

CPR Group

OUR PROJECTS



CPRGROUP
connelly project resources



THE PAVILION

GYMPIE REGIONAL COUNCIL

MASTER PLAN

EVENTS

SHOWGROUND

PURPOSE

CPR Group worked with Gympie Regional Council to prepare a master plan to guide the redevelopment of the Pavilion, the premier indoor events venue at the Gympie Showgrounds.

The Pavilion Conference and Reception Centre Master Plan objectives were to support a refurbishment and refocusing strategy for the Pavilion.

APPROACH

The general project scope included:

- » Analysis of demographics, population profile, social profile and cultural profile of the Gympie catchment area
- » Research into market trends and competing multi-use facilities
- » Refinement of use incorporating new, innovative uses, to maximise profitability whilst meeting necessary community service obligations
- » Documented community and stakeholder engagement consultation program and report
- » Consultation with peak sport bodies to identify sport and recreation needs and opportunities
- » Production of a draft master plan incorporating a market and future trend analysis
- » Refinement of the draft master plan following Council review
- » Final drafting and presentation of the completed master plan report to Council
- » Finalisation of master plan drawings included renders in 3D

OUTCOMES

The project resulted in an identification of innovative solutions to challenges faced by the venue. Gympie Regional Council's NSRF application was successful and construction works are now complete. CPR Group also closed the loop by conducting ongoing consultation with stakeholders to ensure their engagement through construction.



OLD REDCLIFFE FIRE STATION COMMUNITY ARTS CENTRE AND VOLUNTEER HUB MASTER PLAN

MORETON BAY REGIONAL COUNCIL **REDEVELOPMENT** **PLANNING** **MASTER PLAN**

PURPOSE

The master plan for the Old Redcliffe Fire Station Community Arts Centre and Volunteer Hub was commissioned by Moreton Bay Regional Council for CPR Group to guide the redevelopment of the fire station into a viable community facility to serve the volunteer and artistic needs of the Redcliffe and wider Moreton Bay community.

The entire property of the Old Redcliffe Fire Station is listed in the Queensland Heritage Register. The heritage values of the site are among its greatest assets and protection of these values was a key consideration in the development of the master plan.

APPROACH

The master plan was sensitive to the site's heritage, ensuring the cultural heritage significance is retained while redeveloping the buildings in a manner that will support regular use by the community. The plan sought to guide the potential of the Station to be a valuable community arts centre and volunteer hub that meets the demands of growing artistic and volunteer organisations, and to increase participation in community activities among local and regional residents.

OUTCOMES

Redcliffe Fire Station has now been redeveloped into a vibrant community arts facility that highlights the historical value of the building and is a hive of activity most days of the week, with classes, exhibitions and a gallery shop attracting visitors from around the region and beyond.

The vision has been achieved, the fire station is now open to everyone and focused on the creative process of making, sharing and learning to encourage artistic groups to interact and work collaboratively.



DECEPTION BAY COMMUNITY HALL FEASIBILITY STUDY AND CONCEPT DESIGNS

MORETON BAY REGIONAL COUNCIL **FEASIBILITY** **PLANNING** **COMMUNITY**

PURPOSE

Moreton Bay Regional Council commissioned CPR Group to determine the feasibility of redeveloping the existing Deception Bay Community Hall and to develop concept plan options including floor plan layouts and artist impressions of facade treatments based on best practice principles and the results of the gap analysis and community engagement. Part of the commission was to include indicative cost estimates to help inform the decision-making process.

APPROACH

The gap analysis involved a review of the current hall usage, audit of nearby facilities, SWOT analysis and demographic and community needs research. The data gained was analysed to confirm community demand for and avoid duplication of community service infrastructure in the local area.

The community engagement was conducted to seek input from key stakeholders regarding shortcomings of local infrastructure provision and gain guidance in relation to desired facility inclusions. CPR Group's consultation methodology was based on the engagement principles and framework of the International Association of Public Participation (IAP2).

