MACKAY NETBALL ASSOCIATION

# MASTER PLAN

2026



CPRGROUP
connelly project resources

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## ATTACHMENTS

**Attachment 1:** Full Member Survey # 1
**Attachment 2:** Full member survey # 2
**Attachment 3:** Subcommittee discussions on survey suggestions

Issue number: A Date: 20.02.2026

Signature

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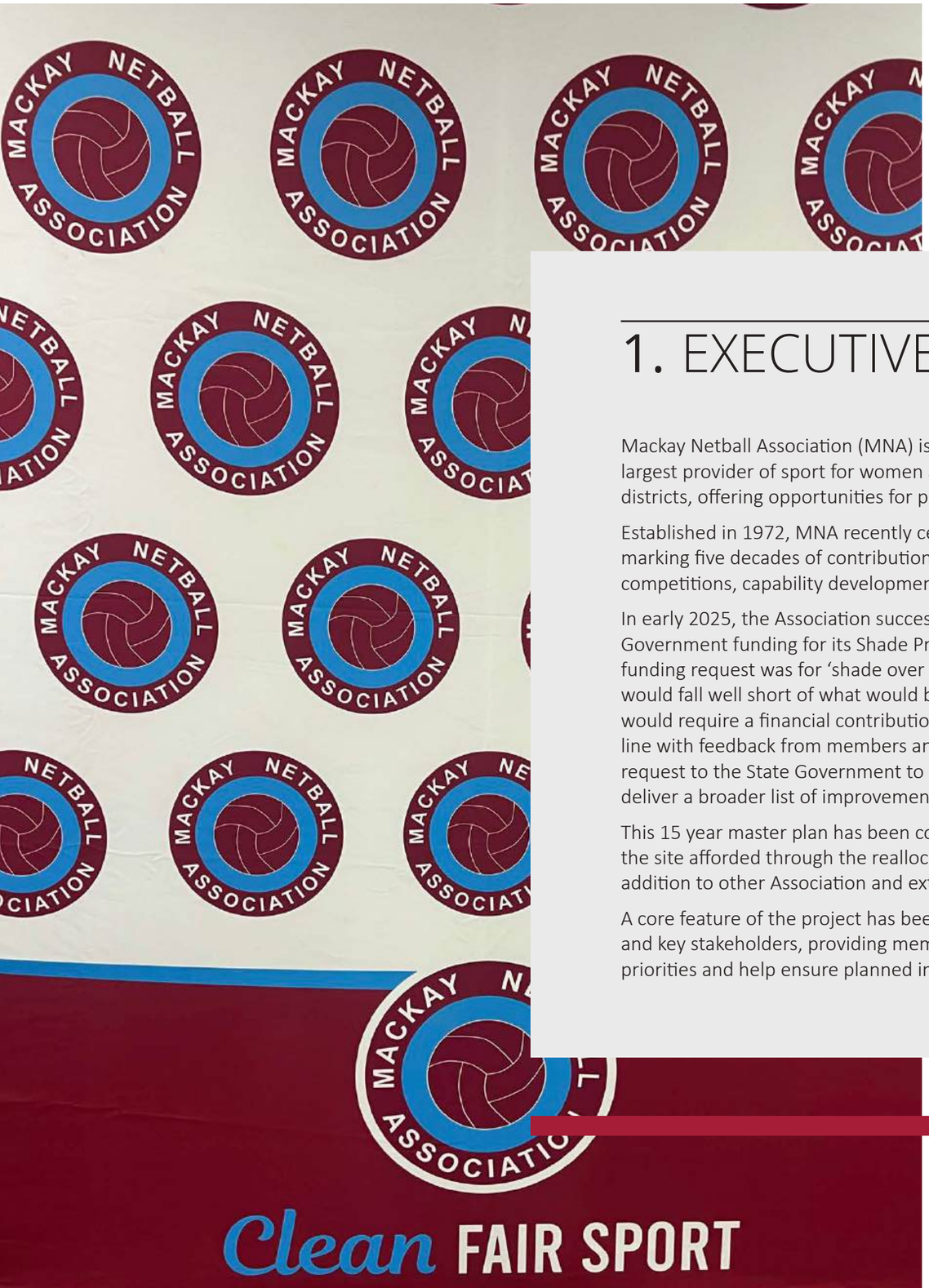
www.cprgroup.com.au
PO Box 2092, Sunshine Plaza Qld 4558




# 1. EXECUTIVE SUMMARY

Mackay Netball Association (MNA) is the primary netball organisation and largest provider of sport for women and girls in the Mackay and surrounding districts, offering opportunities for participants of all ages and skill levels. Established in 1972, MNA recently celebrated its 50th anniversary, marking five decades of contribution to community sport through inclusive competitions, capability development and strong representative pathways.

In early 2025, the Association successfully secured $1.6M in State Government funding for its Shade Project. While the original intention of the funding request was for 'shade over four courts', a review highlighted that this would fall well short of what would be required to fund this initiative and this would require a financial contribution beyond the means of the Association. In line with feedback from members and ongoing facility planning, MNA made a request to the State Government to amend the scope of the funded project to deliver a broader list of improvements.

This 15 year master plan has been commissioned to guide improvements to the site afforded through the reallocation of State Government funding, in addition to other Association and external funds.

A core feature of the project has been meaningful engagement with members and key stakeholders, providing members with the opportunity to shape priorities and help ensure planned improvements deliver the greatest benefit across all users. This feedback has been reinforced through liaison with Mackay Regional Council, Netball Queensland and Mackay Airport and has been tested against relevant local, state and national planning and policy directions.

Engagement outcomes have determined the strong preference for prioritising improved spectator shade and site connectivity, amongst foundational improvements such as improved site drainage. While court coverage remains a long-term aspiration, consultation confirmed that it is not achievable or appropriate in the short to medium term, when weighed against other facility needs.

With ongoing participation growth and increasing expectations of community sport facilities, this master plan is a critical tool to support MNA's continued success. It responds to the evolving needs of members and affiliated clubs, provides a pathway to modernise ageing infrastructure and positions the Association to pursue future funding with a clear, defensible and prioritised program of works. Most importantly, it sets out a shared long-term direction that will help ensure MNA remains a welcoming, safe and sustainable home for netball in the region for the next 15 years.

# 2. SITE SUMMARY

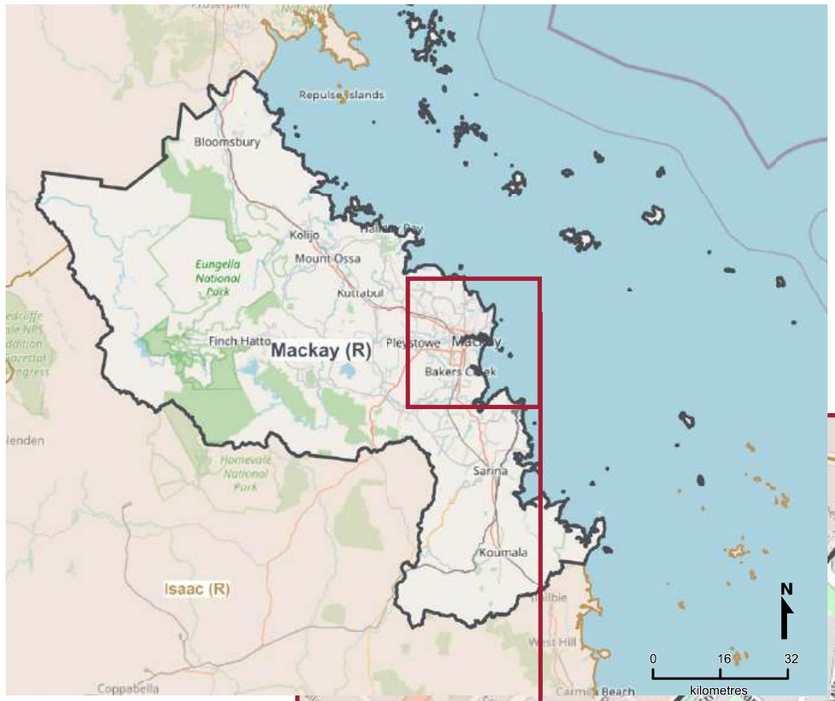
| | |
|---|---|
| **Address** | 7 Leisure Court, South Mackay, Queensland, 4740 |
| **Lot** | Part of Lot 532 SP239851 |
| **Size** | 14.20ha |
| **Lessor** | Mackay Regional Council |
| **Tenure** | Reserve for Recreation Purposes |
| **Expiry** | 1/1/2033 |
| **Easements** | Nil |

MNA is based at a facility in South Mackay, comprising 16 outdoor courts supported by administration offices, a canteen and storage. Its lease area is fully fenced and covers the netball courts, northern club, administration and amenities and also the southern canteen, storage and amenities buildings.

