

# Sport and Active Recreation Strategy 2023-33

## Implementation Plan



## Implementing the Strategy

The *Sport and Active Recreation Strategy 2023-2033* and Implementation Plan identifies the strategic actions and key infrastructure that will enable Council to achieve its vision and outcomes and respond to the community's needs and desires identified during the community engagement process.

The Implementation Plan is in two sections:

**Section 1** includes regional and district actions; and

**Section 2** includes local actions for Council's 14 local profile areas.

The implementation of the strategy's actions is also influenced by:

- The availability of State and Federal Government grants and subsidies;
- The prescriptive nature of various grants and subsidies and aligning the grant funding directive with the strategy's recommendations and outcomes;
- The availability and capacity of staff;
- Council's capacity annually to fund the desired levels of service, considering both capital investment and ongoing operational and maintenance demands; and
- Council's wider budgetary priorities.

Accordingly, as work programs and budgets are developed, some prioritised actions may be delayed or others brought forward. Some actions may be reconsidered as circumstances change, new information is uncovered and experience is gained following implementation.

The Implementation Plan has been presented as a separate document to the strategy so that it can be reviewed annually and updated regularly to reflect current policy and directions, community feedback and to effectively monitor and evaluate progress. However, the Implementation Plan should be viewed in conjunction with the *Sport and Active Recreation Strategy 2023-2033*.

## Reference Table

Priority	
<b>High</b>	1-3 years
<b>Medium</b>	4-7 years
<b>Low</b>	8-10 years
<b>Ongoing</b>	Projects or activities that have commenced and are ongoing
<b>Dependent (D)</b>	Projects that are contingent on or determined by another business, organisation or land manager such as a developer or the State Government

Project Type	
<b>S</b>	A strategic statement of intent, which will enable Council to achieve the vision and outcomes in the Sport and Active Recreation Strategy
<b>P</b>	Strategic planning, master/concept planning, strategy development, and management planning
<b>SP</b>	Projects or actions that require the allocation of resources. SP also includes the establishment of strategic partnerships to better utilise and manage sport and recreation facilities
<b>AR</b>	Major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential
<b>CW</b>	Work over and above restoring an asset to original service potential is an upgrade/expansion or new works expenditure
<b>GM</b>	Cyclical and planned maintenance
<b>R</b>	Removal of an asset
<b>CAP</b>	Community Asset Program

Leaders (L) & Partners	
<b>Council Units</b>	All of Council
<b>PAC</b>	Parks and Active Communities
<b>CCS</b>	Community & Cultural Services
<b>SE</b>	Sustainability and Environment
<b>RS</b>	Roads & Stormwater
<b>WW</b>	Water & Waste Water
<b>HR</b>	Human Resources
<b>CC</b>	Communications & Customer Experience
<b>D</b>	Design
<b>SPUD</b>	Strategic Planning and Urban Design
<b>ED</b>	Economic Development

<b>(L)</b>	The unit of Council or organisation who will lead the project
<b>Community/users</b>	May include residents of the Tweed Shire, users of the open space network including visitors and tourists
<b>Youth &amp; Community groups/services</b>	May include the Youth Council, Youth Services, Resident/Ratepayer Action Groups, including Residents and Community Associations, community gardening groups, historical society, community hall committees and other community services providers
<b>Environmental groups</b>	Groups protecting and enhancing biodiversity values and the natural environment such as Dune Care, Land Care, Coast Care, Tweed Coast Koala Advisory Group, Team Koala
<b>Indigenous stakeholders</b>	May include the Aboriginal Consultative Committee, Tweed Byron Aboriginal Land Council and/or the indigenous community and other indigenous stakeholders
<b>Access and inclusion stakeholders</b>	May include people living with a disability and their carers, the TSC Equal Access Advisory Committee and other stakeholders/services that represent people with all abilities
<b>Land Managers</b>	Public land managers who manage the use and development of land such as National Parks and Wildlife Service, Crown Lands, Tweed Byron Aboriginal Land Council
<b>Land Owners</b>	Private land owners
<b>Preschools/Schools</b>	Includes childcare centres, preschools, primary and high schools and tertiary education
<b>Businesses</b>	May include local businesses, Chamber of Commerce, commercial operators, tourism businesses and tourism industry stakeholders
<b>Sports Club</b>	May include sporting clubs, surf clubs, board riders, mountain bike clubs, or fishing clubs etc.
<b>Other Councils</b>	May include other Local Government Areas (LGA) in NSW and/or Gold Coast City Council
<b>NSW Government or Federal Government</b>	May include NSW Government departments and agencies such as Service NSW (including the Roads and Maritime Services), NSW Department of Education, Family and Community Services, NSW Ministry of Health, Department of Planning and Environment (including Office of Environment & Heritage), Premier and Cabinet or Federal Government agencies

<b>Funds</b>	
<b>F</b>	Funding has been allocated to the project
<b>Part F</b>	Only part of the funding has been allocated to the project
<b>BAU</b>	Where the cost of the project is within existing budget allocations and staff resources
<b>UF</b>	The project is currently unfunded
<b>N/A</b>	No Council funding required