OUTCOMES

The feasibility study indicated a need in the community and presented a genuine opportunity to redevelop the hall to enable service delivery in an all-inclusive environment.

Council now have the feasibility study and concept plans to develop the hall into a space that can contribute to the creation of stronger social networks and more cohesive communities.



Deception Bay Community Hall Feasibility Study and Concept De



MACKAY MUSEUMS DISCUSSION PAPER AND STRATEGIC PLAN

MACKAY REGIONAL COUNCIL **DISCUSSION PAPER** **COMMUNITY** **STRATEGIC PLAN**

PURPOSE

CPR Group have been commissioned by Mackay Regional Council to produce a discussion paper and Mackay Museums Strategic Plan for the Council to position its museum assets so they contribute to the local economy via tourism (coupled with the parallel educational and community wellbeing benefits). Heritage tourism is growing and Mackay Museums collections have considerable potential to deliver, and can align with other tourism development focus areas.

APPROACH

Utilising research and community consultation, the discussion paper helped decision making by:

- » Exploring three potential futures for the museum network in the Mackay Region, including the potential of each possible future use
- » Reviewing the existing assets and their role in the “network”
- » Undertaking visioning and preliminary concept development with consideration for an interpretation plan
- » Conducting cost benefit analysis for the three future directions
- » Considering implementation details including risks and threats
- » Providing a recommendation regarding the most desirable future

OUTCOMES

The Mackay Museums Strategic Plan ensures every action achieves progress towards the selected future. Informed by consultation, CPR Group assisted Council with the development of a five-year strategic plan. The plan guided:

- » Viable management and maximisation of existing assets and collections
- » Allocation and management of staff and volunteer resources
- » Consolidation, storage and curation, transition, and design of exhibits to improve the significance, and educational and tourism benefits
- » Promotion, marketing and alignment with other economic development projects





EQUESTRIAN FACILITY DEVELOPMENT PLAN

CITY OF GOLD COAST **PLANNING** **FACILITY** **EQUESTRIAN**

PURPOSE

City of Gold Coast engaged CPR Group to develop an Equestrian Facility Development Plan in 2021/22. The plan has enabled Council to gain a greater understanding of the equestrian facilities in the region and the specific demands and requirements to enhance the sport in the region.

CPR Group's deep understanding of equestrian sport and facility requirements, data analysis techniques and stakeholder engagement tactics lead to the successful delivery of the project, achieving and over-delivering on the original Council scope and expectations.

