

MASTER PLAN FOR THE NARACOOORTE REGIONAL SPORTS CENTRE FINAL REPORT

TREDWELL



Naracoorte Lucindale Council
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Executive Summary



00 Executive Summary

Executive Summary

The Naracoorte Lucindale Council is located at the heart of the Limestone Coast region. The Council is approximately 300 kilometres from Adelaide and 450 kilometres from Melbourne. Naracoorte is the main service centre for the region of over 35,000 people, which also contains the smaller communities of Lucindale, Hynam, Kybybolite and Frances whilst also serving the neighbouring Local Government areas of Tatiara, Kingston, Robe, Wattle Range and West Wimmera and drawing users from as far as the South West of Victoria and Adelaide.

The Naracoorte Lucindale Council engaged Tredwell Management to develop a Master Plan for the Naracoorte Regional Sports Centre (Sports Centre) after receiving funding from the Office for Recreation, Sport and Racing. The Master Plan will assist Council and other stakeholders in the long term sustainable development and utilisation of the Sports Centre site and facilities in line with the vision of providing:

“A contemporary high-quality regional level sporting community hub that creates a healthy community and attracts major events contributing to Naracoorte becoming the best place in regional South Australia”.

The Sports Centre is an important sporting and recreation hub for the local and regional community and is the premium sporting facility for Naracoorte and the surrounding region.

The Sports Centre is the home to 14 clubs and user groups, representing over 1800 members and many more participants that travel to regularly compete at and gather at the site. Much of the site is also publicly accessible for the local community and visitors alike. Major competitions have been held at the site including the Masters Games.

One of the key considerations in developing the Master Plan is how different sporting codes could share facilities, schedule games and training equitably, while also providing gender equity.

A three-stage process has been implemented to achieve the development of the Master Plan including a thorough research, site assessment and consultation stage which has culminated in the developed of this Draft Master Plan.

The development of a regional level sporting community hub at the Sports Centre site is consistent with federal, state and local level strategic planning which all support improving access (physically and also to programs), multi and shared-use, sustainability, strengthening communities, maximising community participation, promoting active living and improving functionality.

The State Government's SA Regional Level Recreation and Sport Facilities Planning Guidelines define a regional facility as;

“A recreation and sport facility (either single purpose or community sporting hub) of Regional Level significance which because of its location and characteristics attracts users from a large council area and/or across multiple council areas and meets the standards required to host major Regional/State level competitions, events and/or training”.

Similar regional facilities have successfully been developed in similar sized communities in other parts of South Australia including Kadina, Port Augusta and Berri proving that large scale multi-purpose facilities can successfully operate and service multiple user groups at a single site.

A whole range of local, national and international trends are influencing sport and active recreation participation including the increasing popularity of individualised sport and fitness activities; the increasing cultural diversity of our population; the

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importance of wellbeing, overall health and mental health; the increasing expectations of participants for high quality facilities and services; and the emergence of female participation particularly in traditionally male dominated sports.

The Naracoorte-Lucindale Council area is bucking the trend of many other regional communities in South Australia. The community is growing and they have a lower age profile than most regional communities. The community is culturally diverse and has a higher proportion of children than other similar communities.

Community expectations and demand for accessible, integrated and well-designed sporting facilities are increasing across South Australia and the nation. National and State Governments, as well as other funding bodies, are encouraging the development of multi-use, shared and co-located facilities to achieve various policy objectives and high returns on investment. A Community Sporting Hub is a model where progressive sports clubs cooperate to achieve best-practice outcomes for their members and the wider community, they are normally developed at a regional, state and/or national level.

Community Sporting Hub models offer opportunities for:

- Provision of best-practice sporting facilities tailored to the needs of the local community
- Increased facility development budgets, leveraging off various funding objectives
- Reduced facility maintenance and operational costs for each club
- Cooperation and networking between sporting organisations
- Enhanced infrastructure which is accessible, adaptable to changing community needs and incorporates universal design
- Shared community spaces to facilitate programs that develop community capacity/ connectivity

The Sports Centre provides important sporting and recreation opportunities for the local community and plays a key role in the supply of sporting provision for the greater region, with a large number of users travelling from surrounding towns to utilise the precinct.

The Sports Centre provides for a variety of active and passive activities including Australian football, hockey, netball, basketball, tennis, football (soccer), rugby league, squash, angling, four wheel driving and special events.

The reserve provides important environmental and biodiversity benefits through its inclusion of native vegetation and vast area of open space.

The current ad-hoc provision of built infrastructure at the site and the age and general condition presents an opportunity to plan for multi-use integrated facilities to avoid duplication and facilitate increased utilisation.

An assessment was made of the sporting and community facilities against national and peak association facility guidelines to understand their current status and the opportunity to enhance provision to meet these standards where they are currently non-compliant.

A key part of the master plan development process was the stakeholder engagement and consultation. As part of the initial stages of the project a wide range of consultation processes were conducted including interviews, surveys and face-to-face on site meetings with each of the user groups.

The consultation found there was an “appetite for change” and a willingness in the main to consider moving towards a large-scale regional level multi-use facility provided their individual club identities were not impacted on too greatly.

The community rated highly the fact there is a variety of sporting activities included at the one site and generally were keen to see overall improvement and upgrades to existing facilities particularly indoor and outdoor sports courts, parking, wayfinding, overall aesthetics and active

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recreation opportunities. Future indoor aquatic provision was also proposed.

A SWOT analysis was prepared and is presented in a summarised table within the report. The final master plan for the Naracoorte Regional Sports Centre has been developed following consideration of all site analysis information, community consultation feedback, club and user group feedback and has taken into consideration current trends and the guiding principles which are based around

Facilities:

Shared use of facilities will be encouraged wherever possible with a focus on provision of quality, fit for purpose facilities, that limits duplication of facilities.

Accessibility:

Opportunities to improve accessibility across the site should be taken, including adherence to inclusive access principles, with enhanced pedestrian connectivity achieved through improved relationships between key facilities and appropriate vehicle management that reduces potential conflict points.

Design:

Design principles are embedded within the delivery of future upgrades to the site, including Environmentally Sensitive Design (ESD), Water Sensitive Urban Design (WSUD), Crime Prevention through Environmental Design (CPTED).

Amenity:

Open spaces should be flexible and welcoming to all members of the community whether they are active or passive recreation users, providing a safe environment that showcases the environmental values of the site.

Sustainability:

The Master Plan will deliver a vision for the Naracoorte Regional Sports Centre to secure the long term viability of clubs and user groups, and individual club identity is maintained, whilst ensuring all activities at the site are fully compatible, appropriate to the site context and welcoming to the broader community.

Management:

Improved collaboration and the formalisation of shared use agreements are advocated to optimise use of the facilities and minimise ongoing maintenance/management burdens to the benefit of all clubs and user groups.

The cost of developing large scale regional facilities can be significant and Council will require external funding from various sources including state and federal government, the private sector and other funding programs. Without this collaboration the project is unlikely to achieve its Vision.

A staged approach to the future development of the Sports Centre is recommended considering the practicalities of delivering new fit for purpose facilities in an orderly and timely fashion, and addressing those components considered to be the most urgent. As and when funding for a particular component is secured the next stage of development can commence. Core items/ components identified in the project brief and through this Master Plan development process have been prioritised, alongside components that address identified key strategic considerations.

All these priority components are considered to be in line with the Guiding Principles established as part of the Master Plan process and will assist existing clubs and user groups to meet their critical needs and the core requirements of their members.

An action plan has also been developed with the key steps required to deliver the master plan.

01

Introduction



01 Introduction

Introduction

This section provides background information relevant to the project including project context, objectives and desired outcomes, site history and a succinct overview of the methodology.



VISION

A contemporary high-quality regional level sporting community hub that creates a healthy community and attracts major events contributing to Naracoorte becoming the best place in regional South Australia.

The Naracoorte Lucindale Council is located at the heart of the Limestone Coast region. The Council is approximately 300 kilometres from Adelaide and 450 kilometres from Melbourne. Naracoorte is the main service centre for the region, which also contains the smaller communities of Lucindale, Hynam, Kybybolite and Frances. Settlement began in the 1840s. The Naracoorte town layout is a result of its beginning as two separate towns. Prior to European settlement, several groups of Indigenous peoples occupied the region, with the Meintangk most closely aligned to the region.