## SECTION 1: REGIONAL AND DISTRICT ACTIONS



## **OUTCOME 1: We build the capacity of people who make sport and recreation possible and empower individuals to make healthy choices.**

### **1.1 We have clarity around how physically active our residents are through valid health data. We target our programs toward the least active and most vulnerable in our city.**

<b>Ref Number.</b>	<b>Action</b>	<b>Priority</b>	<b>Project Type</b>	<b>Leader (L) &amp; Partners</b>	<b>Funds</b>
<b>1.1.1</b>	Develop a Tweed Health Data Working Group in partnership with Healthy North Coast and NSW Health to lobby for Tweed-specific health data regarding physical activity levels of residents in the Tweed.	H	P	PAC, NSW Government	BAU
<b>1.1.2</b>	Council to capture health data sets to support future decision making and investment in sport and recreation. This could include the development of a working group with key stakeholder organisations and manage participation, volunteering and membership data.	H	P	PAC, NSW Government	UF
<b>1.1.3</b>	Benchmark other comparable Council's who capture health data sets.	H	P	PAC, NSW Government	BAU
<b>1.1.4</b>	Investigate existing data sets from sports data organizations such as Australian Sports Commission, Northern Rivers Public Health Network and data from National and State Sporting Organisations.	M	P	PAC, NSW Government	UF
<b>1.1.5</b>	Seek funding to provide improved services for specific cohorts such as girls and young women, First Nations and people with a disability.	M	P	PAC, NSW Government	UF
<b>1.1.6</b>	Develop a repeatable methodology for the Tweed Sport and Recreation Data Set and consider the use of a dashboard. This needs to be easily evaluated and repeatable at little cost. Data to include participation; demographics; satisfaction levels etc.	M	P	PAC, NSW Government	UF

## 1.2 Our sports clubs are thriving and well-resourced, capable of servicing the demand for delivering community sport, events and programs that increase physical activity.

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
1.2.1	Formalise club capacity building through a program which includes guidance on strategy development, business planning, MoUs between clubs, optional lease arrangements, implementation of technology etc. This could be delivered by sport club governance and technology consultants or via an expert on staff.	H	SP	PAC	UF
1.2.2	Investigate a pilot project which supports clubs to have commercial activities that can support clubs to manage their facilities, employ staff and grow membership. This may require review of current planning policies. Eligibility criteria would include: <ul style="list-style-type: none"> <li>being an incorporated association or equivalent</li> <li>being a not-for-profit, community-based organisation</li> <li>maintaining \$20 million public liability insurance</li> <li>being able to show how the organisation can meet the financial, management and maintenance obligations of commercial activity.</li> </ul>	M	SP	PAC	UF
1.2.3	Identify ways to minimise and consolidate documentation requirements to streamline requirements for occupancy agreements.	M	SP	PAC	UF
1.2.4	Develop a sports and recreation volunteer strategy that considers a city-wide volunteer thank-you program, tools for clubs to celebrate, reduced fees and thank sport volunteers. This should align with national frameworks such as the Australian Sport Commission's <i>Sport Coalition Volunteer Action Plan</i> and Council's existing Volunteer Management Policy. It could include workshops focused on creating a culture of volunteering and recruiting and retaining officials and coaches in consideration of TSC's existing/new Volunteer Management Policy.	M	SP	PAC	UF
1.2.5	Review the value that the Shire's ageing population could have in building volunteerism for sport and recreation in the Shire.	M	SP	PAC	UF
1.2.6	Provide opportunities for clubs to meet, learn and share knowledge with a focus on how they are decreasing the burden of volunteering, nurturing coaches and referees, improving governance etc. The Tweed Sports Summit is an appropriate vehicle to do this. This could include a quarterly newsletter that includes funding opportunities, club of the month, annual forum, club blogs etc.	M	SP	PAC	UF
1.2.7	Continue to deliver the Tweed Sports Summit on a biannual basis.	H	SP	PAC	UF
1.2.8	Council to develop LGA wide Tennis Strategy & Management Plan to formalise tenure, management, and development and maintenance of existing and future facilities, as well as long term facility provision for Pickleball.	H	P	PAC	UF
1.2.9	Council to develop an LGA wide Aquatic Centres (TRAC) Business Plan/Strategic Plan.	H	SP	PAC	UF
1.2.10	Develop an Aquatic Outdoor Recreation Plan that considers access, operations, future facilities etc. for clubs including: Sailing, Rowing, Outriggers, Dragon Boating, Fishing etc.				

## OUTCOME 2: We deliver and protect the places that enable us to play sport and be active.

### 2.1 Our sport and recreation facilities are maintained to a safe standard for the conduct of community sports competition. We have a ten-year plan to improve our sport and recreation facilities through refurbishments with a focus on climate resilient design and materials that 'build back better'.