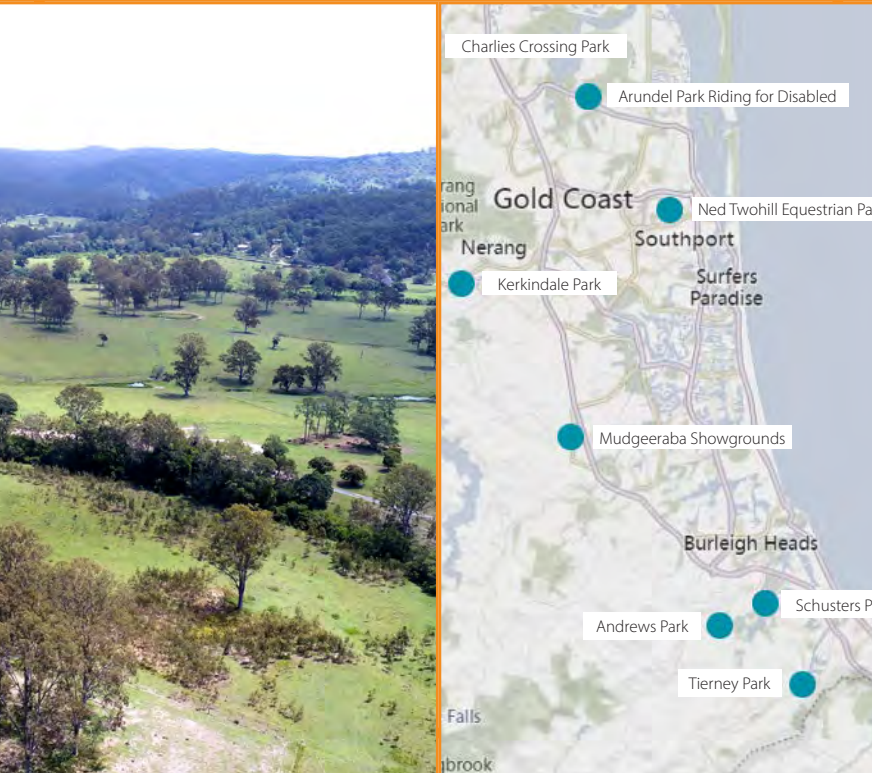
APPROACH

Facility development recommendations included data analyses to establish need within the whole equestrian network in the region. It was vital that the recommendations were based on extensive research, analysis and consultation and fit within the context of the wider sport, recreation and tourism provision in the region. The final plan included; overlay mapping, functional assessments, a detailed needs analysis, demand assessment, a high-level concept plan and a staged concept plan with timeframes and estimated costs.

OUTCOMES

This project required careful management of preexisting expectations created by political promises. Stakeholder acceptance of a different outcome was required for the project to proceed. Through an options analysis process, CPR Group provided stakeholders (including some who were sensitive) with sufficient understanding of, and confidence in, a new solution to progress the project. The new solution not only solves the issues of one small local level club but at the same time provides a more strategic network wide regional outcome.

Utilising the advanced skill-set of the CPR Group team, the Equestrian Development Plan has set a precedent for future equine and sport-related projects of similar nature.





MORETON BAY EQUINE NETWORK MAPPING REPORT AND ACTION PLAN

CITY OF MORETON BAY

EQUINE

PLANNING

DATA ANALYSIS

PURPOSE

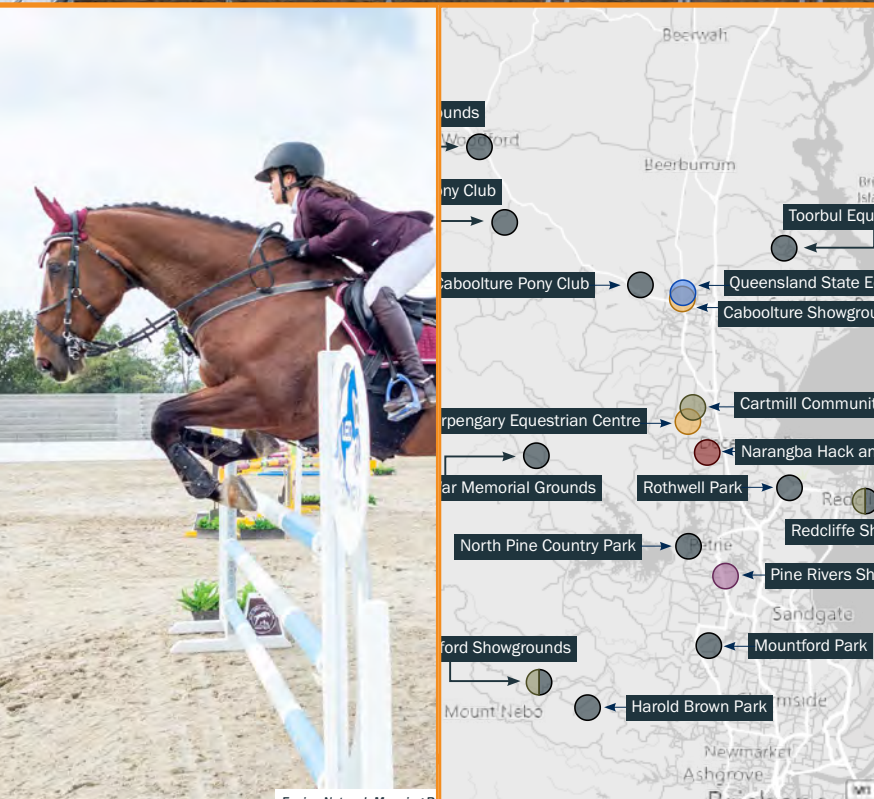
Network mapping and planning offers a big picture view, especially when multiple facilities serve a common purpose, as seen in the City of Moreton Bay's equine sports network. With 17 facilities hosting 34 clubs affiliated with 20 bodies representing over 26 equestrian disciplines, it is beneficial to consider all of the facilities in a region-wide context including site factors, utilisation levels, disciplines and competition levels, along with the need for facility enhancements. The Moreton Bay Equine Network Mapping Report and Action Plan served the purpose of providing this understanding, enabling strategic and prioritised investments in facility improvements across the network.