The region is characterised by reliable rainfall and contains prime agricultural land and accessible underground water. It is home to a thriving and vibrant rural economy; featuring beef and dairy cattle, sheep for both wool and meat, and cereal growing. Two large enterprises; Tey's Australia abattoir and Mini Jumbuk wool manufacturing centre value add to the primary produce with large grain storage facilities supporting the cereal growing industry. Naracoorte Lucindale Council is central to some of Australia's best wine producing areas with parts of both the Wrattenbully and Padthaway wine regions within the region.

In recent decades, tourism has become a major industry due to the town's proximity to several wine regions and internationally-recognised natural features. The World-Heritage-listed Naracoorte

Caves National Park, the Ramsar-listed Bool and Hacks Lagoons are south of the township. The wine regions of Coonawarra and Wrattenbully lie further south, while the Padthaway lies to the north, placing Naracoorte at the centre of the three.

Sport and recreation has always played a major role in the lives of Naracoorte residents and the community has a strong sporting culture. In recent years the town has produced a number of elite athletes including Jess Trengove (athletics), Emily Beaton (netball), Paul Rofe (cricket), Lachie Neale (AFL) and Jack Tregove (AFL). Naracoorte has also previously hosted the South Australian Masters Games.

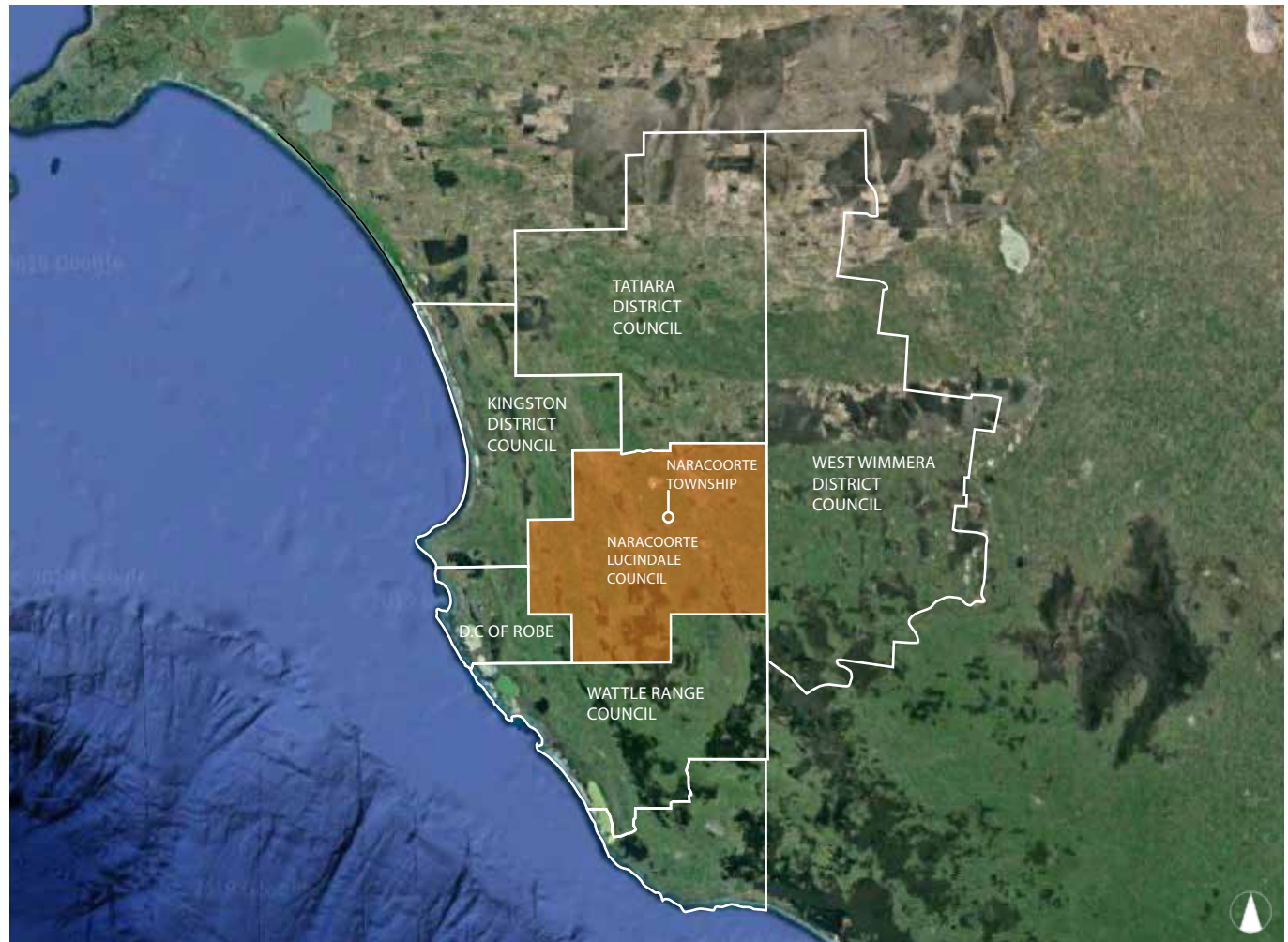
01 Introduction

Importance of Location

The Naracoorte Lucindale Council is located within a strategically significant area in regards to the provision of sporting facilities within South Australia.

Due to the Naracoorte Lucindale council region's central location in the southern east of South Australia, visitors to the Naracoorte Sports Precinct are travelling large distances to reach the facilities provided by the precinct. This includes users travelling from the surrounding LGA's including Tatiara, Kingston, Robe, Wattle Range and West Wimmera District Councils, with some travelling from as far as Mt Gambier and areas within south western Victoria.

Through the development of the Naracoorte Sports Precinct into a world class regional level facility, it will solidify itself as a one of the go-to sporting locations in South Australia. This improvement will ultimately increase visitations to the region, contributing to the local economy and activating not only the Naracoorte township but also the Naracoorte Lucindale region as a whole.



01 Introduction

Background & Objectives

The Naracoorte Lucindale Council engaged Tredwell Management to develop a Master Plan for the Naracoorte Regional Sports Centre (Sports Centre).

The Master Plan will assist Council in the long term sustainable development and utilisation of the Sports Centre site and facilities in line with their aims of increasing participation and meeting current and future needs equitably.

The Sports Centre is located off Stewart Terrace in Naracoorte, adjacent to the Naracoorte High School. It is situated on Crown land under the care and control of the Naracoorte-Lucindale Council. The Sports Centre is an important sporting and recreation hub for the local and regional community and is the premium sporting facility for Naracoorte and the surrounding region, including the Tatiara, West Wimmera, Wattle Range, Robe and Kingston areas. Council leases the land to the Naracoorte and District Sports Centre Incorporated, with a current lease in place until 2034. The area is recognised in Council's open space strategy as a regional open space.

The following organisations are based at the Sports Centre at the Sports Centre and regularly utilise the facilities:

- Naracoorte & District Hockey Association
- Naracoorte Tennis Association
- Naracoorte Angling Club
- Naracoorte Football Club
- Naracoorte Netball Association
- Naracoorte Demons Netball Club
- Kowree Naracoorte Tatiara Football League
- Naracoorte United Soccer Club
- Naracoorte Rugby League Club
- Naracoorte & District Basketball Association
- Naracoorte Squash Club
- Naracoorte Men's Shed
- Naracoorte Community Garden
- Naracoorte High School

During 2015, Council invited the sporting clubs located at the Sports Centre to complete a survey which provided information on membership, maintenance requirements, financial situation, infrastructure and other aspects of their operations and where they see their Club in the future.

The survey highlighted that facility maintenance, replacement, development and upgrade of the land and associated facilities is important to the users of the precinct.

The survey also highlighted the importance of ensuring that all Clubs are consulted and involved

in determining the future direction of the Sports Centre.

In September 2016, Council in partnership with the Sports Centre Committee held preliminary discussions with interested community members on the possibility of establishing a Multi Sports Facility on the land leased to the association.