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
2.1.1	Have a deliberate strategy to seek partner and grant funding to deliver sport and active recreation infrastructure and services in accordance with the Strategy. Projects that arise that are not on this program will not be prioritised. To enable this – it may be appropriate to enforce a requirement for organisations to apply to Council through a formalized process to be able to seek grant funding.	H	S	PAC	BAU
2.1.2	Ensure developer contributed (sports fields, embellishments and facilities) assets meet minimum standards outlined in the section 7.11 of the EPA Act and A5 Subdivision Manual.	H	P	PAC	BAU
2.1.3	Deliver the NSW government funded Community Assets Program funding program.	H	CW	PAC	F
2.1.4	Source and adopt a guideline which defines how facilities can be designed and built to be climate resilient - examples include wash down materials, hose out floors, higher electrical fittings, fire resistance, and minimising microplastics run off.	M	P	SPUD, PAC	UF
2.1.5	Source and adopt a guideline which defines how facilities can be designed to meet Cool Towns objectives and built to be climate resilient - examples include wash down materials, hose out floors, higher electrical fittings, fire resistance, water etc	M	P	SPUD, PAC	UF
2.1.6	Provide developers with direction on required contributed asset requirements (sports fields, facilities and embellishments) based on this strategy.	H	P	SPUD, PAC	BAU

### 2.2 We maximise the use of our available assets and include other opportunities such as schools, community halls etc

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
2.2.1	Partner with Education NSW (through the establishment of community use agreements) and other key stakeholders to enable non council sports facilities and recreational spaces to be made available to the community e.g., schools, community halls etc.	H	SP	PAC, Ed NSW	BAU
2.2.2	Deliver a pilot project which demonstrates best practice multipurpose (when it is feasible and appropriate) – the pilot site could be based in the north of the Shire and consider multiple sports, infrastructure requirements, surface impacts and timing.	M	CW	D, SPUD, PAC	UF
2.2.3	Review of existing guidelines such as the Tweed Development Control Plan Section A5 and the Sportsfield Construction Guidelines to incorporate appropriate flood impact requirements.	M	P	SPUD, PAC	UF
2.2.4	Development of a Tweed Shire Council 2032 Roadmap and associated prospectus. This will be developed under the governance of the Northern Rivers – 2032 Olympic Opportunities Working Group.	H	SP	PAC	UF
2.2.5	We continue to seek opportunities to reduce the current gap in sports fields in the northern part of the Shire. A project should be initiated to undertake a land opportunity assessment to provide additional structured open space fields in the northern part of the LGA. The review would include both government and private land.	H	P	PAC	UF



## 2.3 Clubs have efficient operating models with clubs supported to become more independent and less reliant on Council support

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
2.3.1	Develop and trial an agreed lease arrangement with a club that has strong demonstrated governance. Eligibility criteria would include: <ul style="list-style-type: none"> <li>being an incorporated association or equivalent</li> <li>being a not-for-profit, community-based organisation</li> <li>maintaining \$20 million public liability insurance</li> </ul> It would also include demonstrating how the organisation can meet the financial, management and maintenance obligations of a lease	M	SP	PAC	UF
2.3.2	Consider delivering a pilot project to test the concept of lease arrangements whereby the tenant must maintain the club facilities. Include in any tenure agreement conditions whereby a club house can be utilised for community purposes to incorporate the requirement to support local community use.	M	SP	PAC	UF
2.3.3	Develop a lessons learnt process to capture learnings and continue to revise and improve lease and licensee agreements annually. Review existing licensing arrangement including documentation, costs and equity.	M	SP	PAC	UF

## 2.4 Deliver a multi-purpose indoor-sports facility within the Shire.

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
2.4.1	Develop the business case (scale, location and operations) for the indoor sports facility that considers sites such as: <ul style="list-style-type: none"> <li>South Tweed Community Centre/Aquatic Centre Site</li> <li>Arkinstall Park – South Tweed</li> <li>Depot Road Sportsfield Site – Kingsforest</li> <li>Others</li> </ul>	H	P	PAC	UF
2.4.2	Confirm private sector funding partnership opportunities (eg PCYC) this may include operational and management models.	H	P	PAC	UF
2.4.3	Develop an internal Project/Facility – Community Reference Group to drive design, procurement and asset management issues.	H	P	PAC	BAU
2.4.4	Undertake an analysis into the provision of aquatic facilities within the Shire.	H	P	PAC	UF

## 2.5 We build on our strengths of the natural beauty of the region and prioritise nature based experiences

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
2.5.1	Develop a Tweed Nature Based Experience Strategy which specifies how to best make use of the Shires natural assets for tourism and recreation. Consider MTB, hiking, horse trails, natural swimming etc. This would need to be developed in partnership with other government organisations and the private sector.	M	SP	PAC	UF
2.5.2	Ensure sports facilities incorporate Cool Towns initiatives of native tree and shrub plantings.	M	SP	PAC	UF

## OUTCOME 3: More people, more active, more often

### 3.1 We have a plan to continue to improve our physical activity levels alongside our projected population growth with a focus on providing opportunities for people to incorporate more physical activity into their lives and participate in a way that suits their lifestyle.

