition from other sports and declining volunteers.

Cricket future facility directions

Cricket has a number of home venues across the Ballina Shire, namely facilities with turf pitches. These include Fripp Oval, Kingsford Smith Park, Geoff Watt Oval, Megan Crescent and Hillpark Oval.

These higher order 'home' venues are supported by a number of localised facilities including Skennars Head Fields, Williams Reserve and Tintenbar Oval. It is proposed that Gap Road, Wollongabr Sports Field and Hutley Drive will join these venues as additional homes of Cricket in the Shire.

Cricket current utilise a high number of sites across the Shire. It is proposed that these venues be consolidated in order to provide a smaller number of higher quality facilities. The details are provided in the table below.

Additionally, due to the high use of Geoff Watt Oval by both Cricket and Football, there is an opportunity to re-locate Cricket in the future (medium to long term) in order to reduce the season over-lap of the two sports and over-use of the current facility. The Club could be a sole tenant of the Cricket Oval at the Wollongbar Sports Fields.

Cricket recommendations

Based on the facility needs assessment, the recommendations for Cricket within the Ballina Shire are:

Item	Recommendation
Strategic directions	
1	Consolidate Cricket facilities across the Shire in order to provide a smaller number of high quality facilities
2	Cricket is proposed to utilise Hutley Drive Fields and Wollongbar Sports Fields
3	Cricket is proposed to cease use of Skennars Head Fields, Chickiba Park, Williams Reserve, Geoff Watt Oval and Porter Park
Site specific recommendations	
4	Install field irrigation at Megan Crescent Oval
5	Upgrade the Gap Road field surface
6	Develop turf wicket, practice nets, player shelters and storage at Wollongbar Sports Fields
7	Upgrade lighting at Kingsford Smith Park (include as part of a formal master plan process for the Park)
8	Upgrade Megan Crescent Clubhouse to include canteen, amenities and shaded spectator area
9	Development of a clubhouse at Kingsford Smith Park (include as part of a formal master plan process for the Park)

Croquet - supply overview

Existing Croquet facilities and associated clubs in the Ballina Shire are as follows:

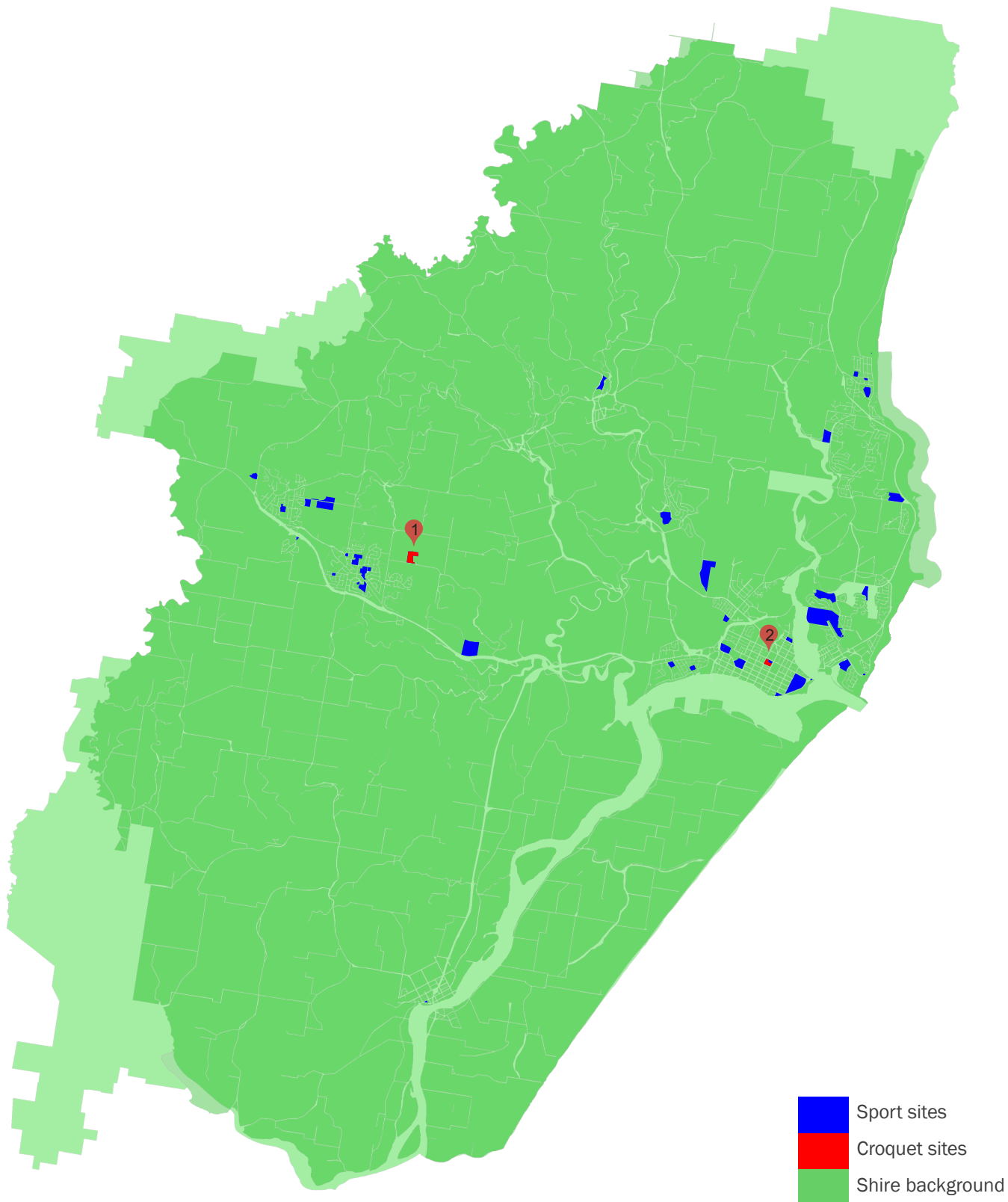
Ref	Locality	Venue	Club/Association	Facilities	Facility hierarchy
1	Alstonville	Gap Road Fields	Alstonville Croquet Club Inc	One green, player shelter	Local
2	Ballina	Hampton Park - Cherry Street Croquet Green	Ballina Croquet Inc Ballina Cherry Street Croquet Club	Use of clubhouse, two greens	District

Croquet membership

Membership details for Croquet in the Ballina Shire are:

Club/ organisation	2014/2015	2017/2018	Club's projected participation	Analysis of growth in relation to State and National trends
Alstonville Croquet Club Inc	22	21	Increase	At a State level, Croquet is experiencing a slight decline. At a local level it is thought that the sport is steady, due to the large proportion of residents aged above 60, in conjunction with an ageing population.
Ballina Croquet Inc	44	44	Increase	
Ballina Cherry Street Croquet Club	84	84	Increase	

Ballina Shire Croquet



-  Sport sites
-  Croquet sites
-  Shire background

Key issues - Croquet

All three of the Croquet Clubs responded to the Sport and Recreation Facility Needs Plan Survey. A summary of the Club's identified issues are outlined below.

	Club		
	Alstonville Croquet Club Inc	Ballina Croquet Inc	Ballina Cherry Street Croquet Club
Club's priority one	Develop a clubhouse at Gap Road	Relocation from the Cherry Street Sports Precinct	Increased croquet lawns
Club's priority two	Develop a second Lawn at Gap Road	None stated	None stated
Club's priority three	None stated	None stated	None stated
Number of playing fields/ ovals/ courts	Not suitable	Not suitable	Not suitable
Field irrigation	Not provided	Not provided	Suitable
Clubhouse	Not suitable	Not suitable	Suitable
Lighting	Not provided	Not provided	Not provided
Public toilets	Not suitable	Not suitable	Not suitable
Change facilities	Not provided	Not provided	Not provided
Canteen facilities	Not provided	Not provided	Not provided
Storage	Suitable	Not suitable	Suitable
Car parking	Suitable	Not suitable	Not suitable
Spectators area	Suitable	Not suitable	Not suitable
Maintenance of buildings	Suitable	Not suitable	Suitable
Seating, shade, water	Not provided	Not suitable	Suitable
Maintenance standard	Suitable	Not suitable	Suitable

Ballina Cherry Street Croquet Club have indicated a lack of facilities to accommodate the clubs needs.

Alstonville Croquet Club Inc have indicated a lack of facilities to accommodate the clubs needs.

Ballina Croquet Inc have indicated high competition from other sports, a lack of facilities to meet the needs of the clubs, as well as a lack of disability access to facilities.

The two Ballina Croquet Clubs currently compete for use over the same greens.

Croquet future facility directions

Cherry Street Sports is the home of Croquet in the Shire, supported by the Gap Road local facility. The two Cherry Street Clubs receive insufficient lawn time at Cherry Street.

Membership numbers, competition standard and facility constraints contribute to a case to relocate croquet to a purpose-built facility that can service the Shire's population.

There is a need to increase the capacity of the Alstonville Club, whilst maintaining it as local facility.

Croquet recommendations

Based on the facility needs assessment, the recommendations for Croquet within the Ballina Shire are:

Item	Recommendation
1	Undertake a cost-benefit analysis of establishing and maintaining two new croquet facilities within the Shire prior to finalising options for the relocation of Ballina Croquet Club, and the expansion of the Alstonville Croquet Club. Following the outcomes of the analysis, potential options are outlined in the following recommendations
2	Amend the Plan of Management for Hampton Park, assessing the need for additional Tennis Courts (as per the outdated Plan of Management). Options to consider include the provision of additional Croquet Lawns within Hampton Park, as well as upgraded clubhouse facilities
3	Based on the outcomes of the cost benefit analysis, undertake a basic master plan for the relocation of the Ballina Croquet Club to Cawarra Park. Allow the development of two lawns initially, with the capacity for expansion to four lawns into the future (when demand and funding allow)
4	Should the relocation of the Club to Cawarra Park be the preferred option, Council to establish growth targets and demonstrated financial capacity of the club prior to the future development of the 3rd and 4th green at Cawarra Park
5	Based on the outcomes of the cost benefit analysis, options exist to Master Plan the Gap Road site to provide improved access to clubhouse facilities and the development of a second lawn
	Based on the outcomes of the cost benefit analysis, a second option is to relocate the Alstonville Croquet Club to Cawley Park to allow for the development of two lawns. Develop a club facility with canteen, toilet, and suitable player shelter
6	Ballina Cherry Street Croquet Club to negotiate with the Cherry Street Sports Club to retain use of the two lawns. Alternatively encourage the Club to join the Ballina Croquet Club at Cawarra Park.

Football - supply overview

Existing Football facilities and associated clubs in the Ballina Shire are as follows:

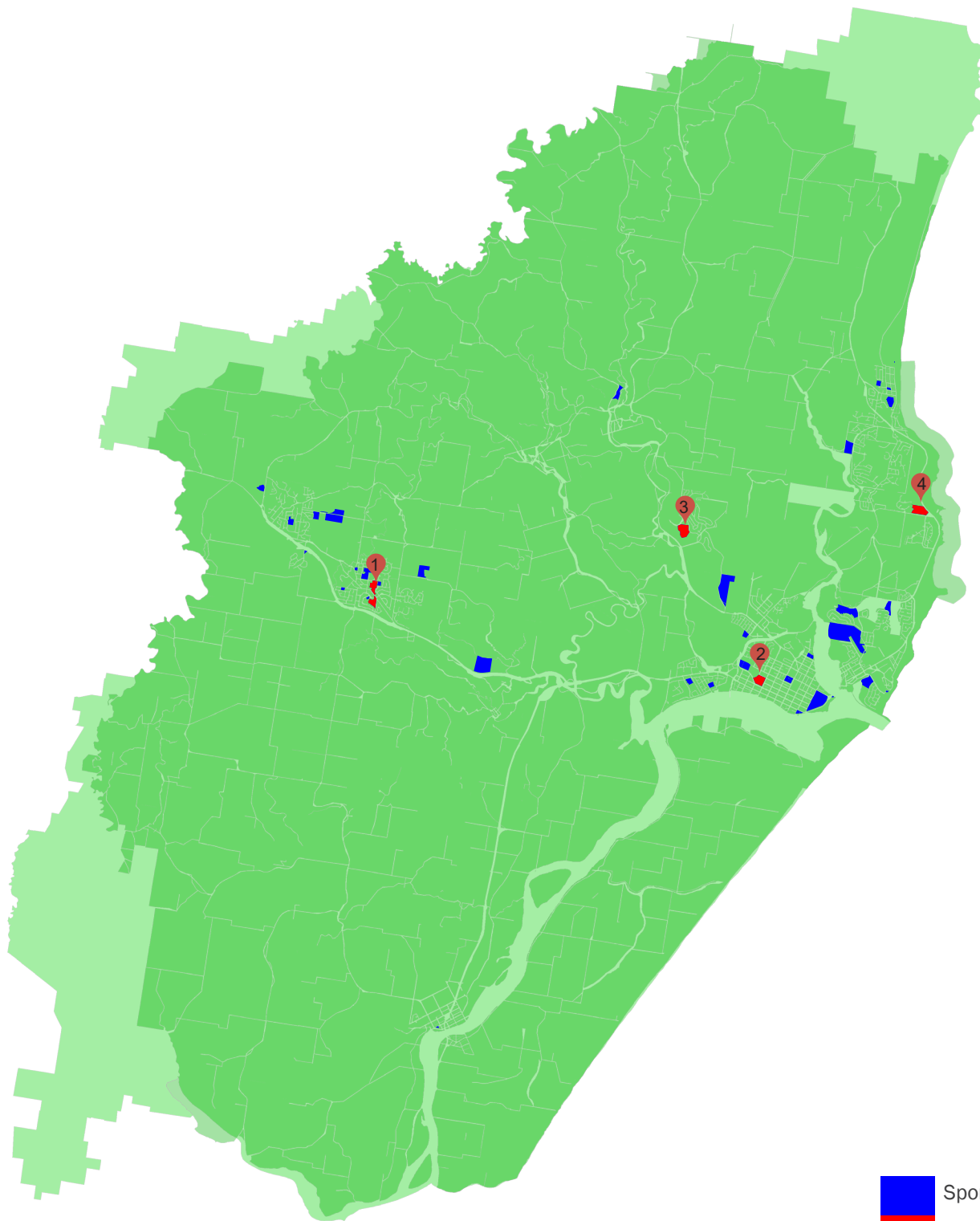
Ref	Locality	Venue	Club/Association	Facilities	Facility hierarchy
1	Alstonville	Crawford Park	Alstonville and District Football Club Inc	Two lit senior fields, one junior field, clubhouse and change rooms	District
2	Alstonville	Geoff Watt Oval		One senior field with lights, clubhouse, change rooms	District
3	Ballina	Saunders Oval	Ballina Soccer Club	Clubhouse, change rooms, storage, public amenities, six senior fields, four lit, one junior field	Regional
4	Cumalum	Cumalum Fields	Tintenbar East Ballina Football Club	Two senior fields, one junior field with lights	District
5	Skennars Head	Skennars Head Fields	Lennox Head Football Club	Clubhouse, change rooms, storage, two senior fields with lighting, three junior fields	District

Football membership

Membership details for Football in the Ballina Shire are:

Club/organisation	2014/2015	2017/2018	Club's projected participation	Analysis of growth in relation to State and National trends
Alstonville and District Football Club Inc	681	743	Remain the same	Participation in Football is increasing for both children and adults at a state and national level. This trend is reflected in the local projected increase.
Ballina Soccer Club	295	380	Increase	
Tintenbar East Ballina Football Club	180	155	Increase	
Lennox Head Football Club	552	635	Increase	

Ballina Shire Football



Key issues - Football

All of the Shire's Football Clubs responded to the Sport and Recreation Facility Needs Plan Survey. A summary of the Club's identified issues are outlined below.

	Club			
	Alstonville and District Football Club Inc	Ballina Soccer Club	Tintenbar East Ballina Football Club	Lennox Head Football Club
Club's priority one	Upgrade of lighting at Crawford Oval and Geoff Watt Oval to LED Provision of additional lighting to Geoff Watt Oval	Fencing/screening to prevent balls and children going onto the road at Saunders Oval	Field drainage at Cumbalum Fields (Ballina Heights Sporting Facility)	Additional fields and car parking (currently being provided) at Skennars Head Fields
Club's priority two	Upgrade Clubhouse at Crawford Park	New Canteen Facilities at Saunders Oval	Lighting upgrade to meet standards at Cumbalum Fields	Addition of a second storey to the clubhouse at Skennars Head Fields
Club's priority three	Extend Crawford Park Clubhouse	Shelter area adjoining clubhouse at Saunders Oval	Fencing to prevent balls going into the swamp at Cumbalum Fields. There is an issue with the Athletics track being a trip hazard on the Football field	A covered spectator area at Skennars Head Fields
Number of playing fields/ovals/ courts	Suitable	Suitable	Exceeds needs	Not suitable
Field irrigation	Not provided	Suitable	Suitable	Suitable
Clubhouse	Not suitable	Suitable	Suitable	Not suitable
Lighting	Not suitable	Suitable	Not suitable	Suitable
Public toilets	Not suitable	Suitable	Suitable	Not provided
Change facilities	Not suitable	Suitable	Suitable	Suitable
Canteen facilities	Not suitable	Not Suitable	Suitable	Suitable
Storage	Not suitable	Suitable	Suitable	Suitable
Car parking	Not suitable	Suitable	Suitable	Not suitable
Spectators area	Suitable	Suitable	Suitable	Not suitable
Maintenance of buildings	Not suitable	Suitable	Suitable	Suitable
Seating, shade, water	Not suitable	Suitable	Not suitable	Not suitable
Maintenance standard	Not suitable	Suitable	Suitable	Suitable

Tintenbar East Ballina Football Club have indicated a decline in volunteers and poor parent support of the club.

Lennox Head Football Club indicate a lack of facilities to accommodate the needs of the club as well as a declining number of volunteers.

Alstonville and District Football Club Inc indicate a lack of facilities to accommodate the needs of the club, declining number of volunteers and lack of disability access to facilities.

Football future facility directions

Football has the highest participation of tier one sports within the Shire.

The sport has a number of home venues across the Shire, including Saunders Oval, Geoff Watt Oval, Crawford Park, Cumbalum Fields and Skennars Head Fields.

A number of Football sites that host a range of sports are either at capacity, or over capacity.

There is an opportunity to investigate the feasibility of synthetic Football fields to support the growing needs of the sport.

