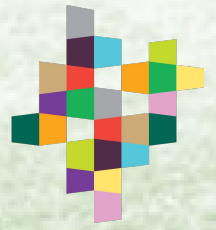


QPRC



Sports Facilities Strategic Plan

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1. Executive Summary

Queanbeyan-Palerang Regional Council (QPRC) manages a variety of facilities in a strong sporting community. With regional growth and a higher-than-average young population, demand on facilities is continuing to grow. National trends to unstructured recreation, increasing sedentary lifestyles and economic pressures required a rethink in providing community-based sports and recreation facilities.

The lack of home ground and higher-level sports facilities for several QPRC sporting clubs is forcing the community across the border into the ACT or further afield. Similarly, the lack of catchment planning for some sports sees the overflow from ACT clubs into Queanbeyan.

Careful rationalisation of sporting facilities and the adoption of strategies around sporting hubs, facilities rationalisation and economic development will maximise the value for money to the community and reduce ongoing maintenance costs. Decommissioning of sports facilities that fail to meet demand or are economically unviable, will free up valuable resources to invest into multipurpose sporting hubs and high standard facilities. Upgrading of selected fields and provision of all-weather training will reduce overload on fields protecting the surface for game days.

A regional sport complex carefully placed with easy access for major population centres, will deliver the best long-term solution for football, hockey, aquatic and basketball needs moving into the future along with multiple ancillary sports and activities. The complex will provide the QPRC area with a centre of sporting excellence and would create a catalysis for sports based economic growth, currently unavailable in this region. A staged implementation of the QPRC Regional Sports Complex will allow for growth with demand and spread the financial expenditure across a manageable period.

This strategic plan reflects the long-term planning approach adopted by QPRC and incorporates:

- Operational Plan (One year outlook)
- Delivery Program (Four-year outlook)
- Community Strategic Plan (10 plus year outlook)

This strategic plan should be read in conjunction with the Aquatics Strategic Plan that focusses on Swimming facilities across the Queanbeyan-Palerang LGA.



Regional Sports Complex, South Jerrabomberra



2. Overview

QPRC covers an area of 5,392 square kilometres, with a population of 63,364 (2021 census). With the growth centres of Googong, South Jerrabomberra and Bungendore along with Queanbeyan infill of medium to high density development, it is forecast that this population will increase to around 88,258 by 2041.

In preparing this document along with consultation with the relevant sporting bodies, consideration was given to the immediate, short, medium and, long term sporting needs of the region. Consideration was also given to the feasibility and need for a regional facility in Queanbeyan.

The region has a strong sporting history and an above average participation rate in organised sports. The underlying principles applied in developing this document were to:

- provide home grounds for all Queanbeyan-Palerang based sports;
- promote multi-discipline use of Council facilities;
- maximise the variety of recreational opportunities in Council facilities;
- maximise the use of infrastructure across clubs and sporting codes; and
- guide the establishment of a facility hierarchy for regional, district and local sporting activities.

It also explores the potential of providing a higher level of sporting opportunity, developing sports tourism, economic opportunities and partnerships in service delivery.

The objectives in developing the strategy are to:

- Identify the adequacy, the condition and distribution of existing outdoor sports facilities to meet current and future needs.
- Identify gaps in providing for future needs of the community and sports clubs in relation to sports facility provision.
- Consider the current and future levels of sports played at Council facilities and identify short falls or potential for growth.
- Prepare a strategic approach for the future provision of sports facilities including potential new sites for additional facility development and/or rationalising and possible decommission of existing sites.
- Enable Council to quantify and prioritise the financial resources that will be required over a 20-year period to fund and maintain sports infrastructure.

Catering for sports on a home-town basis was also considered, allowing capacity within the various townships and villages to serve local sports as well as plan for future growth within these towns.



3. QPRC Integrated Planning

The Sports Facilities Strategic Plan has been developed in close alignment with the Integrated Planning Framework and Council's Strategic Priorities. The Community Strategic Plan 2018-2028, Delivery Plans and Council's annual Operational Plans contain strategic priorities covering sports and recreation, including the following:

Service	Objective	Program
4. Recreation	Supports the active recreational, sporting and health pursuits of the community through the provision of facilities and recreational programs and events	4.1 Indoor sports 4.2 Aquatic 4.3 Sports fields 4.4 Activity Programs
23. Urban Landscapes	Shapes and maintains urban parks, reserves, sports fields, playgrounds, CBD, village centres and community lands as sustainable and attractive spaces.	23.1 Parks, play grounds and sports fields

Table 1: QPRC Integrated Planning details

Additionally, it is critical to ensure new/proposed or existing sports facilities are developed in a financially sustainable manner that is in keeping with existing and future needs of the Queanbeyan-Palerang community.

This document should also be reviewed to ensure it continues to align with community priorities into the future.



Brad Hadden Oval, Queanbeyan

4. Recreational Needs and Trends

Sports and recreation can be divided into two basic categories:

- *Structured recreation*: mainly organised sporting clubs and competition or training-based entities and activities; and
- *Unstructured recreation*: casual activities such as jogging, walking and non-club-based swimming or cycling etc.

Effective strategic planning needs to consider both.

Nationally, structured sports are statistically in decline, and unstructured recreation is rising, while sedentary lifestyles are also on the rise. The growth sporting clubs are currently experiencing, is directly due to the increase in population rather than an increase in desire to play organised sports. Whereas increase in unstructured recreation is increasing both through desire and population increase.

The Australian Sports Commission report “*Participation in Exercise, Recreation and Sports*” identifies the top five physical activities NSW residents participate in are:

Top 5 Physical Activities for NSW Residents	
Unstructured	Structured
Walking	Football
Aerobics	Basketball
Swimming	Cricket
Cycling	Netball
Running	AFL

To cater for both structured and unstructured recreation, without duplicating infrastructure and increasing the burden on available funding, facilities need to be integrated and accessible to the whole community. Centralised hubs providing for sporting groups, individual unstructured activity, and family activities, linked to schools, and supporting facilities will provide best value of available funds.

4.1 Health and Well Being

The direct health benefits of an active lifestyle are well documented and often considered a basic human right. According to the World Health Organisation, *Urban Green Space and Health - Review of Evidence. 2016*, preventable non-communicable diseases, such as mental illness, obesity, cardiovascular diseases, type 2 diabetes, and cancer, remain major factors not only affecting health and well-being, but also driving up the cost of health care and reducing the productivity of the workforce. Many such illnesses are linked to chronic stress and lifestyle factors, such as insufficient physical activity.

Readily available and accessibility of green space, sports and recreational facilities is fundamental to an active healthy lifestyle, with the health benefits being both physical and mental wellbeing. Research in major cities throughout the world has quantified the financial benefit to the health budget being in the billions of dollars.

4.2 Access and Distribution

Two significant factors contribute to the decline in sports participation and should be considered when planning recreational facilities. One factor is cost, rising fees, and equipment costs, and while this plan is not designed to address the cost associated with playing sports, it is important to acknowledge this point when setting ground hire fees or determining the level of return on investments. The second point is time and easy access to facilities. With ever increasingly busy lives and conflicting demand for time, people today will often seek the easier accessible solution, hence giving up a Saturday to sports is replaced with an after-work bike ride, a jog or half hour in the gym. Mid-week evening games like Touch Football, Basketball, Netball, Hockey etc. are proving attractive to time poor families.