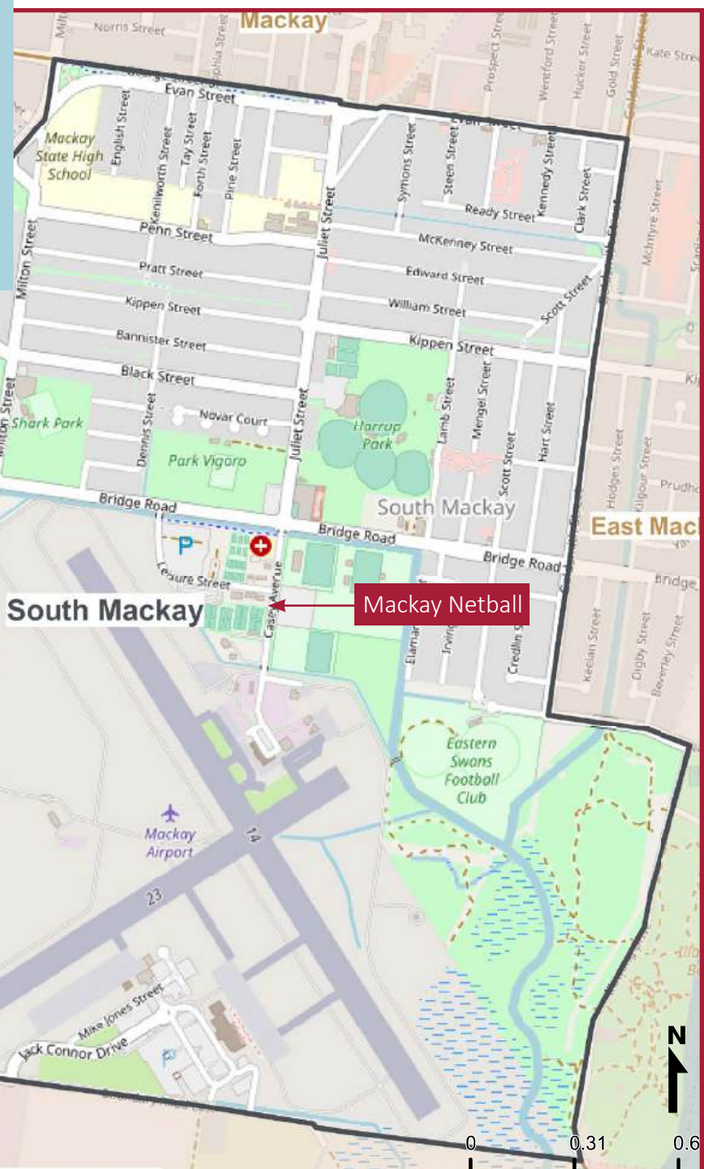
The site is primarily accessed from Leisure Court, with its primary spectator access fronting the adjoining council shared car park. Secondary access, primarily used for refuse collection, club storage and additional emergency access, is available from a shared access road off Casey Avenue.

The sites surrounds include:

- **North:** Council shared car park, Leisure Court, various community groups and tennis club
- **South:** Shared access road, Mackay Tiger Moth Museum and Mackay Aero Club
- **East:** Casey Avenue, BB Print Stadium and associated sporting fields
- **West:** Mackay Airport and vacant council controlled land occasionally used by the Association for carnival overflow




LOCATION WITHIN MACKAY LGA AND SOUTH MACKAY SA2




Mackay Netball location © OpenStreetMap © The State of Queensland (Queensland Treasury) 2021

# 3. MEMBERSHIP AND TRENDS

Working closely with Netball Queensland, MNA hosts competitions and programs for 14 affiliated clubs and other community groups to grow and strengthen the game of netball across Queensland.

An overview of affiliated club growth across all member types is provided in Table 1 below. The data shows that overall registrations have grown strongly across the network, from 2022 to 2025, indicating a healthy and expanding competition base. Particularly large increases are noted at Magpies, Galaxy, MNA itself and Whitsunday Anglican School Netball Club. A small number of clubs show flat or declining numbers, suggesting a need to understand local factors and provide targeted support so growth is spread more evenly across all affiliates.

## MNA REGISTRATIONS SUMMARY (UNIQUE MEMBERS)

| Affiliate | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Brothers Netball Club | 50 | 83 | 78 | 96 |
| DAS Netball Club | 226 | 173 | 181 | 188 |
| Galaxy Netball Club | 227 | 255 | 272 | 286 |
| Mackay Netball Association | 17 | 15 | 153 | 303 |
| Magpies Netball Club | 218 | 268 | 265 | 381 |
| Moranbah Netball Association | 51 | 56 | 65 | 67 |
| Norths Netball Club | 54 | 48 | 30 | 25 |
| Phoenix Whanau Netball Club | 73 | 49 | 35 | 0 |
| Saints Netball Club Mackay | 137 | 142 | 116 | 171 |
| St Mary's Netball Club (Mackay) | 131 | 126 | 143 | 164 |
| Storm Netball Club | 172 | 146 | 154 | 188 |
| Wests Netball Club | 55 | 76 | 105 | 121 |
| Whitsunday Anglican School Netball Club | 109 | 104 | 105 | 143 |
| Whitsunday Netball Association | 44 | 24 | 13 | 39 |
| **Total** | **1564** | **1565** | **1715** | **2172** |

Table 1: MNA Registrations Summary (Unique Members)

*Note: The total numbers noted above do not remove members that may have been recorded across more than one club. Source: MNA*

A summary of the growth of members when broken across age groups is provided in Table 2 below.

## AGE-GROUP SUMMARY (UNIQUE MEMBERS PER YEAR)

| Age group | 2022 | 2023 | 2024 | 2025 | % Change |
|---|---|---|---|---|---|
| 5–10 | 279 | 304 | 301 | 316 | **13.26%** |
| 11–14 | 541 | 533 | 509 | 592 | **9.43%** |
| 15–18 | 306 | 305 | 331 | 340 | **11.11%** |
| 19+ | 389 | 394 | 431 | 633 | **62.72%** |

Table 2: Age-Group Summary (Unique Members Per Year)

*Source: MNA*

When analysed with the member types, it shows that over the past 4 years:

- **5–14 years growth** is driven almost entirely by **players.**
- **15-18 growth** features a mix of extra players, coaches and umpires.
- **19+ years growth** is driven almost entirely by an increase in **non-playing numbers, including** coaches, umpires, managers, volunteers, committee and life members.

While total members have grown by over 24%, it should be recognised that a significant portion of this is non playing members, suggesting that these figures, in part, are due to better recording of different member types over recent years.



# 4. DEMOGRAPHIC SNAPSHOT

| | South Mackay (SA2)[1] | Mackay LGA[2] | Queensland[3] |
|---|---|---|---|
| **Population** | 6,918 | 121,691 | 5,156,138 |
| **Female (%)** | 50.3 | 49.7 | 50.7 |
| **Male (%)** | 49.7 | 50.3 | 49.3 |
| **Median age** | 39 | 38 | 38 |
| **Median weekly household income** | $1,477 | $1,853 | $1,675 |
| **Full-time workers (%)** | 59.7 | 62.2 | 55.8 |
| **Family households (%)** | 62.6 | 73.0 | 71.0 |
| **Lone person households (%)** | 34.0 | 23.9 | 24.7 |
| **Unemployment rate (%)** | 2.9 | 4.0 | 5.4 |
| **Volunteer work through an organisation or group (last 12 months) (%)** | 11.7 | 13.0 | 14.1 |
| **Aboriginal and/or Torres Strait Islander (%)** | 7.8 | 6.2 | 4.6 |

Demographic and socioeconomic characteristics serve as social indicators of demand for services and facilities in an area.

MNA attracts players and spectators from across the Mackay LGA, as it is the only regional association base. While the site is based in South Mackay, it is important to consider the wider LGA demographics.

The summary above provides a range of demographic characteristics across South Mackay, Mackay LGA and Queensland. The demographic snapshot demonstrates that South Mackay and Mackay LGA exhibit the following attributes in comparison to Queensland residents:

- South Mackay and wider Mackay LGA have a similar median age, suggesting a generally established community
- The median weekly household income across Mackay LGA is higher, but is lower in South Mackay.
- Mackay LGA has a higher percentage of family households, while South Mackay has a lower percentage.
- South Mackay and wider Mackay LGA have a higher percentage of full time workers and a lower unemployment rate
- South Mackay and wider Mackay LGA have a higher percentage of Aboriginal and/or Torres Strait Islander residents

Mackay's established community, high levels of full-time employment, and strong proportion of family households, place the Association in a strong position to capitalise on increased participation over the coming years.