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
3.1.1	Pilot a Council subsidised activity program with existing Tweed service providers. Investigate the feasibility of this type of program, the resource requirements for Council and local law implications.	L	SP	PAC	UF
3.1.2	Identify the groups that are most at-risk of physical inactivity and identify targeted opportunities to get them more physically active and socially connected.	L	SP	PAC	UF
3.1.3	Deliver sports and infrastructure requirements that will meet the needs of our ageing population – this will include delivery of an indoor sports facility, multi-purpose facilities, shaded walking trails and support for growth sports such as pickleball and pilates. This could include considering how we use other community assets such as community centres and men's sheds. Social interaction needs to be considered in this approach. Align with the demographic forecasts of key localities such as Banora Point, Tweed Heads and infrastructure such as the Banora Point community centre.	H	SP	PAC	UF
3.1.4	Identify investment into facilities and sports that meet the growing needs of an ageing population.	H	SP	PAC	UF

### 3.2 We support clubs to attract sport and physical activity events, carnivals and training camps that provides a positive economic injection into our community and provide a platform for Tweed residents to participate in more sporting events on their doorstep.

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
3.2.1	Develop a sports events attraction strategy to enable regional, state and national events to be attracted to the Shire that reflects community expectations. Develop this based on a benchmark analysis of comparable Councils. Target niche specific events, carnivals and camps that bring a substantial economic injection into the Tweed Shire (e.g. a minimum of 1:3 ratio, for every \$1 spent \$3 is injected into the local economy).	M	SP	PAC	UF
3.2.2	Work with each sport's governing body to review what infrastructure requirements are required for sports to host state and national level events and determine if these requirements will bring a viable return on investment within the ten-year period.	M	SP	PAC	UF
3.2.3	Connect Tourism and Business to sport planning in an intentional way looking for opportunities 2-4 years in advance that drive economic and liveability benefits to the community.	M	SP	PAC	UF



### 3.3 We promote and leverage our existing strengths in high performance to inspire more of the community to get active as well as positioning Tweed in surfing high performance

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
3.3.1	We build on our existing strengths such as profiling existing high performance facilities with the aim of nurturing pathways from juniors to elite - supporting through marketing, approvals and financial incentives.	M	S	PAC, Surfing NSW	UF
3.3.2	Develop a Surf Management Plan which could consider events, abilities, access, commercial, schools, competitions etc.	M	S	PAC, Surfing NSW	UF
3.3.3	Consider a green zone pilot project to enable emerging surfers to learn safely.	M	P	PAC, Surfing NSW	UF





## SECTION 2: LOCAL ACTIONS



## 1. BOGANGAR, CABARITA AND TANGLEWOOD

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
L1.1	Develop a 10-year masterplan for the Cabarita Pony Club which considers current use, regional opportunity and the connection to the 2032 Olympics.	H	P	PAC	UF
L1.2	New grandstand seating at Cabarita Pony Club to replace existing which is in poor condition.	H	GM	PAC	UF
L1.3	Continue to support Tweed Coast Tigers Juniors and Seniors AFL to upgrade field surface, canteen and toilet upgrade and improve car park and vehicle access at Barry Sheppard Oval.	H	GM	PAC	UF
L1.4	Investigate recycled water irrigation opportunity at Barry Sheppard Oval.	M	GM	PAC	UF
L1.5	Support the Tweed Coast Raiders Senior and Junior RLFC and Tweed Touch Football Club to access funding sources to upgrade existing clubhouse and amenities for unisex changerooms and associated facilities.	M	GM	PAC	UF
L1.6	Investigate the feasibility of widening the junior field at Les Burger Field.	M	GM	PAC	UF
L1.7	Formalise the unsealed car park which services both the skate park and Les Burger Field.	M	GM	PAC	UF
L1.8	Consider facilities for surfers and board riders at Norries Headland as part of the Norries Headland Masterplan.	M	GM	PAC	UF