Provision and distribution of facilities was once based around proximity to residential estates or even spread by levels of population. Historically this serviced the community well, with small local clubs having home grounds to train and play on. However, this practice limits capacity and potential for growth. Today with larger district-based clubs, single fields scattered throughout the city or towns puts pressure on parents needing to attend varying age groups at the same time. It also prevents clubs hosting larger carnival events. The provision of sports and recreation hubs with well-designed amenities and supporting infrastructure will better serve communities into the future.



Recreation Ground, Braidwood

Planning should also take into consideration access through a cycle network, public transport, and adequate parking for vehicles, including buses. Access, to and from hubs, and parking onsite needs also to consider impact on surrounding residential areas.

4.3 Population Analysis

The Queanbeyan-Palerang region has a combined population of approximately 63,364 in 2021, with the major population centre being Queanbeyan. There is steady growth continuing in and around Googong with further growth anticipated at Bungendore and South Jerrabomberra as new subdivisions are released.

Population analysis indicates QPRC has a relatively young population, consistently above regional averages for age groups under 60 years (see Table 2), with an equal balance of male and females. The sports participation rate for regional NSW is 43.7% (*Australian Sports Commission*) with the greatest participation being within the age groups under 25 years. There is a sharp drop off in participation after 25 years, possibly due to work

commitments, and then stability until 45 years when a further significant decrease occurs, empty nesters, picking up again after 55 years of age.

QPRC area -Total persons (Usual residence)	Number	Percentage	Regional NSW
Babies and pre-schoolers (0 to 4)	4,225	6.7	5.5
Primary schoolers (5 to 11)	5,759	9.1	8.6
Secondary schoolers (12 to 17)	4,539	7.2	7.4
Tertiary educational and independence (18 to 24)	4,665	7.4	7.6
Young workforce (25 to 34)	9,347	14.8	11.6
Parents and homebuilders (35 to 49)	13,467	21.3	17.5
Older workers and pre-retirees (50 to 59)	9,064	14.3	12.8
Empty nesters and retirees (60 to 69)	6,608	10.4	13.3
Seniors (70 to 84)	4,849	7.7	13.0
Elderly aged (85 and over)	777	1.2	2.8

Table 2: Age structure – Service age groups (Australian Bureau of Statistics – 2021 Census)

Queanbeyan-Palerang sports facilities are located close to the larger population bases in Queanbeyan, Jerrabomberra, Googong, Bungendore and Braidwood. Rural areas feed into Queanbeyan or Bungendore for facilities access.

4.4 Needs Analysis

During 2015, both the former Queanbeyan and Palerang Councils surveyed their local sporting clubs and conducted a needs analysis for sports in the former LGAs taking into consideration projected population growth.

Collectively, the QPRC area has a higher than NSW regional average for population under 25 years. Adding to the pressure on facilities is the need to provide both male and female, home and away change-rooms and referee facilities. With COVID playing havoc on numbers in many sports, QPRC Clubs were asked to provide figures from the 2019 Winter and/or 2019/2020 Summer seasons. Not all clubs provided figures.

SPORT	2009	2015	2019
AFL	350	602	452
Archery			32
Athletics	359	216	261
Basketball			
Cricket	280	354	365
Football	1,159	1,269	1,143
Hockey	110	148	
Netball	697	690	105
Rugby League	750	731	809
Rugby Union	259	235	329
Softball	249	87	
Swimming	83	87	147
Touch / Tag Football	1,750	1,426	390
TOTAL	6,046	5,845	4,178

Table 3: Sports Played in QPRC – Participation Rates

SPORT	CLUB	JUNIORS		SENIORS	
		Female	Male	Female	Male
AFL	Googong				86
	Queanbeyan	234	132		
Archery	Monaro	3	6	5	18
Athletics	Queanbeyan	133	110	11	7
Basketball	Queanbeyan				
Bowls	Queanbeyan	0	2	61	82
Cricket	Queanbeyan	35	160	20	150
Football	Monaro	182	486	81	135
	Palerang				
	Queanbeyan	82	96	18	63
Hockey	Queanbeyan				
Netball	Bungendore	64		41	
	Queanbeyan				
Rugby League	Bungendore		102	22	30
	Queanbeyan Blues	21	300	50	85
	Queanbeyan Roos	32	167		
Rugby Union	Braidwood				
	Bungendore			15	30
	Queanbeyan	7	127	30	120
Swimming	Braidwood	31	26		
	Bungendore	34	33		
	Queanbeyan	14	9		
Touch / Tag Football	Braidwood				
	Bungendore	32	33	90	150
	Jerrabomberra				85
TOTAL		904	1,789	444	1,041

Table 4: Sports Played in QPRC – By Club



Braidwood Redbacks Rugby Union team

5. Sports Field Management

Placement of sports fields may either be on Council owned Community Land or on Crown Land that is administered by the Council under the Crown Land Management Act 2016 and Local Government Act 1993. Appendix 1 contains a schedule of all sports field and their status. Several strategies are employed by Council when considering use and management of community and crown lands and in some instances a lease or licence agreement may be entered into between the occupant of the land and Council, or a Section 355 Committee may be established.

Leases and licences formalise the use of Community and Crown land by groups such as sporting clubs and schools or by the community and individuals providing facilities or services for public use. Any lease or licence on Crown Land for periods longer than 12 months may require approval from the Minister responsible for administration of the Crown lands. All leases and licenses for periods longer than five years on Community Lands must be advertised and, if opposed by a member of the public, require approval from the Minister responsible for administration of the Local Government Act. A lease or licence must meet the following criteria:

- The activities sanctioned by the lease or licence is in keeping with the Strategic Priorities of this Council's Community Strategic Plan and work towards achieving these priorities.
- There is no permanent disturbance of the area or of the landscape and amenity of the area; and any temporary disturbance must not create a nuisance, significant or permanent impact on the site of any adjoining sites.
- Activities under the lease or license must be in keeping with any legislative requirements regarding open space and in no way inhibit Queanbeyan-Palerang Regional Council from meeting its requirements under legislation.

5.1 Licenses

A **licence** is required where intermittent or short-term occupation or control of all or part of an area is proposed. Several licences can apply to the same site at the same time. These licences document the roles and responsibilities of each user and provided mechanisms for conflict resolution. As a rule of general practice, licences are for periods of 12 months to five years, although under certain circumstances may be over longer terms.

5.2 Leases

A **lease** is required where exclusive control of all or part of an area by a party is proposed, or desirable, in the interests of management of the area. A lease may also be required because the scale of investment requires security of tenure. Activities under a lease should be compatible with any zoning or reservation, provide benefits, services, or facilities for users of the land and be authorised under Plan of Management governing the relevant property. The terms and conditions of such a lease should ensure appropriate management and maintenance of the area and that the interests of Council and the public are protected.



5.3 Section 355 Management Committees

Under Section 355 of the Local Government Act 1993, a council may conduct its business by way of committee, or other entity, with delegation to undertake certain tasks. Traditionally Section 355 Committees are delegated to manage community facilities and are made up of community representatives with an interest in the facility. Alternatively, a Section 355 Committee may be established without delegated authority and act as an advisory body to Council.

Council has several Section 355 committees and licence agreements for sports club access to reserves. While the QPRC Sports Council has now been expanded to all sports fields and clubs across the QPRC area, its delegation is limited to an advisory committee recommending field allocations, future improvements, and strategic planning. A Sports Council provides Council with a direct conduit to the sporting community and is a common tool used by many councils throughout the country. In most cases Sports Councils are advisory bodies, making recommendations to council through minutes that are adopted, or not, at ordinary council meetings.