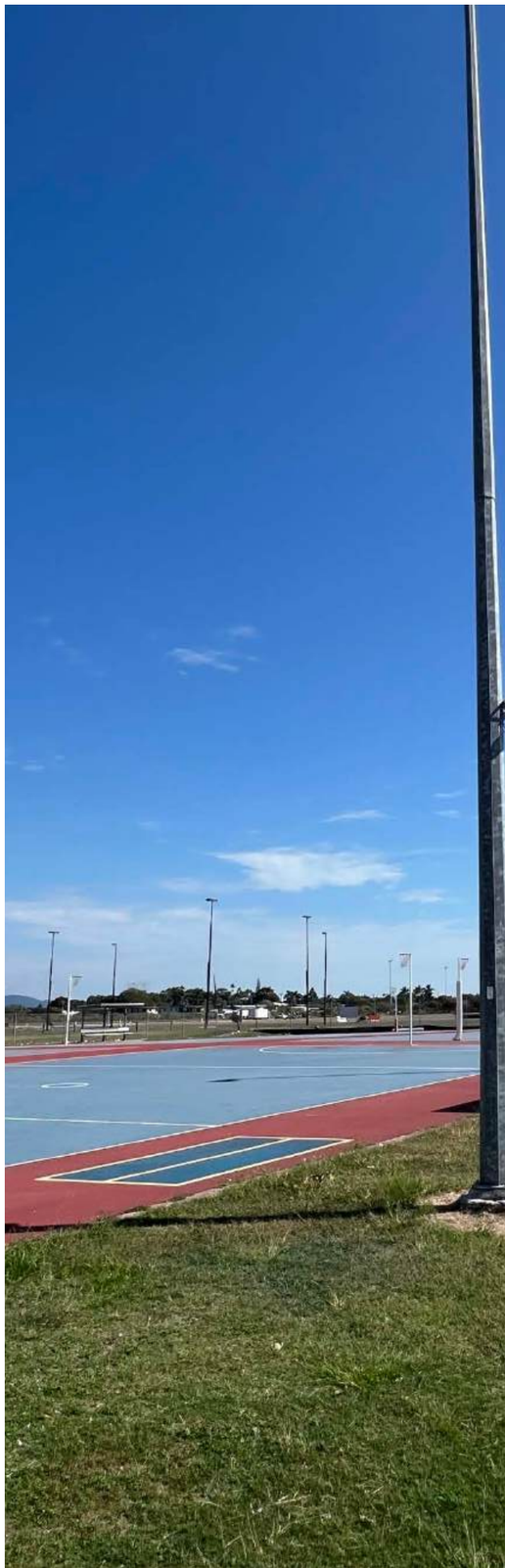
## 4.1 NETBALL DEMOGRAPHICS

Netball continues to grow year-on-year in Queensland, with player participation increasing by 19.6% since 2021[4]. Netball represents a significant component of organised sport participation in Mackay and is the leading sport for female club participation within the LGA[5]. This places MNA in a strong position to consolidate existing demand and capture further growth as participation continues to increase across Queensland.

Table 3 presents the latest 2024-2025 Queensland sports club female netball participation rates, according to AusPlay. The table shows that the highest participation age brackets are from the 9-17 years. This age profile aligns directly with Mackay's local population structure, with Mackay recording an equal or higher proportion of children and young people in key school-age cohorts compared to Queensland overall[6]. In practical terms, this provides Mackay Netball with a strong and sustainable participant pipeline, supporting ongoing club growth, representative pathway depth and continued utilisation of the Association's facilities and programs.

| Age Bracket | QLD Participation Rate |
|---|---|
| 0-4 | 0.6% |
| 5-8 | 4.4% |
| 9-11 | 13.5% |
| 12-14 | 16.1% |
| 15-17 | 18.5% |
| 18-14 | 6.6% |
| 25-34 | 4.8% |
| 35-44 | 1.9% |
| 45-54 | 1.1% |
| 55-64 | 0.6% |
| 65+ | - |

Table 3: 2024-2025 Queensland sports club female netball participation rates
*Source: AusPlay data portal, participation by activity, netball, fiscal year 2024-2025*



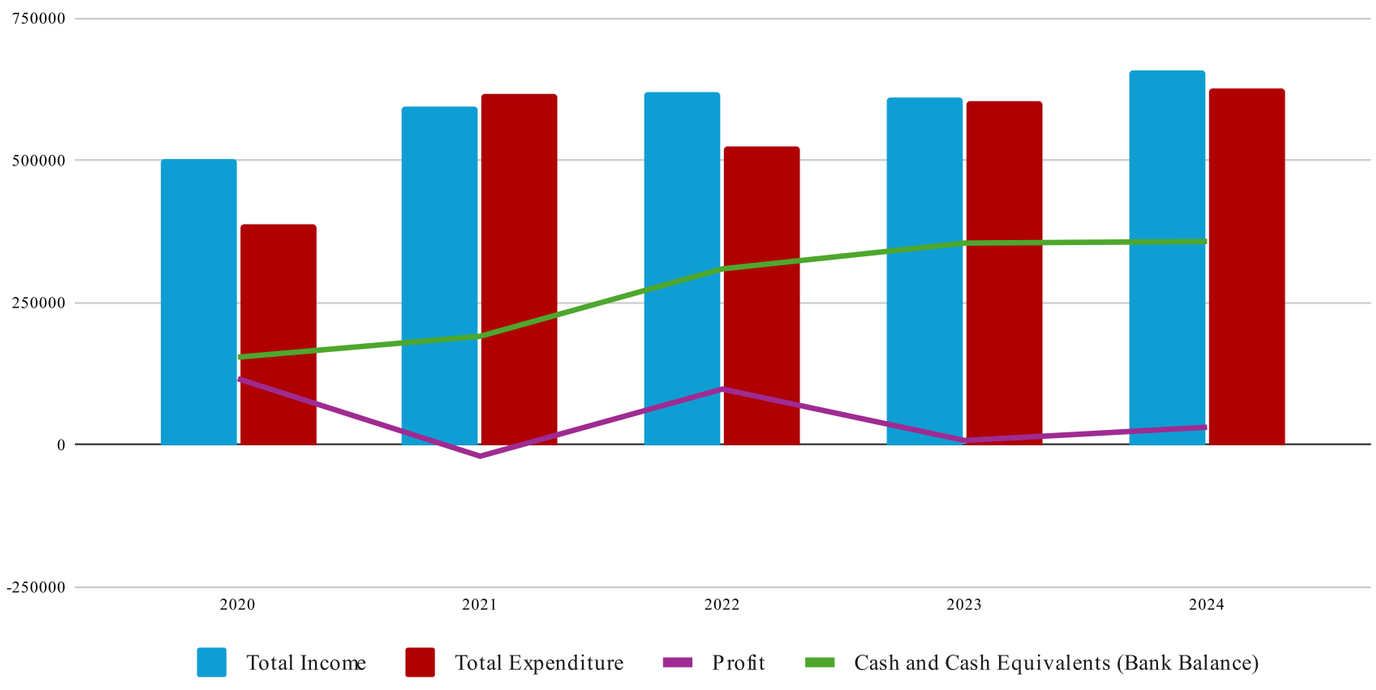
# 5. FINANCIAL PERFORMANCE

MNA has demonstrated a consistent capacity to generate revenue to maintain and enhance its facilities, as illustrated in the graph below.

The Association generated significant net surpluses in four of the five years, posting its highest surplus in 2020 at approximately $116,000 and recovering strongly from the 2021 deficit with a surplus of approximately $98,000 in 2022, followed by continued positive results in 2023 and 2024. This sustained ability to generate positive operating results, alongside growing activity levels (with total income reaching approximately $657,000 in 2024), demonstrates sound operational management and strong fiscal discipline. Furthermore, MNA's liquid assets have been prudently managed, with cash and cash equivalents more than doubling over the period, increasing from approximately $154,000 in 2020 to approximately $357,000 by 2024, proving the Association's capacity to accumulate and maintain strong reserves.

This proven track record highlights the club's capability to sustain future facility enhancements, ensuring that investments in new facilities will deliver long-term benefits to the community without requiring ongoing financial support from the government.

**FINANCIAL OVERVIEW**






# 6. STAKEHOLDER ENGAGEMENT

The development of the MNA master plan has been guided by a robust stakeholder engagement process. This consultative approach ensured that the voices of key stakeholders were central to shaping the plan. Through structured discussions, surveys and collaborative feedback, the needs and aspirations of the Association were identified and addressed.

The consultation program was developed in compliance with the International Association for Public Participation (IAP2) Public Participation Spectrum, which guides the development and implementation of public participation processes. When adhered to, the core values of this spectrum help make better decisions that reflect stakeholders' concerns and interests.