APPROACH

CPR Group's approach to the Moreton Bay Equine Network Mapping Report and Action Plan aimed to simplify a complex situation. Extensive data was collected from various sources, including Council, affiliate bodies, clubs, and participants, using consultation, site visits and surveys. Microsoft Power BI was used to combine and present this data in a searchable dashboard, supporting the recommendations in the report.

OUTCOMES

The Moreton Bay Equine Network Mapping Report and Action Plan provides Council with a comprehensive and informed basis for strategic investment in the city's equestrian facilities for the future. To target opportunities, clearly prioritise, and anticipate future consolidation or growth, the Moreton Bay region's equine facilities were categorised into a four-level network hierarchy: Training, Local, Regional, and State. The action plan prioritised recommendations based on key factors, including facility utilisation, constraints, occupant clubs or users, participation trends, and previous investment. Safety and horse welfare were paramount, but the plan also considered the most well-utilised assets with the highest demand, ensuring they are improved first to accommodate the network demand efficiently. Some recommendations were contingent on changing circumstances, like a change in facility usage or usage type.





HARVEY ROAD SPORTS AND EVENTS PRECINCT BUSINESS CASE

GLADSTONE REGIONAL COUNCIL **NRL GAMES** **SPORTS PRECINCT** **BUSINESS CASE**

PURPOSE

After successfully hosting a Titans versus Sea Eagles game in 2018, Gladstone Regional Council recognised the potential to host more frequent NRL games. However, the need to upgrade the city's rugby league facility to adequately host such games became evident. In 2019, the Council initiated planning efforts however due to stakeholder resistance to the proposed plans, a project reassessment became necessary. A Business Case was necessary to thoroughly assess the options, potential, and limitations of the entire sports precinct. This included conducting a cost-benefit analysis. To enhance the Business Case's findings and ensure the project's feasibility, the Council decided to run a concurrent Technical Feasibility Assessment for the site.

APPROACH

CPR Group's expertise in large-scale project cost-benefit analyses was utilised, incorporating financial forecasting to prioritise long-term viability, and factoring in ongoing operations and maintenance costs proportional to capital investment costs. The project also documented broader economic and social impacts. An options analysis for facility governance and management was conducted, along with a transitional strategy for staged construction to ensure uninterrupted operation for occupant clubs.

OUTCOMES

Gladstone Regional Council is currently using the Business Plan to seek external project funding. The project addresses challenges at the existing facility, aiming to reduce maintenance burdens on ageing infrastructure, unify facility management to enable the attraction of larger regional, state and national level >6 field events, resolve usage conflicts, and overcome previous limitations preventing NRL games. It also fills the gap for a large outdoor event venue in Gladstone.

The project focuses on creating an iconic yet versatile facility that's functional for daily use and adaptable for large events, prioritising community needs. The proposed operating model targets efficient usage, sustainability, and financial feasibility, striking a balance between maintenance costs and income generation.





TOOWOOMBA EQUESTRIAN CENTRE OF EXCELLENCE BUSINESS CASE AND FACILITY PLAN

ROYAL AGRICULTURAL SOCIETY OF QUEENSLAND (TOOWOOMBA SHOW)

EQUESTRIAN SHOWGROUND BUSINESS CASE

PURPOSE

At Toowoomba Showgrounds- a highly valued community event venue- a strategic opportunity was required to increase investment in facility maintenance and infrastructure renewal within the constraints of the reserve land's purpose for agricultural, horticultural, sport and recreation, as gazetted by the Queensland Government as the landowner. As trustees and operators, The Royal Agricultural Society of Queensland (RASQ) identified that the facility's existing equestrian facilities could provide this opportunity. A Business Case and Facility Plan was required to determine the potential and feasibility of developing an Equestrian Centre of Excellence on the site.