Occasionally, Sports Councils have greater delegation and are actively involved in field management. Parkes Sports Council, central west NSW, has delegation to manage sports fields, allocate grounds and be actively involved in improvements. Hawkesbury Sports Council, north west Sydney, is an incorporated body with full care control and management of all sports fields, have their own office and employ contractor staff to conduct maintenance. With the proposal to establish sporting hubs, where greater communication between sporting codes will be essential, regular review of the Sports Council's delegation should occur to ensure best fit the QPRC needs.

5.4 Maintenance

This report is not designed to cover operational matters or routine maintenance, however, consideration must be given to the facilities construction, materials, ongoing maintenance, and asset renewal cost when considering allocation of funds for capital costs. Sports fields cannot be operated on a full cost recovery basis, or the lower socio-economic groups are the first to drop out. To keep user fees down and maximise return on investment, grouping fields in clusters, reduces the capital investment in some areas, such as services into the site, traffic management and ancillary facilities.



Maintenance on Mick Sherd Oval, Bungendore



6. Economic Development and Sports Events

Sports and sporting events can provide a valuable source of revenue communities through tourism and economic development. An event that brings players and spectators has a flow on effect throughout the business community. The 2015 Raiders pre-season trial game against Newcastle Knights at Seiffert Oval, considered regionally significant, is estimated to have returned over \$900,000 to the local economy. State and national events have potential of returning far greater returns to the community, however facilities need to be designed to cater for such events before clubs can bring them to town (Appendix 2).



Seiffert Oval, Queanbeyan

Economic potential is further enhanced by retaining sporting events and associated spectator audience within the QPRC area. Local clubs are often required to travel out of the district due to lack of suitable facilities to host a carnival. Queanbeyan already experiences some overflow accommodation from events like Kanga Cup, currently ACT based, but could significantly expand that if games were scheduled in Queanbeyan. Freebody, Neil Bulger and Brad Haddin ovals are highly regarded by ACT Cricket and regularly host regional and state events.

Collective management of geographically close sporting facilities into single multipurpose 'sports hubs' offers real marketing potential and management efficiencies whilst increasing capacity and diversity. Recent improvements to Seiffert and Campese ovals and surrounding fields (East Queanbeyan sports hub) has increased the venues potential to host major tournaments, however further works are required. Careful configuration of Googong and Bungendore sporting facilities into hubs, with sports events and tourism in mind, will assist in the viability of clubs and the facilities into the future. Finding the balance between investment and economic return is key to the long-term sustainability of the sporting hubs.

The Regional Sports Complex, part of which is currently in construction off Environa Drive in Jerrabomberra, has the potential of providing a level of sports and sports related economic growth currently not available within the Queanbeyan-Palerang region. The provision of football and/or hockey pitches capable of meeting W League and A Grade, respectively, coupled with elite indoor and aquatic facilities supported by sports or event related enterprises in one regional hub, will be unique and a first for the region. Carefully staged implementation following sound business models will ensure growth and capacity will align with population growth and regional demand.

7. Sporting Hubs and Field Rationalisation

Queanbeyan-Palerang Regional Council currently manages 32 sports fields and multiple hard courts in 23 locations across the LGA, with additional facilities coming into service as new housing developments are built. While some current and some future facilities are clustered and facilitate incorporating into sporting hubs, or some are standalone multi use complexes, others are single isolated fields with limited amenities and capacity.

Single fields require the same level of maintenance and amenities as a field in a multi field complex or hub, but do not have the capacity or economy of scale offered by the large complexes. Locations like Lambert Park and Warren Little Oval provide very little value as venues for sports events and should be further investigated or redesigned for better community value.

A review of capacity and potential has been carried out on all existing and future proposed fields, and recommendations are included for rationalisation of some facilities.

Four sites have been identified as suitable Sports Hubs with integrated management potential.

7.1 East Queanbeyan

East Queanbeyan Sports hub consists of Taylor Park, Campese Oval, Seiffert Oval, High Street Field, and the Queanbeyan Indoor Sports Centre (QISC) and is near Wright Park and Blundell Park. Queanbeyan has a good spread of sporting facilities, only East Queanbeyan location has the capacity to host multiple events or a major carnival.

Further development of this site should work toward implementing the Hub concept and maximise capacity while streamlining management.

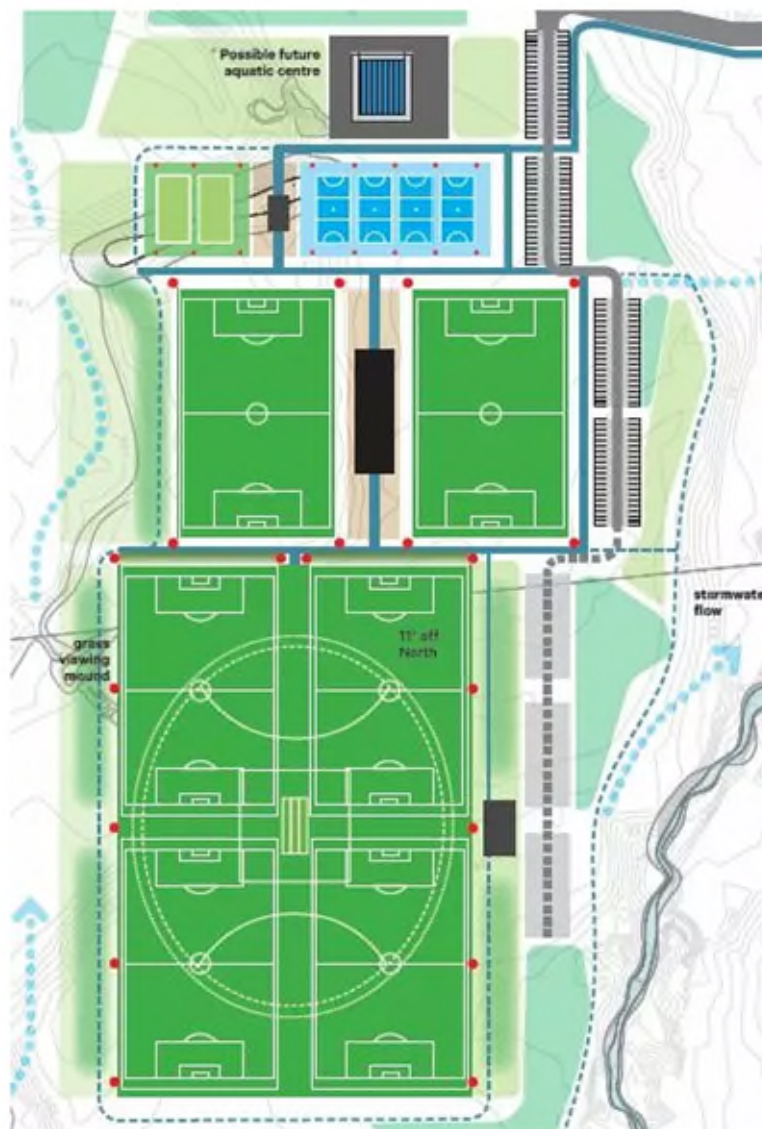


East Queanbeyan Sports Hub

7.2 Bungendore Sports Hub (under construction)

At present Bungendore is service by Mick Sherd Oval and Warren Little Oval. While these two fields served the community well for many years, overuse is becoming a significant issue. The central location, and desire for community events on Mick Sherd Oval, further exacerbates this overuse. Projected population growth in Bungendore will require a minimum of five sports fields, based on standard levels of provision, with potential for future growth beyond current planning proposals.