The five levels of public participation are Inform, Consult, Involve, Collaborate and Empower. The three highlighted columns in the diagram below show the range of approaches applied during stakeholder engagement for this project.

IAP2'S PUBLIC PARTICIPATION SPECTRUM

| INFORM | CONSULT | INVOLVE | COLLABORATE | EMPOWER |
|---|---|---|---|---|
| **GOAL** To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions. | **GOAL** To obtain public feedback on analysis, alternatives and/or decisions. | **GOAL** To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. | **GOAL** To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. | **GOAL** To place final decision making in the hands of the public. |
| **PROMISE TO THE PUBLIC** We will keep you informed. | **PROMISE TO THE PUBLIC** We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. | **PROMISE TO THE PUBLIC** We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision. | **PROMISE TO THE PUBLIC** We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible. | **PROMISE TO THE PUBLIC** We will implement what you decide. |

INCREASING IMPACT ON THE DECISION

IAP2 Participation Spectrum

## CONSULTATION PROGRAM

THE CONSULTATION PROGRAM INCLUDED:

1. **Inception meeting** with MNA representatives
2. **Online workshop one** with MNA representatives to gather initial ideas
3. **Phone consultation** with Mackay Regional Council's Sport and Recreation Team
4. **Online meeting** with Mackay Airport Aviation Operations Team
5. **1st online survey** to all MNA members, affiliated clubs, players and families
6. **Online workshop two** with MNA representatives to review feedback from the initial survey
7. **Submission of draft master plan to seek input and feedback** from MNA representatives
8. **2nd online survey** to all MNA members, affiliated clubs, players and families to get feedback on draft plan
9. **Online workshop three** with MNA representatives to discuss feedback from the second survey and inclusions in the final master plan package
10. **Submission of the final master plan package** to MNA for adoption

Consultation with members and key stakeholders informed the master plan recommendations. This consultative approach should continue as the plan is implemented.

**An overview of the engagement with the key stakeholders is provided below.**

## MNA SUBCOMMITTEE

An MNA subcommittee was established early in the project to guide member engagement and review of feedback. Following an initial expression of interest, a formal list of members was established, with the aim of including at least one member from each club, along with representatives of the executive committee.

## STATE GOVERNMENT FUNDING GOVERNANCE

As part of the governance process to assess the reallocation of the $1.6M State Government funding recently awarded to MNA, the master plan process was also overseen by a Project Control Group (PCG) made up of a representative from the State Government, Netball Queensland and MNA's Chair.

During the project, MNA's Chair kept the PCG informed of the plan's development and provided any necessary information for its formation.

## FULL MEMBER SURVEY 1

Following an initial workshop with MNA representatives, a survey was sent out to all members to seek feedback on initial ideas. Respondents were provided with a list of suggested facility improvements and asked to rank them from highest to lowest priority.

Respondents were also asked a series of questions, including:

- What do they like about the facility?
- What don't they like about the facility?
- Are there improvements not listed?
- Do you have any general comments?

Sent via email and shared on social media, the survey was viewed 287 times and received **76 responses**. Details of the survey responses are provided in **Attachment 1.**

A majority of respondents reported using the facilities multiple times per week or weekly. Across the responses, it was noted that:

- Shade, in all forms, was the overwhelming primary concern
- The combination of comments on seating and spectator shade highlighted a key need to address the spectator experience
- Court shade received a high number of specific comments, referencing player health and safety, concerns around the use of funding and suggestions around the consideration of a staged approach
- Contradictory feedback was received on core infrastructure (including toilets/amenities, car parking, and canteen/food), having both high praise and significant criticism, indicating variable quality, congestion issues, or differing user experiences
- Paths and site accessibility were noted as other major areas requiring improvement

## WORKSHOPS WITH MNA SUBCOMMITTEE

The outcomes of the first survey were discussed in the subcommittee's first catchup.

A significant component of the session focused on the feedback relating to court coverage, including previous investigations, cost estimates, potential locations within the facility and the implications for other priority improvements. Additional discussion also addressed access deficiencies, storage requirements and amenity upgrades.

Key takeaways from the first session, included:

- Seeking guidance from Council's Sport4All Inclusion Coach on accessibility requirements through the site
- Obtaining additional quotes where possible for covering 2 courts to assist sound decision making
- Confirming height requirements with Mackay Airport and Netball Queensland

Following the session, CPR Group developed a draft facility plan and associated prioritised implementation plan (PIP). This plan, along with additional information obtained from court cover companies, Netball Queensland (see section below) and Mackay Airport (see section below) were discussed at a second workshop with MNA representatives. During this workshop, the subcommittee discussed the implications of the order new infrastructure would be built and the consideration of core design considerations and costs at the outset, including full site drainage and pavement design and rationalisation approach to existing court lighting. Indicative costs of priority infrastructure were also considered.

A second workshop was held by MNA representatives to discuss and coordinate feedback on the draft facility plan and PIP, including the prioritisation of items. Through these discussions, consensus was achieved from a majority of participating clubs on the key elements and updates required to the documents before being sent to all members for comments. These updates included:

- Clearer utilisation of existing covered structures/seating kits throughout the site
- Inclusion of optional access gates along the western boundary
- Adjustments to the representation of future court shading



## FULL MEMBER SURVEY 2

The updated draft facility plan and PIP was sent to all members with a survey featuring two questions:

- What do you like about the draft plan?
- Are there any changes or additions you would suggest to improve the draft plan?

Distributed via email and shared on social media, the survey was viewed 254 times and received **15 responses**. A summary of responses is provided at **Attachment 2**.

Multiple responses were provided noting positive feedback and support, particularly for improved footpaths, drainage prioritisation, shade and amenity improvements, commenting that the plan was well thought out and prioritised for the benefit of all members. Positive comments were also provided on accessibility and ramp considerations.

Two survey responses raised disappointment about the court shade being pushed to a longer-term consideration.

Several additional suggestions and considerations were provided across responses, some of which were operational in nature and outside the scope of a master plan.

All feedback was discussed with the subcommittee. Key discussions and decisions are noted in **Attachment 3**, including items outside the scope of the master plan for future Association consideration.

## MACKAY REGIONAL COUNCIL

Feedback was received from Council on adjoining lease arrangements and pedestrian connection improvement works being considered by Council and recommended by the Association through the master plan process. This information has been considered in developing the plan.

## MACKAY AIRPORT

Engagement was undertaken with Mackay Airport to provide clarity on previous advice received on the site's height restrictions and interpretation and confirmation on current requirements and approval processes.

Refer to section “10.1 Mackay Airport” on page 12 for further details and the considerations taken in the formation of this plan.

## NETBALL QUEENSLAND

During the project, Netball Queensland provided information including:

- Best practice examples for shade/seating, storage facilities
- Clarification of height requirements for covered courts

This information has been used in the formation of the plan and discussed further in “8. Facility guidelines” on page 9.



# 7. STRATEGIC ALIGNMENT

Within Centre Queensland, netball participation is centred in key regional cities such as Mackay, with large association competitions driving ongoing engagement[7].

As part of the recently released *Netball Queensland Infrastructure Strategy 2024-2034*, a court provision analysis was conducted to pinpoint court capacity needs. Under the Strategy, Mackay is generally considered aligned with court-to-participant and court-to-population benchmarks, with the primary focus on creating opportunities to develop indoor facilities that support elite performance and talent pathways.

Over the life of this plan, it is acknowledged that the Harrup Park Stage 2 Indoor Facility will likely provide the critical infrastructure needed to support the region's elite performance and pathway development. To support this, the Strategy notes the importance of improving the capabilities and quality of existing facilities to meet regional participation needs.

The Infrastructure Strategy identifies a number of key development opportunities vital to creating safe, inclusive and functional netball facilities in the state. Two opportunities are particularly relevant to Mackay Netball and correspond to the priorities identified by the Association through engagement:

- **Supporting infrastructure:** Ensuring the adequate provision of supporting infrastructure, such as car parking, shade and seating, is vital to create safe and functional netball facilities
- **Facility Condition:** Improving maintenance and investing in facility renewal projects will enhance user safety and experience, ultimately driving higher participation and retention

# 8. FACILITY GUIDELINES

Under Netball Queensland's facility hierarchy, the facility is classified as an association competition facility, providing local association competition and training and more than 14 courts.

In reviewing the existing facility and future requirements, this report has considered the:

- *Netball Australia National Facilities Policy 2016*
- *Netball Queensland Statewide Facilities Strategy 2018-2025*

Following advice from Netball Queensland, Netball Victoria's requirements on court covers and airhalls were also referenced due to the dated nature of existing state and national guidelines on covered court requirements.