Football recommendations

Based on the facility needs assessment, the recommendations for Football within the Ballina Shire are:

Item	Recommendation
1	Upgrade of lighting at Crawford Oval and Geoff Watt Oval to LED Provision of additional lighting to Geoff Watt Oval
2	Upgrade the Clubhouse at Crawford Park
3	Undertake suitable field drainage at Cumbalum Fields (Ballina Heights Sports Facility), considering the development of a synthetic field as an alternative solution
4	Install fencing/screening to prevent balls and children going onto the road at Saunders Oval
5	Improve change rooms and storage at Saunders Oval
6	Development of new Canteen Facilities at Saunders Oval
7	Install a sheltered area adjoining the clubhouse at Saunders Oval
8	Implement a lighting upgrade to meet standards at Cumbalum Fields
9	Installation of a covered spectator area at Skennars Head Fields
10	Addition of a second storey to the clubhouse at Skennars Head Fields
11	Extend Crawford Park Clubhouse
12	Investigate the feasibility of a synthetic Football Field at Geoff Watt Oval, Crawford Park and/or Cumbalum Fields (Ballina Heights Sports Facility)
13	Due to the large number of club members across the sport within Ballina Shire, ensure the sites are not over-tenanted to ensure the fields receive adequate rest between seasons
14	Investigate the opportunity to use the Ballina synthetic Hockey Pitch for high level Football games

Hockey - supply overview

Existing Hockey facilities and associated clubs in the Ballina Shire are as follows:

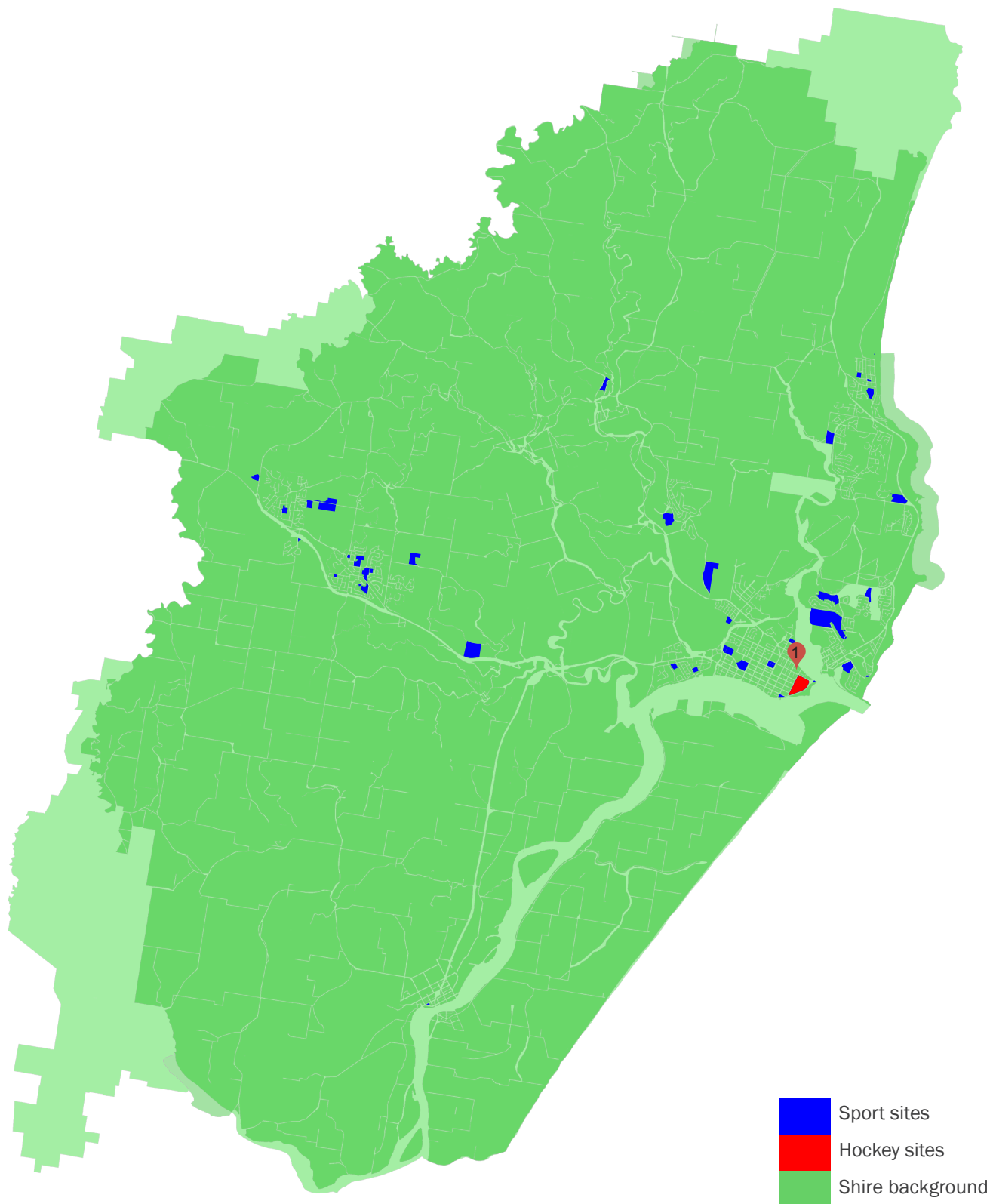
	Locality	Venue	Club/Association	Facilities	Facility hierarchy
1	Ballina	Ballina Hockey and Sports Complex (Kingsford Smith Park)	Ballina Hockey Club	Hockey clubhouse and synthetic field	Regional
2	Alstonville	Gap Road Reserve	Alstonville Hockey Club	One grass field, amenities and storage	Local

Hockey membership

Membership details for Hockey in the Ballina Shire are:

Club/organisation	2014/2015	2017/2018	Club's projected participation	Analysis of growth in relation to State and National trends
Ballina Hockey Club	240	280	Increase	Participation in Hockey by both adults and children is decreasing at a national level
Alstonville Hockey Club	68	71	Increase	

Ballina Shire Hockey



Key issues - Hockey

Both of the Shire's Hockey Clubs responded to the Sport and Recreation Facility Needs Plan Survey. A summary of the Club's identified issues are outlined below.

	Club	
	Ballina Hockey Club	Alstonville Hockey Club
Club's priority one	Development of new change rooms and toilet facilities at the Ballina Hockey and Sports Complex	Development of artificial turf surface and clubhouse at Wollongbar
Club's priority two	Covered spectator seating at the Ballina Hockey and Sports Complex	Redevelop Alstonville leisure Centre for indoor Hockey
Club's priority three	Replacement of the existing artificial surface at the Ballina Hockey and Sports Complex	None stated
Number of playing fields/ ovals/ courts	Suitable	Not suitable
Field irrigation	Suitable	Not suitable
Clubhouse	Suitable	Not suitable
Lighting	Suitable	Not suitable
Public toilets	Not provided	Not suitable
Change facilities	Not suitable	Not suitable
Canteen facilities	Suitable	Not suitable
Storage	Suitable	Not suitable
Car parking	Suitable	Not suitable
Spectators area	Not suitable	Not suitable
Maintenance of buildings	Suitable	Not suitable
Seating, shade, water	Not suitable	Not suitable
Maintenance standard	Suitable	Not suitable

Ballina Hockey Club has indicated a high cost of maintaining their venue for their activity. The club have identified their clubhouse is under utilised and has the opportunity to be hired out year round commercially or privately. The turf has the opportunity to be used more in the off season by the club or community.

Alstonville Hockey Club has indicated a high level of falling membership, a high competition from other sports, a high lack of facilities to accommodate the needs of the club.

Hockey future facility directions

The Ballina Hockey and Sports Complex at Kingsford Smith Park is the Shire's home of Hockey.

The Goonellabah Hockey Complex provides a second synthetic field (water-based) in close proximity to the Ballina Shire. Current and predicted membership in Hockey does not warrant the development of a second synthetic surface within the Shire.

Hockey recommendations

Based on the facility needs assessment, the recommendations for Hockey within the Ballina Shire are:

Item	Recommendation
	A master plan is required for the Kingsford Smith Park precinct prior to the development or upgrade of any sporting facilities
2	Development of new change rooms and toilet facilities at the Ballina Hockey and Sports Complex (there is an opportunity to provide shared use netball and hockey facilities such as change rooms and toilets)
3	Installation of covered spectator seating at the Ballina Hockey and Sports Complex
4	In line with the Council and Club agreement, replacement of the existing artificial surface at the Ballina Hockey and Sports Complex
5	As Gap Road is a local facility and the Alstonville Hockey Club have low membership, it is not recommended that a second synthetic pitch be built in the Ballina Shire. The Club have access to both Ballina and Goonellabah
6	Hockey to retire from the Gap Road site

Netball and Basketball - supply overview

Existing Netball facilities and associated clubs in the Ballina Shire are as follows:

Ref	Locality	Venue	Club/Association	Facilities	Facility hierarchy
Netball					
1	Ballina	Kingsford Smith Oval	Ballina Netball Association	Six asphalt and fifteen grass courts	Regional
2	Alstonville	Alstonville Leisure Centre		Indoor court	Local
3	Wollongbar	Wollongbar Sporting Facility	No club	Four asphalt courts (two lit)	District
4	Alstonville	Cawley Park	No club	Grass courts	Local
Basketball					
5	Alstonville	Kays Lane Basketball Court	N/a	One outdoor concrete basketball court	Local

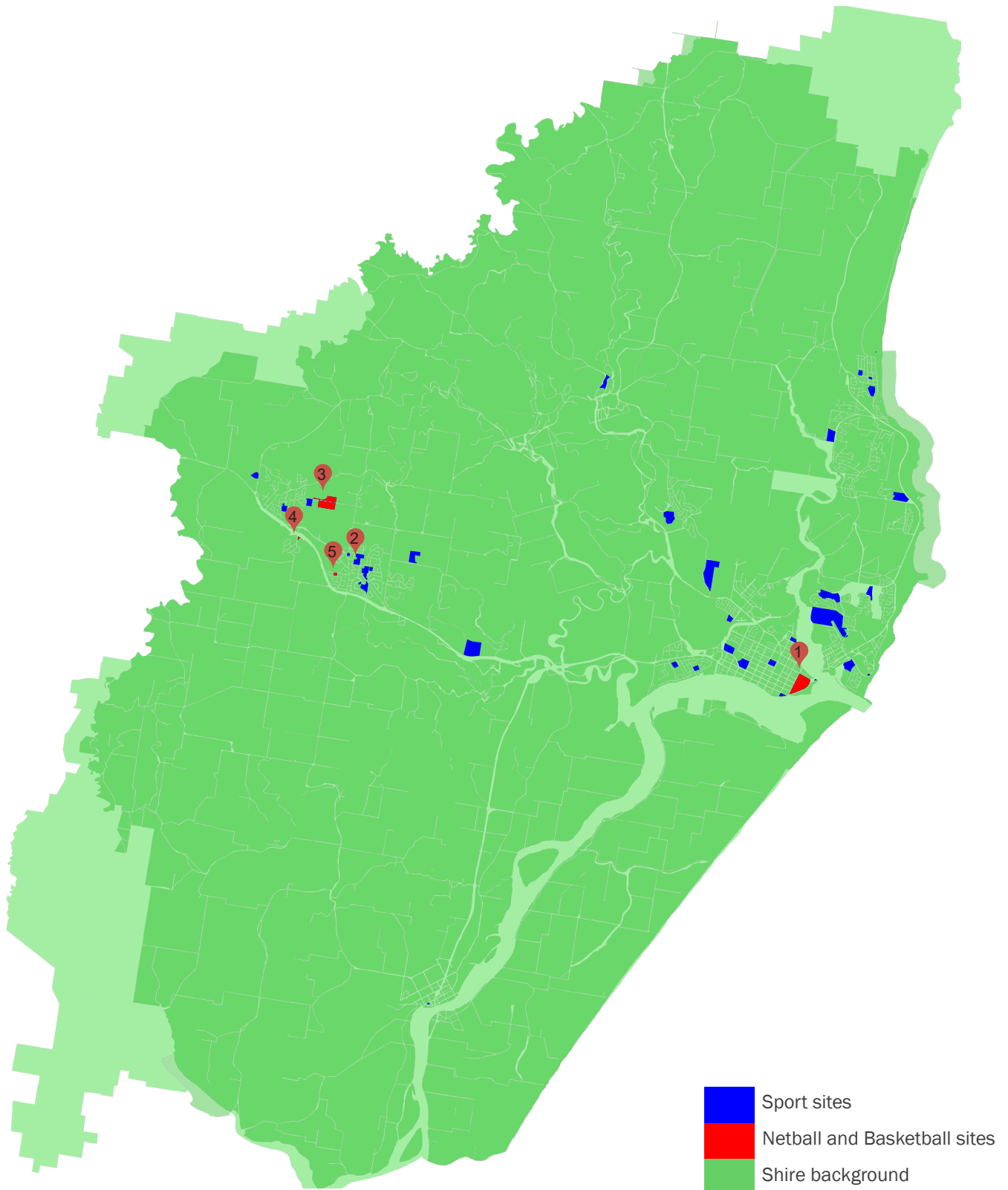
Netball membership

Membership details for Netball in the Ballina Shire are:

Club/ organisation	2014/2015	2017/2018	Projected participation	Analysis of growth in relation to State and National trends
Ballina Netball Association	529	776	Increase	Netball participation at a national level is steady for both adults and children. At a state level however, netball participation is increasing for both adults and children. This is consistent with the local projected increase.

Whilst there are no local clubs, participation in Basketball is increasing at both a state and national level for both children and adults.

Ballina Shire Netball and Basketball



Key issues - Netball and Basketball

The sole Netball Club responded to the Sport and Recreation Facility Needs Plan Survey. A summary of the Club's identified issues are outlined below.

	Club
	Ballina Netball Association
Club's priority one	Shade and seating at the Ballina courts
Club's priority two	Redevelopment of the Ballina clubhouse
Club's priority three	Address the safety of the access road
Number of playing fields/ ovals/ courts	Not suitable
Field irrigation	Not applicable
Clubhouse	Not suitable
Lighting	Suitable
Public toilets	Not suitable
Change facilities	Not suitable
Canteen facilities	Not suitable
Storage	Not suitable
Car parking	Not suitable
Spectators area	Not suitable
Maintenance of buildings	Not suitable
Seating, shade, water	Not suitable
Maintenance standard	Not suitable

Ballina Netball Club have indicated a lack of facilities to accommodate the needs of the club

Netball and Basketball future facility directions

Kays Lane Basketball court is poorly located, difficult to access, has little surveillance and provides no opportunities for supporting infrastructure. It is recommended that this facility be rationalised, with the development of a new court within a broader youth precinct, in a central location.

Netball is experiencing low participation outside of Ballina, with no active club within Alstonville and no current use of the newly developed Wollongbar courts. There is a need to rationalise the Cawley Park site since the development of the courts at the Wollongbar Sports Facility.

Netball and Basketball recommendations

Based on the facility needs assessment, the recommendations for Netball and Basketball within the Ballina Shire are:

Item	Recommendation
1	A master plan is required for the Kingsford Smith Park precinct prior to the development or upgrade of any sporting facilities and associated infrastructure
2	Shade and seating is required at the Ballina Netball courts (to be included in the master plan)
3	Redevelopment of the Ballina Netball clubhouse (there is an opportunity to provide shared use netball, hockey and cricket facilities such as change rooms and toilets) (to be included in the master plan)
4	Review and address the safety of the access road within Kingsford Smith Park Precinct (to be included in the master plan)
5	Rationalise the Cawley Park site
6	Actively seek usage of the Wollongbar Netball courts
7	Rationalise the Kays Lane Basketball Court
8	Master Plan Lumley Park as a Basketball, community tennis, community and youth precinct

Oztag and Touch Football - supply overview

Existing Oztag and Touch Football facilities and associated clubs in the Ballina Shire are as follows:

Ref	Locality	Venue	Club/Association	Facilities	Facility hierarchy
1	Ballina	Kingsford Smith Park	Ballina Oztag Association Inc	Use two football fields - Seagull's main oval and one outside	District
2	Ballina	Saunders Oval	Ballina Touch Football Club	Clubhouse, change rooms, storage, public amenities, six lit senior fields	District

Key issues - Oztag and Touch Football

One of the two Touch Football Clubs responded to the Sport and Recreation Facility Needs Plan Survey.

	Club	
	Ballina Oztag Association Inc	Ballina Touch Football Club
Club's priority one	N/a	Clubhouse upgrade and extension including canteen and deck
Club's priority two	N/a	Development of a storage shed
Club's priority three	N/a	Field surface upgrade including sub-soil drainage
Number of playing fields/ ovals/ courts	N/a	Suitable
Field irrigation	N/a	Suitable
Clubhouse	N/a	Not suitable
Lighting	N/a	Suitable
Public toilets	N/a	Not suitable
Change facilities	N/a	Suitable
Canteen facilities	N/a	Not suitable
Storage	N/a	Not suitable
Car parking	N/a	Suitable
Spectators area	N/a	Suitable
Maintenance of buildings	N/a	Not suitable
Seating, shade, water	N/a	Suitable
Maintenance standard	N/a	Suitable

Touch Football membership

Participation in Touch Football is increasing at both a state and national level, for both children and adults. This trend is reflected locally, with Ballina clubs experiencing consistent membership growth. The Ballina Touch Football Club has a current membership of approximately 1,996 registered players.

Oztag and Touch Football future facility directions

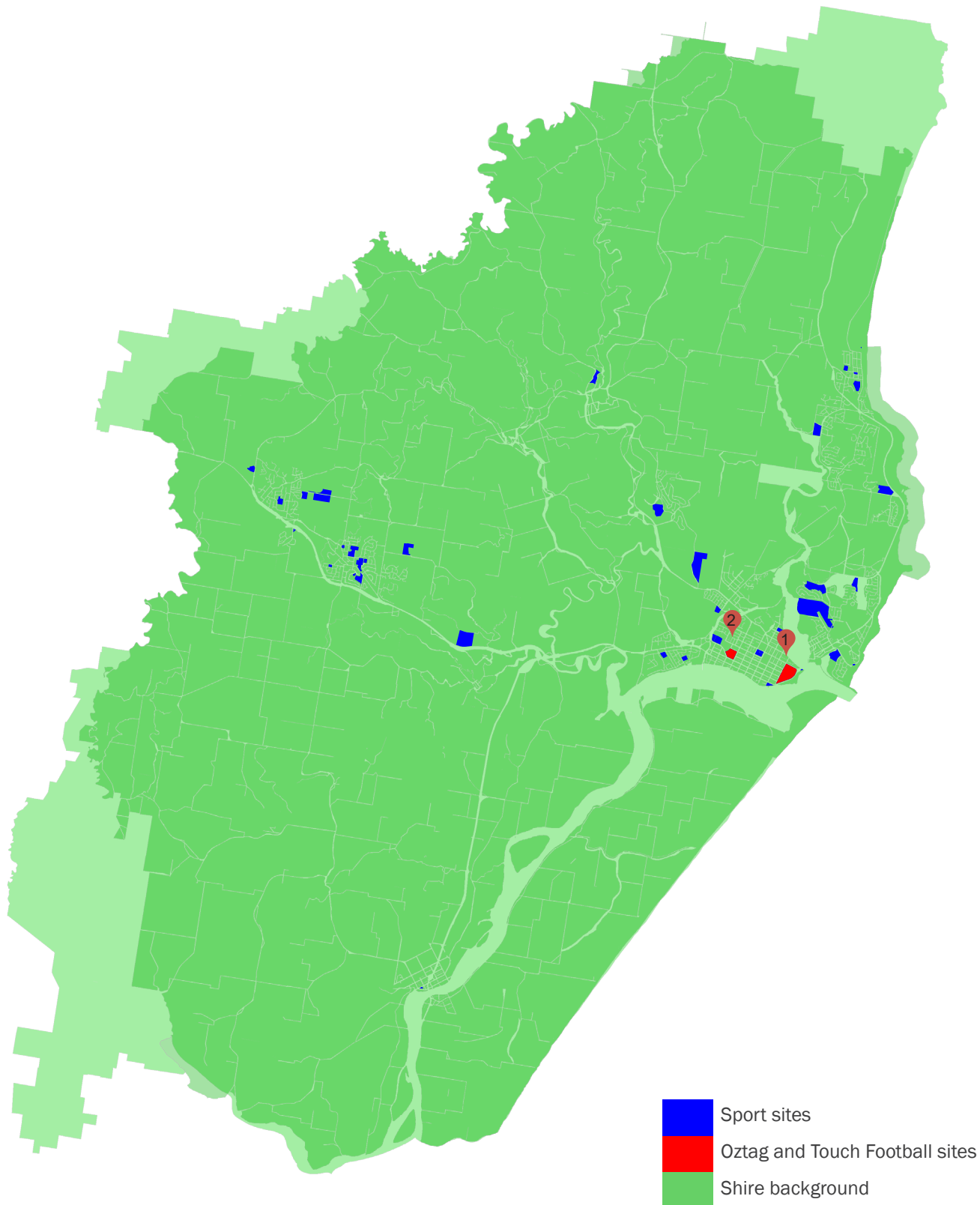
Saunders Oval and Kingsford Smith Park are the home facilities of Touch Football in the Shire. Saunders Oval however is over-capacity leading to high impact on the field surface and a high maintenance cost.