APPROACH

As specialists in equestrian planning and the development of large-scale project cost-benefit analyses, CPR Group was the obvious choice to undertake this project.

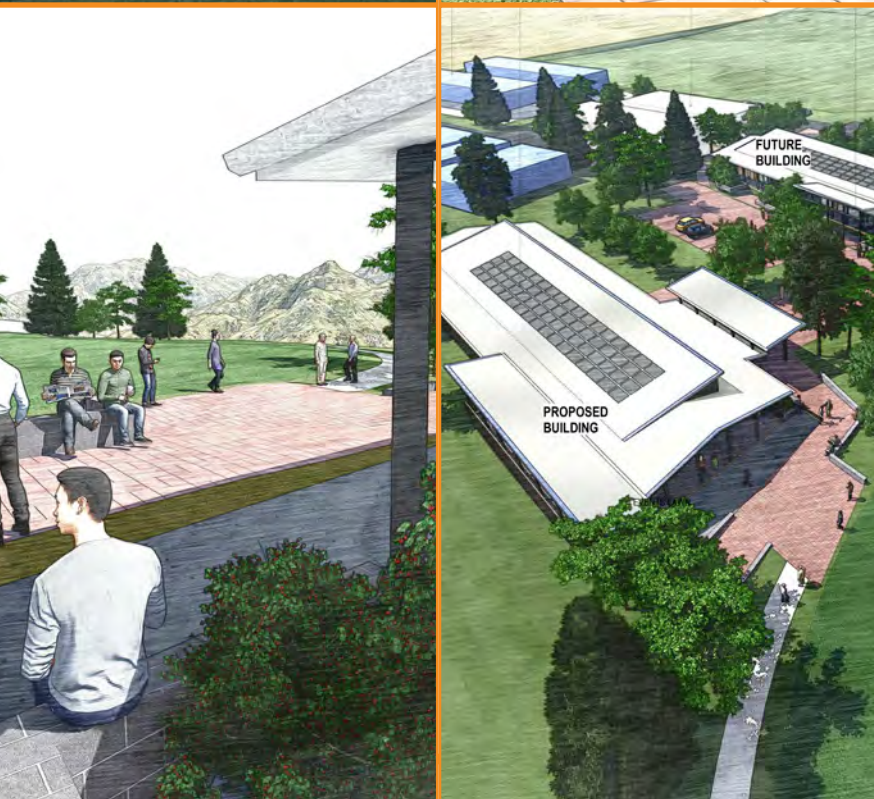
We deeply understand the facility needs of a range of disciplines due to our comprehensive knowledge of equestrian sport, spanning from grassroots to high-level competition, including Olympic venue requirements. This facilitates highly effective stakeholder engagement.

The facility plan utilises existing facilities to achieve cost efficiency and asset renewal. It addresses the needs of both existing users including non-equestrian users and high-level competition requirements, and considers site conditions, access, biosecurity, layout, appearance, functionality, safety and the overall user experience.

OUTCOMES

The Business Case outlines a comprehensive transformation of the Toowoomba Showgrounds and Event Centre's existing equestrian facilities into a versatile equestrian centre capable of hosting national and international level equestrian events, including both Olympic and Western disciplines. The redevelopment primarily maximises current infrastructure with minimal new construction.





SAMFORD COMMUNITY HUB

MORETON BAY REGIONAL COUNCIL

MULTI-PURPOSE FACILITY

COMMUNITY

GRANT APPLICATION

PURPOSE

Moreton Bay Regional Council sought assistance with the preparation of a grant application to the Building Better Regions Fund to obtain financial support for Council's Samford Parklands Community Hub project. The project proposed to repurpose a former CSIRO site in the Samford Valley, which contained uninhabitable and unsafe buildings, into a vibrant multi-purpose community facility that would form the first stage of the revival of the Samford Parklands.