The former Palerang Council identified and resolved in February 2016 to commence acquisition of additional land off Bungendore Road with the view to establishing a sports hub, to relieve existing pressures and cater for Bungendore's future growth. Planning for the Bungendore Sports Hub is well advanced, and land has been acquired. Final Concept designs cater for all existing sports and for some not currently available in Bungendore. It also provides for the replacement of aquatic facilities for Bungendore. The Bungendore Sports Hub is strongly supported as the best option for future sports and recreation planning needs for Bungendore.



Bungendore Sports Hub Plan

7.3 Googong Common (under construction)

Googong is a rapidly growing community currently being serviced by Rockley Oval and Duncan Fields. The Voluntary Planning Agreement (VPA) provides for Googong Common, a new sporting and recreational hub, containing five ovals, hard courts and an indoor facility that will cater for the population of 18,000, community and club activities. There is an opportunity now to not only plan early and design out issues experienced at existing complexes, but also seizing opportunities to provide a higher standard of sports for clubs than presently available. Discussions have been held with developers to group tennis facilities in one location, rather than spread throughout the development. With the correct surface this will allow for a potential club to compete in the ACT competition and host events. This facility could further benefit by the aggregation of other outdoor sports courts, all weather training courts and gym equipment into one area.

The Googong indoor sports facility is designed to complement proposed outdoor Netball Courts. The provision of high standard indoor netball courts will give the Queanbeyan District Netball association capacity to expand, host events and reduce the current loss of players to the ACT. Council should continue to work with Googong developers to leverage potential grant funds and/or low infrastructure loans, to provide both synthetic sports fields and advanced Athletic facilities within the Googong Common sports hub.



Developer Map of Googong

7.4 Aquatic Centres

Council owns and operates four facilities across the LGA in Braidwood, Bungendore, Captains Flat Pool and Aquatics Queanbeyan. The facilities were built at different times and exist in varying conditions. The cost of funding aquatic operations for the growing QPRC has increased beyond anticipated QPRC asset management plans and operational budgets. This has been exacerbated by rising costs following Covid and by Royal Life Saving Association safety regulations for public pools. The closures of facilities during Covid lockdown periods also markedly impacted income during 2020-21.

Reviewed maintenance schedules indicate that, to keep pools safe and compliant with NSW Health Regulations, QPRC will need to spend nearly \$14 million over the next ten years (an average of \$1.2 million +) per year. Council will need to determine the value of our aquatic centres to residents and ratepayers and what level of funding the community is willing to support through rates and through fees and charges. Grant funding will increase in importance over this time.



Braidwood Pool

The new pools proposed for Bungendore, Googong and Jerrabomberra will have a further effect on annual operational budgets. Consideration will need to be given to maintenance vs replacement and actively pursuing grant funding. The maintenance, upgrade and replacement of aquatic centres across Queanbeyan-Palerang are subject of a separate Aquatics Strategic Plan.

7.5 Indoor Sports Centres

Indoor Sports Centres are known to have mixed success throughout Australia as they compete with outdoor recreational activities, however carefully managed they can prove successful. Key to the success of any venue is securing anchor tenants or sufficient activities to cover core operational hours. QISC is designed to cater for a variety of sports and community activities, largely targeting family activities and casual social sports. QISC is currently leased to the PCYC.

Both basketball and netball are seeking new indoor facilities to meet growth, in demand and skill levels, and could potentially share a facility, however, the codes compete for the same time slots and would need dedicated courts for each sport, potentially sharing overflow courts. With the likelihood of a new six court facility at the regional sports centre being a while off, interim arrangements should be supported at Karabar, for basketball, and Googong for netball.

8. Queanbeyan-Palerang Regional Sports Complex

For many years the Queanbeyan sporting community has called for a Regional Sports Complex, to provide a higher level of sports opportunity, rather than loose elite players across the border to the ACT or to other regional centres. The growing population and development of sports such as Football, Basketball and Netball have already outstripped the facilities available in the QPRC area. This will continually increase along with population increases across the council area.

In 2015 Council reached agreement with developers to provide land within the future South Jerrabomberra/Tralee area for regional sports facilities. Queanbeyan-Palerang Regional Sports Complex is proposed to be developed on land off Environa Drive with good access from all major urban areas. The Master Plan is complete and initial Development Application documents were approved in 2022. Appendix 2 provides designs for high level Hockey and Football pitches, Aquatic Centre with 50m indoor competition standard pool and associated facilities, 4-6 court indoor sports facility, gym, crèche, and sports related businesses.

REGIONAL SPORTS COMPLEX CONCEPT DESIGN



The Regional Sports Complex is proposed to contain sports fields, on high standard, synthetic and elite natural grass surfaces to facilitate W League or A League and A Grade Hockey. Consideration should be given to linking the new centre to the nearby David Madew Fields and any future school development to increase capacity for tournaments or events like Kanga Cup. Further investigation into planning strategic land uses should explore the option of short-term event style accommodation on the southern side of the property, suitable for short term sports camps, to further increase capacity and viability for the complex.

9. Sports Facilities Strategies

9.1 Strategy 1: Sporting clusters or hubs

Goal: Establishment and careful management of integrated sporting hubs strategically located throughout the LGA:

- 9.1.1 Manage Seiffert, Campese, Taylor, High Street and QISC as East Queanbeyan Sports Hub, with access links to Wright Park
- 9.1.2 Development of Bungendore sporting hub off Halfway Creek Road.
- 9.1.3 Design and develop and manage the remaining five sports fields and courts at Googong as Googong Sporting Hub.
- 9.1.4 Ensure Strategic Planning for future subdivisions and housing developments cluster sporting facilities into Hubs or contribute to expansion of existing hubs, avoiding future “stand alone” isolated fields.

9.2 Strategy 2: Facility rationalisation

Goal: Optimised land use and return on investment for capital and operational funds:

- 9.2.1 Investigate alternate options for Lambert Park considering possible redeveloping this site for other community use or passive recreation.
- 9.2.2 Further explore the conversion of Madew North Field to synthetic surface to extend service hours.
- 9.2.3 Identify sites for all-weather synthetic training courts for football to reduce impact on natural grass playing surfaces.
- 9.2.4 Further investigate community access to high school fields.
- 9.2.5 Focus aquatic sports at the future Regional Sports Complex, allowing Queanbeyan and other venues to provide for family leisure activities.

9.3 Strategy 3: Provide high level sporting opportunities

Goal: Increase capacity for QPRC based clubs and reduce the cross-border drain of sporting talent:

- 9.3.1 Establish the Regional Sports Complex, catering for Premier and W League Football, A Grade Hockey, Basketball, Aquatics, Sports therapy, rehab and ancillary sports and activities.
- 9.3.2 Work with the Netball Associations and developers to provide indoor and outdoor courts at Googong
- 9.3.3 Work with the Basketball Association to provide high level basketball courts within the Regional Sports Complex
- 9.3.4 Continue improvements to Freebody, Neil Bulger and Brad Haddin Ovals to secure further State and National Cricket events
- 9.3.5 Continue improvements to Seiffert and Campese Ovals to secure high level Rugby League and Union events
- 9.3.6 Continue development of Margaret Donoghue Oval to further advance AFL in Queanbeyan.