Oztag and Touch Football recommendations

Based on the facility needs assessment, the recommendations for Oztag and Touch Football within the Ballina Shire are:

Item	Recommendation
1	Allocate specific fields on Saunders Oval for each sport and allocate properly within Council's booking system to avoid over-use
2	Undertake a review and upgrade of all storage, canteen and change facilities at Saunders Oval

Ballina Shire Oztag and Touch Football



Rugby League - supply overview

Existing Rugby League facilities and associated clubs in the Ballina Shire are as follows:

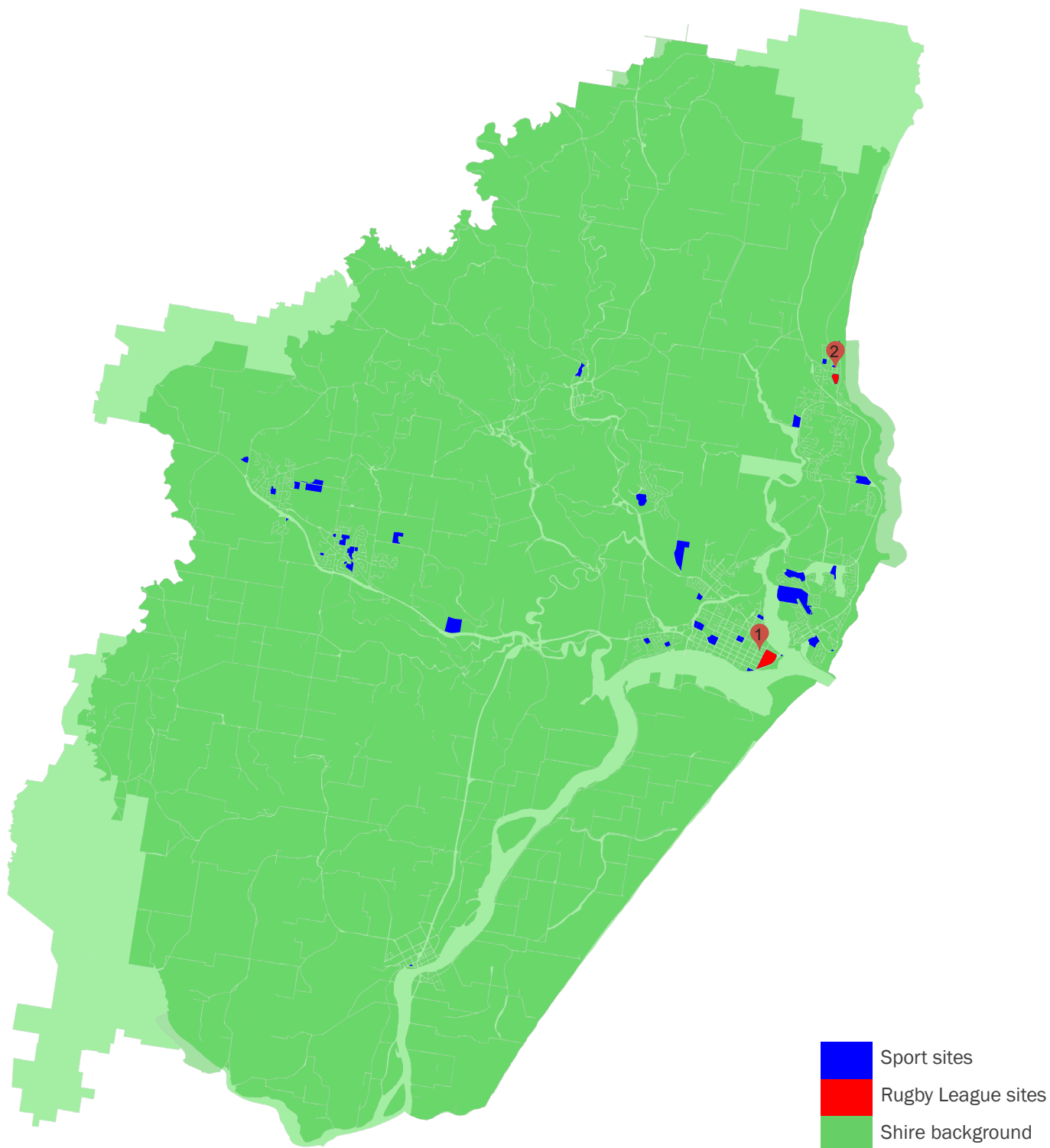
Ref	Locality	Venue	Club/Association	Facilities	Facility hierarchy
1	Ballina	Kingsford Smith Park	Ballina Seagulls Rugby League Football Club Ltd	Rugby league clubhouse with change rooms, fenced and lit senior field	Regional
			Ballina Junior Rugby League Club Inc	Main field, outside fields - one full, one modified, and one mini field	Regional
2	Lennox Head	Williams Reserve	Byron Bay Lennox Head Junior Rugby League Football Club	Clubhouse, change rooms, senior football field with lighting, junior football field	District
3		Megan Crescent		Clubhouse, field and partial lighting	Local

Rugby League membership

Membership details for Rugby League in the Ballina Shire are:

Club/organisation	2014/2015	2017/2018	Club's projected participation	Analysis of growth in relation to State and National trends
Ballina Seagulls Rugby League Football Club Ltd	125	110	Increase	Participation in Rugby League is decreasing for children at a state and national level. Participation is steady for adults at a national level, whilst it is increasing for adults at a national level.
Ballina Junior Rugby League Club Inc	160	200	Increase	
Byron Bay Lennox Head Junior Rugby League Football Club	140	140	Remain stable	

Ballina Shire Rugby League



Key issues - Rugby League

All of the Shire's Rugby League Club's responded to the Sport and Recreation Facility Needs Plan Survey. A summary of the Club's identified issues are outlined below.

	Club		
	Ballina Seagulls Rugby League Football Club Ltd	Ballina Junior Rugby League Club Inc	Byron Bay Lennox Head Junior Rugby League Football Club
Club's priority one	Increased change rooms to provide female friendly facilities	Access to a clubhouse at Kingsford Smith Park	Upgrade to field surface at Williams Reserve including irrigation
Club's priority two	Upgrade of clubhouse and canteen to meet compliance	Additional change rooms to accommodate the growth in female players	Upgrade to field surface at Megan Crescent including irrigation
Club's priority three	Development of storage area	Upgrade lighting at Kingsford Smith Park	None stated
Number of playing fields/ ovals/ courts	Suitable	Suitable	Not suitable
Field irrigation	Suitable	Suitable	Not suitable
Clubhouse	Suitable	Not suitable	Suitable
Lighting	Suitable	Not suitable	Not suitable
Public toilets	Suitable	Not suitable	Not suitable
Change facilities	Not suitable	Not suitable	Suitable
Canteen facilities	Suitable	Not suitable	Suitable
Storage	Not suitable	Not suitable	Not suitable
Car parking	Suitable	Not suitable	Not suitable
Spectators area	Suitable	Not suitable	Suitable
Maintenance of buildings	Suitable	Not suitable	Not suitable
Seating, shade, water	Suitable	Not suitable	Not suitable
Maintenance standard	Suitable	Not suitable	Not suitable

The Ballina Seagulls Rugby League Football Club have indicated difficulty in attracting new members, a high level of competition from other sports, a lack of facilities to accommodate the needs of the club, and a lack of disability access to facilities.

The Ballina Junior Rugby League Club have indicated a lack of facilities to accommodate the needs of the club and a lack of disability access to facilities.

The Byron Bay Lennox Head Junior Rugby League Football Club have indicated a lack of female participation, high issue of being unable to attract new members, high competition from other sports and poor parent support of club.

Rugby League future facility directions

Kingsford Smith Park is the home of Rugby League in the Ballina Shire, supported by Williams Reserve and Megan Crescent as local facilities.

Rugby League recommendations

Based on the facility needs assessment, the recommendations for Rugby League within the Ballina Shire are:

Item	Recommendation
1	Relocate Rugby League from Megan Crescent and Williams Reserve once the facilities at Hutley Drive Fields are completed
2	As part of the development of a master plan for the Kingsford Smith Park site, undertake a re-development of clubhouse at Kingsford Smith Park to accommodate the Junior Club, female friendly facilities, new storage area and general upgrades including to the canteen to meet compliance. Include the provision of lighting for the Junior Club

Rugby Union - supply overview

Existing Rugby Union facilities and associated clubs in the Ballina Shire are as follows:

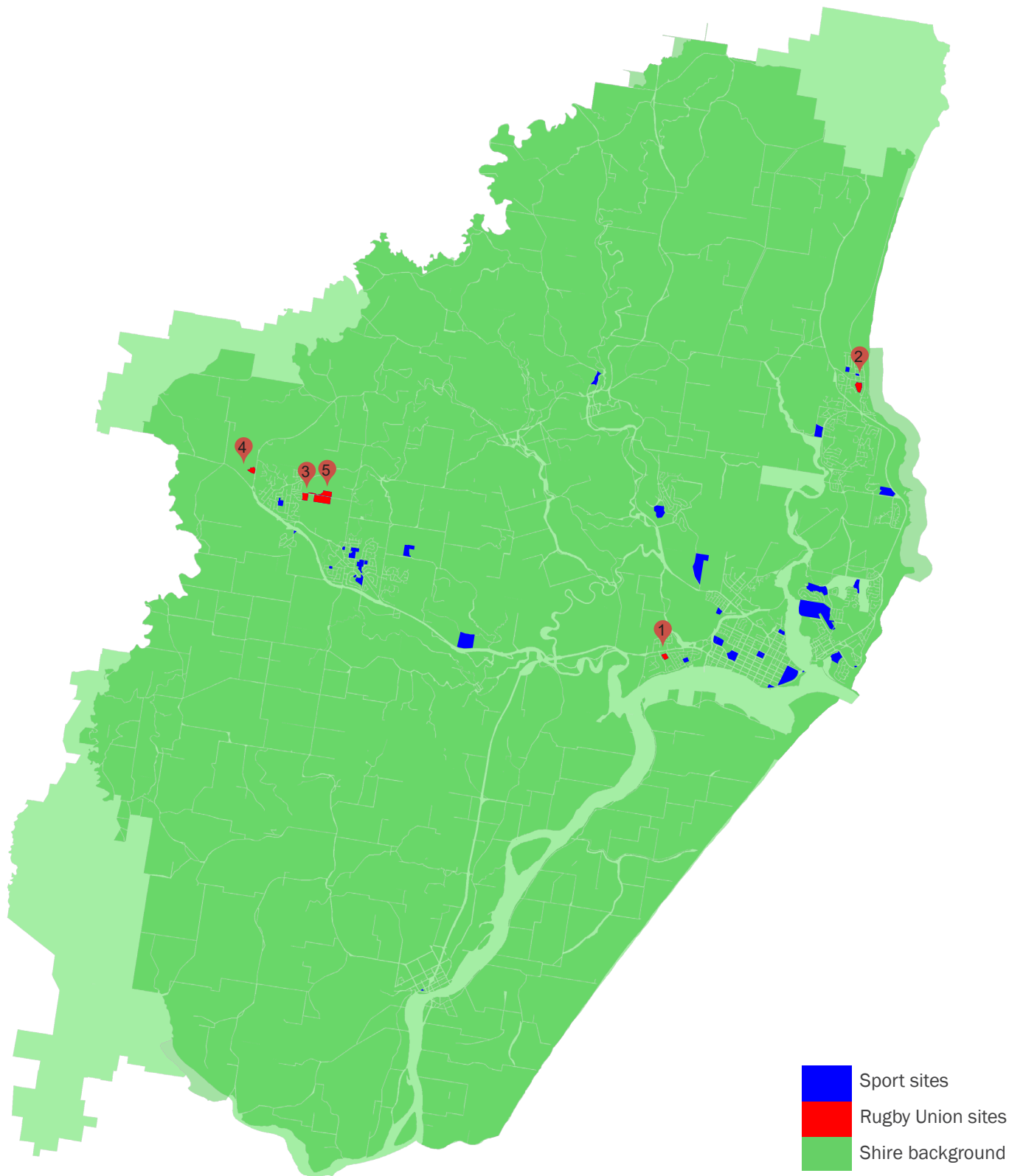
Ref	Locality	Venue	Club/Association	Facilities	Facility hierarchy
1	West Ballina	Quays Reserve	Ballina Rugby Union Club - Junior and Seniors	Clubhouse, change rooms, senior field	District
2	Lennox Head	Williams Reserve	Lennox Head Rugby Union Club	Clubhouse, change rooms, senior football field with lighting, junior football field	Local
			Lennox Head Stags Golden Oldies Rugby Inc		Local
3	Alstonville	Lyle Park	Wollongbar Alstonville Rugby Union Club Inc	Clubhouse and senior football field	District
4	Wollongbar	Wollongbar TAFE		Oval and demountable amenities	Local
5	Wollongbar	Wollongbar Sports Facility (future)		Two senior football fields with lights	Regional

Rugby Union membership

Membership details for Rugby Union in the Ballina Shire are:

Club/ organisation	2014/2015	2017/2018	Projected participation	Analysis of growth in relation to State and National trends
Ballina Rugby Union Club - Junior and Seniors	110	150	Increase	Participation is steady for both adults and children at a national and state level, with the exception of adults at a national level which is showing an increase.
Lennox Head Rugby Union Club	288	287	Increase	
Lennox Head Stags Golden Oldies Rugby Inc	60	68	Increase	
Wollongbar Alstonville Rugby Union Club Inc	550	500	Increase	

Ballina Shire Rugby Union



Key issues - Rugby Union

All four of the Shire's Rugby League Clubs responded to the Sport and Recreation Facility Needs Plan Survey. A summary of the Club's identified issues are outlined below.

	Club			
	Ballina Rugby Union Club - Junior and Seniors	Lennox Head Rugby Union Club	Lennox Head Stags Golden Oldies Rugby Inc	Wollongbar Alstonville Rugby Union Club Inc
Club's priority one	Upgrade of toilets and dressing sheds to meet disability requirements and female friendly at Quays Reserve	Upgrade to Williams Reserve playing surface	Upgrade field lighting at Williams Reserve	Upgrade field surface at Wollongbar Sports Facility to allow the Club to relocate there
Club's priority two	Irrigation and turf upgrade/maintenance at Quays Reserve	None stated	Seating at Williams Reserve	Develop the clubhouse at Wollongbar Sports Facility
Club's priority three	None stated	None stated	Field drainage at Williams Reserve	Upgrade the clubhouse at Lyle Park to provide for disabled access and female friendly facilities
Number of playing fields/ ovals/ courts	Not suitable	Not suitable	Suitable	Not suitable
Field irrigation	Not suitable	Not suitable	Not suitable	Not suitable
Clubhouse	Not suitable	Suitable	Suitable	Not suitable
Lighting	Not suitable	Not suitable	Not suitable	Not suitable
Public toilets	Not suitable	Suitable	Suitable	Suitable
Change facilities	Not suitable	Suitable	Suitable	Suitable
Canteen facilities	Suitable	Suitable	Suitable	Suitable
Storage	Suitable	Suitable	Not suitable	Not suitable
Car parking	Suitable	Not suitable	Not suitable	Not suitable
Spectators area	Suitable	Suitable	Suitable	Not suitable
Maintenance of buildings	Not suitable	Suitable	Suitable	Not suitable
Seating, shade, water	Not suitable	Not suitable	Not suitable	Not suitable
Maintenance standard	Not suitable	Not suitable	Not suitable	Not suitable

Ballina Rugby Union Club (Junior and Seniors) have indicated a lack of facilities to accommodate the needs of the Club, as well as a lack of disability access.

Lennox Head Rugby Union Club has indicated a high level of being unable to attract new members and competition from other sports.

Rugby Union future facility directions

Rugby Union is the second highest participated sport (in tier one). Quays Reserve and Lyle Park are the homes of Rugby Union within the Shire, supported by Williams Reserve as a local facility.

It is also planned that the Wollongbar Sports Facility become a home for Rugby Union once the clubhouse and field are developed. This will allow Lyle Park to be utilised as a local multi-sport training field.

It is proposed to cease use of the Wollongbar TAFE once the Wollongbar Sports Facility is developed and the site is being utilised by Rugby Union.

Rugby Union recommendations

Based on the facility needs assessment, the recommendations for Rugby Union within the Ballina Shire are:

Item	Recommendation
1	Upgrade of toilets and dressing sheds to meet disability requirements and female friendly at Quays Reserve
2	Irrigation and turf maintenance at Quays Reserve
3	Upgrade the field surface at Wollongbar Sports Facility to allow the Club to play
4	Develop the clubhouse at Wollongbar Sports Facility
5	Upgrade to Williams Reserve playing surface
6	Seating at Williams Reserve
7	Once the Rugby Union facilities are developed at the Wollongbar Sports Facility, retain Lyle Park as a multi-sport training facility only. Rationalise the existing clubhouse facility and develop a small toilet and clubhouse in its place

Tennis - supply overview

Existing Tennis facilities and associated clubs in the Ballina Shire are as follows:

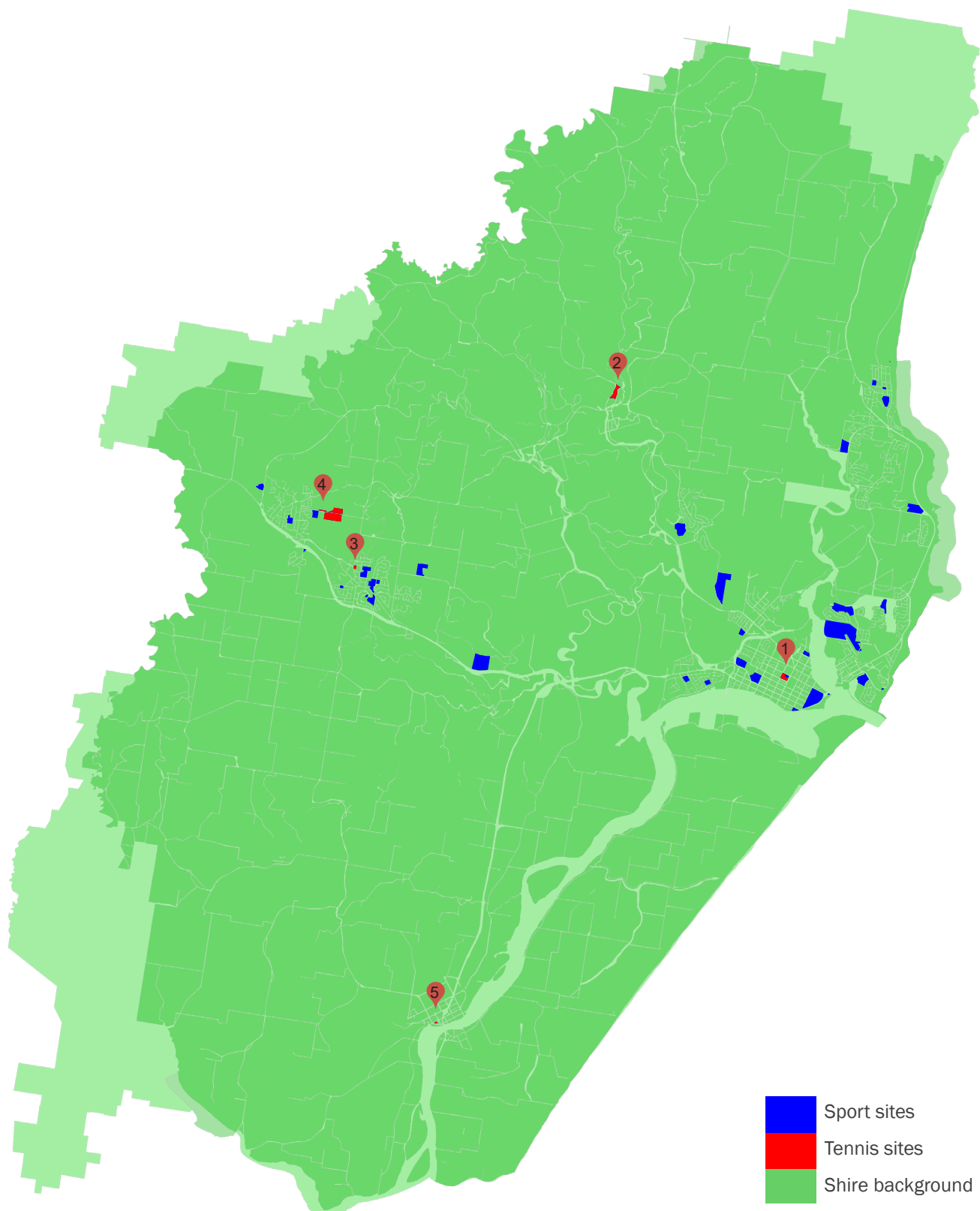
Ref	Locality	Venue	Club/Association	Facilities	Facility hierarchy
1	Ballina	Hampton Park - Corner Cherry and Burnett Streets	Ballina Tennis Club	Eleven lit synthetic courts, tennis clubhouse	Regional
2	Tintenbar	Tintenbar Oval	Tintenbar Tennis Club	Two synthetic courts with lights, clubhouse and change rooms, public amenities	Local
3	Alstonville	Lumley Park	Alstonville Tennis Club	Lumley Park - four synthetic courts, small clubhouse, lighting, public amenities	District
4	Wollongbar	Wollongbar Sports Facility		Tennis clubhouse, six synthetic courts with lighting	Regional
5	Wardell	Wardell Tennis Courts	Wardell Tennis Club	Clubhouse, two synthetic courts with lights	Local

Tennis membership

Membership details for Tennis in the Ballina Shire are:

Club/ organisation	2014/2015	2017/2018	Projected participation	Analysis of growth in relation to State and National trends
Ballina Tennis Club	461	223	Increase	Participation in Tennis is decreasing for both children and adults at a national level. Participation however, at a state level is steady for both children and adults. Whilst local participation has seen a recent decline, it is thought that it will most likely remain steady.
Tintenbar Tennis Club	55	68	Increase	
Alstonville Tennis Club	215	193	Increase	
Wardell Tennis Club	Unknown	Unknown	Unknown	

Ballina Shire Tennis



Key issues - Tennis

Of the four Tennis Clubs, three Clubs responded to the Sport and Recreation Facility Needs Plan Survey. A summary of the Club's identified issues are outlined below.