The objectives of this Master Plan project are to develop a comprehensive Master Plan that will:

1. Provide direction for the long term sustainable development and utilisation of the Sports Centre site and facilities; and
2. Identify strategies and priorities that address the community needs in relation to the Sports Centre.

One of the key considerations in developing the Master Plan is how different sporting codes could share facilities, schedule games and training equitably, while also providing gender equity.

Over the next 10 years the Master Plan will provide directions and priorities for the provision of facilities and services that will assist Council and users to prioritise projects, activities and funding programs.

The Master Plan will result in improved and better organised facilities at the Sports Centre which will assist in increasing participation in sport or physical recreation across the region.

01 Introduction

Approved Funding

The Naracoorte-Lucindale Council received funding from the Office for Recreation Sport and Racing to develop a master plan for the site on behalf of the community.

It identified that the Sports Centre already serves a regional catchment as:

- Football and netball clubs from the Tatiara District Council, Kingston District Council, Wattle Range Council and West Wimmera Shire regularly play at the site.
- The Naracoorte United Soccer Club is part of the Limestone Coast Football Association and hosts games with teams travelling from Mount Gambier, Millicent and Portland
- The Naracoorte Rugby League Club is part of Limestone Coast Rugby League with clubs travelling from Mount Gambier, Horsham and Warrnambool to play in Naracoorte.
- The Naracoorte and District Basketball Association holds a tournament with teams travelling from Adelaide, Victor Harbor, Koroit and Casterton.

It was identified that as the Master plan is actioned over the next 10 years it will result in improved and better organised facilities at the Sports Centre, which will lead to increased participation in sport and physical activity.

Implementation of the Master Plan aims to:

- Encourage participation in physical activity and healthy lifestyles
- Ensure access to a range of high quality active and passive recreation facilities
- Consider the community needs and priorities and take into consideration the plans and wishes of each of the individual clubs and user groups.
- Reduce ongoing costs and improve amenity and functionality of the area by examining parking, signage, roads and other shared infrastructure.

It was noted that the development of the master plan would support the following strategies:

- Lead the development of policy and strategy for land use relating to recreation and sport infrastructure
- Develop and promote best practice for the planning, design, development, management and operation of sport and recreation facilities
- Support sporting and recreational clubs to partner on shared infrastructure and facilities to improve club sustainability.

- Collaborate across government to develop and co-invest in local and regional facilities that meet the needs of sport, recreation and the community.

01 Introduction

Project Methodology

Stage 1: Research & site assessment & consultation (Complete)

- Initial Briefing & Workshop
- Background Research
- Site Assessment
- Key Stakeholder Consultation
- Project Steering Group Debriefing
- Site Analysis Plan

Outcome: Stage 1 Findings Report

Stage 2: Draft Master Plan

- Vision and Guiding Principles
- Draft Concept Plan Options (up to 3no.)
- First and Second Draft Presentations

Outcome: Final Draft Master Plan Report

Stage 3: Final Master Plan (This document)

- Agreed amendments to the Draft Master Plan and Report will be made prior to finalisation.
- Aerial Perspective Visualisation
- The Final Master Plan Report will be issued to the project Steering Group for onward endorsement.

Outcome: Final Master Plan Report

02

Background Research & Context



02 Background Research & Context

Literature Review

A wide range of strategic documents and policy positions are relevant to the development of sport, recreation and open space facilities at the Sports Centre.

Various national, state, regional and local level documents are reviewed in this section, with key visions, strategies and policies relevant to the future development of the Sports Centre outlined.

National Level Documents

Federal Government - Sport 2030, Sport Australia

Australia's national sport plan has four key priority areas:

- We have a diverse and inclusive sport and physical activity sector that supports more Australians to be more active more often, creating a stronger and healthier Australia where as many people as possible see and feel the benefits of sport and physical activity through every stage of their lives.
- Future generations will be more physically active and better prepared with the skills and knowledge to live healthy, active lives.
- Sport and physical activity organisations are connected into other sectors such as health, education and infrastructure to tackle challenges such as physical inactivity and leverage sport for social benefits.
- Barriers will be reduced, allowing greater access to sporting facilities and infrastructure for all Australians no matter where they live.



02 Background Research & Context

State Level Documents

South Australian Regional Level Recreation And Sport Facilities Planning Guidelines

Key strategic directions as identified in the Office for Recreation Sport (2017 - 21) Strategic Plan and the South Australian Regional Level Recreation and Sport Facilities Planning Guidelines:

- Utilise a strategic, hierarchical planning approach
- Create sporting community hubs
- Encourage the sharing of facilities and the development of multi-use facilities
- Provide integrated & accessible facilities
- Maximise community participation and benefit
- Provide improved & functional facilities
- Undertake collaborative planning
- Adhere to Universal Design principles
- Consider asset management and lifecycle costs
- Maximise use of school facilities
- Acknowledge financial constraints

Regional Facility Definition

The SA Regional Level Recreation and Sport Facilities Planning Guidelines define a regional facility as;

“A recreation and sport facility (either single purpose or community sporting hub) of Regional Level significance, which because of its location and characteristics attracts users from a large council area and/or across multiple council areas and meets the standards required to host major Regional/State level competitions, events and/or training.”

Regional Facility Key Attributes

The key attributes that Regional Level sporting facilities ‘have and provide’ include:

- Accommodate a range of sport participation activities and outcomes (community, competition, events and high performance).
- Fit for purpose facilities for one or multiple activities.
- Caters for a catchment of one large local council area or multiple areas.
- Offers flexibility of use and delivers high quality amenity, service and management.

The table on the following page demonstrates the characteristics of the various facility hierarchy levels including Regional Level which is the level the Sports Centre is striving to achieve through this Master Plan.



“A recreation and sport facility (either single purpose or community sporting hub) of Regional Level significance, which because of its location and characteristics attracts users from a large council area and/or across multiple council areas and meets the standards required to host major Regional/State level competitions, events and/or training.”

02 Background Research & Context

South Australia Recreation and Sport Facility Hierarchy Model

The below table identifies the five hierarchical levels of sporting facilities and their ideal characteristics.

HIERARCHY LEVEL	GENERAL CHARACTERISTICS
STATE / NATIONAL Primary catchment of South Australia attracting users and visitors from interstate and overseas	Provides for the highest level of sporting competition which may include International events and competitions, National League(s) and associated state and national team and squad training centre(s). Facilities also assist to promote sports and provide community access and pathway opportunities for participants. May also provide a Headquarters for State or National Sporting Organisation administration.
REGIONAL Primary catchment of local users with extended catchment across multiple local council areas, primarily for competition and events	<p>Integrates competition and recreational forms of participation and provides a broad range of sport and recreation activities and programs for a large number of participants across local and regional geographic catchments, generally beyond a single local council area. Regional facilities are best provided at high profile sites in accessible locations with links to transport nodes and/or commercial / community centres and services.</p> <p>Generating usage via sporting events and specialised (for multi-sports) venue or sport specific services is also a core role and function of regional facilities.</p>
DISTRICT Primary catchment area of local communities and single local council areas	Provides a focus for Association competition, as well as service a local catchment to provide a mix of recreational, competitive and program formats of participation. Facilities may also provide a primary function as a local finals venue or a central venue that facilitates regular competition for multiple clubs / teams.
NEIGHBOURHOOD Primary catchment area of local townships or single suburb areas	Generally services the needs of local communities and sporting clubs for home and away fixtures, training activities and for participation programs.
LOCAL Primary catchment area usually within walking distance of most users	<p>Small sites on local road networks that provide basic facilities and landscape treatments.</p> <p>Local facility locations are not considered suitable for larger facilities as they are generally provided in residential settings and have limited or constrained function for multiple activities and events.</p>

02 Background Research & Context

Regional Level Documents

Limestone Coast Regional Plan

The Limestone Coast Regional Plan guides future land use and development in the region for the period 2010 - 2036.

As a part of the plan the provision of services and infrastructure, such as transport, health, schools, and aged care and community facilities are addressed.

Key outcomes identified that relate to the development of the Master Plan include:

- Design towns to provide safe, healthy, accessible and appealing environments.
- Protect and build on the region's strategic infrastructure.
- Design towns to provide safe, healthy, accessible and appealing environments.
- Strategically plan and manage the growth of towns.
- Strengthening the tourism industry by building on the region's natural and cultural assets.