9.4 Strategy 4: Provide home facility for all QPRC based clubs

Goal: Eliminate the need for QPRC based clubs to transfer home games into the ACT:

- 9.4.1 Establish a QPRC based home for Queanbeyan at the Regional Sports Complex
- 9.4.2 Facilitate the establishment of a home base, at Bungendore Sports Hub, for various Bungendore sporting clubs
- 9.4.3 Continue to work with Queanbeyan Pony Club to establish a QPRC based home facility.

9.5 Strategy 5: Provide accessible and equitably distributed unstructured recreational facilities throughout the QPRC area

Goal: Provide opportunities for recreation, health, and well-being for the whole community

- 9.5.1 Establish a well-planned network of off-road cycle/pedestrian shared paths, including the Queanbeyan Precinct Trail, throughout the QPRC developed areas.
- 9.5.2 Incorporating “health and well-being” into the PAMP review
- 9.5.3 Continued provision of outdoor fitness equipment/stations and hard courts linked to the path network.
- 9.5.4 Facilitate the ongoing licencing and provide access for Boot Camps, Tai Chi, Park Run and other recreational programs.

9.6 Strategy 6: Economic development through sports

Goal: Sports and Recreational events and activities contribute an ongoing economic return to the community:

- 9.6.1 Actively pursue and facilitate major NRL trial games, Union, Football, or similar fixtures at Seiffert Oval and the new Regional Sports Complex
- 9.6.2 Explore and work with clubs to bid for state and national carnivals to be held at the main sporting hubs or across multiple facilities.
- 9.6.3 Explore potential ancillary business enterprises, e.g. Café, sports therapy, childcare (Crèche) , that can align with the sports hubs or Regional Sports Complex.
- 9.6.4 Investigate the Queanbeyan Precinct Trail as a means of promoting cycle tourism within Queanbeyan.



10. Aquatic Strategies

10.1 Strategy 1: Ensure financial sustainability of QPRC pools.

- 10.1.1 Develop a long-term plan to ensure the financial sustainability of QPRC pools while keeping fees affordable.
- 10.1.2 Lobby state and federal government for assistance in addressing aging public swimming pools across Australia, including QPRC pools.
- 10.1.3 Review alternate delivery methods including longer opening hours and training for volunteers.
- 10.1.4 Pursue grants to provide enclosures for all pools to broaden patronage by providing year-round facilities.
- 10.1.5 Consider rationalisation of QPRC pools and an evaluation of where facilities should be upgraded, extended or replaced.

10.2 Strategy 2: Provide modern, safe and well-maintained aquatic centres across the region.

- 10.2.1 Continue to actively pursue grant funding for urgent and important maintenance and general upgrade of aquatic facilities.
- 10.2.2 Continue to monitor pool assets to ensure optimal use of maintenance budgets.
- 10.2.3 Include accessibility as a key factor in upgraded facilities.
- 10.2.4 Retain 5 Star status¹ for Queanbeyan.
- 10.2.5 Pursue 5 Star status of other pools.

10.3 Strategy 3: Understand the social benefits of pools and provide a valued and competitive service to the community.

- 10.3.1 Monitor and compare competitor fees and services.
- 10.3.2 Continue to consult with stakeholders about most valued services and options.
- 10.3.3 Seek opportunities to broaden services in line with user expectations.
- 10.3.4 Work with sporting clubs to enhance current relationships and future cross training opportunities.
- 10.3.5 Activate pools as social destinations by providing a range of different events.
- 10.3.6 Review needs and potential for hydro-therapy and additional sporting and recreation provisions e.g. diving and water polo and a wave pool.

10.4 Strategy 4: Attract well qualified and committed staff for aquatic operations and programs.

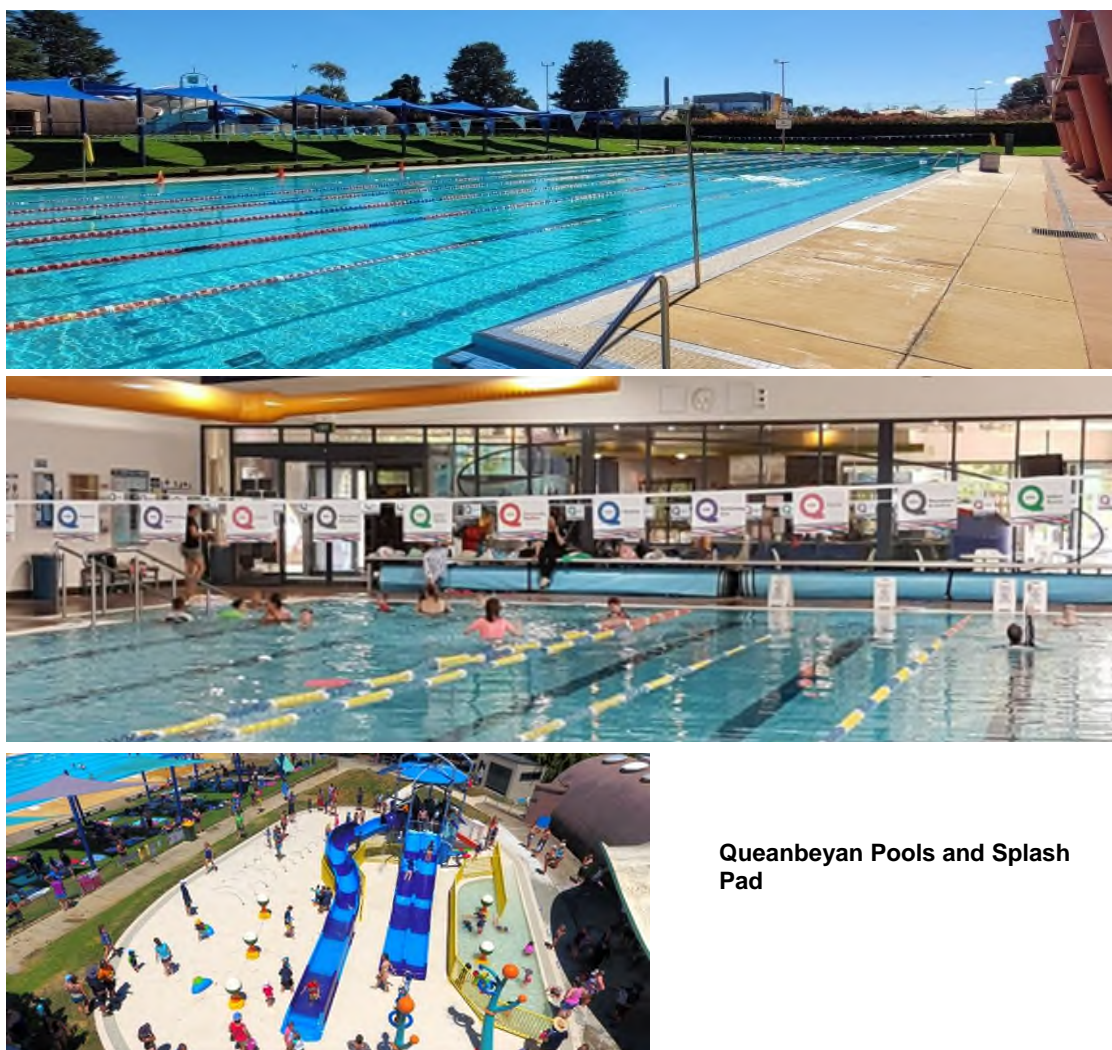
- 10.4.1 Provide a positive staff culture through recognition, training opportunities and job enrichment.