	Club		
	Ballina Tennis Club	Tintenbar Tennis Club	Alstonville Tennis Club
Club's priority one	Online booking system coordinated with lights at Ballina Courts	Minor upgrades to the Clubhouse at Tintenbar Courts	Increased storage at Wollongbar Sports Facility
Club's priority two	None provided	The Tintenbar Oval toilet block requires an upgrade	Desire for upgrade of two courts at Lumley Park
Club's priority three	None provided	None provided	Toilet block upgrade at Lumley Park
Number of playing fields/ ovals/ courts	Suitable	Suitable	Suitable
Field irrigation	Not provided	Not provided	Not provided
Clubhouse	Suitable	Suitable	Suitable
Lighting	Not suitable	Suitable	Suitable
Public toilets	Not provided	Not provided	Suitable
Change facilities	Suitable	Not provided	Suitable
Canteen facilities	Suitable	Not provided	Suitable
Storage	Suitable	Not provided	Suitable
Car parking	Not suitable	Suitable	Suitable
Spectators area	Suitable	Not provided	Suitable
Maintenance of buildings	Not provided	Not provided	Suitable
Seating, shade, water	Suitable	Not provided	Suitable
Maintenance standard	Not provided	Not provided	Suitable

The Tintenbar Tennis Club have indicated that difficulty in attracting new members is a high issue, as well as competition from other sports, declining number of volunteers, and poor parent support of club.

Tennis future facility directions

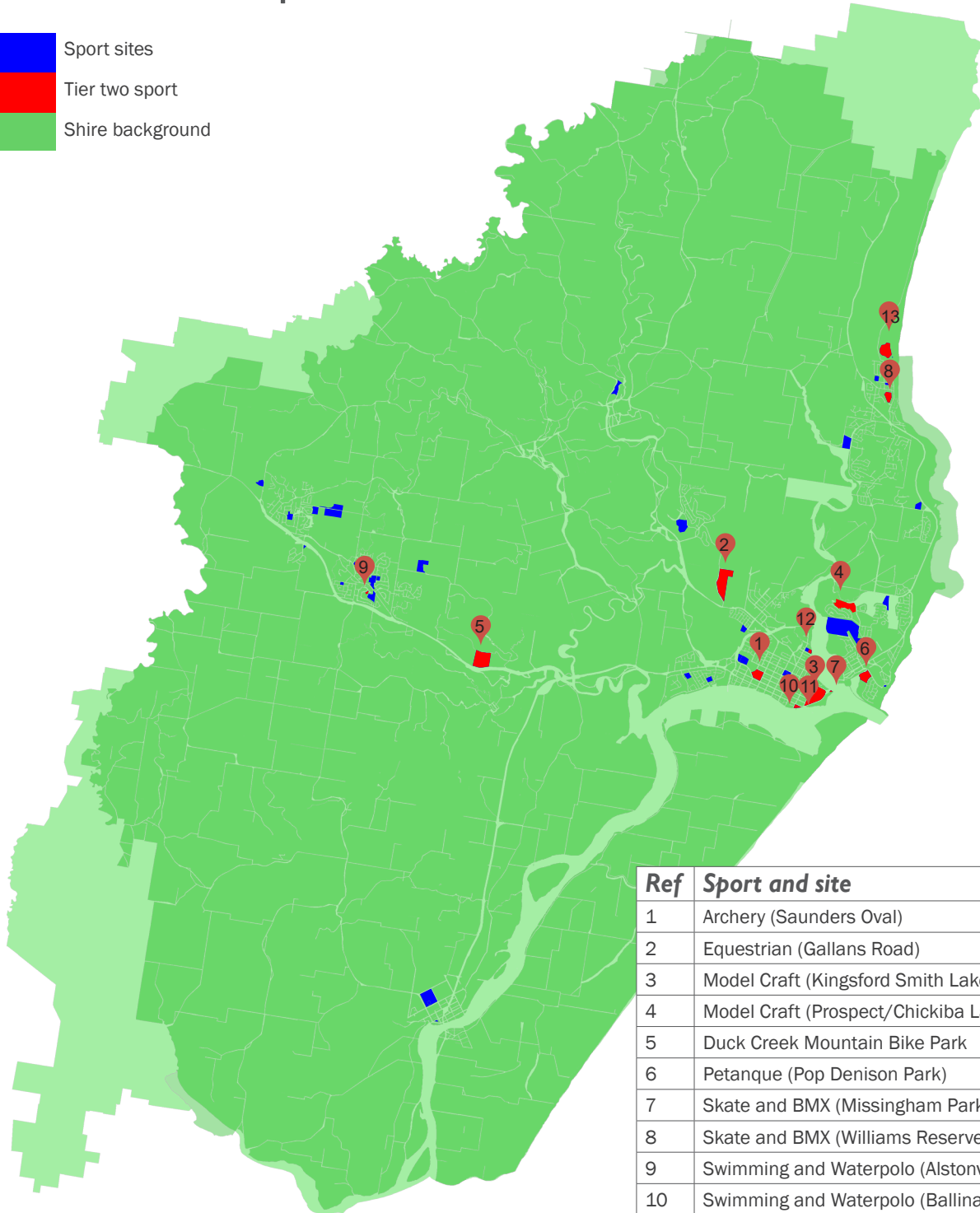
Lumley Park requires significant upgrades to both the courts, lighting and clubhouse/toilet facility. Wollongbar Sports Facility offers the Club more than equivalent facilities and the club membership as well as Tennis participation does not warrant retention of both facilities.

Tennis recommendations

Based on the facility needs assessment, the recommendations for Tennis within the Ballina Shire are:

Item	Recommendation
1	Online booking system coordinated with lights at Ballina Courts
2	Consider the roll-out of the Tennis NSW book-a-court system across the Shire
3	Rationalise Tennis from Lumley Park due to the development of the Wollongbar Sports Facility
4	Consider the development of additional courts at Wollongbar if future demand is demonstrated
5	Retain two tennis courts for community use in the re-purpose of Lumley Park as a youth and community precinct
6	Upgrade the clubhouse at the Wardell Tennis Courts
7	Upgrade the court surface of the Wardell Tennis Courts
8	Minor upgrades to the Clubhouse at Tintenbar Courts
9	The Tintenbar Oval toilet block requires an upgrade
10	Increased storage at Wollongbar Sports Facility

Tier two sport and active recreation



Ref	Sport and site
1	Archery (Saunders Oval)
2	Equestrian (Gallans Road)
3	Model Craft (Kingsford Smith Lake)
4	Model Craft (Prospect/Chickiba Lakes)
5	Duck Creek Mountain Bike Park
6	Petanque (Pop Denison Park)
7	Skate and BMX (Missingham Park)
8	Skate and BMX (Williams Reserve)
9	Swimming and Waterpolo (Alstonville Swimming Pool)
10	Swimming and Waterpolo (Ballina Swimming Pool)
4	Triathlon and Running (Prospect/Chickiba Lakes)
7	Triathlon and Running (Missingham Park)
6	Triathlon and Running (Pop Denison Park)
11	Water Craft (Sailing and Rowing)
12	Water Craft (Cawarra Park)
13	Water Craft (Lake Ainsworth)

Archery - supply overview

Existing Archery facilities and associated clubs in the Ballina Shire are as follows:

Ref	Locality	Venue	Club/Association	Facilities	Facility hierarchy
1	Ballina	Saunders Oval (Oval #3)	Ballina Devils Archers Inc	One Oval, public amenities, storage	Local

Archery future facility directions and recommendations

Based on the facility needs assessment, the recommendations for Archery within the Ballina Shire are:

Item	Recommendation
1	Consider the need to relocate Archery to a more appropriate site in the Shire such as Tintenbar Oval

Equestrian Sports - supply overview

Existing Equestrian facilities and associated clubs in the Ballina Shire are as follows:

Ref	Locality	Venue	Club/Association	Facilities	Facility hierarchy
2	Ballina	Gallans Road	Ballina and Districts Equestrian Club Inc	Equestrian Park	District

Equestrian future facility directions and recommendations

Based on the facility needs assessment, the recommendations for Equestrian Sports within the Ballina Shire are:

Item	Recommendation
1	Monitor demand for equestrian sports and subsequent facilities in the Shire



Model craft sports - supply overview

Existing Marine Modellers facilities and associated clubs in the Ballina Shire are as follows:

Ref	Locality	Venue	Club/Association	Facilities	Facility hierarchy
3	Ballina	Kingsford Smith Lake	Ballina RSL Club Marine Modellers	Tidal lake, shipping container, seating, launching ramp	Local
4	Ballina	Prospect/Chikiba Lakes	Radio Yacht Club	Storage building, tidal lake	Local

Model Craft future facility directions and recommendations

Based on the facility needs assessment, the recommendations for Model craft within the Ballina Shire are:

Item	Recommendation
1	Monitor the structural integrity of the Kingsford Smith Lake retaining walls and undertake maintenance accordingly
2	Continue to monitor demand for the sports and facilities in the shire

Mountain Biking - supply overview

Existing Mountain Biking facilities and associated clubs in the Ballina Shire are as follows:

Ref	Locality	Venue	Club/Association	Facilities	Facility hierarchy
5	Duck Creek	Duck Creek Mountain Bike Park	Northern Rivers Dirty Wheels Mountain Bike Club	Mountain Bike Park	Regional

Mountain biking consultation summary

Mountain biking ranked as the highest participation sport and recreation activity in the Ballina Shire (14.9% of survey respondents). This high response rate may indicate enthusiasm of club members to increase awareness of this popular and rapidly growing sport.

Mountain Biking future facility directions and recommendations

Duck Creek Mountain Bike Park is a local level facility experiencing regional and inter-state usage due to the high level of facility development, as well as the mismatch between supply and demand for this type of facility in the Region. This site is the home of Mountain Biking in the Ballina Shire, with New Italy Mountain Bike Forest located at Tabbimoble, approximately 30km outside of the Ballina Shire.

The future directions for the sport are to provide additional mountain bike tracks/parks within the Shire, in line with the increasing demand for the activity.

Based on the facility needs assessment, the recommendations for Mountain Biking within the Ballina Shire are:

Item	Recommendation
1	Investigate the provision of water and eco-toilets at the Duck Creek facility (in line with previous planning approvals for the facility)
2	Work with the Club to undertake site investigations for the provision of a future regional level mountain bike facility within the Shire to cater for local users as well as to attract visitors to the Shire. Additionally, consider partnerships with adjoining Local Government's
3	Once a suitable site is secured, undertake site planning and design in conjunction with the Club
4	Continue to support the Club in maintaining the Duck Creek Mountain Bike Facility

Petanque - supply overview

Existing Petanque facilities and associated clubs in the Ballina Shire are as follows:

Ref	Locality	Venue	Club/Association	Facilities	Facility hierarchy
6	Ballina	Pop Denison Park	Ballina Petanque Club	One Piste, public amenities, temporary storage container	Local

Petanque future facility directions and recommendations

Council's Master Plan for Pop Denison Master Plan recommends the development of a second Piste for the Club.

Based on the facility needs assessment including Council's Master Plan, the recommendations for Petanque within the Ballina Shire are:

Item	Recommendation
1	Development of a second Piste at Pop Denison Park
2	Provision of seating, shade and shelter at Pop Denison Park
3	Provision of shared storage facility for groups within Pop Denison Park

Skate and BMX - supply overview

Existing Skate and BMX facilities and associated clubs in the Ballina Shire are as follows:

Ref	Locality	Venue	Club/Association	Facility	Facility hierarchy
7	Ballina	Ballina Skatepark, Missingham Park	N/a	Skatepark, public amenities	District
8	Lennox Head	Lennox Head Skatepark, Williams Reserve	N/a	Skatepark	District
N/a	Various	Various	TruckStop Sk8	N/a	N/a

Skate and BMX future facility directions and recommendations

There is an identified need for the development of a skate park in the Alstonville/Wollongbar area. Council is currently planning the development of this facility.

Based on the facility needs assessment, the recommendations for Skate and BMX within the Ballina Shire are:

Item	Recommendation
1	Continue to investigate the development of a third skate park for the Shire, within the Alstonville/ Wollongbar area
2	Monitor the demand for additional locations, as well as the need for additional elements at existing locations

Swimming and Waterpolo - supply overview

Existing Swimming and Waterpolo facilities and associated clubs in the Ballina Shire are as follows:

Ref	Locality	Venue	Club/Association	Facilities	Facility hierarchy
9	Alstonville	Alstonville Aquatic Centre	Learn to Swim Program Swimming Squad Alstonville Junior Waterpolo Club	Heated, 8 lane 50m pool Heated 25m x 15m enclosable pool Wet play and splash area	District
10	Ballina	Ballina Memorial Swimming Pool	Learn to Swim Program Swimming Squad	Heated 8 lane 50m pool Heated 25m x 15m enclosable pool Wet play and splash area	District

Swimming and Waterpolo future facility directions and recommendations

Based on the facility needs assessment, the recommendations for Swimming and Waterpolo within the Ballina Shire are:

Item	Recommendation
1	Continue to promote the use of the two aquatic facilities by the community

Triathlon, running and road cycling- supply overview

Existing triathlon, running and road cycling facilities and associated clubs in the Ballina Shire are as follows:

Ref	Locality	Venue	Club/Association	Facilities	Facility hierarchy
4	Ballina	Prospect Lake	Ballina Triathlon Club	Public amenities, temporary storage	District
7	Ballina	Missingham Park	Ballina Coast Parkrun	Public amenities	N/a
6	Ballina	Pop Denison Park	Ballina Running Club	Public amenities, temporary storage	N/a
N/a	Ballina	N/a	Ballina Bicycle Club	N/a	N/a

Triathlon, running and road cycling future facility directions and recommendations

Triathlon, running and road cycling are all popular activities within the Ballina Shire. There have been no land-based facilities identified for these activities through the development of the Plan. The identified clubs largely utilise existing road, pathway and park infrastructure.

It is recommended that Council consider a suitable method to collect data to allow for the monitoring of the needs of these groups into the future.

Based on the facility needs assessment, the recommendations for Triathlon, running and road cycling within the Ballina Shire are:

Item	Recommendation
1	Develop a method to collect data and allow the monitoring of demand for the activities and their associated facilities within the Shire
2	Investigate the inclusion of public change room facilities in key locations to provide facilities for both the general public and organised clubs and groups

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Water Craft - supply overview

Water craft within the Ballina Shire includes Sailing, Rowing, Anglers, Surfing (including Long-boarding), and Dragon boating. Existing Water Craft facilities and associated clubs in the Ballina Shire are as follows:

Ref	Locality	Venue	Club/Association	Facilities
11	Ballina	Richmond River Sailing and Rowing Club Inc (Ballina Memorial Swimming Pool)	Richmond River Sailing and Rowing Club Inc	Clubhouse and storage shed
12	Ballina	Cawarra Park	Northern Rivers Outrigger Canoe Club	Launching ramp and storage area
12	Ballina	Cawarra Park	Ballina Outrigger Canoe Club	Launching ramp and storage area
-	Ballina	Tamarind Drive	Ballina Anglers Club	Clubhouse
-	Lennox Head	Lennox Head Main Beach	Lennox Longboarders Club	N/a
-	Lennox Head	Best available break	All Girls Surf Riders Lennox Head	N/a
-	Lennox Head	Beach	Le-Ba Boardriders	N/a
-	Ballina	Ballina Angling Club, Tamarind Drive (Fisheries Creek)	Ballina Dragon Boat Racing Club	Fishing Club have a clubhouse
13	Lennox Head	Lake Ainsworth Cawarra Park Outrigger Compound	Rainbow Region Dragon Boat Club	Launching ramp



Key issues - Water Craft

Four Water Craft Clubs responded to the Sport and Recreation Facility Needs Plan Survey. A summary of the Club's identified issues are outlined below.

Priority	Club			
	Richmond River Sailing and Rowing Club Inc	Lennox Long Boarders Club	Ballina Dragon Boat Racing Club	Rainbow Region Dragon Boat Club
Club's priority one	None stated	Toilet facilities at Lennox Head Main Beach	Would like to relocate to a suitable site	Desire for a clubhouse and boat storage area
Club's priority two	None stated	Permanent community shade structure at Lennox Head Main Beach	None provided	Desire for a secondary site on the river
Club's priority three	None stated	None provided	None provided	None provided

Ballina Dragon Boat Racing Club and the Rainbow Region Dragon Boat Club have indicated a lack of facilities to accommodate their needs of the clubs.

Water Craft future facility directions and recommendations

Investigate the suitability of existing public toilets at Lennox Head Main Beach to support surfing.

Based on the facility needs assessment, the recommendations for Water Craft within the Ballina Shire are:

Item	Recommendation
1	Building on the Lennox Village Vision Project, undertake an analysis of public toilets at Lennox Head Main Beach (including Ross Park and Lennox Park Reserve) as part of the future master plan and design work
2	Investigate the feasibility of installing a permanent community shade structure at Lennox Head Main Beach for use by surfing clubs
3	Undertake a Master Plan of Cawarra Park to include suitable change rooms, storage and car parking facilities to support the local water sports clubs and other user groups at the site
4	Include provisions for the relocation of Ballina Dragon Boat Club in the master planning of Cawarra Park
5	Include provisions for the relocation of the Rainbow Region Dragon Boat Club in the master planning of Cawarra Park



Sport and active recreation site capacity

Analysis of site capacity

Facility use, club growth and carrying capacity of each site have been analysed to provide an initial assessment of existing reserve carrying capacity to accommodate future growth in participation and use of existing and planned future facilities. The table below provides a summary of each site including determined carrying capacity, future sports to be accommodated, and recommendations.

The site capacity is based on the following key:

	Full capacity - the site either has no facilities/fields/courts, or no allocated user groups. The site offers full opportunity for a nominated club or group to undertake their activity
	Some capacity - based on the current allocated sports and user groups, there is some opportunity to house additional and/or alternate use
	At capacity - based on the current allocated sports and user groups, there is no opportunity for additional and/or alternate use
	Over capacity - based on the current allocated sports and user groups, the site cannot cope with the demand on facilities. Some incompatible uses should be rationalised

Site name	Locality	Sport currently played	Irrigated	Site capacity	Future sport	Recommendation
Alstonville Aquatic Centre	Alstonville	Aquatics	N/a	At capacity	No change	<input type="checkbox"/> No change
Ballina Heights Sporting Facility	Ballina Heights	Football Athletics	No	Some capacity	Football Athletics	<input type="checkbox"/> Opportunity to house one other sport <input type="checkbox"/> Upgrades to lighting to meet Football standards <input type="checkbox"/> Improved field drainage considering the development of a synthetic field as an alternative
Cawarra Park	Ballina	Softball Baseball Watercraft	No	At capacity	Croquet Watercraft	<input type="checkbox"/> Relocate Softball and Baseball to Chickiba Park <input type="checkbox"/> Master plan for Croquet, community recreation and to accommodate additional water craft clubs
Cawley Park	Alstonville	No current activity - previously netball	No	Full capacity	Croquet	<input type="checkbox"/> Re-locate the Alstonville Croquet Club <input type="checkbox"/> Develop two lawns <input type="checkbox"/> Provide a basic clubhouse with canteen, toilets and player shelter
Chickiba Park	Ballina	Cricket	Yes	Some capacity	Softball and Baseball Athletics	<input type="checkbox"/> Relocate Cricket <input type="checkbox"/> Master Plan for Softball, Baseball and Athletics use
Crawford Park	Alstonville	Football	No	Over capacity	No change	<input type="checkbox"/> Upgrade lighting to LED <input type="checkbox"/> Upgrade and extend clubhouse
Duck Creek Mountain Bike Park	Duck Creek	Mountain Biking	N/a	At capacity	No change	<input type="checkbox"/> Investigate the provision of toilets and water
Gallans Road Equestrian Centre	Ballina	Equestrian	N/a	Some capacity	No change	<input type="checkbox"/> Consider the upgrade of facilities

Site name	Locality	Sport currently played	Irrigated	Site capacity	Future sport	Recommendation
Ferngrove Park	Ballina	Cricket	Yes	Some capacity	Cricket	<input type="checkbox"/> Opportunity to increase use
Fripp Oval	Ballina	Cricket AFL	Yes	At capacity	No change	<input type="checkbox"/> Clubhouse upgrade including additional change facilities <input type="checkbox"/> Upgrade car park
Gap Road Fields	Alstonville	Croquet Cricket	No	Some capacity	Cricket Croquet	<input type="checkbox"/> Retire Hockey from the site <input type="checkbox"/> Master Plan the site to provide improved facility access and second croquet lawn, or... <input type="checkbox"/> Re-locate Croquet to Cawley Park to accommodate two croquet lawns and clubhouse <input type="checkbox"/> Upgrade upper Cricket field surface
Geoff Watt Oval	Alstonville	Football Cricket	No	Over capacity	Football	<input type="checkbox"/> Upgrade lighting to LED, provision of additional lighting <input type="checkbox"/> Relocate Cricket to Wollongbar Sports Fields
Hampton Park	Ballina	Croquet Tennis Lawn Bowls	N/a	At capacity	Tennis Lawn Bowls Croquet	<input type="checkbox"/> Amend the Plan of Management to allow the development of additional Croquet Lawns.. Or <input type="checkbox"/> Relocate Croquet to Cawarra Park
Hillpark Oval	Wollongbar	Cricket AFL	No	At capacity	No change	<input type="checkbox"/> No change
Hutley Drive Fields	Skennars Heads	Cricket	Yes	Full capacity	Cricket Rugby League	<input type="checkbox"/> Dedicate to Cricket and Rugby League (in lieu of Williams Reserve and Skennars Head Fields)
Kays Lane Basketball	Wollongbar	Basketball	N/a	Over capacity	Relocate	<input type="checkbox"/> Rationalise site