The results of this analysis have been fed into the preparation of the master plan and prioritised implementation plan details.



# 9. SITE ELEMENTS

| | |
|---|---|
| **Landscape and environment** | Flat, largely built out with infrastructure, with limited unused space. |
| **Parking and vehicle movement** | Large Council car park adjoining. Additional overflow areas available for major events. Not identified as an issue. |
| **Pedestrian access and legibility** | Limited DDA compliant path connections at car park and clubhouse entrances and throughout the site. The entire site is fenced to control visitor access on game days. |
| **Flooding, drainage and overland flow** | Limited drain pits to only the eastern half of the courts. Water pools in areas throughout the site after a heavy downpour. |
| **Crime and Safety** | Some incidents reported in the southern buildings. Security lights have been installed over time to improve this situation. |
| **Cultural Heritage** | Nil |

| Service[8] | Locations in BYDA mapping | Impact on design |
|---|---|---|
| **Power (Ergon)** | Power poles are shown on the BYDA plans along Casey Avenue. No other relevant service information is shown on plans. | It is assumed that additional electrical infrastructure is present on site, as the existing buildings are serviced power. Accordingly, there is no immediate impact on the site design. At future design stages, however, the precise location of underground services will need to be confirmed to safeguard existing assets and ensure construction worker safety. |
| **Telecommunications (Telstra)** | Telstra service lines are shown on the BYDA plans along the southern side of Leisure Court presumably entering the site at the existing building and/or car park, and along both sides of Casey Avenue, entering the site in the vicinity of the courts. | ***Detailed design of new shade structure posts along the eastern courts will need to avoid the Telstra line.*** |

| Service[8] | Locations in BYDA mapping | Impact on design |
|---|---|---|
| **Sewer** | Mackay Regional Council mapping shows sewer lines within the property boundary along the western side of Casey Avenue and along the site's Leisure Court frontage. This line along Casey Avenue terminates at the southern end of the southeastern court. | ***Detailed design of new shade structure posts along the eastern courts will need to avoid the sewer line.*** |
| **Water** | Mackay Regional Council mapping show water mains along the western side of Casey Avenue and the northern side of Leisure Court. | There is no immediate impact on the proposed site upgrades. Future design stages will require accurate identification of underground services to ensure both asset protection and worker safety during construction. |
| **NBN** | According to the BYDA plans, cables exist along the eastern side of Casey Avenue and enter the site at the northeastern corner of the Leisure Court intersection, presumably leading to the existing building. | There is no immediate impact on the proposed site upgrades. Future design stages will require accurate identification of underground services to ensure both asset protection and worker safety during construction. |

# 10. PLANNING PROVISIONS[9]

| Relevant code/ overlay | Details | Design notes |
|---|---|---|
| **Zone** | Sport and recreation zone | Master plan elements remain consistent with the sport and recreation zone requirements. |
| **Acid Sulfate Soils** | Land at or below 5m AHD | Depending on the volume of earthworks disturbance, future detailed design and construction may need to avoid or manage the release of acid sulfate soils. |
| **Airport Environs** | Australian Noise Exposure Forecast Contour- ANEF<br>• 20-25 contour<br>• 25- 30 contour<br>• 30-35 contour<br>Obstacle Limitation Surface area (10 to 30m height limit above AHD across site)<br>Airport Lighting Management Area Buffer<br>Building restriction area Zone A/B | Development on the site needs to ensure that it does not exceed the obstacle limitation surface height for the area and external lighting is appropriately designed based on Civil Aviation Safety Authority (CASA) requirements. Additionally, it must be designed and constructed to mitigate adverse impacts on the aviation facility's operations.<br>Elements within the master plan scope are directly affected by the Airport Environs Code and the associated Mackay Airport temporary and permanent structure requirements. This information has been used to develop the plan. Refer to “10.1 Mackay Airport” on page 12 for further details. |
| **Flood and Coastal Hazard** | Erosion Prone Areas | N/A |
| **Recreational activities code** | | No specific considerations for master plan elements |



# 10.1 MACKAY AIRPORT

Mackay Airport has a formal process for any proposed construction (temporary or permanent) to ensure compliance with airspace regulations.

Engagement was undertaken with Mackay Airport to provide confirmation and clarity on previous advice received on the site's height restrictions, interpretation and confirmation on current requirements and approval processes.

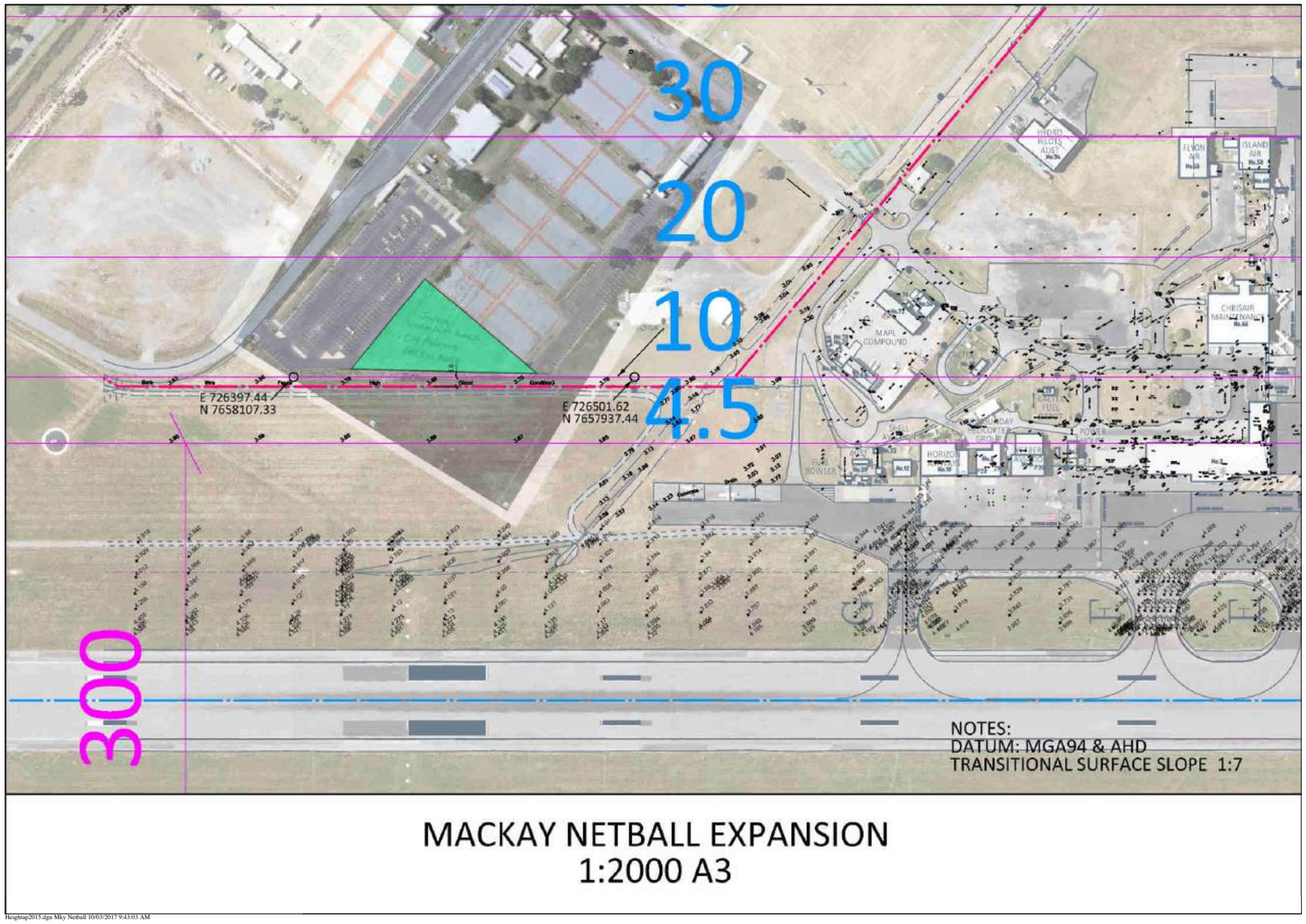
Under the Civil Aviation Safety Authority (CASA) requirements, the airport must protect a 300m airspace zone and obstacle limitation surface height (OLS) buffer for its current operation and future expansion. Permanent structures must comply with these height requirements.

The below figure provides an overview of the OLS buffers within the 300m zone. OLS buffers are measured above Australian Height Datum (AHD). As the natural surface level of the netball site sits at around 3.8m- 4m AHD, the height limit for the site in the 10 OLS buffer converts to approximately 6m from natural ground level.

Within the buffer zones, there is a transitional surface slope of 1 in 7 (i.e. over 70m buffer, every 7m your height limit goes up 1m).