¹ Five-star ratings are awarded by Royal Life Saving when pools are able to consistently pass a rigorous 40-point aquatic safety check and demonstrate a strong commitment to aquatic safety standards.

- 10.4.2 Widely advertise opportunities as they arise.
- 10.4.3 Where possible, provide employment pathways and consider a cadet program for learn to swim and lifeguard staff.
- 10.4.4 Work with our regional towns to identify local potential seasonal aquatic staff.
- 10.4.5 Engage with volunteers where staff cannot be recruited.
- 10.4.6 Consider the need for dedicated staff facilities in any designs for upgraded or renewed facilities.
- 10.4.7 Consider free pool passes for volunteers.

10.5 Strategy 5: Improve the environmental performance of QPRC pools.

- 10.5.1 Monitor environmental innovation in pool management and maintenance.
- 10.5.2 Identify opportunities to reduce energy costs and greenhouse emissions by using solar and geothermal power.
- 10.5.3 Update plant room to ensure compliance with NSW Health Regulations.
- 10.5.4 Address any significant water leakage at pools.
- 10.5.5 Provide shading or retractable enclosures for all pools.



Queanbeyan Pools and Splash Pad

11. Recommendations for Improvements

The tables below include a listing of each sports field and recommended sports facilities improvements or renewal of assets identified during the sports surveys or by staff and the sports council. Improvements have been assigned a priority over the next twenty (20) years. Budgeting for these improvements should align with Council's Integrated Planning Process.

The staged priority listings for each of the improvements may be applied as follows.

IMPROVEMENT NEEDS	
Rating	Timeframe
High	Between 1-5 years
Medium	Between 5-10 years
Low	> 10 years

Newer sports fields e.g. sports fields situated within recent housing developments, such as Googong and the proposed sports facilities for Tralee will require ongoing maintenance of each of their relevant assets but should not require field or building improvements or refurbishment for several years. At the QPRC Sports Council strategic workshops, the following projects were considered the highest priorities for provision of sports facilities and should be included in future budgets or grant applications.

11.1 Context

QPRC is in a fiscally constrained environment, we are not able to borrow to co-fund facilities and we must consider the costs of all new builds and would ask all governments to consider maintenance support.

The capital region population growth is one of the largest in the state. QPRC is going to need to maintain existing facilities and also seek funding for new facilities to cater for the growth. Our neighbours in the ACT are also under similar sports infrastructure pressure.

11.2 Major Capital Projects

For projects that are likely to be over \$2 million in build cost.

- Regional Sports Complex Stage 2 (stadium)
- Bungendore Pool (Sports Hub)
- Synthetic Running Track for Googong.

11.3 Minor Capital Projects

For projects that are likely to be under \$2 million in build cost.

- Freebody Recreational Reserve – New change facilities field three
- Hoover Road Reserve – Indoor range attached to the new toilets (Dimensions need to be min 25m by 20m)
- Wright Park – Changeroom updates
- Regional Sports Hub – additional seating for Stage 1

- Margaret Donoghue Oval – upgrades to support the facility
- Freebody Recreational Reserve – lights for night cricket
- New change facilities field three
- Queanbeyan Bowls – Installation of a dome on a single green at Farrer Place
- Queanbeyan – new outdoor Basketball courts

11.4 Maintenance

Maintenance work to support ongoing function and help with supporting higher volumes. This should be revisited within five years of adoption to ensure updated maintenance and refurbishment of buildings, fields or sport field furniture to meet QPRC sports community needs.

- Freebody Recreational Reserve – Couch outfield required for Freebody 1. Only ground in Queanbeyan that has winter and summer first grade sport. Surface needs improving as does the drainage.
- Letchworth Regional Sporting Field – Improve Playing Surface and drainage
- Hoover Road Reserve – Playing surface-top dressed to cover protruding rubbish and rocks, encourage grass growth of beginner's range, main range and clout range
- Queanbeyan East Tennis Courts - Court Resurfacing (anticipating current costs to be around \$150-200K per court)
- Queanbeyan Bowls - Conversion of the existing four ladies toilet cubicles located within the existing clubhouse at Farrer Place to an upgraded position of two ladies and two men's cubicles.

11.5 New Maintenance Submissions 2022

User groups were canvassed about improvement needs. These are reported in the table below.

Nº	VENUE	IMPROVEMENTS	PRIORITY
1	Aquatics Queanbeyan	Re-tiling of outdoor pool	High
2		Dignified, accessible water entry/exit	High
3		Outdoor change rooms and amenities	Medium
4		Main foyer and kiosk HVAC	Medium
5		Enclosure of outdoor pool	Medium
6		Testing of slip resistance	Low
7		Heating and ventilation of outdoor change rooms	Low
8		Plant room upgrade	Low
9	Blundell Park	Outfield too long	Low
10	Braidwood Pool	Plant Room Update	High
11		Retile and shade toddlers pool	High
12		Dignified water entry and accessible change facility	High
13		Install energy efficiency measures	Medium
14		Covered pool to allow for extended season	Medium
15		Testing slip resistance on all floor surfaces	Low
16		Replace and reconfigure to 25 m pool	Low
17	Braidwood Recreation Ground	Site drainage	High
18		Field remediation	High
19		Parking plan	High

Nº	VENUE	IMPROVEMENTS	PRIORITY
20	Bungendore Sports Hub	2022 Election Funding Projects (Pool)	High
21	Campbell Street Tennis Courts	Disability and general electronic access to clubhouse	High
22		Court resurfacing (scheduled for 2023-25)	High
23	Captains Flat Pool	Fix pool leaks	High
24		Plant room	High
25		Dignified water entry and accessible change facility	High
26		Renew pool shell – main and toddlers pools	Medium
27		Install energy efficiency measures	Medium
28		Covered pool to allow for extended season	Medium
29	Captains Flat Pool	Refurbish dressing shed timber benches	Medium
30		Refurbish entry shed, kiosk and staff facilities	Medium
31		Refurbish storage shed structure and roofing	Low
32		Testing slip resistance on all floor surfaces	Low
33		Replace pool	Low
34	Duncan Fields	Equipment shed	Low
35	Freebody Recreation Reserve	Couch Oval 1 outfield. Improve surface and drainage.	High
36		Dethatch Neil Bulger oval annually - thick grass in outfield	High
37	<i>(Only Queanbeyan ground with year-round 1st grade sport)</i>	Lights for night cricket	Low
38		Flooring upgrades after 10 years	Low
39	Googong (Fields 3 and 4)	Storage for small & aluminum goals and training equipment similar to David Madew.	High
40	Googong (Indoor Sports)	Power Chairs for Soccer	High
41	Googong (Athletics Track)	Synthetic Running Track	Low
42		Top dress playing surface over protruding rubbish/ rocks. Encourage grass growth on beginner, main & clout ranges	High
43	Hoover Road Reserve	Concrete shooting line extended for beginners' range	High
44		3rd flagpole installed on the side of the horse stables	High
45		Shade structure along the shooting lines	High
46		Indoor range attached to the new toilets (min 25m x 20m)	Low
47	Margaret Donoghue Oval	Security fencing, seating and AV upgrades	High
48	Queanbeyan	New outdoor Basketball courts	Low
49		Install dome on a single green at Farrer Place	High
50	Queanbeyan Bowls	Convert existing 4 female toilet cubicles in Farrer Pl clubhouse to two female and two male cubicles	Medium
51		Resurface courts (current cost approx \$150-200k/court)	High
52		LED court light installation	High
53	Queanbeyan East Tennis	Clubhouse/toilet/change room Upgrade	Medium
54		Hitting wall	Medium
55		Landscaping/BBQ/Shading	Low
56	Regional Sports Complex	2022 Election Funding Projects (Stadium)	High
57		Additional seating for Stage 1	High
58	Rockley Oval	Level wicket to allow Queanbeyan to host carnivals	High
59		Top dress outfield after football season	High
60	Taylor Park	Cut outfield throughout the season so it isn't too long	High
61		Fence around Campese Oval	High

Table 5: New Submissions for Maintenance 2022

11.6 Combined Submissions

Items that are already in the Sports Facilities Strategic Plan but have not yet been achieved have been added to new submissions above to create the combined table on the following page.