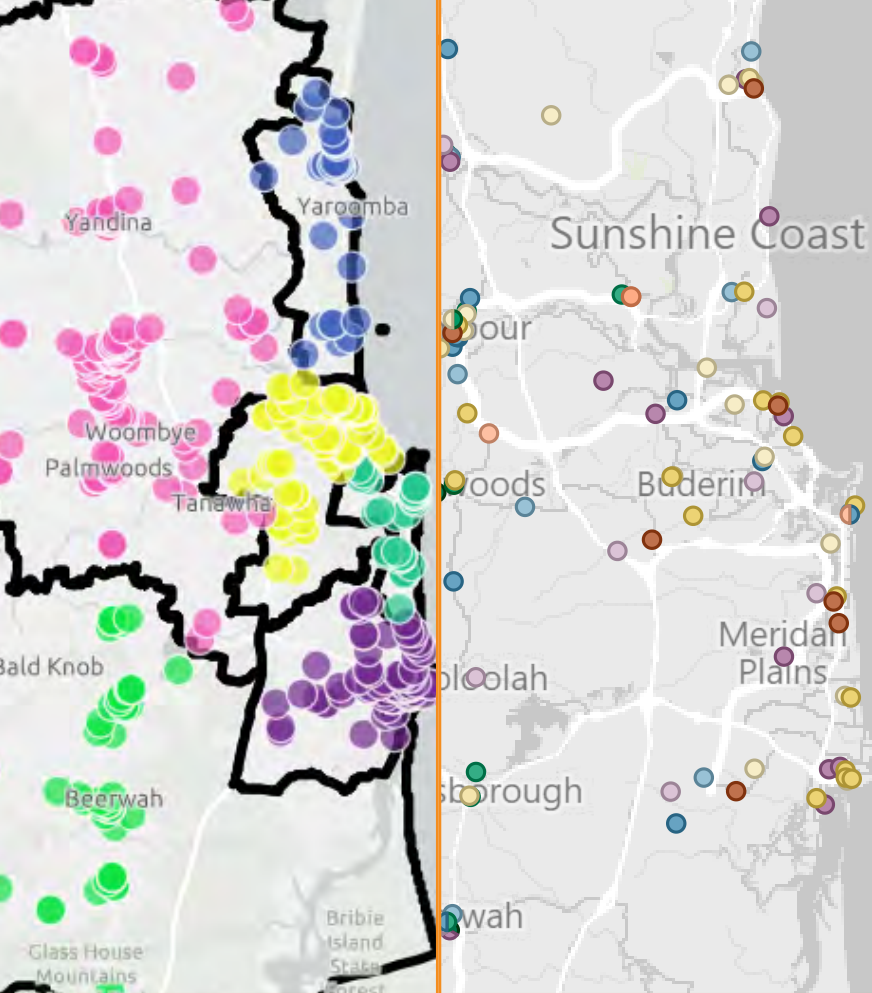
APPROACH

CPR Group prepared a comprehensive application with supporting documentation including a Business Case, Risk Management Plan and Cost Benefit Analysis. The process involved extensive engagement and collaboration with Council and local community groups, allowing for a comprehensive long-term community and enterprise precinct to be designed in response to the region's identified needs.

OUTCOMES

Moreton Bay Regional Council was successful in securing over \$2 million dollars' worth of funding for the Samford Parklands Community Hub.

The Hub is an innovative concept that will stimulate the economy, increase local social capital and enhance community cohesion for the Moreton Bay Region. It is also intended to fuel further investment in the parklands, making this a catalyst project for future economic growth and development in the region.



SUNSHINE COAST COMMUNITY VENUES AUDIT REPORT

SUNSHINE COAST COUNCIL **VENUES** **COMMUNITY** **DATA ANALYSIS**

PURPOSE

The project's aim was to provide a detailed and region-wide understanding of the Sunshine Coast's extensive community venue network, which includes over 474 venues run by various organisations like the Council, community groups, schools, and churches.