Naracoorte Lucindale Structure Plan 2035 (2014)

The Naracoorte Lucindale Structure Plan provides the Naracoorte Lucindale District Council with the region's future direction in regard to growth, character, transport issues, land use and design until the year 2035.

The structure plan states that towns are to be designed to provide safe, healthy, accessible and appealing environments. As part of this objective, it was identified that open spaces and recreational facilities within the Naracoorte Lucindale Council area should be enhanced in order to provide equitable access and encourage active lifestyles.

Specific actions associated with this objective include:

- Develop high quality public realms and open spaces with greenways and neighbourhood parks.
- Maximise public open spaces near schools and sports grounds for shared use to support smaller allotment housing options (to share amenity and promote activity).
- Providing opportunities for people at different stages of life to be physically active.
- Creating well-designed, multi-functional open spaces.
- Develop urban environments that celebrate

local culture and encourage participation in their development.

- Including facilities for active recreation and structured sport where appropriate.
- *Developing major multi-functional community sports hubs to provide important community development and the multiple benefits of active living.*



Developing major multi-functional community sports hubs to provide important community development and the multiple benefits of active living.

02 Background Research & Context

Naracoorte Lucindale Council, Open Space Strategy 2017 - 2022 (Review of 2011)

The Naracoorte Lucindale Council Open Space Strategy 2017 - 2022 reviews the objectives and current achievements as specified in the 2011 Open Space Strategy.

Council's Open Space Strategy 2011 classified the Naracoorte Sports Centre as a regional open space and recognises that a regional open space should consider the broader community and potential areas where people will travel much longer distances to access a facility and/or open space feature.

The Open Space Plan identified the following action in relation to the future development of the precinct: "Develop a Master Plan for the consolidation of sporting infrastructure at the Naracoorte Sports Centre. This should focus on providing efficiencies via shared facilities, administration, volunteers as well as reducing maintenance and water costs. The Master Plan should also consider play space and other community infrastructure."

It was noted that the future development of the Naracoorte Sports Centre would contribute to the success of the Office for Recreation and Sport's 2017-2021 Strategic Plan, Places and Spaces goal of providing SA with access to sport and recreation that supports participation across all levels.

Naracoorte-Lucindale Strategic Plan 2016 - 2026

The Naracoorte Lucindale Strategic Plan 2016 - 2026 establishes a ten-year vision for the Naracoorte Lucindale region.

A range of themes were developed to indicate the principal goals that Naracoorte Lucindale Council are aiming to achieve by 2026. Specific themes that relate to the Sports Centre include Theme 3 - Harmony and Culture and Theme 4 - Livable neighbourhoods.

These themes aim to achieve a healthy and resilient community and an overall well-planned district that meets the current and future needs of the community. Key actions identified to achieve these themes include:

- The development of open spaces to improve community lifestyles
- Encouraging participation in physical activity and healthy lifestyles
- Ensure access to a range of high quality active and passive recreation facilities
- Protect and enhance places and community landmarks which reflect the cultural history of the district
- Pro-actively plan and develop townships to meet the needs of changing demographics and preserve the rural atmosphere and open spaces.

Local Level Documents

Naracoorte & District Sports Centre Management Plan 2016 - 2026

The Naracoorte & District Sports Centre Management Plan has been developed to ensure the successful development of the facility to cater to the future demands.

The management plan establishes a list of future works to be undertaken in order to bring the district Sports Centre to an acceptable and suitable level to cater to the Naracoorte town and surrounding region. These works have been assigned a level of importance, being low, medium or high, indicating the priority in which they should be addressed to achieve the most effective outcome for the facility.

Objectives and performance targets for the management of the Sports Centre include:

- Continuation as the premium sporting facility for Naracoorte and the surrounding region.
- Maintenance, replacement, development and upgrade of the land and associated facilities.
- Ensuring all Clubs are consulted and involved in determining the future direction for the Sports Centre.
- Encouraging the consolidation of sporting infrastructure at the Sports Centre to improve efficiencies by sharing facilities, administration, volunteers and reducing ongoing costs.
- Equity of access to and for participation in sport and recreation.

02 Background Research & Context

Case Studies

The following case studies present similar scale sporting precincts which have been developed and constructed in recent years.

They included similar aspirations to that of the Sports Centre and provide suitable benchmark levels and ideas.

02 Background Research & Context

Copper Coast Sports and Leisure Centre – Kadina

The Copper Coast Sports and Leisure Centre is a premier fitness and indoor sports stadium on the Copper Coast at Kadina. It is managed by a professional leisure facility management firm and is home to a range of sports including basketball, netball, gymnastics, tennis, futsal, squash and is used extensively by the Kadina High School.

Key features include:

- Four indoor sports courts including a show court with spectator viewing
- A large gymnasium and studio spaces
- Gymnastics centre
- Indoor 15m program pool
- Squash courts
- Function rooms
- Consulting and meeting rooms
- Performance stage
- Clubrooms
- Storerooms
- Offices
- Creche
- Viewing areas
- Café and kitchen
- Outdoor tennis [8] and netball courts [2]

Project cost: \$14 million [2017]



02 Background Research & Context

Central Oval Community Sporting Hub Port Augusta

The Central Oval complex is an integrated regional level facility catering for a range of sports including football, cricket, netball, tennis and basketball.

Key features include:

- Three indoor sports courts with spectator viewing
- Function rooms
- Consulting and meeting rooms
- Clubrooms
- Changerooms
- Storerooms
- Offices
- Viewing areas
- Café and kitchen
- Outdoor tennis [9] and netball courts [11]

Project cost: \$16 million [2015]



02 Background Research & Context

Regional Innovation and Sports Precinct – Berri

Alan Glassey Park, located on Stadium Drive, Berri is the home of the Riverland Regional Innovation and Sports Precinct, the preeminent Sporting Complex in the region. The Sporting Complex is home to regional gymnastics, basketball and netball, and includes state of the art indoor facilities catering to these sporting pursuits and a range of other community sports activities.

Ideally located adjacent Berri's education precinct the Sporting Complex is also utilised by the Glossop High School Senior Campus and Riverland Special School with sports training facilities to assist learning pathways for local students.

Also located in Alan Glassey Park is hockey, baseball and softball facilities, and the recently completed Berri Lawn Bowls Club facilities, incorporating an all-weather structure over two full size synthetic rinks and modern clubrooms.

Key features include:

- A purpose built regional gymnastics centre
- Two indoor sports courts
- Spectator seating
- Changerooms
- Storage

Project Cost: \$6 million [2018]



03

Trends & Population Analysis



03 Trends & Population Analysis

Trends Analysis

Emerging demographic and participation trends relevant to the development of sport, recreation and open space facilities at the Sports Centre are considered in this section.

Trends are considered at a global, state, regional and local level to inform the development of the Master Plan, acknowledging the broader influences of global trends, whilst recognising that local sporting and recreation preferences will have a significant bearing on the specific needs of the local community and outcomes for the Sports Centre.

This section also outlines the broader, strategic support for the development of community hub complexes, optimising the shared use of facilities and minimising facility duplication with the intention of delivering sustainable, fit-for-purpose, accessible facilities for all members of the local community, including its sport and recreation clubs and groups.

Global Mega Trends

The CSIRO's report entitled *The Future of Australian Sport* identified six global sporting 'megatrends' that will likely influence the Australian sport sector over the next 30 years.

1. A Perfect Fit

The increasing popularity of individualised sport and fitness activities such as yoga, gym, aerobics and jogging.

Individual fitness pursuits allow people to align their fitness activities with their increasingly busy lifestyles.

2. From Extreme to Mainstream

'Adventure', 'Lifestyle', 'Extreme' and 'Alternative' sports are increasing in popularity, specifically among younger people as they are more likely to be attracted to these forms of sport and recreation through generational change and increased awareness through online content.

3. Everybody's Game

Sporting activities are becoming more geared towards the ageing and more culturally diverse Australian population. This will change both the types of sports we play and how we play them, with indications that more Australians are embracing sport well into their old age.

Australia is becoming more culturally diverse, and as the population ages, the sports preferences of the nation are likely to change as a result.