QPRC SPORTS FACILITIES STRATEGIC PLAN

Nº	VENUE	IMPROVEMENTS	PRIORITY
1	Allan McGrath Park	Routine Maintenance	Medium
2	Aquatics Queanbeyan	Re-tiling of outdoor pool	High
3		Dignified, accessible water entry/exit	High
4		Outdoor change rooms and amenities	Medium
5		Main foyer and kiosk HVAC	Medium
6		Enclosure of outdoor pool	Medium
7		Testing of slip resistance	Low
8		Heating and ventilation of outdoor change rooms	Low
9		Plant room upgrade	Low
10	Blundell Park	Outfield too long	Low
11		Switch Cricket pitch North-South.	High
12	Braidwood Pool	Plant Room Update	High
13		Retile and shade toddlers pool	High
14		Dignified water entry and accessible change facility	High
15		Install energy efficiency measures	Medium
16		Covered pool to allow for extended season	Medium
17		Testing slip resistance on all floor surfaces	Low
18		Replace and reconfigure to 25 m pool	Low
19	Braidwood Recreation Ground	Upgrade tennis courts	Low
20		Site drainage	High
21		Field remediation	High
22		Parking plan	High
23	Bungendore Sports Hub	2022 Election Funding Projects (Pool)	High
24		Second Stage Amenities	Low
25		Cricket Practice nets	Low
26		Stage two fields flood lights	Low
27	Bungendore Tennis Courts	New Club Facilities	High
28		Conversion/upgrade lighting to proper tennis LED lighting	High
29	Campbell Street Tennis Courts	Disability and general electronic access to clubhouse	High
30		Court resurfacing (scheduled for 2023-25)	High
31	Captains Flat Pool	Fix pool leaks	High
32		Plant room	High
33		Dignified water entry and accessible change facility	High
34		Renew pool shell – main and toddlers pools	Medium
35		Install energy efficiency measures	Medium
36		Covered pool to allow for extended season	Medium
37		Refurbish dressing shed timber benches	Medium
38		Refurbish entry shed, kiosk and staff facilities	Medium
39		Refurbish storage shed structure and roofing	Low
40		Testing slip resistance on all floor surfaces	Low
41		Replace pool	Low
42	David Madew Oval	Improve field compaction	High
43		Improve off street parking	Medium
44		Convert one field to Synthetic	Low
45		Extend Club facilities Second Storey.	Medium
46	Duncan Fields	Equipment shed	Low
47		Women's changerooms	Low
48	Freebody Recreation Reserve (Only Queanbeyan ground with year-round 1 st grade sport)	Couch Oval 1 outfield. Improve surface and drainage.	High
49		Dethatch Neil Bulger oval annually - thick grass in outfield	High
50		Lights for night cricket	Low
51		Flooring upgrades after 10 years	Low
52		Improve playing surface Field three	High
53		New change facilities field three	High
54		Demolish toilet block opposite school	Low



Nº	VENUE	IMPROVEMENTS	PRIORITY
55	Googong (Fields 3 and 4)	Storage for small & aluminum goals and training equipment similar to David Madew.	High
56	Googong (Indoor Sports)	Power Chairs for Soccer	High
57	Googong (Athletics Track)	Synthetic Running Track	Low
58	High Street Playing Field	Increase storage	High
59		Meet NPL 1&2 standards	High
60		Upgrade flood lights 200LUX	Low
61		Top dress playing surface & encourage grass growth on ranges	High
62	Hoover Road Reserve	Concrete shooting line extended for beginners' range	High
63		3rd flagpole installed on the side of the horse stables	High
64		Shade structure along the shooting lines	High
65		Indoor range attached to the new toilets (min 25 x 20m)	Low
66		Continued levelling and improving surface	Medium
67	Jerrabomberra Tennis Courts	Drainage improvements	Low
68	Lambert Park	Major drainage issues, review alternate future	Low
69	Letchworth Regional Sporting Field	Improve Playing Surface and drainage	High
70		Install off field goals to increase training capacity	High
71	Margaret Donoghue Oval	Security fencing, seating and AV upgrades	High
72		Drainage	High
73		Improve spectator facilities	Medium
74	Mick Sherd Oval	Reduce overuse	High
75	Queanbeyan	New outdoor Basketball courts	Low
76	Queanbeyan Bowls	Install dome on a single green at Farrer Place	High
77		Convert existing 4 female toilet cubicles in Farrer PI clubhouse to two female and two male cubicles	Medium
78	Queanbeyan East Tennis	Resurface courts (current cost approx \$150-200k/court)	High
79		LED court light installation	High
80		Clubhouse/toilet/change room Upgrade	Medium
81		Hitting wall	Medium
82		Landscaping/BBQ/Shading	Low
83	Queanbeyan Park	Routine Maintenance	Medium
84	Queanbeyan Park	Change Rooms	Medium
85	Regional Sports Complex	2022 Election Funding Projects (Stadium)	High
86		Additional seating for Stage 1	High
87	Riverside Oval	Seal Gravel Car Park	Medium
88	Rockley Oval	Level wicket to allow Queanbeyan to host carnivals	High
89		Top dress outfield after football season	High
90	Seiffert Oval	Install irrigation tank and pump	Medium
91		Upgrade/ replace eastern Amenities. Re-design main change rooms to convert to four change rooms	Low
92	Taylor Park	Cut outfield throughout the season so it isn't too long	High
93		Fence around Campese Oval	High
94	Wright Park	Improve levels and drainage Athletics amenities	High
95		Install shade	High
96		Changeroom upgrades	High

Table 6: Combined Submissions

11.7 Maintenance Needs by Sporting Code

The table on the following page shows maintenance, improvement and new facilities desired, by Queanbeyan-Palerang sporting codes.