The goal was to gain a thorough understanding of the current situation and untapped opportunities within the community venues network by filling information gaps and ensuring reliable, up-to-date, accessible data for making informed decisions.

APPROACH

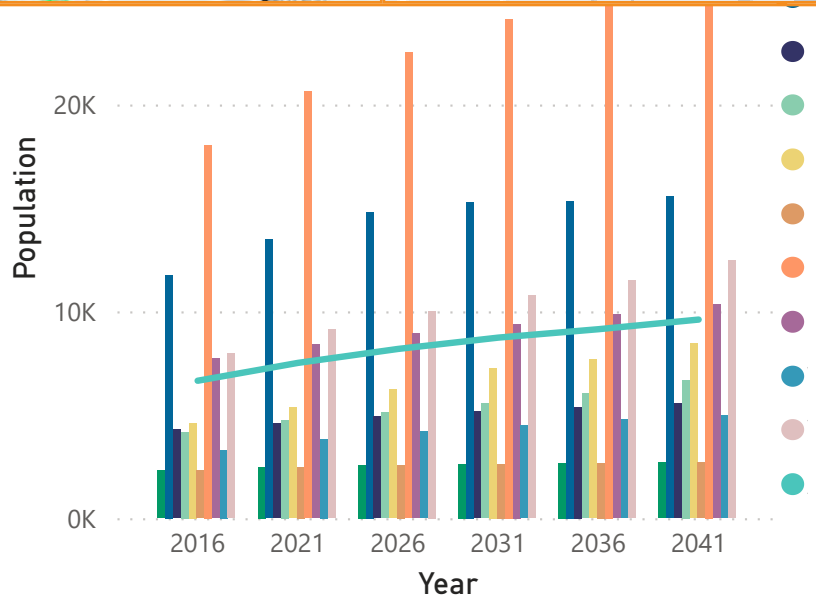
Council had already developed and distributed a survey when CPR Group was appointed. The value in the data being collected was recognised and steps taken to reach out directly to stakeholders to improve the completeness of the dataset.

The conversion of information to data was also an important step, followed by data modelling, analysis and research which resulted in the development of an interactive analysable dashboard which informed the final report and provided Council with an ongoing analysis tool.

OUTCOMES

CPR Group used data expertise to create an interactive dashboard that enables effective data exploration and future decision-making for the Council. The report provided background information, observations, and recommendations based on data analysis, population projections, demographics, regional planning strategies, and industry standards. The report sets a contextual foundation for community space provision in the Sunshine Coast region out to 2041.

The Power BI dashboard, a valuable long-term planning tool, remains in use by the Council after the project was delivered. CPR Group conducted training workshops to equip relevant officers with the knowledge and confidence to utilise the data and visualisations to support increased community facility use and support future planning.





THE CORSO AT NORTH LAKES

MORETON BAY REGIONAL COUNCIL

EXPRESSION OF INTEREST

URBAN DEVELOPMENT

PLANNING

PURPOSE

CPR group were engaged by Moreton Bay Regional Council to prepare an Expression of Interest (EOI) and a full application under Round 2 of the Regional Development Australia Fund (RDAF) for “The Corso and North Lakes” development.

APPROACH

The scope of works for this urban development plan included the following:

- » Development of EOI responses
- » Stakeholder and community consultation
- » EOI lodgment
- » Collation of support letters to confirm the provision of partnership funding and evidence of community consultation
- » Provision of financial and project management capability reporting for and on behalf of Moreton Bay Regional Council
- » Development of a Business Case incorporating the scope and outputs of the project
- » Provision of an Asset and Operations Management Plan, Project Management Plan, Risk Management Plan, Project Quality Plan and Procurement Management Plan

OUTCOMES

As a result of CPR Group’s planning, Moreton Bay Regional Council secured \$7.8 million of Commonwealth Government funding for the project.