## 2. COBAKI, BILAMBIL, BILAMBIL HEIGHTS, PIGGABEEN AND DISTRICT

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
L2.1	Upgrade the clubhouse facilities at Bilambil Sports Complex East including the installation of a Designated Accessible Parking Bay (DAPB) and provide an accessible path of travel from the DAPB to high-use facilities. Encourage the use of the clubhouse for community meetings and events. Car park upgrade to be funded by CAP program. Bilambil Sports Complex East – Bilambil Road repair and upgrade (CAP). Clubhouse Repairs Bilambil Sports East - Additional works: Clubhouse upgrade, changerooms, roof replacement, drainage improvement (CAP).	H	GM	PAC	F
L2.2	Consider sports field lighting on the cricket/AFL oval and upgrade to LED existing rugby league fields at Bilambil East Sportsfields.	M	GM	PAC	UF
L2.3	Consider refurbishment of the existing equestrian facilities for Terranora Lakes Equestrian Club. This would require consideration of flood impacts.	M	GM	PAC	UF
L2.4	Upgrade lighting at Bilambil Sports Complex West (south eastern field and cricket nets) Consider the provision of a multi-purpose court, install a Designated Accessible Parking Bay (DAPB) and provide an accessible path of travel from the DAPB to high-use facilities. Encourage the use of the clubhouse for community meetings and events. Cap projects include: Clubhouse Repairs Bilambil Sports West - Additional works: Changerooms, canteen, roof drainage etc - Stage 1 (CAP). Clubhouse Repairs Bilambil Sports West - Additional works: Changerooms, canteen, roof drainage etc - Stage 2 (CAP).	H	GM	PAC	F
L2.5	Refurbishment of the Bilambil Sports Complex West which would include resealing the dilapidated car park off Bilambil Road – car park repair and upgrade (CAP).	H	GM	PAC	F
L2.6	Consider replacing the flood impacted tennis court at Bilambil Sports Complex West - this project would require review of the “build back better” principle – potentially in partnership with Tennis NSW.	H	GM	PAC	F
L2.7	That the proposed Cobaki Lakes development consider the following in the development of a Masterplan for the site: <ul style="list-style-type: none"> <li>• 1 x AFL/cricket oval</li> <li>• 4 x overlapping Oztag touch fields</li> <li>• 2 x football/rugby league playing field</li> <li>• 4 x pickleball courts</li> <li>• 1 x multi-purpose courts (basketball/ netball)</li> <li>• Car parking</li> <li>• District Clubhouse(s) (male and female changerooms, officials change room, canteen, toilets)</li> <li>• Youth Precinct or elements.</li> </ul>	H	P	PAC	BAU



### 3. MID COAST - CASUARINA AND CUDGEN

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
L3.1	Path replacement over grassed drain at Casuarina South Hockey Fields.	M	GM	PAC	UF
L3.2	Support delivery of lighting upgrade and Consider clubhouse upgrade/rebuild to include: new canteen, kitchen facilities and unisex/women's change rooms (none currently available) at Casuarina North Sportsfield Amenities building/clubhouse.	M	GM	PAC	UF
L3.3	Roof Replacement Casuarina North Sports Fields (CAP).	H	GM	PAC	F
L3.4	Upgrade the facilities (cricket nets, basketball court, cricket pitch and public toilet) at Cudgen Recreation Ground for junior clubs. Consider requirement for public toilet in the TSC Public Toilet Strategy.	M	GM	PAC	UF
L3.5	<p>Develop a masterplan for Depot Road which considers surrounding development, population growth, key stakeholders and site constraints. The following should be considered in the development of a Masterplan for the site:</p> <ul style="list-style-type: none"> <li>Up to 2 x dedicated AFL/cricket oval</li> <li>4 x overlapping Oztag/touch fields</li> <li>1 x full-sized football fields</li> <li>3 x multi-purpose courts (basketball/netball)</li> <li>District Clubhouse (male and female changerooms, officials change room)</li> <li>Youth Precinct or elements</li> <li>4-8 x Pickleball Courts.</li> </ul>	H	P	PAC	BAU
L3.6	<p>That the proposed Kings Forest development consider the following in the development of a Masterplan for the site:</p> <ul style="list-style-type: none"> <li>1 x dedicated AFL field (4Ha) – including pavilion, car parking and circulation space</li> <li>1 x open/domestic cricket sized playing field (4Ha)</li> <li>4 x football/rugby league playing field (6Ha)</li> <li>Tennis facility and future tennis club</li> <li>4 x pickleball courts</li> <li>2 x multi-purpose courts (basketball/netball)</li> <li>Car parking</li> <li>2 x Regional Clubhouse facility (oval and rectangular Sportsfields) (male and female changerooms, officials change room, canteen, toilets, office space, meeting rooms, catering)</li> <li>Tennis</li> <li>Youth Precinct or elements.</li> </ul>	H	P	PAC	BAU