4. More than Sport

Governments (at federal, state and local level) and companies are increasing their utilisation of sport to achieve their policy objectives. Governments are increasingly incorporating sport into various policies to tackle a range of issues from childhood obesity through to community wellbeing.

Furthermore, local governments associated with marginalised communities are trending towards the utilisation of sport as a means of building social capital within their community.

5. New Wealth New Talent

Growth of Asian countries (in terms of both population and income). This trend will see the creation of a more competitive sporting arena for Australians, both on the sports field and in the sports business environment.

The growth of disposable income amongst Asian countries is resulting in an increased interest in sport as people have more money to spend on sport, leisure and recreation activities. This could also potentially create new markets for sports television, sports tourism, sports equipment, services and events.

03 Trends & Population Analysis

6. Tracksuit to Business Suit

Some sports are receiving much higher salaries for elite athletes than other sports. Currently more people are trending towards sports that receive a higher salary at the elite level which places pressures on less financially backed sports. Market forces are also putting greater pressures on loosely organised community sporting clubs to become organisations with corporate structures and formal forms of governance; a challenging task for many.

A secondary point to this trend is the acknowledgment of the rising cost of sport participation which is now becoming a barrier for some members of the community.

Participation Rates

In line with the global trends in sport, the 2018 AusPlay participation survey found that the top five activities among South Australian adults are primarily individual fitness pursuits, such as recreational walking and going to the gym, which fit into increasingly busy lifestyles.

Five of the organised sports catered for at the Sports Centre (Australian rules football, football/soccer, netball and basketball) feature in the top fifteen sports and physical activities for adults and feature five times in the top nine sports and physical activities for children.

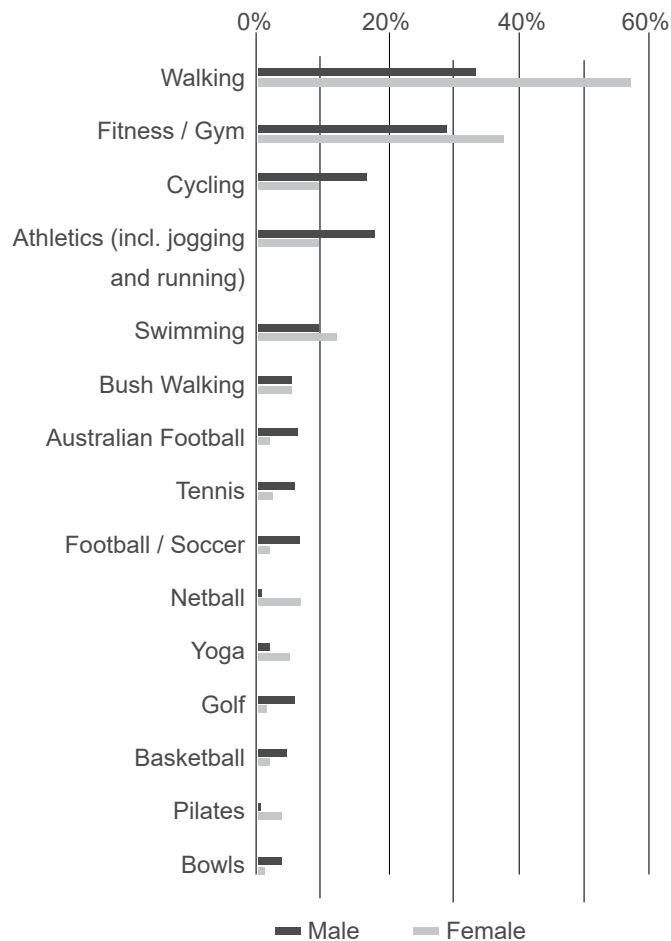
While adults are more likely to participate in “self-organised” physical activities, children have higher participation rates in sports clubs/associations.

Top Activities - South Australian Adults (15+ years old)

RANK	ACTIVITY	PARTICIPATION
1	Walking (Recreational)	47.9%
2	Fitness / Gym	31.1%
3	Cycling	14.2%
4	Athletics, track and field (includes jogging and running)	14.2%
5	Swimming	11.2%
6	Bush Walking	5.8%
7	Australian Football	4.4%
8	Tennis	4.3%
9	Football / Soccer	4.2%
10	Netball	3.9%
11	Yoga	3.4%
12	Golf	3.4%
13	Basketball	3.1%
14	Pilates	2.5%
15	Bowls	2.4%

03 Trends & Population Analysis

**Top Activities - South Australian Adults
(by gender)**



**Top Activities - South Australian Children
(0-14 years old)**

RANK	ACTIVITY	PARTICIPATION
1	Swimming	27.8%
2	Dancing (recreational)	14.9%
3	Australian Football	13.2%
4	Cricket	12.8%
5	Football / soccer	12.7%
6	Tennis	9.4%
7	Netball	9.4%
8	Gymnastics	8.1%
9	Basketball	6.4%
10	Equestrian	5.6%

03 Trends & Population Analysis

Demographic Analysis

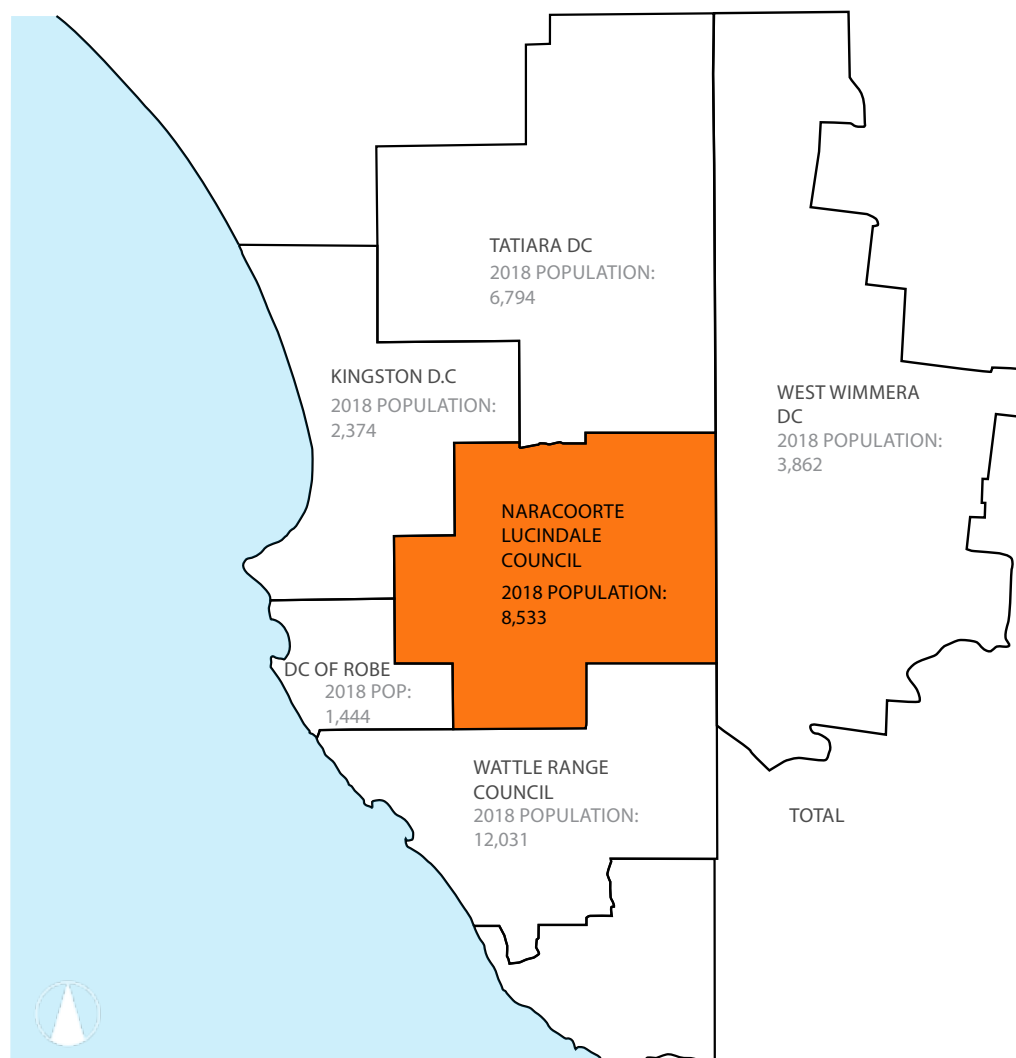
An analysis of the Naracoorte-Lucindale Council and the greater South Australia demographic was conducted to gauge trends that are relevant to the planning and provision of sport, recreational and open space facilities and services.