For temporary structures, Mackay airport currently operates on a lesser 150m expansion zone. This means that temporary structures are allowed, subject to assessment to be higher than permanent structures (e.g. temporary lighting towers for carnivals).

The impact of the 10 OLS buffer zone is overlaid on the master plan to assist in understanding the current and future impact of the above requirements. When considered against Netball Queensland's facility guidelines on height requirements, covered courts can only be realistically considered across the eastern half of the site. Additionally, it is noted that court light poles existing on the western boundary of court 6 are higher than the airport requirements and may require review at the end of their life.



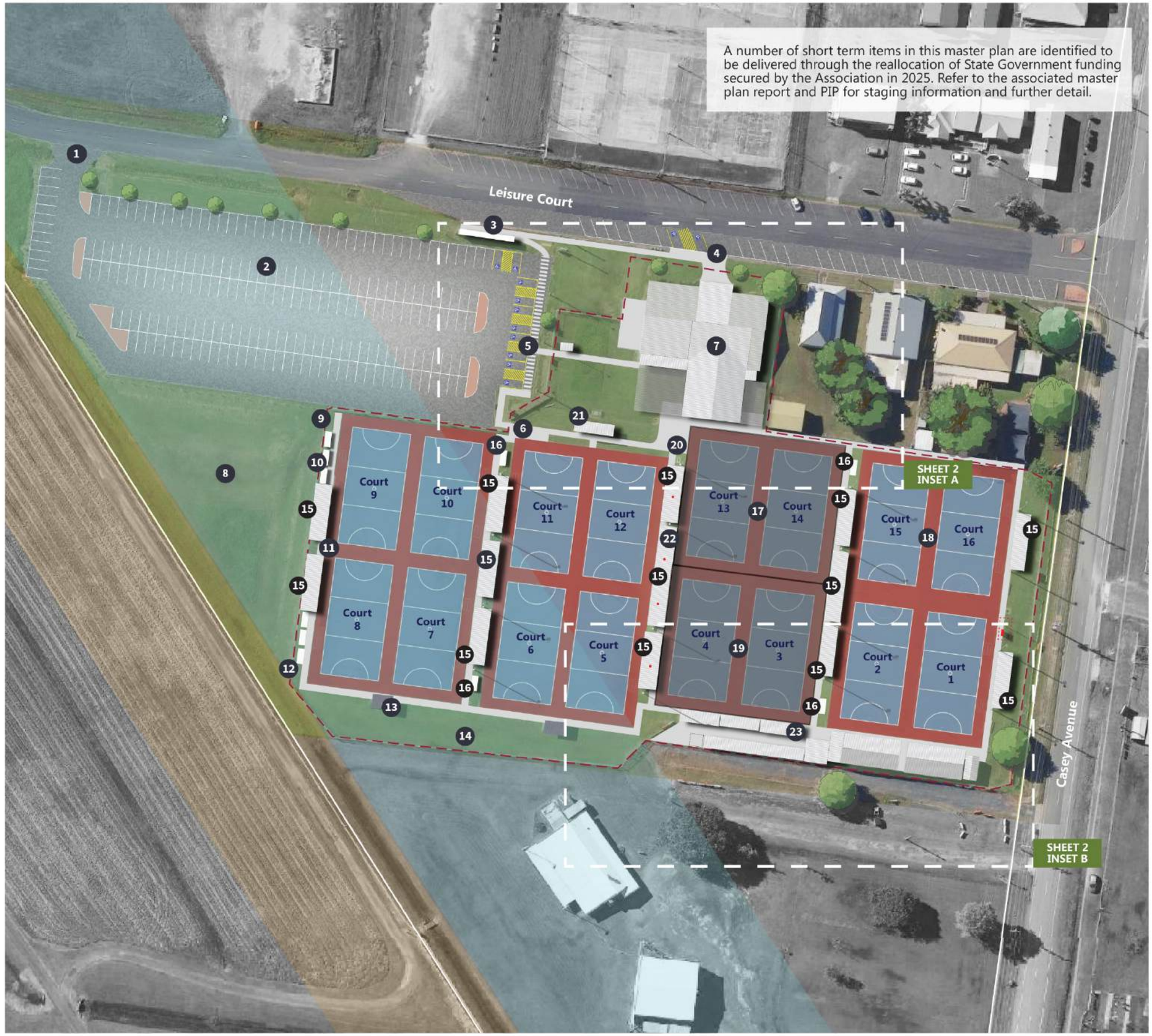

*Source: Mackay Airport Aviation Operations*

1. Existing Council car park entry
2. Existing Council car park
3. Extend footpath to clubhouse entry from existing bus stop
4. Refer sheet 2 for entry upgrades
5. Install new DDA compliant ramp at existing entry
6. Install new DDA compliant ramp at existing exit
7. Upgrade/extend clubhouse, refer sheet 2 for details
8. Potential hire space and/or marquee area for carnivals
9. New double gate (3m wide) for emergency access and western marquee zone access
10. Relocate/utilise 6 existing covered structures/seating kits from site to western side of courts as shown, construct new concrete pads where necessary to join footpath, install additional seating under structures as necessary, retain min. 2 x spaces per court for prams and wheelchairs
11. New DDA compliant footpath network as shown
12. New double gate (3m wide) for emergency access and western marquee zone access
13. Retain existing covered grandstands to south of courts 5-8
14. Marquee area
15. New shade structures to courts to be designed around existing light poles, construct concrete pad underneath, reinstall existing uncovered benches and grandstand seating underneath, relocate existing covered seating throughout site, install additional bench seating as necessary
16. Relocate existing covered structures/seating kit and construct new concrete pad under structure to join new footpath
17. Future long term court shade structure (stage 2)
18. All existing courts to be resurfaced
19. Future long term court shade structure (stage 1)
20. New DDA compliant footpath network as shown
21. Retain existing covered grandstand
22. Rationalise existing light poles, to future lighting design (red poles are proposed for removal, balance to have additional light fittings installed)
23. Refer sheet 2 for southern zone upgrade details

Drainage Notes
During the detailed design stages, a civil engineer shall undertake a comprehensive drainage assessment to ensure that the proposed new concrete areas and shade structures do not exacerbate existing drainage issues on site. The design process shall include a review of the current drainage layout, with particular attention to opportunities for improving stormwater management within the western and eastern court zones. Ensure overall site drainage design allows for undergrounding of select existing spoon drains to ensure DDA compliant paths.

- Property boundary lines
- Lease boundary
- Airport height limit for permanent structures (10m above AHD/approx. 6m above existing ground level)
- Airport height limit for permanent structures (4.5m above AHD/approx. 0.5m above existing ground level)

A number of short term items in this master plan are identified to be delivered through the reallocation of State Government funding secured by the Association in 2025. Refer to the associated master plan report and PIP for staging information and further detail.