Site name	Locality	Sport currently played	Irrigated	Site capacity	Future sport	Recommendation
Kingsford Smith Park	Ballina	Rugby League Cricket Netball Hockey Oztag Model Water Craft	Yes	At capacity	No change	<input type="checkbox"/> Opportunity to Master Plan the site to create efficiencies i.e. shared facilities for Netball, Cricket and Hockey <input type="checkbox"/> Upgrade to Netball Clubhouse <input type="checkbox"/> Provision of shade and seating for Netball <input type="checkbox"/> Address internal road safety concerns <input type="checkbox"/> Upgrade Hockey change rooms and toilets <input type="checkbox"/> Provision of spectator seating for Hockey <input type="checkbox"/> Development of clubhouse for Junior Rugby League and Cricket and lighting
Lake Ainsworth	Lennox Head	Dragon Boating	N/a	Some capacity	None identified	<input type="checkbox"/> Re-locate Dragon Boating to Cawarra Park
Lumley Park	Alstonville	Tennis	N/a	At capacity	Basketball Community Tennis Youth Precinct	<input type="checkbox"/> Relocate Tennis Club to Wollongbar Sports Fields <input type="checkbox"/> Master plan as a community and youth precinct, maintain two Tennis Courts for community use <input type="checkbox"/> Relocate Kays Lane Basketball here
Lyle Park	Wollongbar	Rugby Union	No	At capacity	Rugby Union Football	<input type="checkbox"/> Allocate the field for multi-sport training and develop a small clubhouse with gender-neutral and accessible amenities
Megan Crescent Reserve	Lennox Head	Cricket Rugby League	No	At capacity	Cricket	<input type="checkbox"/> Re-locate Rugby League to Hutley Drive Fields once developed <input type="checkbox"/> Irrigation of oval <input type="checkbox"/> Clubhouse upgrade <input type="checkbox"/> Field surface upgrade
Missingham Park	Ballina	Skate and BMX Parkrun	N/a	Some capacity	Skate and BMX Parkrun	<input type="checkbox"/> No change
Pop Denison Park	Ballina	Petanque Triathlon	N/a	Some capacity	Petanque Triathlon	<input type="checkbox"/> Development of a second Piste, provision of seating, shade and shelter and a shared storage facility for clubs

Site name	Locality	Sport currently played	Irrigated	Site capacity	Future sport	Recommendation
Porter Park	Ballina West	Cricket	No	Full capacity	Community recreation	<input type="checkbox"/> Remove Cricket wicket and continue to develop in line with the adopted master plan
Prospect Chickiba Lakes	Ballina	Radio Yacht	N/a	Some capacity	Radio Yacht	<input type="checkbox"/> No change
Quays Reserve	Ballina West	Rugby Union	No	At capacity	Rugby Union	<input type="checkbox"/> Upgrade of toilets and dressing sheds to meet disability requirements and female friendly <input type="checkbox"/> Installation of irrigation and field surface upgrade
Richmond River Sailing and Rowing	Ballina	Sailing and Rowing	N/a	At capacity	Sailing and Rowing	<input type="checkbox"/> No change
Saunders Oval	Ballina	Football Cricket Touch Football Archery	Yes	Over capacity	Football Cricket Touch Football	<input type="checkbox"/> Investigate an alternate site and re-locate Archery to a more suitable venue within the Shire <input type="checkbox"/> Allocate specific fields for each sport and allocate properly within Council's booking system <input type="checkbox"/> Provision of ball screens for Football <input type="checkbox"/> Undertake a review and upgrade of all storage, canteen and change facilities
Skennars Head Fields	Skennars Head	Football Cricket	Yes	Some capacity	Football	<input type="checkbox"/> Relocate Cricket to Hutley Drive <input type="checkbox"/> Development of additional fields and car parking (currently underway) <input type="checkbox"/> Covered spectator area <input type="checkbox"/> Development of a second story to the Clubhouse
Tintenbar Oval	Tintenbar	Cricket Tennis	No	Some capacity	Cricket Tennis	<input type="checkbox"/> Minor upgrades to the Tennis Clubhouse and public toilets
Wardell Tennis Courts	Wardell	Tennis	N/a	At capacity	Tennis	<input type="checkbox"/> Upgrade the clubhouse and court surface
Williams Reserve	Lennox Head	Rugby League Rugby Union Cricket Skate and BMX	Yes	Over capacity	Rugby Union Skate and BMX	<input type="checkbox"/> Relocate Rugby League and Cricket to Hutley Drive Fields once developed <input type="checkbox"/> Field surface upgrade and drainage <input type="checkbox"/> Upgrade to field lighting <input type="checkbox"/> Spectator seating

Site name	Locality	Sport currently played	Irrigated	Site capacity	Future sport	Recommendation
Wollongbar Sporting Facility	Wollongbar	Tennis Rugby Union Netball	Yes	Some capacity	Tennis Rugby Union Netball Cricket	<input type="checkbox"/> Develop Rugby Union Clubhouse <input type="checkbox"/> Increase Tennis Club storage <input type="checkbox"/> Develop additional Tennis courts <input type="checkbox"/> Relocate Cricket from Geoff Watt Oval <input type="checkbox"/> Develop turf wicket, player nets, shelter and storage for Cricket
Wollongbar TAFE Oval	Wollongbar	Rugby Union	No	Full capacity	None identified	<input type="checkbox"/> Cease the use of the TAFE site and end the lease agreement

Further details of the recommended items can be found in the Action Plan of this document.

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Facility management

Facility management models

Councils across Australia apply a range of facility management models to optimise access, use and value for money for the communities they serve. Facility management models can include the following or a combination of these (and others):

- Private facilities managed by either community not-for-profit organisations (incorporated association or company limited by guarantee) or commercial for-profit business entity
- Public facilities managed by local government, state government or community not-for-profit organisations
- Public-private partnerships (PPP) (typically where infrastructure is constructed on public land by a private organisation for community benefit).

Access by the community can be provided in a range of forms and may include:

- Free community use
- User pays system
- Council management of facilities with a booking system
- Leasing or Licence to Occupy arrangements with users as tenants
- Shared use facilities
- Sport specific or specialised facilities.

Ballina Shire Council currently manages sport fields under the following arrangements:

- Free community use for the general public (except specialised sport facilities e.g. tennis)
- Council management of sport fields with a booking system
- Leasing of land for specialised sport
- Leasing of clubhouses
- Licence to Occupy/Operate for various sport and recreation activities
- Shared-use facilities
- Code-specific facilities.

Private sport facilities that are not owned or managed by Council are also provided in the local government area.

Ballina Shire Council has adopted a Community Property Leasing and Licensing Policy to:

- define the terms and conditions of leases and licenses over Council owned and managed land
- ensure consistency, transparency, fairness and impartiality
- ensure lawful negotiation and contract execution.

A range of criteria is used to assess the eligibility and suitability of tenants of Council land including the community benefit, financial return to Council, tenant's capacity to pay, future use of the property, impact of proposed use on the property and suitability of the property for the proposed use.

Management models for sporting facilities are influenced a range of factors including historical arrangements, the level of importance placed on sport participation by the community, the strategic direction and policies adopted by the Council, the financial philosophy of the Council, external pressures including the cost of delivering services, the demographic profile of the community and the human and financial resources available within the community (socio-economic factors).

Leases provide for exclusive possession of the property by the lessee for a set term whereas a Licence provides permission to use land for a specific purpose. Sport organisations are typically provided with a lease or a licence under Council's policy.

Future directions

Discussion with Council officers, sporting groups and analysis of demographics and emerging trends in Ballina are pointing toward the need for Council to take a more direct role in management of facilities to maximise utilisation and equitable use as well as ensure facilities can be used flexibly and re-purposed to meet changing needs of the community. The continuing trend in the declining number of volunteers is also an important factor supporting more direct management by Council.

A number of issues were identified regarding Council's current booking system including:

- Council lacks a documented *Conditions of Use* defining user responsibilities for sports fields and facilities
- some clubs/associations use sport fields regardless of a confirmed booking with Council
- some clubs/associations fail to provide public liability insurance documents, exposing Council to risk
- for select facilities both the lessee (tenant) and Council are taking bookings resulting in some clashes and confusion
- there are currently no fees or charges for use of sports fields for community and schools
- booking of fields is currently on an informal policy of 'first in best served'
- some clubs/associations attempt to use 'blanket' bookings, where multiple fields are booked for the season regardless of actual intended use indicated by the competition draw, thereby excluding other users
- access to toilets within clubhouses (i.e. not public toilets) by users such as schools can be difficult due to Council not holding keys and security codes (alarms) for all facilities on Council land
- requests for service from users (for maintenance and repairs) is inconsistent resulting in lack of planning and programming for scheduled maintenance and facilities, at times, becoming either unfit for use or unsafe
- operational staff receive time-sensitive enquiries/requests for service impacting on programmed work and therefore efficient completion of planned tasks.

Open and transparent communication between Council and the community is vital to a healthy relationship with and perception by the community that Council is working in its best interest. While a transition period is expected for any change in approach, formalising sport field bookings and use will ultimately contribute to improved communication between Council and sport fields users, as well as improve efficient maintenance of sports fields by utilising better data based on actual use to plan and program work.

It is recommended that Council review its sport facility booking system to rectify these issues. A number of examples from Councils located in New South Wales and Queensland have been provided to guide this review. The primary outcome of the review is to:

- clarify Council's role as land owner/manager and community organisation's role as tenant, user and provider of sport and physical activities
- inform the community of Council's legal and regulatory responsibilities relating to management and use of community land
- clearly detail conditions of use for Council owned/managed land for community use including the requirement for evidence of public liability insurance
- communicate a hierarchy of users for various sport facilities to ensure Ballina Shire based sport clubs have priority access to purpose-built fields and facilities for training and competition
- amend the sport field booking form to include additional information to allow assessment and decision-making by Council regarding use of sport fields
- detail the timeframes for lodgement, processing and confirmation of sport field bookings
- prioritise field rehabilitation in consultation with operational staff to ensure fields are fit-for-purpose and safe.

Alternate management models

The following table outlines major benefits and limitations for alternate management models viewed from Council's perspective.

Facility management model	Benefits	Limitations
Free community use	<ul style="list-style-type: none"> – no financial outlay by users – opportunity for use regardless of socio-economic status 	<ul style="list-style-type: none"> – Council bears the full cost of operation and maintenance – potential for over-use of facility
User pays	<ul style="list-style-type: none"> – users of the facility pay – cost burden on entire rate base is reduced – income generated can offset costs to operate and maintain 	<ul style="list-style-type: none"> – payment of a fee can act as a barrier to participation – use is more dependant on discretionary income and ability to pay
Council managed booking system	<ul style="list-style-type: none"> – use and users are actively managed – utilisation can be monitored to maximise use – equitable use by the community 	<ul style="list-style-type: none"> – human resources required to manage bookings – Council responsible for operation and maintenance of facilities – costs are borne by Council
Lease	<ul style="list-style-type: none"> – provides 'rights to the land' for tenant – increased access to most external grants and funding – costs for use and operation of the facility are typically borne by the lessee (tenant) 	<ul style="list-style-type: none"> – use by other organisations and activities is limited to those authorised by the lessee and subject to conditions of the lease agreement
Licence to Occupy	<ul style="list-style-type: none"> – increased access to some external grants and funding by users – allows for different activities to use the facility on different days and times 	<ul style="list-style-type: none"> – management and use of the facility is controlled by Council requiring resource allocation – shared use by different groups and activities can be a source of conflict that Council needs to mediate
Shared use	<ul style="list-style-type: none"> – use of the sport surfaces can be maximised particularly over summer and winter seasons – year-round utilisation of support or ancillary facilities (e.g. clubhouse, toilets) 	<ul style="list-style-type: none"> – quality of the playing surface may be compromised to meet the needs of some or all users – allocating sufficient time for fields to rest and for maintenance and rehabilitation may impact activities of users – season-creep can create an overlap for users leading to conflict
Sport specific use	<ul style="list-style-type: none"> – quality of sport surface can be developed and maintained to optimum conditions (appropriate to competition standard) – development of a 'home' for sport clubs and associations can support a sense of belonging and community connection 	<ul style="list-style-type: none"> – general community use can be discouraged or excluded – seasonal use by single users can result in less than optimal utilisation – clubs and associations need to be financially viable and able to support costs associated with single use facilities

Council-managed booking systems

Provision of parks for recreation and sport contributes to the health and well-being of individuals and communities and supports the development of strong social connections and social capital. A number of factors are placing increasing pressure on the management of parks and sports fields including:

- increases in personal trainers using public parks for individual and group sessions
- changes to work patterns resulting in sport training and competition occurring during the week rather than predominantly on weekends
- increased scrutiny of water, power and facility use and the introduction of user-pays systems
- development and application of technology to reduce costs to Councils (and ultimately ratepayers)
- reducing number of volunteer sport administrators.

Efficient park and sport field booking systems are necessary to maximise utilisation of Council's recreation and sport parks and avoid overuse, inequitable access (e.g. through block booking of fields regardless of the competition draw) and under utilisation. An effective booking system will also help to achieve value for money for Council's and the community's investment in its parks and sport facilities.

Ballina Shire Council's current booking system requires refinement to rectify current deficiencies including:

- sporting groups applying for blanket bookings over all fields for the season regardless of the competition draw and intended use leading to under- and inequitable use
- no current preference of Ballina based organisations over groups located outside the local government area e.g. Lismore and Byron sporting groups and schools
- insufficient priority placed on field rest and maintenance periods leading to potential overuse and higher maintenance costs
- insufficient data collection to allow planning of cost effective and efficient field maintenance based on actual use
- inability to proactively identify and anticipate community needs and issues relating to sport fields.

While Council currently requires clubs to book fields, the system could be enhanced by requiring additional details from clubs to assist Council officers make decisions regarding use. The following examples are considered better practice examples for Council's consideration.

Neighbouring Council user-pays fees

An increasing number of local government authorities have introduced user-pays systems for various services including sport and recreation park use. The rationale for a user-pays pricing approach is based on the idea that the most efficient allocation of resources occurs when users pay for services they consume, rather than ratepayers subsidising the cost of services consumed by a portion of the community, rather than the whole. In contrast to this approach, sport and recreation parks are provided by local government as a community benefit and are publicly accessible by everyone in the community.

The two Council's neighbouring Ballina Shire Council have introduced user pays systems for sport parks and facilities to recover some of the costs to provide and maintain facilities and services. An unforeseen consequence appears to have resulted in sport clubs and schools in these neighbouring local government areas booking sport facilities located in Ballina at less cost. This has increased use of Ballina's facilities and anecdotally, constrained use by Ballina residents.

It is recommended that Council investigates development and implementation of a user pays system for sport facility use in Ballina to achieve the following objectives:

- identify and prioritise use of specific parks and facilities by sport clubs
- prioritise use of sport facilities by Ballina residents over visitors to the Shire
- maximise utilisation of sport facilities while managing demand, maintenance programs and rehabilitation regimes
- collect data regarding use patterns to inform resource allocation for operational planning and management of limited resources.

The table below provides a broad comparison of fees adopted by Lismore City and Byron Shire Councils for sport facilities and services.

2019/2020 Fee or Charge	Lismore*	Byron*
Field lighting per season	\$312.00 - \$652.00	Consumption cost recovery
Field lighting per hour	\$1.75 - \$34.00	Price on application
Sport facility per season (including clubhouse and electricity)	\$647.00 - \$6,991.00	\$92.00 - \$919.00
Sport field/oval/diamond/court per day	\$60.00 - \$533.00	\$10.00 - \$196.00
Goal post removal/installation	-	\$247.00
Line-marking	-	\$74.00

*Range of fees indicated. For more detailed information refer to each Council's adopted fees and charges schedule.

Randwick, NSW

Randwick City Council manages its sport fields to provide equitable access by sport clubs, schools and fitness trainers. Clubs are required to complete and lodge an application form for a seasonal licence to use sport fields for the summer season (September - February) or winter season (March - August) with detailed information required including:

- details of the club or association seeking to hire the field/facility
- nomination of a point of contact for Council and their contact details
- details and a copy of public liability insurance details (bookings are not confirmed unless insurance details are provided)
- details of hire including the day, start time, finish time, number of users and number of fields (juniors and seniors are separated due to the different impact on fields)
- completion of a calendar identifying any pre-season training as well as competition start and finish dates. It is important to note that field maintenance exclusion periods are marked clearly on the calendar as well as school and public holidays
- a range of security, licensing, work place health and safety and regulatory control questions covering access and keys, advertising, alcohol sales and consumption, use of public address systems, sale of food, erection of portable structures and use of gas bottles
- an information sheet detailing booking procedures, wet weather closures, field marking requirements, field lighting and maintenance, fees and charges, keys, accounts and liaising with Council
- conditions of use for parks, reserves and playing fields policy, practices and procedures which is required to be signed by a representative of the club or association.

Wagga Wagga, NSW

City of Wagga Wagga provides a detailed explanation of its sports ground booking procedures and encourages clubs and associations to submit an online application form including the following details:

- applicant information including the type of booking (pre-season, regular season, casual) and the number of attendees
- booking details including the oval or field names and location, identification of the specific fields at the facility, start and finish dates for the booking, days required (Monday - Sunday), start and finish times and lighting requirements
- hirer confirmation of agreement with conditions of hire
- evidence of public liability insurance (copy of policy uploaded).

Toowoomba, QLD

Toowoomba Regional Council manages its sport fields and facilities for seasonal periods (winter and summer) and on a case-by-case basis for sports that do not align with the typical seasons. Permit application forms are required for seasonal, pre-season and casual bookings. Council also has forms for maintenance and facility upgrade requests. As with Randwick and Wagga Wagga, the detail relating to the booking requested by Toowoomba is significantly greater than currently sought by Ballina Shire Council. The additional information provides these Councils with information to make informed and transparent decisions regarding sport field bookings and use. Toowoomba Regional Council provides a comprehensive Sport and Recreation Facility Guide that provides a description of services and facilities as well as conditions of use and a scheduled specifying building maintenance responsibilities.

Maryborough, QLD

Maryborough Showgrounds and Equestrian Park has an online booking system for venue hire, camping and booking equestrian facilities and camping. The Facility Bookings Wizard is series of user-friendly digital forms that collect required information and allow uploading of documents (e.g. copies of insurance certificates). Essentially a booking request, the information is submitted for review and approval prior to confirmation.

Public liability insurance

Public liability insurance is cover that protects the insured against the financial risk of being found liable for damage to or loss of property, and death or injury to members of the public which result from the negligence of the sports club. Sport clubs hiring fields and facilities from Council share a responsibility to provide a safe environment. Ideally, Ballina Shire Council should be listed as an interested party on the Certificate of Currency, for those sport clubs hiring Council sport fields.

New technology

Sport field lighting

Lighting of sport facilities can increase the hours of use of the facility, increasing its carrying capacity and therefore participation and enjoyment by the community. Lighting of sport surfaces requires specialist design to illuminate the area with consideration of the following:

- horizontal luminance at ground level to create a stable visual background against which the eye can discern players and objects
- vertical luminance of generally 1.5m (approximately the faces of players) which allows the players and the ball they are using to be visible
- uniformity of lighting is important to avoid players having to adapt to different luminance as the game is played
- lighting spectator areas is important to ensure spectators can move safely throughout the site including adequate emergency lighting
- controlling spill or stray light from outdoor lighting is important to ensure that drivers using surrounding roads and residents in neighbouring residential areas are not impacted

LED lighting is currently the most energy efficient lighting technology available using approximately 85% less energy than halogen or incandescent lighting. In addition to considerably less energy consumption, the lifespan of LED lights is longer, reducing the overall cost of lighting system maintenance.

It is recommended that any new sport facilities utilise LED lighting and renewal or replacement of existing halogen field and court lighting systems are replaced with LED.