Regional Catchment Population

Naracoorte is a regional centre and frequently draws people in from adjoining Local Government areas. Sporting teams also regularly travel from surrounding regions including from major towns such as Mount Gambier, Portland, Hamilton and Warrnambool (which populations haven't been included below).

The 2018 Local Government Area populations for the Naracoorte Lucindale Council show that the primary catchment region has a population of over 35,000 people.

LGA	POPULATION (2018)
Naracoorte Lucindale Council	8,533
Kingston District Council	2,374
District Council of Robe	1,444
Tatiara District Council	6,794
Wattle Range Council	12,031
West Wimmera	3,862
Total	35,038



03 Trends & Population Analysis

Naracoorte-Lucindale Council

Profile.Id states that the official population of Naracoorte-Lucindale Council region as of the 30th June 2018, is 8,533. This is an increase of 249 people since 2016, a 3% increase and 418 people since 2011, a 5% increase, which demonstrates strong growth particularly for a regional community.

At the last Census the Naracoorte-Lucindale Council area compared with Regional SA indicating a whole had a larger proportion of:

- Babies and pre-schoolers (0 to 4)
- Primary schoolers (5 to 11)
- Tertiary education and independence (18 to 24)
- Young workforce (25 to 34)
- Parents and homebuilders (35 to 49)

They also had a significantly lower proportion of people aged 50+ than Regional SA indicating a younger and more active population profile.

Of the 3,298 households in the area 26.8% of households were made up of couples with children and 7.2% were one parent families

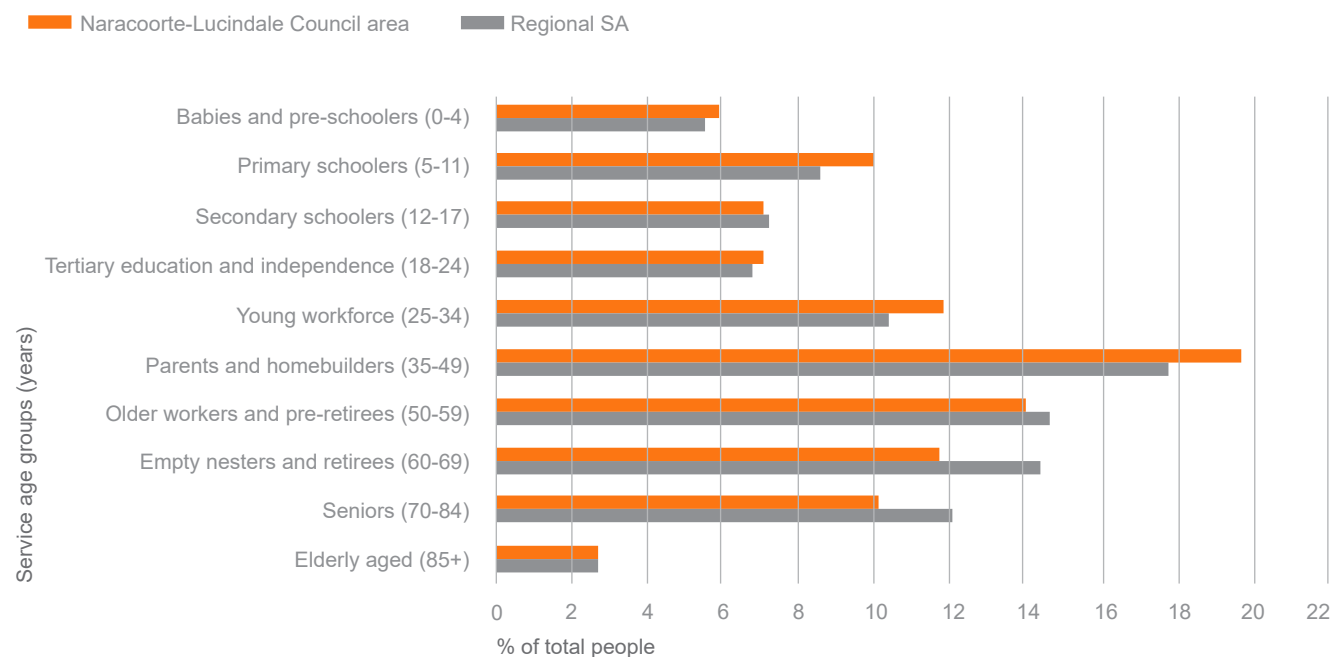
1,128 people who were living in the area in 2016 were born overseas, and 40% [451 people] arrived in Australia within 5 years prior to 2016.

In Naracoorte-Lucindale Council area 35.8% of the population reported doing some form of voluntary

work in 2016 which is significantly higher than the SA average of 21.4%

The median age is 41 which is significantly lower than Regional SA which is 45

Age Structure - Service age groups, 2016

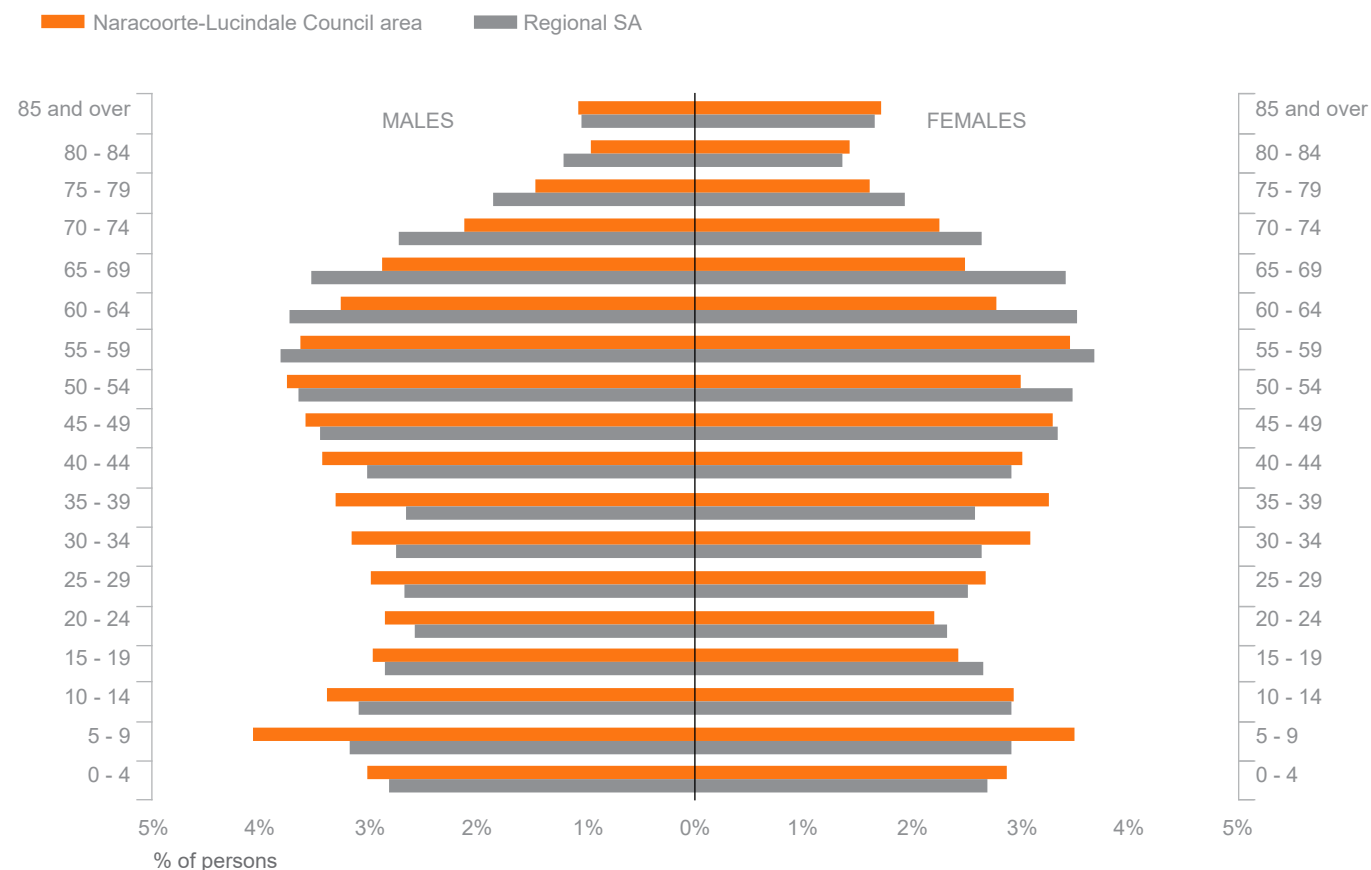


Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id, the population experts.