SPORT	NEEDS IDENTIFIED	COMMENT
Athletics	Synthetic track	Planned for Googong Sports Hub
AFL	Upgrade of facilities to meet needs of higher-level competition	Improve lower field for training/ warm up. Upgrade power and flood lights
Basketball	Request for Four Court Stadium	Association investigating one extra court at Karabar as an interim measure.
		Long term included in Regional Sports Complex
Cricket	Wickets at Bungendore	Home games played in Goulburn or Canberra due to lack of facilities.
		Planned for Bungendore Sports Hub
Football	Separation of home/club grounds	Identify new home for Monaro Panthers in proximity to larger centre.
	Exclusive access to Duncan in winter season	Currently Googong has insufficient fields to cover all codes. This will improve.
Hockey	Request two new Synthetic Fields	Currently hockey is played in ACT due to lack of appropriate facilities
		Planned for Regional Sports Complex
Netball	Outdoor courts	Drainage improvements required.
	Provide indoor competition standard courts	Sprung floors needed for ACT competition
		Planned for Googong Sports Hub
Rugby League	Additional fields	Planned for Bungendore Sports Hub and Googong Common
Rugby Union	Additional fields	Planned for Bungendore Sports Hub and Googong Common
Squash	Requests for more courts	Two courts in QISC
Swimming	Request for Competition Standard 50m indoor complex	Included in Regional Sports Complex Master Plan

Table 7: Needs by Sporting Code



12. Appendices

12.1 Facility List

12.2 Economic Return Modelling

12.1 Facility List

Nº	VENUE	SPORT(S)	LOCATION
1	Allan McGrath Reserve	Cricket	Jerrabomberra
2	Aquatics Queanbeyan	Swimming	Queanbeyan
3	Blundell Park	Cricket	Queanbeyan
4	Braidwood Pool	Swimming	Braidwood
5	Braidwood Recreation Ground	BMX/ Football/ Netball/ Rugby Union/ Tennis	Braidwood
6	Bungendore Pool	Swimming	Bungendore
7	Bungendore Sports Hub	Football/ Netball/ Oztag/ Rugby League/ Rugby Union/ Swimming	Bungendore
8	Bungendore Tennis Courts	Tennis	Bungendore
9	Campbell Street Tennis Courts	Tennis	Queanbeyan
10	Captains Flat Pool	Swimming	Captains Flat
11	David Madew Oval	Football / Touch Football	Jerrabomberra
12	Duncan Fields	Cricket / Football	Googong
13	Freebody Recreational Reserve	Cricket / Rugby League	Queanbeyan
14	Halloran Drive Oval	AFL	Jerrabomberra
15	High Street Playing Field	Football	Queanbeyan
16	Hoover Road Reserve	Archery	Queanbeyan
17	Indoor Sports	Indoor Cricket/ Floorball/ Futsal/Netball/ Squash	Queanbeyan
18	Jerrabomberra Tennis Courts	Tennis	Jerrabomberra
19	Lambert Park	Football	Queanbeyan
20	Letchworth Regional Sporting Field	Football	Queanbeyan
21	Margaret Donoghue Oval	AFL	Queanbeyan
22	Mick Sherd Oval	Football/ Oztag/ Rugby League/ Rugby Union	Bungendore
23	Queanbeyan East Tennis Courts	Tennis	Queanbeyan
24	Queanbeyan Park	AFL / Cricket	Queanbeyan
25	Riverside Oval	Football	Queanbeyan
26	Rockley Oval	AFL / Cricket	Googong
27	Seiffert Oval	Football / Rugby League / Rugby Union	Queanbeyan
28	Steve Mauger	AFL / Netball	Queanbeyan
29	Taylor Park	Cricket / Rugby Union	Queanbeyan
30	Warren Little Reserve	Cricket / Football	Bungendore
31	Wright Park	Athletics/ Cricket/ Football/ Rugby League	Queanbeyan

12.2 Economic Return Modelling

The following information has been provided by the National Institute of Economic and Industry Research compiled and presented in [economy.id](#) by .id the population experts.

12.2.1 Indicative Sports Events – Event Impact Calendar

Events are very important contributors to local and regional economies. A successful well-run event can provide significant value to an area by adding jobs and money to the local economy and providing additional cultural and social benefits. Alternatively, the wrong event may have considerable negative impacts such as a loss of money or reputation.

The event impact calculator has been developed to enable Queanbeyan City to calculate the potential economic impact of a proposed event. This can be used in conjunction with other methods to help Queanbeyan City select the most appropriate events to support. This calculator alone cannot predict which events will be successful, however it can indicate the potential economic impact a successful event may have across a range of economic measures such as output, employment, wages and salaries and local jobs.

This tool uses input/output estimates to calculate the impact of an event based on the average spend per day by visitors to the event. Simply enter the type of event, the significance of the event, the duration of the event and the average spend per day to calculate the potential economic impact.

As events can also contribute to an area in other ways, such as socially, culturally, and environmentally, it is important that other tools or methods are also used to evaluate the potential or benefit of an event.

12.2.2 Event Impact Summary

Queanbeyan City - Indicative Sports Championship. - Modelling the effect of \$350,000 from a Sports and Recreation Activities event with State significance

	Output (\$)	Value-added (\$)	Wages & salaries (\$)	Employment (annual FTE)	Resident Jobs (annual FTE)
Direct impact	280,000	140,354	91,820	2.0	--
Industrial impact	110,965	43,745	40,985	0.4	--
Consumption impact	147,879	65,348	48,798	0.7	--
Total impact on Queanbeyan City economy	538,843	249,447	181,603	3.2	2.3

Source: National Institute of Economic and Industry Research (NIEIR) ©2015. Compiled and presented in [economy.id](#) by [.id](#), the population experts.

Note: All \$ values are expressed in 2012-13 base year dollar terms.

Example

The proposed Indicative Sports Championship event is planned to start on the 12 November and run for two days. It is an event of State significance and is estimated to attract 1,000 visitors per day over the two days, with an average spend per person per day of \$175. This equals a total visitor spend of \$350,000 attributed to this event. Assuming the event will be held in Queanbeyan City, it is calculated to have the following potential impact:

Impact on Output

The total visitor spend of \$350,000 attributed to staging the Indicative Sports Championship would lead to a direct impact on output of \$280,000. This additional direct output from the economy would also lead to an increase in indirect demand for intermediate goods and services across related industry sectors. These indirect industrial impacts (Type 1) are estimated to be an additional \$110,965 in output.

There would be an additional contribution to Queanbeyan City economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in Output of \$147,879. The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of \$538,843 in Queanbeyan City economy.

Impact on Value Add and GRP

The impact of an additional of \$350,000 spend to the local economy because of running Indicative Sports Championship. in Queanbeyan City would lead to a corresponding direct increase in Value-added of \$140,354. A further \$43,745 in Value-added would be generated from related intermediate industries.

There would be an additional contribution to Queanbeyan City economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in Value-added of \$65,348. The combination of all direct, industrial and consumption effects would result in an estimated addition in Value-added of \$249,447 in Queanbeyan City economy.

Value-added by industry represents the industry component of Gross Regional Product (GRP). The impact on Queanbeyan City's GRP because of staging this event is directly equivalent to the change in Value-added outlined above. In summary, GRP in Queanbeyan City is estimated to increase by \$249,447.

Impact on Employment (Jobs, 12mth FTE)

The employment impact of an event is expressed in Full Time Equivalent (FTE) jobs. For example, an event that generates 4 weeks of full-time work for 13 people (52 weeks of full-time work in total), would have an employment impact equivalent to 1.0 annual FTE job.

The direct addition of \$350,000 spend to the local economy because of staging the Indicative Sports Championship event in Queanbeyan City is estimated to lead to a corresponding direct increase of employment equivalent to 2.0 annual FTE jobs across a range of industries. From this direct expansion in the economy it is anticipated that there would be flow on effects into other related intermediate industries, creating an additional employment equivalent to 0.4 annual FTE jobs.

This addition of employment in the local economy would lead to a corresponding increase in wages and salaries, a proportion of which would be spent on local goods and services, creating a further increase equivalent to 0.7 annual FTE jobs through consumption impacts.

The combination of all direct, industrial and consumption effects would result in a total estimated increase of employment equivalent to 3.2 annual FTE jobs located in Queanbeyan