Lighting control systems

The application of smart monitoring systems is becoming increasingly prevalent as the cost of energy continues to rise. Facility managers can now monitor lighting use at sport fields, parks and public places through application of digital technologies. Using a web interface, the technology allows facility managers to control and monitor lighting including enabling authorised users to turn lights on and off via SMS. Timeframes can be factored into the system to control when lighting can be activated including automatically turning lights off after deadlines to meet neighbourhood requirements. In-built data recording allows facility managers to monitor details of lighting use and calculate use fees and charges, if applicable. A number of companies currently offer this technology and an increasing number of local government authorities across Australia are installing systems to increase efficient access to recreation and sport park lighting for regular training, competition and community events.

An incidental benefit of installing a digital lighting control system is the identification of unauthorised use of sport fields and field lights at night, as users must be registered and authorised to be able to turn lights on and off.

Synthetic surfaces

Traditionally, field sports have been played on natural grass surfaces. Council's investment in sporting facilities on behalf of the community is considerable and maximising utilisation makes good sense as it achieves value-for-money for the community. A range of factors impact on the carrying capacity of sports fields to cope with high use including:

- soil type
- grass species
- weather conditions
- drainage
- type of sport using the field
- volume of use
- maintenance and rehabilitation regime.

Carrying capacity is a term used to describe the maximum level of use that the site can sustain before turf begins to thin and compaction of soil hardens the surface potentially impacting on turf quality and safety, making the site unfit for use. Synthetic surfaces are increasingly popular for some sports as use of the facility can increase up to three times to that of a turf field, particularly when fields are lit. In locations with limited land for facility expansion, synthetic surfaces can increase carrying capacity significantly. To date, lawn bowls, hockey, tennis and soccer are sports that have embraced the use of synthetic turf. Installation of a synthetic surface and the resultant increased capacity to schedule training and competition can impact on traditional club social elements including the days and times for training and competition, as well as social events. Social connection is an important benefit of sport participation and the potential changes to this aspect as a result of synthetic surface requires consideration along with other potential impacts.

Ballina Hockey Club constructed a synthetic turf field in 2010. The Club has indicated the facility has spare capacity for use by other sports (field), community and corporate functions (clubhouse).

Additionally, an investigation into development of a synthetic turf field for football (soccer) is recommended for Ballina Shire due to high and increasing participation in the sport by a broad cross-section of the community and the potential to increase carrying capacity of existing fields compared with expansion and development of additional fields to cope with demand. There is also the opportunity to utilise synthetic surfaces in order to rectify costly drainage issues at Cumbalum Fields.

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Prioritisation model for facility development

Capital works assessment criteria

To assist in the ongoing identification and justification of a prioritised capital works program for sport and recreation infrastructure, a set of capital works assessment criteria has been developed. The criteria allows Council to standardise the process for prioritising its capital works program, while being transparent and equitable in its decision making.

The criteria has been developed based on the issues and opportunities identified throughout the development of the Plan, and are outlined in the table below.

Theme	Factor	Description
Planning	Alignment with existing plans	Priority should be given to projects that directly link with the goals, objectives and strategies prescribed in Council's community strategic plan, and other adopted council plans
	Priority catchment or growth area	Priority focus should be on supporting facilities within growth areas. This helps to ensure that there are adequate facilities across key areas of development
	Community sport master plan	Priority should be given to projects that have been determined from a community master plan process to ensure areas with identified embellishment deficiencies are serviced in line with council's desired standard of service and community need.
	Community business case analyses	Priority is given to projects where a feasibility study and/or business case have been prepared. The analyses should also include consideration of community benefit from the project (not just financial analysis)
	Club management tool	Priority should go to facilities that are managed in an efficient and effective way. As a number of facilities are licensed, a condition of the licence agreement should be that clubs have a management plan that incorporates asset management, financial management, club development and capital works planning
Function	Capacity	Priority should be given to projects that will cater for increased participation in sport, recreation or physical activity
	Access	Priority should be given to capital works that benefit more than one user group and/or activity. The number of people benefiting the project should also be considered
	Function	Priority should be given to projects where there is a demonstrated need within the community. Funding should also target projects that are appropriate for a sport parks and that add to the function and usability of the site (particularly for the delivery of the sport). There is a strong need for a variety of facilities to serve all areas of the community. A project at one site should not impact on the ongoing use of another facility and preference away from projects where needs are already being met elsewhere within its catchment
	Social impact	Priority should go to those projects that are targeting growth or emerging activities. Clubs or activities with limited or declining participation will need to look at the reasons why and address these issues to achieve a higher priority
Readiness to proceed	Funding capacity	Priority should go to clubs or groups who have actively raised funds toward the development of their facility
	Eligible for grants or sponsorship	Priority should be given to organisations that have secured funding. Organisations should be informed of what funding sources are available
	Project management	The project has (or demonstrates the ability to acquire) all required permits and approvals, a project plan and specifications have been prepared and are ready for execution
	Financial details	Priority is given to projects that have a budget (potentially including a quantity surveyor's report) prepared. Council should prioritise projects where recurrent maintenance projections have been calculated (life-cycle costing)

Theme	Factor	Description
Asset management	Asset condition	Priority should go towards projects that are improving an asset (enhancing an existing asset to extend the levels of service and/or increase its life). Capital works should not be used to repair facilities, which should be undertaken through a maintenance program associated with the facility (either licensee or Council) or be indicated in an asset renewal schedule
	Safety	While capital works should not primarily be used for funding safety aspects, safety and risk remain critical issues for Council
	DDA compliance	The project must address any non-compliance with relevant anti-discrimination legislation

Capital works assessment criteria scoring

Theme	Factor	Weight
Planning (35%)	Alignment with existing plans	5%
	Priority catchment or growth area	7.5%
	Community sport master plan	7.5%
	Community business case analyses	7.5%
	Club management tool/club development planning	7.5%
Function (30%)	Capacity	7.5%
	Access	7.5%
	Function	7.5%
	Social impact	7.5%
Readiness to proceed (20%)	Funding capacity	5%
	Eligible for grants or sponsorship	5%
	Project management	5%
	Financial details	5%
Asset management (15%)	Asset condition	5%
	Safety	5%
	DDA compliance	5%



Key recommendations and action plan

Key Plan recommendations

A number of strategic themes and recommendations have emerged throughout the development of the Plan. These are detailed below, with relevant actions included in the Action Plan.

Disability access

There are limited facilities that provide access for those in the community with limited mobility or specialised access requirements. Projects that seek to enhance the accessibility of existing facilities should be considered a high priority for implementation.

Emerging female participation

A significant increase in female participation in traditionally male-dominated sports is currently being experienced. National and State sporting bodies are leading the way in promoting female participation in key sports including AFL, Football, Cricket and Rugby Union. National 'female league' competitions are highlighting the popularity of these sports, with local and regional fixtures experiencing an influx of female players registering.

Projects that seek to increase female participation and the provision of female friendly facilities should be considered a high priority for implementation.

Unisex, multi-purpose facilities

With the rise in female participation in core sports, there is the need for clubs to better utilise their facilities in order to accommodate both males and females, depending upon what games or training are being held at any time.

Whilst there is a need for existing facilities to be re-purposed to accommodate both males and females (and others developed), there is also a need for clubs to change their perception that their facilities are currently only for males.

All facilities should be used by a sport, rather than by any one gender. There is a need for council in conjunction with State and Regional Sporting Organisations to lead by example, and undertake an education and awareness campaign.

When assessing the development of any new active recreation development within the Shire, Council's priority needs to be for unisex and multi-use facilities, rather than single-use and single-gender only.

Regional vs local provision

Player participation in sport and active recreation should be central to any council investment in facility development within the Shire. There is often a desire for clubs to over-embellish their facilities in order to attract certain events and fixtures. Due to the large number of sport and active recreation facilities and clubs within the Shire, coupled with Council's limited capacity to fund new and upgraded facilities, Council needs to prioritise the provision of local facilities over regional facilities. Subsequently, grant opportunities are more geared toward funding the higher level of infrastructure provision often associated with regional facilities. Council should promote State Sporting Organisation guidelines when discussing infrastructure requirements with clubs.

To ensure clarity, the following definitions of regional and local facilities is as follows:

Regional

A regional facility is generally a facility that has the capacity, due to its large size, exceptional or unique function, to support activities and events that draw people from across a region. A regional facility caters for a broad catchment across municipal boundaries, equitably distributed and not replicated across the region. A regional facility meets the strategic intent and standards as required by the State and National Sports Bodies, and specific targeted elite teams.

Local

A local facility will tend to draw people from within one local council area, unless the facility is close to a council border. The catchment for a 'local' facility could be district, neighbourhood, or very local ie: one suburb or one town.

Field irrigation

Not all of Council's sporting fields are irrigated which impacts upon the quality of the fields surface and its usability and safety. There is an underlying equity issue for those clubs without irrigation. Key facilities are in need of being added to a Council program of for installation of irrigation.

Allocation of primary and secondary site users

Some of the Shire's existing sites and facilities are either at-capacity, or over-capacity. In these instances, the allocation of primary and secondary site users need to be allocated, in order to protect the primary site user from season-creep and to avoid increased wear and tear on the field surface i.e. Hutley Drive Fields is the home of Football. Cricket is a secondary user.

Facility hierarchy

Future funding of upgrades and facility improvements need to be based on a hierarchical system of facilities per sport which sets agreed facility standards and expectations for local, district and regional facilities. A proposed sports facility hierarchy is provided within this Plan.

Field booking system

There is a need for a more comprehensive booking system for sporting clubs and groups to register for use of sporting fields and courts. This will assist in internal Council process and efficiencies, as well as assisting in ensuring club and user group accountability.

User-pays

Council is required to take a more direct role in the management of its facilities to maximise utilisation and equitable use as well as to ensure facilities can be used flexibly and re-purposed to meet the changing needs of the community. This can be done through the implementation of a user-pays system for use of Council sports fields. This could take the form of a staged implementation for clubs and users over the next 1-3 years.

Preference for Ballina Shire clubs

As part of an updated field booking system, Council policy needs to be updated in order to provide preference for local Ballina Shire clubs, whilst still allowing outside groups to utilise fields and facilities when available.

Incorporated clubs and emerging activities

The focus of the Plan and the ongoing provision of facilities for sport and active recreation, is on formal, organised sports, that are managed and operated by an incorporated club. Council needs to ensure that public risk can be managed accordingly, and that a facility has sufficient club-based activities to justify the expenditure and maintenance.

Action plan

The Sport and Recreation Facilities Plan represents an opportunity for Council to maintain and build upon the diversity of sport and recreation facilities for residents.

Implementation of the recommendations outlined in this Plan will require strong leadership, appropriate resources from Council and a commitment to making some difficult decisions.

The dominant theme that came through the range of engagement processes and analysis is a direction to maintain and upgrade the existing network without necessarily focussing on building more facilities.

While this Plan presents a key guiding vision for Council (and the community), the overlaying issue will be the capacity to fund it. Exact individual project timing will be dependant on the availability of necessary funding (be it from local clubs, Council, State or Federal Governments).

The recommendations of this Plan are detailed on the following pages and are grouped into two strategic areas:

- Council policies, coordination and management arrangements
- strategic planning, master planning and strategic projects
- site specific recommendations.

Priorities are assigned for each action. A high recommendation should be undertaken as soon as resources allow while medium (in the next 5 years) and low priorities (in the next 5-10 years) are not as urgent. Indicative costs are provided for the total project cost (not necessarily Council's financial burden). More detailed costing should be undertaken for each project as its nears commencement.

Action No.	Action	Priority	Responsibility	Indicative cost
1.0 Council policies, coordination and management arrangements				
1.1	In conjunction with Council's IT staff, undertake a review of Council's sport facility booking system and implement a more efficient and user-friendly system	High	Council	Internal resource
1.2	At each major sporting facility, allocate specific fields to each sport and allocate properly within Council's booking system	High	Council	Internal resource
1.3	Endorse the proposed sports facility hierarchy and ensure future infrastructure is delivered in accordance	High	Council	Internal resource
1.4	Ensure internal communication occurs regarding park bookings. All relevant staff need to be able to provide input into the process including Civil Admin and Open Spaces/operational staff	High	Council	-
1.5	A number of sites have large club membership, ensure these sites are not over-tenanted, and further, ensure the fields receive adequate rest between seasons	High	Council	-
1.6	Council take a more direct role in management of its facilities to maximise utilisation and equitable use through the implementation of a user-pays system for use of Council sports fields. This could take the form of a staged implementation for clubs and users over the next 1-3 years	High	Council	Internal resource
2.0 Strategic planning, master planning and strategic projects				
2.1	Prioritise the irrigation of the following sports fields: 1. Quays Reserve 2. Megan Crescent Reserve 3. Crawford Park 4. Geoff Watt Oval 5. Hillpark Oval 6. Lyle Park	High	Council	Site dependent \$80,000 - \$150,000 each
2.2	Prioritise projects that seek to enhance disability access to facilities	Ongoing	Council	To be costed for individual projects
2.3	Undertake a cost-benefit analysis of establishing and maintaining two new croquet facilities within the Shire prior to finalising options for the relocation or expansion of the Ballina Croquet Club and the Alstonville Croquet Club	High	Council and user groups	\$10,000 - \$20,000
2.4	Undertake a master plan for the future development of Kingsford Smith Park	High	Council and user groups	\$50,000
2.5	Undertake a master plan for Lumley Park Youth and Community Precinct	Medium	Council	\$20-\$30,000
2.6	Undertake a master plan of Cawarra Park to include suitable change rooms, storage and car parking facilities to support the local water sports clubs and other user groups (pending the outcome of the cost-benefit analysis (see 2.3 above) for Croquet)	High	Council and user groups	\$30-\$50,000
2.7	Consolidate Cricket facilities across the Shire in order to provide a smaller number of high quality facilities	High	Council and user groups	Internal resource
2.8	Investigate the feasibility of a synthetic Football Field at Geoff Watt Oval, Crawford Park and Cumbalum Fields	Medium	Council	Internal resource
2.9	Due to the large number of club members across Football within Ballina Shire, ensure the sites are not over-tenanted to ensure the fields receive adequate rest between seasons	High	Council and user groups	Internal resource
2.10	Undertake site investigations for the provision of a future regional level mountain bike facility	Medium	Council and user groups	Internal resource

Action No.	Action	Priority	Responsibility	Indicative cost
2.11	Once a site has been secured, plan for the development of a second mountain bike facility of regional level to cater for local users as well as to attract visitors to the Shire	Medium	Council and Club	Internal resource & planning cost
2.12	Continue to investigate the development of a third skate and BMX park for the Shire, within the Alstonville/ Wollongbar area	High	Council	Internal resource
2.13	Develop a method to collect data and allow the monitoring of demand for triathlon, running and road cycling activities and their associated facilities within the Shire	High	Council	Internal resource
2.14	Building on the Lennox Village Vision Project, undertake an analysis of public toilets at Lennox Head Main Beach as part of the future master plan and design work	Medium	Council	Internal resource
2.15	Building on the Lennox Village Vision Project, investigate the feasibility of installing a permanent community shade structure at Lennox Head Main Beach for use by surfing clubs as part of the future master plan and design	Medium	Council	Internal resource
2.16	Investigate the inclusion of public change room facilities in key locations across the Shire to provide facilities for both the general public and organised clubs and groups i.e. triathlon, running and road cycling	Medium	Council	Internal resource
Site specific recommendations				
3.0 Alstonville Aquatic Centre				
3.1	Continue to promote the use of the aquatic facility by the community	Ongoing	Council	-
4.0 Ballina Aquatic Centre				
4.1	Continue to promote the use of the aquatic facility by the community	Ongoing	Council	-
5.0 Ballina Heights Sporting Facility				
5.1	Monitor the demand for Athletics facilities at the Cumbalum Fields	Ongoing	Council	-
5.2	Assist the Ballina Little Athletics Club in promoting the sport and seeking club and committee membership	Ongoing	Council	Internal resource
5.3	Undertake suitable field drainage (Football) at Cumbalum Fields considering the development of a synthetic field as an alternative	High	Council	\$150,000
5.4	Implement a lighting upgrade to meet Football standards at Cumbalum Fields	Medium	Council and Club	\$180,000 - \$250,000
5.5	Investigate the potential future relocation of Athletics to operate at a local school to assist in the retention of membership and growth of the sport in the Shire	Medium	Council and Club	-
6.0 Cawarra Park				
6.1	Re-locate the Ballina Sharks Softball and Baseball Club to a site that allows for their space requirements. Chickiba Park has been identified as a suitable site to meet the needs of the two sports	High	Council and Club	\$500,000 - \$1M
6.2	Undertake a master plan of Cawarra Park to include suitable change rooms, storage and car parking facilities to support the local water sports clubs and other user groups (pending the outcome of the cost-benefit analysis (see 2.3 above) for Croquet)	High	Council and User groups	See Action No. 2.3 and 2.6
7.0 Cawley Park				
7.1	Rationalise netball from the site	Complete	Council and Club	-
7.2	Re-locate the Alstonville Croquet Club to Cawley Park to allow for the development of two lawns. Develop a suitable clubhouse, canteen, toilet facilities and player shelter	Medium	Council and Club	\$500,000 - \$1M

Action No.	Action	Priority	Responsibility	Indicative cost
8.0 Chickiba Park				
8.1	Cricket is proposed to cease use of Skennars Head Fields, Chickiba Park, Williams Reserve and Porter Park	High	Council and Clubs	-
8.2	Undertake a basic master plan for Chickiba Park in order to plan for the future relocation of the Ballina Sharks Softball and Baseball Club	High	Council	\$25,000
9.0 Crawford Park				
9.1	Upgrade of Football lighting at Crawford Oval and Geoff Watt Oval to LED Provision of additional lighting to Geoff Watt Oval	High	Council and Club	Crawford \$250,000
9.2	Upgrade and extend the Football Clubhouse at Crawford Park including change rooms and storage	Medium	Council and Club	\$800,000
9.2	Investigate the feasibility of developing a synthetic Football field to cater for the high level of use	Medium	Council and Club	Internal resource
10.0 Duck Creek Mountain Bike Park				
10.1	Investigate the provision of water and eco-toilets at the Duck Creek facility (in line with previous planning approvals for the facility)	High	Council and Club	\$150,000
10.2	Work with the Club to undertake site investigations for the provision of a future regional level mountain bike facility within the Shire to cater for local users as well as to attract visitors to the Shire. Additionally, consider partnerships with adjoining Local Government's	Medium	Council and Club	Internal resource
10.3	Once a suitable site is secured, undertake site planning and design in conjunction with the Club	Medium	Council and Club	See Action No. 2.10
10.4	Continue to support the club in maintaining the Duck Creek Mountain Bike facility	Ongoing	Council	Internal resource
11.0 Ferngrove Park				
11.1	Continue to utilise as an informal community park	Ongoing	Council	-
12.0 Fripp Oval				
12.1	Upgrade of the clubhouse at Fripp Oval to provide inclusive change room and officials facilities, consolidation of on-site storage, as well as disabled access and seating requirements in line with the Club's development proposal for the site	Medium	Council and Club	\$800,000
12.2	Upgrade the Fripp Oval car park to provide additional parking spaces as well the provision of compliant disabled spaces	Medium	Council	\$3,750/ car park
13.0 Gallans Road Equestrian Centre				
13.1	Monitor demand for equestrian sports and subsequent facilities in the Shire	Ongoing	Council and Club	-
14.0 Gap Road Fields				
14.1	Upgrade the Gap Road Cricket Oval surface	Low	Council	\$200/m2
14.2	Based on the outcomes of the cost-benefit analysis, options exist to Master Plan the Gap Road site to provide improved access to clubhouse facilities and the development of a second lawn	Medium	Council and User groups	\$25,000
14.3	Based on the outcomes of the cost-benefit analysis, option to relocate the Alstonville Croquet Club to Cawley Park to allow for the development of two lawns. Develop a suitable clubhouse, canteen, toilet facilities and player shelter	Medium	Council and Club	See Action No. 7.2
14.4	Investigate a suitable location for alternate storage by the Hockey Club	High	Council and Club	-