.id the population experts

03 Trends & Population Analysis

Age-Sex Pyramid, 2016



Source: Australian Bureau of Statistics, Census of Population and Housing, selected years between 1991-2016 (Enumerated data).
Compiled and presented in profile.id by .id, the population experts

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the population experts

SEIFA Index

Socio-Economic Indexes for Areas (SEIFA) is a product developed by the ABS that ranks areas in Australia according to relative socio-economic advantage and disadvantage.

The Naracoorte-Lucindale's SEIFA index score is higher than that of the Limestone Coast region which has a score of 955.9 (23%) and regional South Australia which has a score of 944.0 (20%). The Naracoorte-Lucindale Council also has a higher SEIFA score than the surrounding LGA's Kingston District Council, Wattle Range Council and the City of Mt Gambier.

The Naracoorte-Lucindale Council has a higher number of young people residing in its area in comparison to Regional South Australia, has strong migration levels, volunteerism and population growth. The region also features a diverse multi-cultural make up, with the three largest ancestries in Naracoorte-Lucindale Council area in 2016 being English, Australian and Scottish. There were also high numbers of German, Irish, Afghan Filipino and Other Central Asian populations residing in the area.

03 Trends & Population Analysis

Community Sporting Hubs

It is therefore important to provide sport and recreation facilities and opportunities which:

- Facilitate activities for all ages;
- Encourage retention and participation of young people;
- Are accessible and affordable;
- Embrace and support volunteers in the community;
- Will sustainably cater for changing community needs into the future; and
- Cater to the broad and multi-cultural make up of the community.

Community expectations and demand for accessible, integrated and well-designed sporting facilities are increasing across South Australia and the nation. National and State Governments, as well as other funding bodies, are encouraging the development of multi-use, shared and co-located facilities to achieve various policy objectives and high returns on investment. A Community Sporting Hub is a model where progressive sports clubs cooperate to achieve best-practice outcomes for their members and the wider community, they are normally developed at a regional, state and/or national level. Community Sporting Hub models offer opportunities for:

- Provision of best-practice sporting facilities tailored to the needs of the local community
- Increased facility development budgets, leveraging off various funding objectives
- Reduced facility maintenance and operational costs for each club
- Cooperation and networking between sporting organisations
- Enhanced infrastructure which is accessible, adaptable to changing community needs and incorporates universal design
- Shared community spaces to facilitate programs that develop community capacity/ connectivity

03 Trends & Population Analysis

Sporting Trends

A wide range of factors will need to be considered during the development of the Naracoorte Regional Sports Centre. A variety of reports and studies over recent times have identified a raft of trends that are likely to influence Australian sport and recreation over the coming years including:



Increasing popularity of individualised sport and fitness activities (such as yoga, gym, aerobics and jogging) that align with time-poor, increasingly busy lifestyles.



Increasing popularity of adventure/extreme/lifestyle sports, specifically among younger people.



Activities are becoming more geared towards the ageing and more culturally diverse Australian population, changing both the types of sports we play and how we play them.



Governments are increasingly incorporating sport into various policies to tackle a range of issues from childhood obesity through to community wellbeing and female participation.



Trend towards participation in sports that receive a higher salary at the elite level, placing pressures on less financially backed sports.



Greater pressures on loosely organised community sporting clubs to become organisations with corporate structures and formal forms of governance.



Rising cost of sport participation which is now becoming a barrier for some members of the community.



Physical Education is becoming increasingly marginalised in schools, with less teaching hours being dedicated to PE, and declining rates of teachers trained to deliver sports programs.



Inactivity in children is growing, linked to a decline in sport in schools, less active commuting and changing recreation behaviours.



Sport and physical activity opportunities will need to be diversified and expanded to meet the needs of the growing cohort of older Australians.



Australians now have less time available for recreation, and a smaller proportion of that time is spent being physically active; traditional sport formats require a significant time commitment and may be adversely impacted by this trend.

03 Trends & Population Analysis



Sport is becoming increasingly professional and commercial; the benefits from this trend however are being shared unevenly, resulting in potentially negative impacts on 'smaller' sports, such as declining participation rates, and reducing the diversity overall.



Sport is being transformed by technology; social technologies have created online sports communities outside traditional club structures.



The community's sporting and recreational preferences are continually changing over time, and this has a direct impact on how the sport, recreation and open space facility network will be utilised.



Broadly speaking, participation rates in traditional organised sports are declining, with preferences trending towards activities such as walking and cycling/mountain biking and other informal recreation activities that can be undertaken as and when the participant desires, offering them greater flexibility and control.



Modified formats of the more traditional organised sports are also increasing in popularity (e.g. T20, AFL 9s), as are other sports previously considered as extreme or niche interest activities (e.g. BMX and skateboarding).



Technological advances have also introduced a wide range of fitness apps that promote participation in physical activity and provide a platform where the individual user can promote and compete against themselves or other individuals on specific challenges (e.g. Map My Ride/Run, STRAVA).



The emergence of nature-based tourism and increasing visitor numbers will place additional pressures on certain open spaces across the region, particularly the extensive network of national parks, higher profile regional open spaces and other popular and accessible locations.



The open space network plays a critical role in the facilitation of structured and unstructured sport and recreation. Open space is becoming increasingly linked to climate change adaptation policies, with forward planning required to ensure that open spaces are resilient to the challenges arising from climate change and adaptive measures implemented wherever possible.



Potential impacts of climate change include the risk of increased summer temperatures, prolonged periods of extreme/high temperatures and droughts, increased rainfall intensity and damaged infrastructure through extreme heat and flooding. All these factors will impact upon the delivery facilities and programs that support structured and unstructured physical participation.

03 Trends & Population Analysis



The Visitor Economy is now recognised at all levels of government as an intrinsic, sustainable and driving part of economic development, creating long term improvements in the liveability of cities, towns and rural life and significantly improving the prosperity of Australian communities. The open space network, sport and recreation facilities form a critical component of the infrastructure that supports the Visitor Economy, facilitating access to visitor destinations and experiences, offering sport and recreation participation opportunities and playing host to a wide range of community events.



The emergence of female participation in traditionally male dominated sports has exploded in recent years. This is placing pressure on facilities both from a capacity (grounds/courts/pavilions) and functionality perspective (e.g. changeroom design and access). Ensuring existing and newly developed facilities are universally accessible is essential and ensuring sporting organisations governance arrangements and cultures are inclusive and supportive of female participation.



Public/private/community partnerships with schools (private and public), private providers and across local/state/federal levels of government are essential moving forward to ensure resources are maximised and sustainable services are provided. Examples include publicly accessible school facilities and private public partnerships for the delivery of infrastructure such as stadiums and aquatic facilities.



Asset management is a key requirement and focus of local government who own and control vast amounts of infrastructure including sporting facilities, open spaces and recreation areas. Ensuring contemporary asset management principles are applied is a necessity as is identifying lifecycle costings for proposed new facilities.

03 Trends & Population Analysis

04

Site Analysis



04 Site Analysis

Site Analysis

This section considers the site and its context and the key existing features relevant to the future development of the Naracoorte Regional Sports Centre Master Plan, including:

- Surrounding land use
- Topography
- Open space character
- Access and circulation
- Built infrastructure
- Sporting facilities assessments
- Community facilities assessments
- Wayfinding

This site context plan identifies the location of the Naracoorte Sports Centre alongside other sport, recreation, open space and community facilities that are considered relevant to the development of this Master Plan.