#### 4. MURWILLUMBAH, CONDONG, NUNDERI, KIELVALE AND DISTRICT

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
L4.1	Develop a masterplan for the Murwillumbah Sports Precinct that considers future use and multi-purpose facility use for multiple sports and community activities.	H	P	PAC, SPUD	UF
L4.2	Refurbish the Stan Sercombe clubhouse, kiosk and changerooms through Sport Flood Recovery funding.	M	GM	PAC	UF
L4.3	Consider reseal of the car park that serves Stan Sercombe Oval subject to L4.1.	M	GM	PAC	UF
L4.4	Reseal of the car park that serves Barrie Smith field (CAP funding).	H	GM	PAC	F
L4.5	Support Murwillumbah Cricket Club and Murwillumbah Vulcans to develop club development plans and assist with grant applications for facility upgrades including cricket practice nets, field lighting and spectator seating at John Rabjones Oval and Les Cave Oval (Murwillumbah) in alignment with the Strategy hierarchy.	M	P	PAC	UF
L4.6	Consider future additional turf wicket(s) requirements through discussions with Cricket NSW, Far North Cricket and local cricket clubs including demand, feasibility and ongoing maintenance for the Tweed LGA.	L	P	PAC	UF
L4.7	Continue to support Murwillumbah Tennis Club to develop a club development plan, assist with grant applications for clubhouse upgrades.	M	P	PAC	UF
L4.8	Continue to support Murwillumbah Football Club to develop a club development plan and assist with grant applications for spectator seating upgrades at Jim Devine Field and Queens Park. This would include lighting upgrades at Jim Devine and Queens Park.	M	P	PAC	UF
L4.9	Support Tweed Hockey to deliver their club development plan, assist with grant applications for clubhouse and change room upgrades at Barrie Smith Fields (Murwillumbah). Consider widening eastern grassed hockey pitch to regulation size. Consider as part of Masterplanning Process – L4.1.	M	P	PAC	UF
L4.10	Refurbish the clubhouse and ancillary facilities at John Rabjones oval subject to L4.1.	M	GM	PAC	UF
L4.11	Consider providing lighting for Les Cave Oval subject to L4.1.	M	GM	PAC	UF
L4.12	Continue to support Murwillumbah Croquet Club with grant applications for facility upgrades to meet demand.	M	P	PAC	UF
L4.13	Continue to support Murwillumbah Netball to review its club development plan and assist with grant applications for facility upgrades to meet demand including court lighting.	M	P	PAC	UF
L4.14	Consider the future requirement for pitch renewal and full pavement rebuild at Hockey Tweed – Barrie Smith Fields. Impacts from flood also mean disability access requires consideration due to canteen and bar now upstairs. (CAP) subject to L4.1.	H	GM	PAC	F
L4.15	Deliver the John Rabjones Oval Elizabeth Road and carpark pavement upgrade (CAP) subject to L4.1.	H	GM	PAC	F
L4.16	Progress upgrade to small internal roads & car parks - Jim Devine Sportsfields (CAP).	H	GM	PAC	F
L4.17	Deliver clubhouse repairs to Barrie Smith Hockey Clubhouse Canteen Remediation. Additional works may include upgrade of amenities block, drainage etc (CAP) subject to L4.1.	H	GM	PAC	F
L4.18	Reinstatement of Queens Park clubhouse meeting room & Canteen - Stage 1 (CAP).	H	GM	PAC	F
L4.19	Reinstatement of Queens Park clubhouse meeting room & Canteen - Stage 2 (CAP).	H	GM	PAC	F
L4.20	Delivery of Sportsfields amenities and grandstand repairs at John Rabjones Oval and Barrie Smith Fields (CAP).	H	GM	PAC	F
L4.21	Demolish, remove and turf unsafe toilet blocks at Queens Park (CAP).	H	GM	PAC	F
L4.22	Upgrade flood impacted toilet (CAP) and upgrade sportsfield lighting at Willward Park.	H	GM	PAC	F

<b>L4.23</b>	Support the Brothers Rugby Club (BRLC) for the facilitation of a development application and application for funding for a new amenities building for the BRLC on their private grounds.	M	P	PAC	UF
<b>L4.24</b>	Consider need for perimeter fencing of Murwillumbah Sports Precinct - if required upgrade, if not consider removal.	L	P	PAC	UF
<b>L4.25</b>	Facilitate clubhouse/storage facilities for Wollumbin Dragon Boating Club	M	P	PAC	UF





## 5. NORTH COAST - KINGSCLIFF, CHINDERAH AND FINGAL HEAD

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
L5.1	When the open space master plan and landscape plan is prepared by the developer for the West Kingscliff Urban Release Area consider the following elements: <ul style="list-style-type: none"> <li>• 1x AFL field</li> <li>• 2x soccer/football</li> <li>• 2 x beach volleyball</li> <li>• 3 x multi-purpose courts (basketball/netball)</li> <li>• Car parking</li> <li>• District Clubhouse (male and female changerooms, officials change room, canteen, toilets)</li> <li>• Youth Precinct</li> <li>• Aquatic Centre – as part of Action 1.2.9.</li> </ul>	M	P	PAC	BAU
L5.2	Conduct feasibility of a synthetic athletics track in the Tweed LGA.	L	P	PAC	UF
L5.3	Consider the development of a concept plan for the Ned Byrne Field and grassed area on Wommin Bay Road which could include support for a new clubhouse/amenities building, upgraded lighting, formalized car parking, skate park etc. for the Cudgen Senior and Junior Rugby League Clubs.	M	P	PAC	UF
L5.4	In consultation with the Kingscliff Tennis Club support the development and maintenance of the tennis facility at Harry Hansen Park (Kingscliff) to improve the playing surface of the courts (Stage 1), accessibility, inclusion and lighting (Stage 2). Consideration for new clubhouse and pickleball courts due to the growth in participation. Consider as part of Point 1.2.8.	M	P	PAC	UF
L5.5	Investigate options to upgrade facilities at Reg Dalton Field and Merve Edwards field including: expansion of existing field(s); additional and upgraded lighting, upgraded clubhouse to facilitate multi-use, upgraded/raised cricket wicket(s), additional synthetic cricket wicket. Proposed improvements would provide both short and long term benefits for the broader sports precinct into the future.	H/M	P/AR	PAC	UF
L5.6	Consider the Kingscliff dolphins JAFL moving to Kings Forest or Depot Road when this development is delivered	H	P	PAC	BAU
L5.7	Consider improvements to Kingscliff Swimming Pool – pool tiles, drains, blocks and changerooms	M	P	PAC	UF
L5.8	Support the Tweed Sailing Club in the development/upgrade of their facilities at New Fingal Boat Harbour	M	P	PAC	UF