Action No.	Action	Priority	Responsibility	Indicative cost
14.5	As Gap Road is currently a local facility (and will remain local at the Cawley Park) and the Alstonville Hockey Club have low membership, it is not recommended that a second synthetic pitch be built in the Ballina Shire. The Club have access to both Ballina and Goonellabah	Ongoing	Nil	-
15.0 Geoff Watt Oval				
15.1	Investigate the future relocation of Cricket to Wollongbar Sports Fields	Medium	Council and Club	-
15.2	Upgrade of Football lighting at Crawford Oval and Geoff Watt Oval to LED Provision of additional lighting to Geoff Watt Oval	High	Council and Club	Geoff Watt \$300,000
16.0 Hampton Park				
16.1	Following the outcomes of the cost-benefit analysis, amend the Plan of Management for Hampton Park, assessing the need for additional Tennis Courts (as per the outdated Plan of Management). Options to consider include the provision of additional Croquet Lawns within Hampton Park, as well as upgraded clubhouse facilities	High	Council	\$30,000
16.2	Following the outcomes of the cost-benefit analysis, option to relocate the Ballina Croquet Club from Cherry Street Sports Complex, Hampton Park	High	Council and Club	See Action No. 6.2
16.3	Ballina Cherry Street Croquet Club to negotiate with the Cherry Street Sports Club to retain use of the two lawns. Alternatively encourage the Club to join the Ballina Croquet Club	Ongoing	Club	-
16.4	Develop an online booking system coordinated with lights at the Hampton Park Tennis Courts	Medium	Council and Club	Resources & Annual Costs
17.0 Hillpark Oval				
17.1	Continue to monitor demand for AFL and subsequent facilities within the Ballina Shire	Ongoing	Council and Club	-
18.0 Hutley Drive Fields				
18.1	Cricket is proposed to utilise Hutley Drive Fields once the facilities are developed	High	Council and Club	-
18.2	Relocate Rugby League to Hutley Drive Fields once the facilities are developed	High	Council and Club	-
19.0 Kays Lane Basketball				
19.1	Rationalise the Kays Lane Basketball Court and incorporate the development of a new court at Lumley Park	Medium	Council	See Action No. 23.2
20.0 Kingsford Smith Park				
20.1	A master plan is required for the Kingsford Smith Park precinct prior to the development or upgrade of any sporting facilities	High	Council	See Action No. 2.3
20.2	Upgrade lighting at Kingsford Smith Park for Cricket and Junior Rugby League use (need to include as part of a formal master plan process for the Park)	Medium	Council	See Action No. 2.3
20.3	Development of a clubhouse at Kingsford Smith Park for Junior Rugby League and Cricket use (need to include as part of a formal master plan process for the Park)	Medium	Council	See Action No. 2.3
20.4	Development of new change rooms and toilet facilities at the Ballina Hockey and Sports Complex (there is an opportunity to provide shared use netball and hockey facilities such as change rooms and toilets - to be investigated within the proposed master plan)	Medium	Council	See Action No. 2.3

Action No.	Action	Priority	Responsibility	Indicative cost
20.5	Redevelopment of the Ballina Netball clubhouse (there is an opportunity to provide shared use netball and hockey facilities such as change rooms and toilets)	High	Council	\$450,000
20.6	Installation of covered spectator seating at the Ballina Hockey and Sports Complex	Low	Council and Club	\$110,000
20.7	Replacement of the existing artificial surface at the Ballina Hockey and Sports Complex	Low	Council and Club	\$TBD
20.8	Shade and seating is required at the Ballina Netball courts	Medium	Council	\$30,000
20.9	Review and address the safety of the access road within Kingsford Smith Park Precinct	High	Council	See Action No. 2.3
20.10	Investigate the opportunity to use the Ballina synthetic Hockey Pitch for high level Football games	Ongoing	Council and Club	-
21.0 Kingsford Smith Lake				
21.1	Monitor the structural integrity of the Kingsford Smith Lake retaining walls and undertake maintenance accordingly	Ongoing	Council and Club	-
22.0 Lake Ainsworth				
22.1	Relocate the Rainbow Region Dragon Boat Club to Cawarra Park	Medium	Council and Club	See Action No. 6.2
23.0 Lumley Park				
23.1	Rationalise Tennis from Lumley Park due to the development of the Wollongbar Sports Facility	High	Council and Club	-
23.2	Master Plan Lumley Park as a Basketball, community tennis, community and youth precinct. Rationalise the Kays Lane Basketball Court	Medium	Council	See Action No. 2.4
24.0 Lyle Park				
24.1	Once the Rugby Union facilities are developed at the Wollongbar Sports Facility, retain Lyle Park as a multi-sport training facility only. Rationalise the existing clubhouse facility and develop a small toilet / change room facility	Medium	Council and Club	\$350,000
25.0 Megan Crescent Reserve				
25.1	Install field irrigation at Megan Crescent Oval for Cricket	Medium	Council	\$80,000
25.2	Upgrade Megan Crescent clubhouse to include canteen, amenities and shaded spectator area for Cricket	Low	Council and Club	\$200,000
25.3	Re-locate Rugby League to Hutley Drive Fields once the facilities have been developed	Medium	Council and Club	-
26.0 Pop Denison Park				
26.1	Development of a second Petanque Piste at Pop Denison Park	High	Council	\$5,000
26.2	Provision of seating, shade and shelter at Pop Denison Park	Low	Council	\$20,000
26.3	Provision of shared storage facility for groups within Pop Denison Park	Low	Council	\$40,000
27.0 Porter Park				
27.1	Continue to implement the master plan for informal community use of Porter Park	Ongoing	Council	-
28.0 Prospect Chickiba Lakes				
28.1	None identified	-	-	-
29.0 Quays Reserve				
29.1	Upgrade of toilets and dressing sheds to meet disability requirements and female friendly at Quays Reserve	High	Council	\$30,000

Action No.	Action	Priority	Responsibility	Indicative cost
29.2	Irrigation and turf maintenance at Quays Reserve	High	Council	\$100,000
30.0 Richmond River Sailing and Rowing				
30.1	Continue to monitor the needs and maintenance issues of the Club. Undertake upgrades to buildings as required	Ongoing	Council and Club	-
31.0 Saunders Oval				
31.1	Install fencing/screening to prevent balls and children going onto the road at Saunders Oval (Football)	Medium	Council and Club	\$30,000
31.2	Undertake a review and upgrade of all storage, canteen and change facilities at Saunders Oval	Medium	Council and Club	\$800,000
31.3	Investigate the installation of a sheltered area adjoining the clubhouse at Saunders Oval for all users	Medium	Council and Club	\$20,000
31.4	Investigate the relocation of Archery to a more suitable site within the Shire	High	Council and Club	-
32.0 Skennars Head Fields				
32.1	Cricket is proposed to cease use of Skennars Head Fields, Chickiba Park, Williams Reserve	High	Council and Club	-
32.2	Installation of a covered spectator area at Skennars Head Fields for Football use	Medium	Council and Club	\$40,000
32.3	Addition of a second storey to the Football clubhouse at Skennars Head Fields	Low	Club	-
33.0 Tintenbar Oval				
33.1	Minor upgrades to the Clubhouse at Tintenbar Tennis Courts	Low	Council and Club	\$20,000
33.2	The Tintenbar Oval toilet block requires an upgrade	Low	Council	\$40,000
33.3	Consider Tintenbar Oval in the investigations for relocating Archery from Saunders Oval	High	Council and Club	-
34.0 Wardell Tennis Courts				
34.1	Upgrade the clubhouse at the Wardell Tennis Courts	Medium	Council and Club	\$20,000
34.2	Upgrade the court surface of the Wardell Tennis Courts	Medium	Council and Club	\$30,000
35.0 Williams Reserve				
35.1	Competitive Cricket is proposed to cease use of Skennars Head Fields, Chickiba Park and Williams Reserve. Training and community use may still occur	High	Council and Club	-
35.2	Upgrade field surface upgrade at Williams Reserve including irrigation for Rugby Union	High	Council	\$100,000
35.3	Investigate the need for field drainage at Williams Reserve for Rugby Union	Medium	Council	-
35.4	Field lighting at Williams Reserve for Rugby Union	Medium	Council and Club	\$260,000
35.5	Improved seating at Williams Reserve	Medium	Council and Club	\$15,000
36.0 Wollongbar Sporting Facility				
36.1	Actively seek usage of the Wollongbar Netball courts	Ongoing	Council	-
36.2	Upgrade the field surface at Wollongbar Sports Facility to allow the Wollongbar Alstonville Rugby Union Club to play	High	Council	\$120,000 - \$150,000
36.3	Develop the Rugby Union clubhouse at Wollongbar Sports Facility	High	Council and Club	\$Underway
36.4	Increased Tennis storage at Wollongbar Sports Facility	Medium	Council and Club	\$15,000
36.5	Consider the development of additional Tennis courts at Wollongbar if future demand is demonstrated	Low	Council and Club	-

Action No.	Action	Priority	Responsibility	Indicative cost
36.6	Consider the dual use of the netball courts for basketball	Medium	Council	\$12,000
36.7	Relocate Cricket from Geoff Watt Oval to the Wollongbar Sports Facility	Medium	Council and Club	-
36.8	Develop Cricket practice nets, turf wicket, player shelters and storage to support the Cricket Club's relocation	Medium	Council and Club	\$150,000 - \$200,000
37.0 Wollongbar TAFE Oval				
37.1	Once the Wollongbar Sports Facility is finalised for Rugby Union, cease use of the TAFE's Oval	High	Council	-



Sports facility hierarchy

Sports facility hierarchy and corresponding service levels

A sports facility hierarchy has been established in order to plan and develop appropriate sports infrastructure.

This model covers traditional sports only and will not provide for a number of sport and recreation pursuits contained within this Plan including Skate and BMX, Mountain Biking, Croquet, Archery and Equestrian.

Local sports park

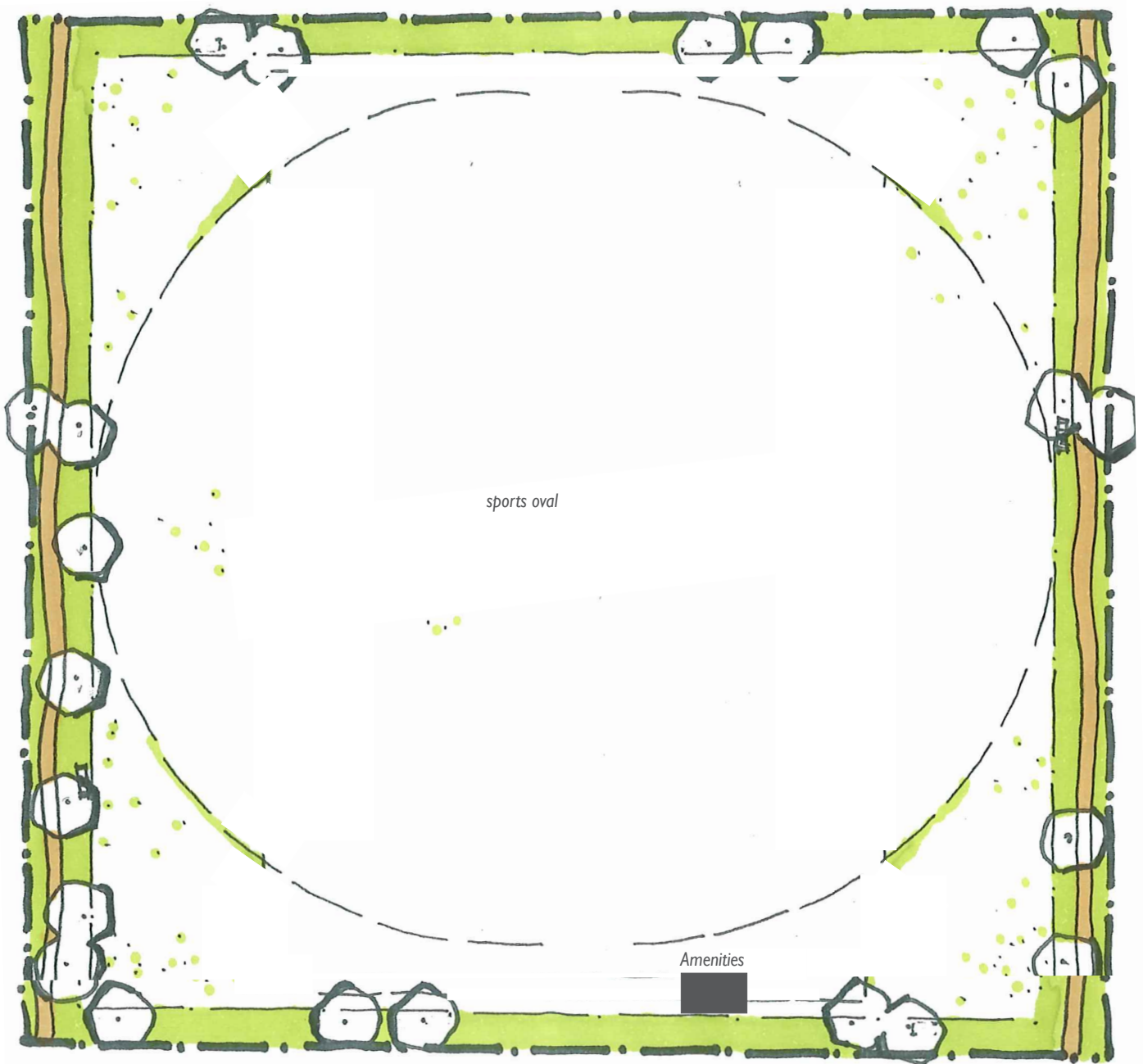
Local sports parks are suitable for local fixtures or training only. The facilities would be of a basic standard but may not have the required playing surface or ancillary infrastructure of a district-level facility nor comply with State-regulations for the sport.

These facilities often have only one regular user group. These facilities should be designed with an adaptive and flexible approach, to accommodate possible future changes in sporting disciplines and clubs (club needs or even sporting user groups may change as sporting trends, club finances/growth/decline and community demographics may change over time within the area).

Examples of local level sporting facilities within the Ballina Shire are:

- Williams Reserve
- Tintenbar Oval
- Lyle Park.

Element	Description	Standard
Land characteristics	Size	Minimum of 3ha
	Shape	To maximise the area available for playing fields, a square or rectangular shape is considered most efficient. Fields and courts to be as close to a north/south configuration as possible
	Road frontage	Approximately 25% of the park perimeter to have direct road frontage
	Gradient	1:80 for all playing surfaces
Embellishments	Fencing	In line with the requirements of the sport's governing body
	Vehicular and pedestrian movement	On-road car parking External pedestrian pathway along road frontage
	Buildings	Basic clubhouse (approx 100m ²) including amenities
	Sports field development	Field development
	Park furniture	Bike rack Park sign Bins



Design considerations

The following provides a list of elements that should be considered when designing/developing local sports parks:

- maximise trees and natural shade around fields
- long benches and spectator areas should be placed under shady trees where possible. Shaded spectator grass mounds can also provide good viewing areas
- all field orientation to be north/south (or as close to as possible)
- park to include basic amenities block and changerooms
- park design to allow for multiple current and future uses of the sport space
- design consideration to allow for potential alternative events and temporary uses (circus, festivals, event registration area, parade etc.)

District sports park

District sports parks are suitable for local fixtures. The facilities would be of a good standard but may not have the required playing surface or ancillary infrastructure of a regional-level facility nor comply with State-regulations for the sport. These facilities often have only one or two regular users groups (potentially sharing the site between summer and winter competition), or one higher-level user. These facilities should be designed with an adaptive and flexible approach, to accommodate possible future changes in sporting disciplines and clubs (club needs or even sporting user groups may change as sporting trends, club finances/growth/decline and community demographics may change over time within the area).

Examples of district level sporting facilities within the Ballina Shire are:

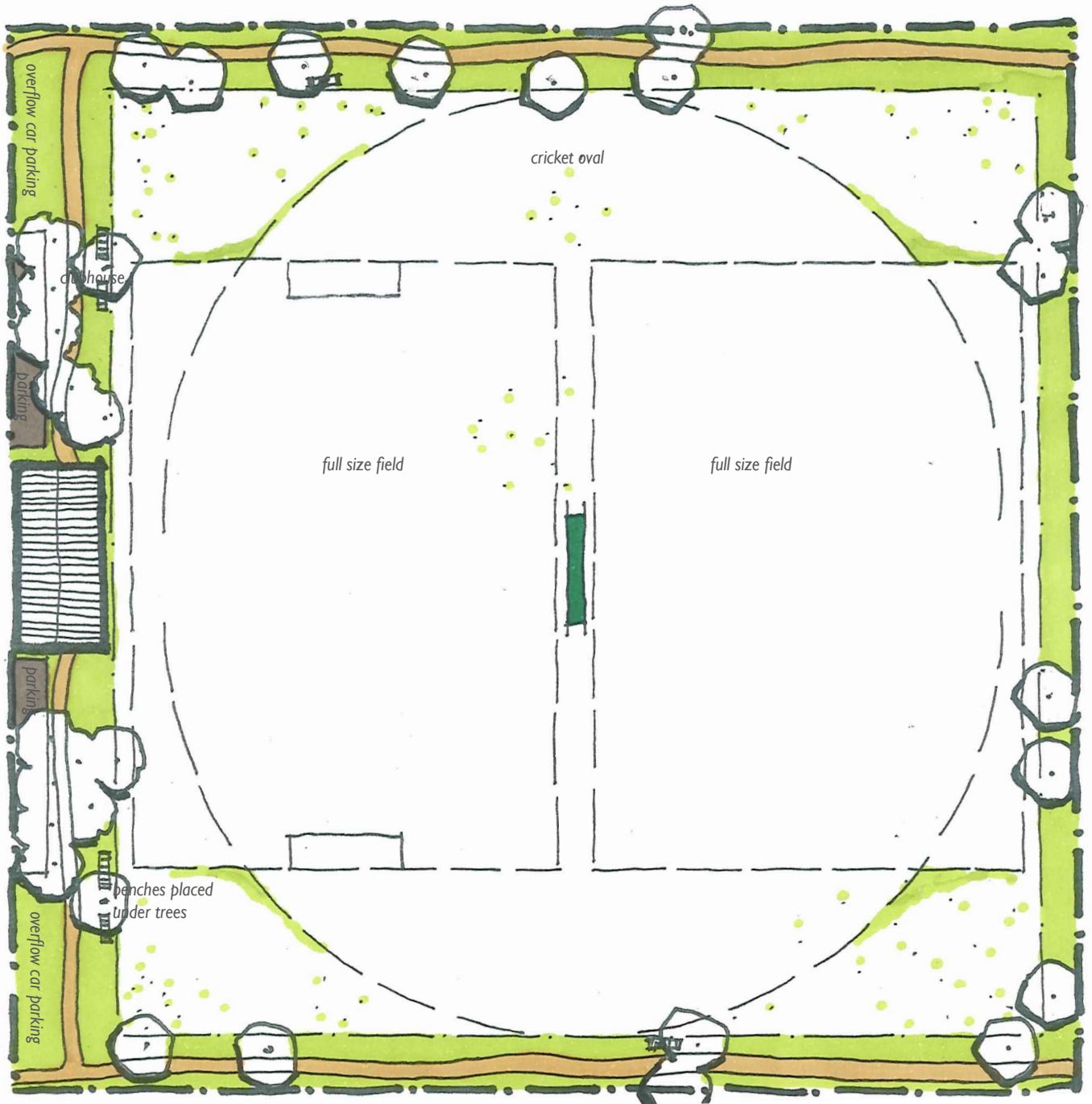
- Fripp Oval
- Hillpark Oval.

Element	Description	Standard
Land characteristics	Size	Minimum of 3ha
	Shape	To maximise the area available for playing fields, a square or rectangular shape is considered most efficient. Fields and courts to be as close to a north/south configuration as possible
	Road frontage	Approximately 25% of the park perimeter to have direct road frontage
	Gradient	1:80 for all playing surfaces
Embellishments	Fencing	In line with the requirements of the sport's governing body
	Vehicular and pedestrian movement	Internal roads Car parking Pedestrian pathways
	Buildings	Basic clubhouse (approx 450m ²) Amenity block
	Sports field development	Field development Field lighting Spectator seating
	Park furniture	Bike rack Park sign Bins

Design considerations

The following provides a list of elements that should be considered when designing/developing district sports parks:

- internal path network to allow for connections within and to land adjacent to the park (tied into the street path system)
- maximise trees and natural shade around fields
- long benches and spectator areas should be placed under shady trees where possible. Shaded spectator grass mounds can also provide good viewing areas (these options are preferable to grandstands)
- hard surfaces should be minimised by developing the minimum number of sealed parking bays, and providing turf/unsealed shady overflow parking (for bigger spectator games, if required)
- consideration to be made regarding noise and light spillage with regards to its impact on surrounding land use
- all field orientation to be north/south (or as close to as possible)
- park to include clubhouse with basic infrastructure and that is suitable for a variety of uses. Clubhouse to be located on western side, on halfway line, of main field where possible. Internal spaces to include:
 - changerooms
 - canteen
 - office and storage (suitable for a variety of uses but only require basic infrastructure)
- park design to allow for multiple current and future uses of the sport space
- design consideration to allow for potential alternative events and temporary uses (circus, festivals, event registration area, parade etc.)



Regional sports park

Regional sports facilities could comfortably host regional (or potentially State) competitions.