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**MACKAY NETBALL ASSOCIATION FACILITY MASTER PLAN**

1:1000@A3 0m 10m 50m NORTH

SHEET 1

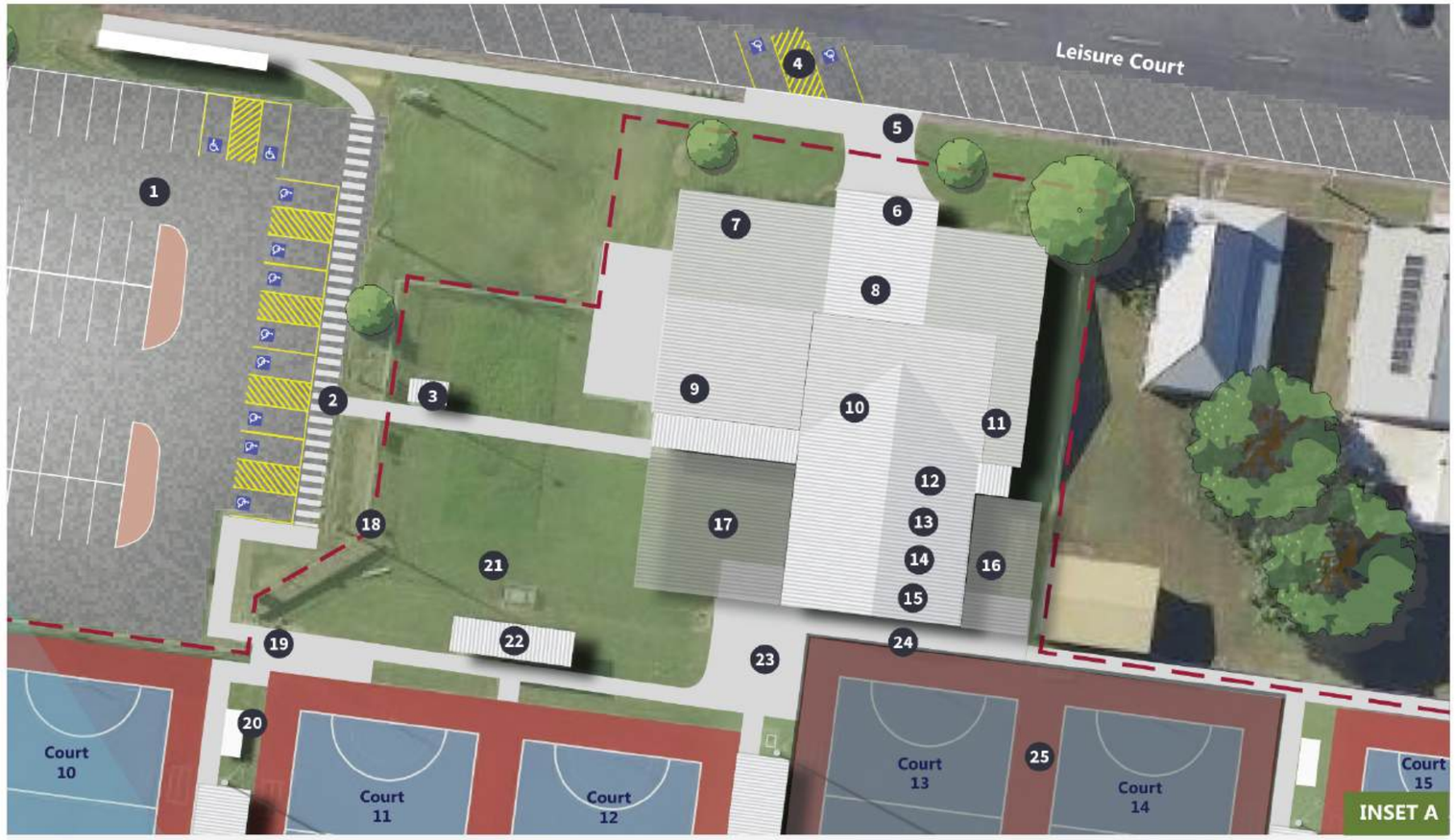
1. Existing Council car park
2. Install new DDA compliant ramp at existing entry path
3. Retain existing covered bench
4. New PWD parking linemarking
5. Upgrade existing clubhouse entry path with DDA compliant ramp
6. Upgrade clubhouse entry with DDA compliant threshold/ramp and new entry door
7. Existing employee/operations office and storage room, install solar panels on north facing roof areas
8. Existing hall
9. Existing coffee shop and kitchen
10. Existing change rooms (home and away) and male, female and PWD toilets
11. Existing committee room
12. Existing officials changeroom/toilets
13. Existing change rooms (currently used as storage)
14. Existing parents room
15. Existing first aid and operations room
16. Proposed new multi-purpose covered extension
17. Proposed new undercover area with new concrete pad, bench seating and picnic table and bench combinations with wheelchair accessible ends
18. Retain existing fencing
19. Existing exit path to be upgraded for all abilities access with compliant ramp and new handrails and kick rails for safety, ensure overall site drainage design allows for undergrounding of select existing spoon drains to ensure DDA compliant paths
20. Relocate existing covered structures/ seating kit and construct new concrete pad under structure to join new footpath
21. Existing caged stormwater pit
22. Retain existing covered grandstand
23. New concrete path junction area to be designed and constructed including flush connections to clubhouse patio area, undergrounding of drainage and installation of handrails and kick rails for safety where necessary

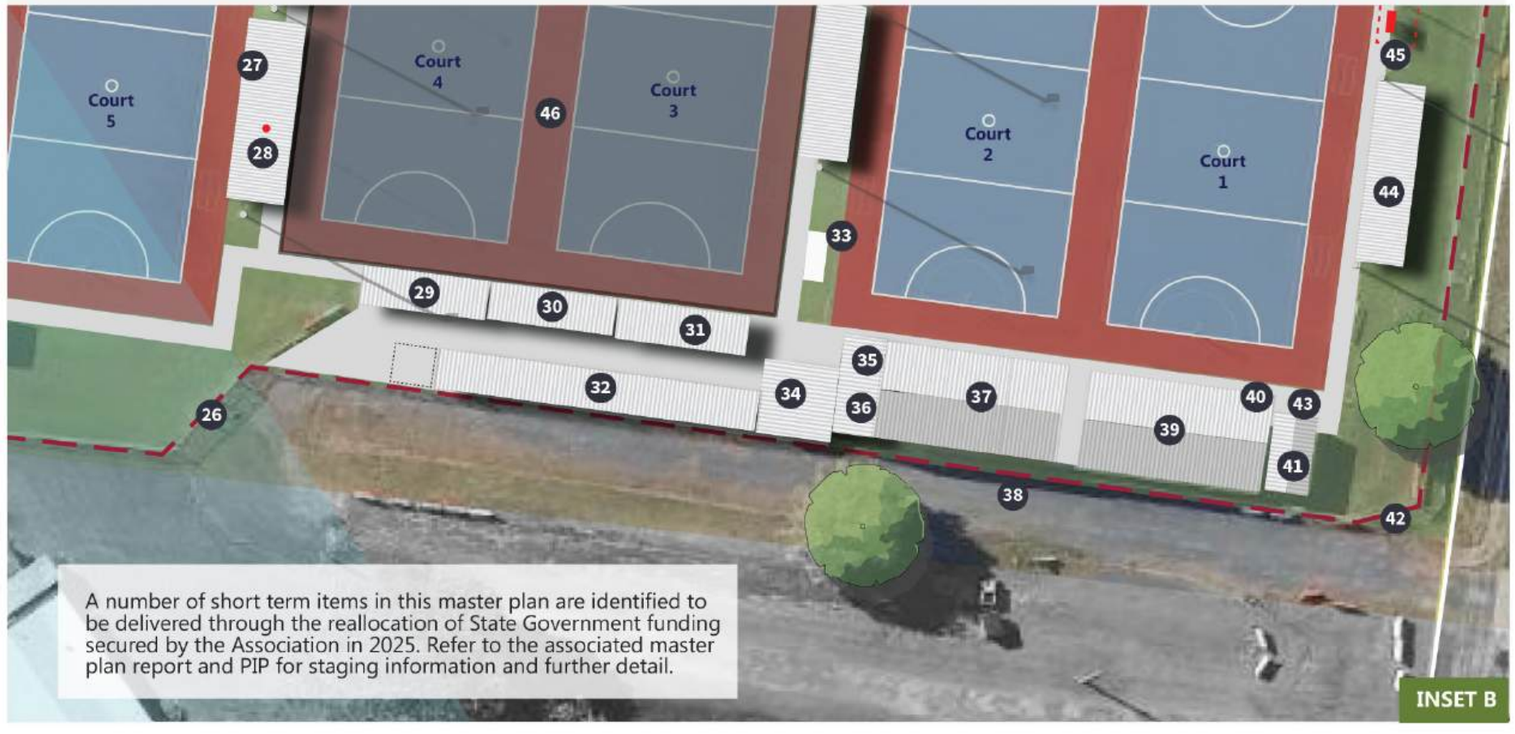
Property boundary lines

Lease boundary

Airport height limit for permanent structures (10m above AHD/approx. 6m above existing ground level)

24. New DDA compliant connection between operations area and courts (consider possible low retaining wall with handrail and kickrail between court 13 and footpath, with ramps grading down to court level north of court 14 and at plan number 22
25. Future long term court shade structure (stage 2)
26. Retain existing fence and access gate
27. New shade structures between courts to be designed and constructed around existing light poles, construct concrete pad underneath, reinstall existing uncovered benches and grandstand seating underneath, relocate existing covered seating, install additional bench seating as necessary
28. Rationalise existing light poles, to future lighting design (red poles are proposed for removal, balance to have additional light fittings installed)
29. Retain existing covered grandstand
30. New covered grandstand structure
31. Retain existing covered grandstand
32. Proposed removal of existing small storage sheds and construction of new 12 bay club storage shed (36m x 3m) include new fenced bin refuse area at western end, rationalise boundary fencing as required
33. Relocate existing covered structures/ seating kit and construct new concrete pad under structure to join new footpath
34. Replace exiting hired amenities with new permanent female and unisex PWD amenities block, install concrete hardstand to surrounds
35. Existing male toilet and PWD toilet
36. Existing storage room
37. Existing covered area
38. Existing access road (outside of lease boundary)
39. Existing canteen and kitchen with staff toilet
40. Existing male toilet
41. Retain existing storage shed
42. Existing access gate
43. Upgrade canteen trade waste
44. New shade structure to be designed and constructed around existing light poles, construct concrete pad underneath, reinstall existing uncovered benches and grandstand seating underneath, relocate existing covered seating, install additional bench seating as necessary
45. Existing service area to be designed around
46. Future long term court shade structure (stage 1)




A number of short term items in this master plan are identified to be delivered through the reallocation of State Government funding secured by the Association in 2025. Refer to the associated master plan report and PIP for staging information and further detail.