## 6. NORTH EAST HINTERLAND - TUMBULGUM

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
L6.1	Continue to support Tumbulgum Sports Club to develop a club development plan, assist with grant applications for facility upgrades, enable increased player participation and development and ensure the sustainability of sport and recreation in the area. Consider demand to convert the tennis court to a multi-purpose court, providing for both tennis and basketball/pickleball in consultation with the community.	M	P	PAC	UF
L6.2	Progress Tumbulgum Sports Club surface drainage improvements, lighting upgrades (LED), field surface upgrades toilet and changeroom upgrades/provision (inc. unisex/women's changerooms (more than two) and storage. Deliver clubhouse repairs at Brian Breckenridge Field. Additional works may include lift and level out sunken building, roof replacement etc (CAP).	H	GM	PAC	F

## 7. NORTH WEST HINTERLAND - TYALGUM & CHILLINGHAM

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
L7.1	Nil				

## 8. SOUTH COAST - POTTSVILLE, HASTINGS POINT AND WOYUNG

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Total Cost
L.8.1	Implement the Blackrocks Sportsfield Masterplan and formalise the car park in the south eastern corner. Progress delivery of small internal roads/car parks at Black Rocks Sports Ground (CAP). Priorities include future clubhouse (M), sealed car park (H) and investigation of delivery of lighting (H).	H	GM	PAC	F
L.8.2	Refurbish key elements of the Pottsville Memorial Oval including a multi-use clubhouse and plaza, upgraded sportsfield lighting and update timber perimeter fencing. Integrate works with the Pottsville Open Space Master Plan.	M	AR	PAC	UF
L.8.3	When the open space master plan and landscape plan is prepared by the developers of Dunloe Park Urban Release Area, consider the following elements: <ul style="list-style-type: none"> <li>1 x dedicated AFL oval</li> <li>4 x overlapping Oztag/touch fields</li> <li>1 x full-sized football fields</li> <li>3 x multi-purpose courts (basketball/netball)</li> <li>Car parking</li> <li>District Clubhouse (male and female changerooms, officials change room, canteen, toilets).</li> </ul>	H	P	PAC	BAU
L.8.4	Assist Pottsville Beach Tennis Club Inc. to develop priority facility projects that meet community need. Encourage participation and improve access to quality tennis facilities. This could include clubhouse refurbishment and new entry path.	L	P	PAC	BAU
L.8.5	Consider a Masterplan for the Koala Beach Sportsfields/Pottsville FC, including consideration of the following elements: <ul style="list-style-type: none"> <li>Feasibility of the existing site and long term growth projections of the club in light of new developments and current site/facility constraints</li> <li>Refurbishment of existing clubhouse/changerooms including substructure (inc. feasibility)</li> <li>Drainage improvements</li> <li>Consider principle of "build back better"</li> <li>If not feasible consider relocation to future subdivisions or existing sites such as: Dunloe Park Urban Release area; Kingsforest, Depot Road or Black Rocks.</li> </ul>	H	P	PAC	UF
L.8.6	Resurfaced multicourts at Hardy Park accommodating a netball court, half basketball court and handball.	M	P	PAC	UF
L.8.7	Replace Toilet Pottsville Memorial Oval TCR (CAP) and if not feasible, upgrade for flood resilience in the short term and integrate solutions in Pottsville Open Space Master Plan long term proposal.	H	GM	PAC	F
L.8.8	Consider lighting upgrades or additions for the Seabreeze Oval to support cricket and hockey.	M	P	PAC	UF
L.8.9	Investigate a future outdoor, multiuse court for netball/basketball and other sports in the Pottsville, Cabarita and Bogangar areas to accommodate existing demand.	L	P	PAC	UF

## 9. SOUTH EAST HINTERLAND - BURRENBAR, STOKERS SIDING, MOOBALL AND CRABBES CREEK

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
L9.1	Continue to support Burrenbar Sports Club to enable increased player participation and sport development and continue to support the club to ensure the adjacent playground is safe and well maintained.	M	P	PAC	UF