Factors such as quality of playing surface, amenities and canteen availability and lighting standards (where lights are provided) have been considered.

Examples of regional level sporting facilities within the Ballina Shire are:

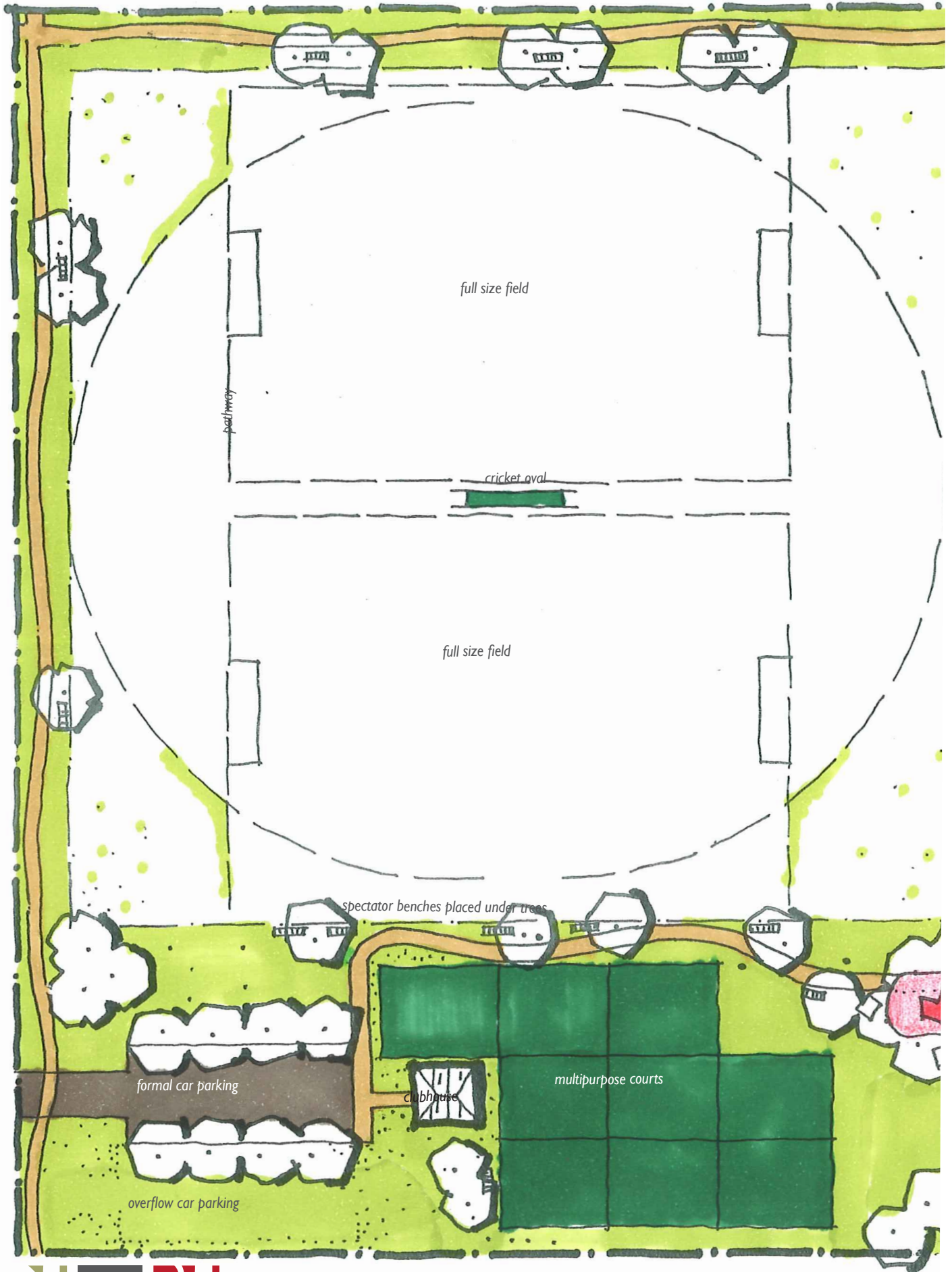
- Kingsford Smith Park
- Wollongbar Sports Facility
- Geoff Watt Oval
- Ballina Heights Sporting Facility
- Saunders Oval.

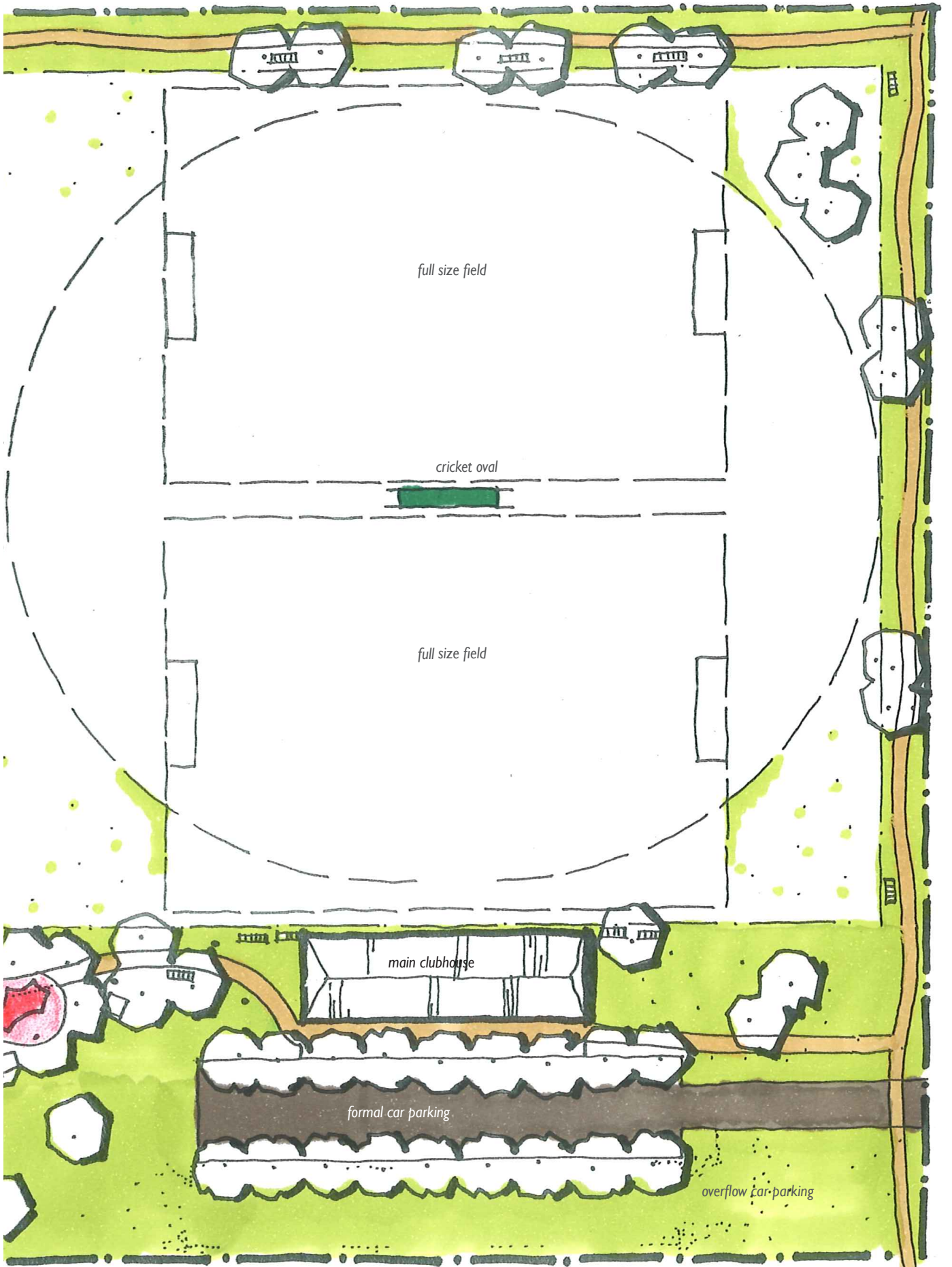
Element	Description	Standard
Land characteristics	Size	Minimum of 6ha (however it is desired that regional sports parks be 10ha+ for maximum efficiency)
	Shape	To maximise the area available for playing fields, a square or rectangular shape is considered most efficient. Fields and courts to be as close to a north/south configuration as possible
	Road frontage	Approximately 25% of the park perimeter to have direct road frontage
	Gradient	Laser levelling to a maximum gradient
Embellishments	Fencing	In line with the requirements of the sport's governing body
	Vehicular and pedestrian movement	Internal roads Car parking Pedestrian pathways
	Buildings	Clubhouse (approximately 1,000m ²) Amenity block
	Sports field development	Field development Field lighting (to competition standard) Spectator seating
	Park furniture	Park lighting Bike racks Small and large park signs Shade structures Water bubblers Bench seating Bins

Design considerations

Below is a list of elements that should be considered when designing/developing regional sports parks:

- internal path network to allow for connections within and to land adjacent to the park (i.e. pathway system should tie into the street path system). Paths to allow for all-access commuting
- maximise trees and natural shade around fields
- long benches and spectator areas should be placed under shady trees where possible. Shaded spectator grass mounds can also provide good viewing areas in addition to built grandstands
- hard surfaces should be minimised by developing the minimum number of sealed parking bays, and providing turf/unsealed shady overflow parking (for bigger games)
- internal and external road and parking layout to accommodate bus parking, drop off and turn around
- orientation and location of sports lighting (seek advice from sports bodies for regulations). Consideration to be made regarding noise and light spillage with regards to its impact on surrounding land use
- field and court orientation to be north/south (or as close to as possible)
- provision of ample storage. This should be located near the clubhouse and should form one single large shed or preferably be combined into clubhouse design to reduce built structures within open space
- clubhouse to be of significant size and offer flexibility in design to cater for a range of uses (consider beyond those sports anticipated to use the site). Clubhouse to be located on western side, on halfway line, of main field where possible. Internal spaces to include:
 - storage
 - canteen
 - multiple change rooms
 - canteen
 - offices
 - versatile function/activity space
 - gym
 - medical rooms
- recreation/activity area to consider the users of sports when designing node typology (eg play for spectators/children or activities that could be used for training (exercise circuit)). These should ideally be clustered together and located under natural shade (where possible)
- potential complementary commercial opportunities could be considered at park (e.g. physiotherapy, personal trainers, sports house etc.)
- provision of adequate signage especially within large, multiple use regional sports parks (e.g. directional and information signs)
- create additional landscape amenities such as entry planting, feature landscaping, or earth mounds to increase visual amenity.







Appendix one Funding policy

Background

Council has a role in providing facilities that benefit the community through increasing participation and encouraging active, healthy lifestyles; and to build the capacity of volunteers to offer improved opportunities for all.

This Policy applies to the approved development of infrastructure on Council owned and managed property. In particular, it identifies the funding responsibilities for identified core and optional infrastructure relating to specific sport and recreation activities.

It should be noted that Council's funding for the core components is dependent on budget availability and the competing demands of other projects.

For ease of reference, the sport and recreation organisations that utilise these venues/facilities are referred to throughout the document as 'clubs'.

Definitions

<i>Ancillary features</i>	Functional features that ensure the activity can be undertaken effectively (e.g. field lighting)
<i>Core component</i>	Features that are essential for the sport/recreation activity to occur
<i>Club</i>	A not-for-profit, incorporated sport or recreation organisation that facilitates delivery of the activity
<i>Club contribution</i>	A financial contribution from the club towards the proposed development
<i>Club contribution agreement</i>	Documentation of the respective financial contributions of Council, the club/s and any other contributors. Includes the responsibilities of each party to the Agreement
<i>Council contribution</i>	The maximum percentage of the total project cost that Council will contribute
<i>Council owned or managed</i>	Land or infrastructure that is either owned by Council or managed on behalf of another entity (such as Crown land)
<i>In-kind contribution</i>	The dollar value of contributions of clubs to a project such as volunteer labour or donated materials. Such contributions must not conflict with Council's relevant Procurement policies
<i>Lux</i>	The unit of measure of luminance, applied to sports field lighting. In general, 60 lux is considered adequate for training for most sports, with a minimum of 100-120 lux required for competition
<i>Main venue</i>	The registered home base of the club
<i>Optional component</i>	Features that clubs desire to have on site that are not essential to the usual delivery of the sport/activity, but are beneficial to the clubs' operations
<i>Secondary venue</i>	Additional facility to the club's Main Venue that allows the club to provide increased activities to the community

Objectives

The objectives of this Policy are:

- to ensure that the development of community sport and recreation facilities within the Shire occurs in an effective and cost-efficient manner
- to provide clarity on the roles and responsibilities of both Council and clubs in relation to the development of sport and recreation infrastructure
- to encourage partnerships between Council, clubs and other agencies for the development of sport and recreation facilities across the Shire.

Guiding Principles

The proposed Recreation Funding Policy (the Policy) is based on the following principles:

- Council will be responsible for funding core components of sport and recreation venues/facilities, while the clubs will be responsible for other components that are considered optional
- funding will only be considered for facilities located on Council owned or managed land, or Crown Land reserves that are supported by Council through annual maintenance grants
- priority will be given to developments that will increase the community's participation in active sport and recreation activities
- any developments must obtain the relevant Council and any other approvals/standards (such as Australian Standards, Building Code requirements, and the requirements of the sport/activity's governing State/National body)
- any developments that do not align with facility hierarchy or the relevant state sporting guidelines will not be supported
- the components of any proposed development will be assessed, and will include, but not necessarily limited to:
 - the integration of the proposed development with surrounding facilities/infrastructure, including the site's ability to cater for it
 - the functionality of the development's design
 - the impact of the development on any other activities on the site
 - the contribution/detraction to local amenity
- with all else being equal, a development where the club is contributing at least 40% of the total project cost will be prioritised higher than one with no contribution from the club (grants obtained by the club for the purpose of the development will be considered as a club contribution)
- it is recognised that some developments will be subject to certain circumstances that warrant special consideration. These may include:
 - significant changes to participation levels
 - changes to requirements from governing/statutory bodies (e.g. change room requirements, lighting levels, access for people with disabilities, etc)
 - historical factors beyond the control of the current club
 - multiple tenants at a facility
 - specific conditions of tenure arrangements.

Scope

This policy relates to the development of all Council owned or managed land and infrastructure used for the purposes of providing sport and recreation activities within the Ballina Shire. Developments may include new facilities or the refurbishment/renovation of existing facilities.

Developments associated with indoor sporting centres/stadiums or aquatic facilities are not covered by this Policy.

Process

A club is required to complete an Expression of Interest (EOI) form detailing the proposed project.

Once the EOI form is lodged, the viability of the project will be assessed by Council officers against the following criteria:

- the project's ability to increase participation in physical activity
- consideration of the potential community benefits of the project compared to the financial cost (cost benefit analysis)
- the alignment of the project with Council's strategic vision for the delivery of sport and recreation opportunities and future capital works priorities
- adherence to the relevant State Sporting Organisation's Guidelines and requirements
- the ongoing viability of the development
- the level of risk associated with the project
- consideration of the duplication of facilities in the resultant catchment area
- the impact of the development on local amenity
- the club's ability to deliver the project (project management) and it's history of delivering such projects in partnership with Council
- high levels of club membership.

If successful, the project may be considered for implementation within the next 1-5 years as an indicative item that will subject to the assessment and consideration of other requests and funding priorities, as a part of the annual budget process.

Works undertaken with Council funding, on Council owned or managed land will be delivered by Council. Only for those projects fully funded by clubs will Council consider the clubs undertaking the works, and only through the supervision of a Council project manager.

Applicable levels of contributions

It should be noted that Council contributions are towards facilities that service the local community only.

Clubhouses

Core components

The table below outlines the components of clubhouses considered core to the provision of sport and recreation opportunities and therefore eligible for 100% Council funding.

The acceptable size of each component will be determined by the relevant sport's governing body's facility guidelines/ requirements. Where these guidelines are not available, Council staff will liaise with the relevant governing body to determine an appropriate size/number for the facility's intent. The additional costs associated with any such developments that exceed these minimum size/embellishment requirements will be borne by the club.

Component	Quantity
Change rooms	1-4
Amenities (showers/toilets)	1-4
Kitchen/kiosk	1
Officials room	1
Timekeeper room	1
First aid room	1
Multi-purpose space (up to 50 square metres)	1
Storage (within clubhouse and up to 20 square metres)	1
Cleaner's room	1
Shaded spectating area (preferably with 1 connected to main clubhouse)	2
Rubbish bins (fixed)	3
Water bubbler	2

Optional components

The table below outlines components of pavilions that are considered features that clubs desire to have on site, but are not essential to the usual delivery of the sport/activity. Responsibility for funding these developments are the sole responsibility of the club.

Component
Commercial kitchen
Bar facilities
Meeting room/s (in addition to multi-purpose space)
Additional administrative spaces (to that of 1 administrative office)
Gymnasium
Additional storage (to the minimum required within the clubhouse)
Social room/space (additional to the multi-purpose space)
Security system
Administrative office
Multi-purpose rooms costs over that for 50 square metres
Storage costs (over the 20 square metres within the clubhouse mentioned in Core components)

Clubhouse fit-out

The responsibilities for fit-out items of clubhouses are as follows:

Council

- General:
 - all plumbing works for core clubhouse components, including hot water supply
 - locks and security lighting (and security screens/doors where appropriate)
 - appropriate floor coverings for core clubhouse components
 - light fittings (including emergency exit lighting)
 - curtains/blinds
 - bay change facilities
- Canteen/kiosk/kitchen:
 - benches and cabinets
 - tiling
 - oven/hot plates
 - extraction fans/range hood
- Change rooms:
 - bench seating and clothes hooks
 - change room fixtures such as mirrors, towel dispensers, toilet roll holders, etc.

Club

- General:
 - furniture
 - bar facilities and fit-out (if permitted by Council)
 - floor coverings for optional clubhouse components
 - telephone, television and internet connections and associated equipment
 - heating/cooling of all clubhouse components (core and optional)
 - shelving
 - security alarms
- Canteen/kiosk/kitchen:
 - instant hot water ('zip') units
 - refrigeration/freezers
 - dishwasher
 - crockery and cutlery.

Ancillary Infrastructure

Ancillary infrastructure includes features that are necessary to deliver the sport/activity, but are separate from the main clubhouse. The following outlines the responsibilities of both Council and the club in relation to the development of such features.

Field lighting

Council will contribute up to 100% towards field lighting, up to a local level match standard of 100 lux. Only LED lighting systems are considered acceptable for funding.

The installation of field lighting usually requires Council approval and is also subject to building approval and, in certain cases, a planning permit.

Council will contribute towards:

- construction of a new field lighting system
- upgrading of an existing field lighting system.

Council does not support lighting levels above 100 lux at local level facilities.

Once installed, the operating costs of the field lighting becomes the sole responsibility of the club, including the ongoing replacement of bulbs/globes.

Irrigation and drainage systems

Council will contribute 100% of the costs of installation and maintenance.

Scoreboards

Funding for scoreboards is the sole responsibility of the club and may be subject to building/development approval.

In general, scoreboards will:

- be consistent with the State Sporting Organisation and Council guidelines. As a guide the scoreboard should not exceed 3m x 6m
- adhere to any relevant Council policy regarding outdoor advertising/sponsorship signage
- not detract from the site's amenity.

Coaches boxes and player dugouts

Clubs will provide 100% funding for coaches boxes and player dugouts.

Sports field fencing

Council will provide 100% funding for playing surface perimeter fencing.

Locked fencing

Council will provide 100% funding for fencing that is locked, unless the fencing is located within a lease area, where the sporting organisations must provide 50% of the replacement costs and 100% of ongoing maintenance costs.

Ancillary infrastructure that is for exclusive use by the sporting organisation within a locked fenced facility requires Council approval and must be 100% funded and maintained by the club.

Goal post padding

Clubs must contribute 100% of the cost of sport goal post padding, which must meet the requirements of the relevant State Sporting Organisation.

Protective netting

Clubs must contribute 100% of the cost of protective netting, to assist with the containment of the ball for safety or functional purposes.

Gate keepers box

Clubs must contribute 100% of the cost of a gate keepers box. Planning and building permits may be applicable and are also the responsibility of the club. In general, a gate keepers box will:

- have a maximum allowable size of 1.5 x 1.5 metres
- not detract from the site's amenity.

Sirens and Personal Address (PA) systems

Clubs must contribute 100% of the cost of a sirens and PA systems, and planning permits may be applicable. Seeking this permit is the responsibility of the club.

Solar Power Units

Clubs must contribute 100% towards the installation and maintenance. Must be approved by Council prior to installation and comply with Building and Planning permit requirements.