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**MACKAY NETBALL ASSOCIATION FACILITY MASTER PLAN**

1:500@A3 0m 5m 25m NORTH

SHEET 2

# 12. PRIORITISED IMPLEMENTATION PLAN

DELIVERY PRIORITIES

**Short term** 1-3 years

**Medium term** 4-6 years

**Long term** 7-15 years

The following prioritised implementation plan (PIP) identifies each site development plan improvement element, whether the element is a short, medium or long term priority and a budget range for each element. The plan is implemented over a 1–15-year project life cycle.

**A number of the short term items are identified to be delivered through the reallocation of State Government funding secured by the Association in 2025. The release of this funding will be contingent on further detailed design stages and may change throughout the process.**

Staging the implementation of the plan allows capital expenditure to be distributed across multiple budget years, enhances opportunities to access external funding and facilitates the amortisation of costs over a longer period. The proposed staging may be changed at any time if funding becomes available for certain facility elements.

The implementation of construction projects recommended in this plan is subject to relevant approvals, including Council development and building approvals and land owner consent.

## PRIORITISED IMPLEMENTATION TABLE

| Site development plan element | Detail | Priority | Anticipated funding source |
|---|---|---|---|
| Drainage, footpath and accessibility design | During the detailed design stages, a civil engineer shall undertake a comprehensive drainage assessment to ensure that the proposed new concrete areas and shade structures do not exacerbate existing drainage issues on site. The design process shall include a review and redesign (where necessary) of the current drainage layout, with particular attention to opportunities for improving stormwater management within the western and eastern court zones. Ensure overall site drainage design allows for undergrounding of select existing spoon drains to ensure DDA compliant paths. Design of all proposed new paths, ramps and concrete pads shall be undertaken to enable the construction of DDA compliant accessways throughout the site (including design for ramps, handrails, kickrails, retaining walls etc as necessary for compliance). The design shall make best use of the site for the benefit of players and spectators court viewing. Include upgraded trafficable alternative solutions for existing cages currently over stormwater drains. All design work shall be documented to enable a staged construction approach. | Short term | 2025 State Government funding |
| New gates | Installation of 2 x pairs of 3m wide gates to the western boundary fence as indicated on plans. | Short term | Association |
| Upgrade canteen trade waste | Upgrade canteen trade waste to local government guidelines and standards. | Short term | 2025 State Government funding |
| Upgraded drainage works | Construct upgraded drainage and associated grading works in accordance with the approved detailed design. These works may be delivered in stages where required to suit budget constraints or construction sequencing.<br><br>Where sections of the footpath network need to be constructed during this stage, due to the removal of existing paths or to achieve efficiencies in delivery and cost, they are to be completed concurrently as part of the drainage works. | | 2025 State Government funding |
| Rationalisation of court lighting | During the detailed design phase, an electrical engineer shall investigate the rationalisation of the existing 8 light poles located between the staggered court grids in the centre of the courts zone. The investigation shall determine opportunities to reduce the number of poles while maintaining compliant and adequate lighting levels. Proposed rationalisation may include installing additional LED luminaires on the remaining poles to offset the removal of redundant poles. Following completion of the detailed lighting design, undertake the removal of identified poles and installation of the required additional LED fittings to the retained poles. All works shall be completed in accordance with relevant lighting standards, electrical safety requirements and structural considerations for modified pole loads. | Short term | 2025 State Government funding |

| Site development plan element | Detail | Priority | Anticipated funding source |
|---|---|---|---|
| Upgraded footpath network and ramps (DDA compliant) | Construct a new minimum 1.5m wide DDA compliant plain broom finished footpath network as shown on plans.<br>Upgrade ramps to comply with the DDA, including handrails and kickrails where necessary, in locations as follows:<br>• Existing entry and exit paths to the car park<br>• Existing ramp/path from Leisure Court road frontage to clubhouse entry (considering cross fall at transition to new pedestrian path parallel to Leisure Court) and including bus stop connection<br>• Existing path over the drainage swale between the clubhouse and the courts<br>• New connection between the operations area and the courts<br>• General new footpath network connecting courts and existing and new infrastructure, as shown on plans | Short term | 2025 State Government funding |
| New shade structures between courts | Design and construct 11 new galvanised and powdercoated steel framed and cantilevered Colorbond roof shade structures between/to outside edges of courts as shown on plans. Relocate existing bench seating and grandstand seating as required. Install plain broom finished concrete pads under all structures, flush and adjoining new footpaths. Indicative sizes are shown on the master plan sheets; however, exact sizes will be confirmed on site during the design phase to ensure the structures fit between existing light poles. Eastern structures must be carefully designed and installed to avoid impact on existing underground services. All shade structures are to be designed in accordance with the required cyclone ratings and applicable Netball Queensland standards. Supply and install additional bench and/or grandstand seating beneath new structures, as required. Retain a minimum of two spaces per court for prams and wheelchairs. | Short term | 2025 State Government funding |
| Relocation of existing shade structures | Relocation of existing shade structures to the western side of courts 8 and 9, including new concrete pads under each structure. | Short term | 2025 State Government funding/association funds |
| Resealing of courts | After court lighting rationalisation and shade structure and footpath installations, reseal and linemark all existing courts. | Short term | 2025 State Government funding/association funds |
| New PWD parking linemarking | Install new PWD parking linemarking along Leisure Court as per plans | Short term | Council |
| New amenities block | Replace existing hired amenities with a new permanent female and unisex PWD amenities block. | Short term | 2025 State Government funding |
| Clubhouse upgrades and extensions | Design and construct clubhouse upgrades and extensions as follows:<br>• New DDA compliant entry door at Leisure Court entrance<br>• New undercover seating area with new concrete pad, bench seating and picnic table and bench combinations with wheelchair accessible ends<br>• New multi-use covered extension, including fit out with equipment as required. Consider installing drop-down blinds for weather protection and/or equipment security. | Design short term, construction short- medium term | Future TBD |
| New covered grandstand structure | Supply and install a new covered grandstand structure to the south of the site as per the master plan. | Medium term | Association |
| New storage shed | Removal of the existing small storage sheds and construction of a new club storage shed comprising 12 individual lockable bays, each measuring 3m x 3m (overall shed dimensions: 36m x 3m). Each bay will be allocated to a separate club.<br>Provide roller doors on both the court-facing and boundary-facing sides to allow multiple access options. Include a fenced bin/refuse area at the western end of the structure. Concrete the entire area with appropriate drainage as required. Rationalise boundary fencing and access gates as necessary. | Medium term | Future TBD |
| Solar panels | Installation of solar panels to the main building after clubhouse upgrades and extensions are completed. | Medium term | Future TBD |
| New shade structure to courts (stage 1) | Design new court shade structures for stages 1 and 2 and construct the shade structure for the stage 1 courts. The design shall account for the positioning and roof heights of adjacent new shade structure posts to ensure there are no structural or spatial conflicts. All shade structures are to be designed to meet the appropriate cyclone rating and applicable Netball Queensland requirements. | Long term | Future TBD |
| New shade structure to courts (stage 2) | Construct a shade structure for the stage 2 courts. | Long term | Future TBD |




# 13. OPERATIONAL CONSIDERATIONS AND NEXT STEPS

- Submission of request to reallocate State Government funding and progression of detailed design for identified items.
- Submit request/s for approval of works from Council's Community Services Branch at each stage of the master plan.
- An acid sulfate soils investigation report and management plan may be required as part of future detailed design stage to demonstrate that earthworks disturbance complies with the acid sulfate soils overlay code.
- MNA's committee or designated sub committee review operational improvement requests received and noted at **Attachment 3**.

# ENDNOTES


1 https://www.abs.gov.au/census/find-census-data/quickstats/2021/312021356

2 https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA34770

3 https://www.abs.gov.au/census/find-census-data/quickstats/2021/3

4 Netball Queensland Infrastructure Strategy 2024-2034, page 30

5 AusPlay, 2015-2023, State and LGA Reports, Top activities for sports club participation dashboard, Mackay LGA, https://www.ausport.gov.au/clearinghouse/research/ausplay/2015-2023

6 https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA34770

7 Netball Queensland Infrastructure Strategy 2024-2034 page 30

8 Before You Dig Australia (BYDA), enquiry date 04/11/2925

9 Mackay Region Planning Scheme 2017 (V4.1), as at October 2025

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