## 10. SOUTH WEST (UKI)

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
L10.1	Consider the flood impacts on the Uki Sportsfield and how damaged infrastructure can be provided. This should consider the costs of rebuilding against the risk of future flood impacted loss (CAP).	H	GM	PAC	F
L10.2	Refurbish the Uki Sportsfields football clubhouse and entry road with consideration for the “build back better” principle – consider raising and additional level (CAP).	H	GM	PAC	F
L10.3	Support funding applications for the Uki Sportsfields tennis clubhouse and tennis courts with consideration for the “build back better” principle	M	P	PAC	BAU
L10.4	Remove public toilet at Vic Biancetti.	H	R	PAC	F
L10.5	Deliver public toilets at the Uki Mountain Bike Park.	H	AR	PAC	F
L10.6	Deliver additional upgrades to the Uki Mountain Bike Park including: <ul style="list-style-type: none"> <li>Implementing the existing landscaping plan</li> <li>Additional skills area</li> <li>Dedicated walking track</li> <li>Additional adaptive trails within the regenerating forest.</li> </ul>	M	CW	PAC	UF
L10.7	Investigate options for outdoor recreation opportunities as part of the Clarrie Hall Dam raising project.	M	P	PAC	UF



## 11. TERRANORA

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
L11.1	Continue to work in partnership with Terranora Tennis to increase participation in tennis. Encourage the use of the site as a neighbourhood playground and retain access to a public toilet. Consider the ongoing development of the Terranora Tennis Club within a future Tweed Tennis strategy – Action A1.2.8.	M	P	PAC	BAU
L11.2	Continue to pursue structured and unstructured recreation options/facilities as part of the ongoing development in the area - Altitude Aspire/Area E	H	P	PAC	BAU

## 12. TWEED HEADS

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
L12.1	Tweed Heads Croquet Clubhouse Upgrade and access (CAP).	H	GM	PAC	F
L12.2	Continue to pursue options to identify land for structured open space to reduce the deficit of such in the Tweed Heads area. Consider alternative options to supplement this deficit such as an indoor facility, mountain bike trails, alternative recreation options for the community.	H	P	PAC	UF

## 13. TWEED HEADS SOUTH & BANORA POINT

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
L13.1	Formalise a Masterplan for the Greenway Drive Sportsfields in partnership with the Tweed Coolangatta AFL Club, which should consider: <ul style="list-style-type: none"> <li>Hierarchy of other AFL clubs within the Tweed LGA and other facility requirements</li> <li>Existing facilities in the Gold Coast LGA the club currently utilises</li> <li>Oval/Field configuration and civil infrastructure to provide a regulation field</li> <li>Sportsfield Lighting</li> <li>Future amenities building.</li> </ul> Continue to support Tweed Coolangatta Junior AFC (AFL) to develop and deliver a club development plan and assist with grant applications to upgrade facilities.	M	P	PAC	UF
L13.2	Continue to collaborate with the various sporting clubs and associations and assist with grant applications for clubhouse/amenities upgrades, field surface upgrades, lighting upgrades (LED) and spectator seating upgrades at Dave Burns Field and Ron Wilkinson Field (Banora Point).	M	P	PAC	BAU
L13.3	Deliver new amenities building for Tweed Netball at Arkinstall Park – Sport NSW and Stronger Country Communities Funding (2024).	H	CW	PAC	F
L13.4	Plan and deliver court surface and lighting upgrades for Tweed Netball at the Arkinstall Park facilities.	L	AR	PAC	UF
L13.5	Upgrade lighting at Arkinstall Park soccer – Sport NSW Funding (2024).	H	GM	PAC	F

<b>L13.6</b>	Upgrade existing amenities/clubhouse building for Tweed United Football Club at Arkinstall Park.	L	AR	PAC	UF
<b>L13.7</b>	Deliver baseball diamond and associated facilities at Arkinstall Park.	H	CW	PAC	F
<b>L13.8</b>	Deliver court lighting and court surface upgrades at Arkinstall Park Regional Tennis Centre.	H	AR	PAC	F
<b>L13.9</b>	Investigate formalizing car parking at Arkinstall Park Netball Courts on the eastern corner.	M	P	PAC	BAU
<b>L13.10</b>	Review facility requirements and ongoing tenure for the Tweed Rowing Club and Tweed Coast Outriggers. Toilets and showers to be considered.	M	P	PAC	BAU

## 14. TWEED HEADS WEST

Ref Number.	Action	Priority	Project Type	Leader (L) & Partners	Funds
L14.1	<p>Continue to deliver the Piggabeen Sports Complex Masterplan in Stages which includes the following:</p> <ul style="list-style-type: none"><li>• 3 regulation fields instead of 1 - Complete</li><li>• sub-surface drainage improvements – Complete</li><li>• car parking improvement and capacity increase</li><li>• player facility improvements</li><li>• administration facility improvements</li><li>• game day &amp; corporate experience improvement</li><li>• community facility provision - intergenerational play, playground, fitness trail – in progress</li><li>• internal active travel network and universal access improvements – in progress</li><li>• lighting &amp; signage improvements - Complete</li><li>• increased seating capacity</li><li>• bus layover and public transport access improvements</li></ul>	M/ H	P	PAC	BAU



## Contact and connect

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