Site Context



04 Site Analysis

Surrounding Naracoorte Facilities

Naracoorte Key Sports Facilities

- Naracoorte Sports Centre
- Naracoorte Golf Club
- Naracoorte Showgrounds
- Naracoorte RSL & District Bowling Club
- Naracoorte Swimming Lake
- Naracoorte Race Track
- Wortley Oval (cricket)
- Memorial Park (baseball)
- Naracoorte Polocrosse Grounds

Key Open Space Facilities

- Naracoorte North Parklands
- Naracoorte South Conservation Park
- Market Square Recreation Area
- Lions Heritage Pioneer Park
- Naracoorte Caves National Park

Education Institutions

- Naracoorte Primary School
- Naracoorte South Primary School
- Naracoorte High School
- Sunrise Christian School
- Naracoorte Independent Learning Centre

Site Overview

The Sports Centre is located to the north of Naracoorte's CBD with frontages to Park Terrace, Riddoch Highway and Playford Drive.

The Sports Centre sits on Crown land and covers approximately 17.54 hectares. The lands specified purpose is to provide active and passive recreation facilities within an area containing both sporting amenities and remnant native vegetation.

The Sports Centre provides important sporting and recreation opportunities for the local community and plays a key role in the supply of sporting provision for the greater region, with a large number of users travelling from surrounding towns to utilise the precinct.

The Sports Centre provides for a variety of active and passive activities including Australian football, hockey, netball, basketball, tennis, football (soccer), rugby league, squash, angling, four wheel driving and special events.

The reserve provides important environmental and biodiversity benefits through its inclusion of native vegetation and vast area of open space.

The Sports Centre is located opposite the Naracoorte High School and sits next to Naracoorte Primary School, the facility is also within close proximity to Naracoorte's town centre and main street - providing opportunities for high levels of access and utilisation.

Naracoorte is also a regional centre attracting people from surrounding towns and settlements to recreate, shop and work. It is also centrally located making it an ideal location for larger regional tournaments and events and draws people from its surrounding LGA's including Kingston District Council, District Council of Robe, Tatiara District Council, Wattle Range Council, West Wimmera and from areas as far away as Mt Gambier and South West Victoria.



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04 Site Analysis

Topography



Level change beside current soccer practice pitch

The Sports Centre is located on undulating and in some parts hilly terrain although the major playing spaces and facilities are located on flat terrain, allowing for it to provide effectively for its sporting and recreational needs and facilities.

However, there are a few locations throughout the facility that feature sloping terrain. These locations include the informal entrance point situated to the south east of the football oval and also the open space surrounding the hockey and soccer facilities.

The western boundary of the sports centre's grounds features a belt of indigenous vegetation on gradually sloping land rising away from the site.

Open Spaces & Features



Grass hockey pitches

The Park has a substantial amount of open green space (excluding land utilised primarily for the purposes of sport). These spaces provide an established green setting to the site and its facilities, comprised of areas of amenity grass and significant individual trees and tree groups.

There is limited existing infrastructure within the Sports Centre to support passive/informal recreation activities such as; walking tracks, shelters, exercise trails and well-developed play amenities for young people.

The surrounding native bush is a great feature to the site and provides a unique backdrop for the majority of the facilities available and includes a range of bushwalking trails.

Access & Circulation



Soccer, Football and Outdoor Courts Access Roads

The primary vehicular access road into the facility is off Riddoch Highway, with another two secondary entrances located off Park Terrace and a further one located off Playford Drive.

The roads throughout the site are generally of a poor condition, with a mixture of bitumised and unsealed surfaces. These surfaces (in both cases) have become worn and are in need of replacement.

There are limited formalised car parking areas located throughout the facility, with the only bitumen car park being located at the front of the basketball and squash stadium. The remainder of the parking areas are undefined and do not have any formal markings. This has led to visitors parking in all locations throughout the facility,

04 Site Analysis

Main Built Infrastructure



Hockey carpark



Basketball and squash stadium



Public toilets

including the surroundings of the football oval and other sporting fields and open grasslands. This is both inefficient and presents safety concerns.

Formalised footpaths in and around the facility are extremely limited and the lack of these creates a disconnect between all features within the site. The lack of footpaths can also create safety risks particularly for people with limited mobility and people pushing prams.

There are significant opportunities to improve vehicle and pedestrian access, circulation and management around the facility.

Main built infrastructure situated throughout the Sports Centre precinct includes the provision of clubrooms, changerooms, sheds, indoor sports and squash courts, a servery and public toilet block.

Much of this infrastructure is ageing and in some instances is no longer fit for purpose as they do not meet the challenges associated with growing participation numbers and the contemporary expectations of users. The need to provide appropriate facilities for all participants and improve the toilet and changeroom facilities to enable use for all abilities is highly important. There is also a demand for the provision of indoor community spaces and sports (such as event spaces, yoga, darts, fitness, allied health, dance etc.) which the future development of some facilities should consider.

The recent construction of the hockey clubrooms has provided much needed amenity for the large number of hockey users.

The current ad-hoc provision of this built infrastructure and the age and general condition presents an opportunity to plan for multi-use integrated facilities to avoid duplication and facilitate increased utilization.

04 Site Analysis

Other Infrastructure



Netball and tennis player benches

Other infrastructure within the site includes perimeter fencing and smaller built structures associated with the sports facilities, such as the scoreboard, interchange benches, timekeepers box, sports lighting and storage sheds. Security fencing needs to be addressed for the Australian football and hockey facilities to control access and prevent vandalism.

Power capacity is limited at the site and will require upgrading to meet future demands from new infrastructure such as sports lighting and new major buildings and the hockey and soccer clubs have septic systems which require upgrading.

Wayfinding



Entrance sign

There is limited wayfinding throughout the site, with a lack of a bold entrance statement, no directional signage and limited information indicating which facility provides for what sport or community activities. This lack of information coupled with the lack of footpaths and road line-markings makes the sports precinct difficult to navigate, particularly for first time or visitors.

It is important to address these factors moving forward to ensure that the Sports Centre safely and effectively manages the management of traffic and pedestrian flow.

Sporting and Community Facilities Assessment

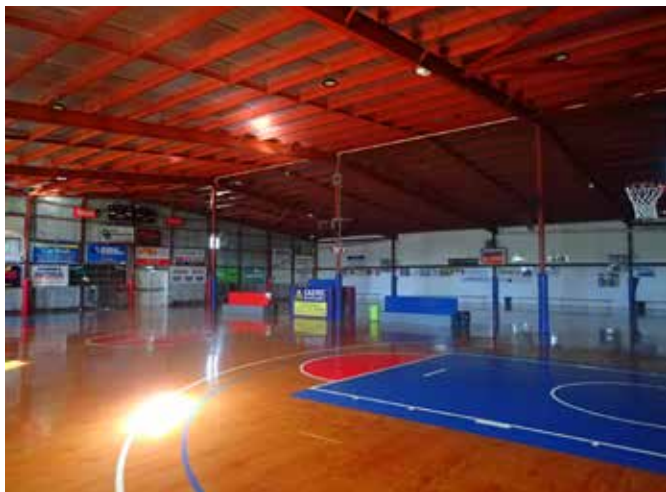
The following pages identify the existing sporting and community facilities at the Sports Centre. It provides a brief description of each of the existing facilities and its current status. A desired status is then identified for each of the facilities based off one of the identified current reference guidelines specified below:

1. Basketball SA Facilities Report
2. Hockey SA State-wide Facilities Strategy
3. AFL Preferred Facility Guidelines, State, Regional, Local, School and Remote Facilities
4. Squash Australia: A Plan for an Active Community
5. FFSA Facility Strategic Plan for Football in South Australia
6. Netball South Australia, State-wide Facilities and Audit Master Plan
7. Tennis 2020, Facility Development and Management Framework for Australian Tennis.

Relevant extracts of the sport facility guidelines are included as Appendix One: Facility Reference Guidelines.

04 Site Analysis

Sporting Facilities Assessments



Naracoorte Sports Centre Basketball Association Stadium

Two court stadium with basic amenities and meeting room.

Current Status

Ageing facility in poor condition including leaking roof, unsafe playing surface, non-compliant amenities.

Desired Status

New indoor courts, universally accessible changerooms, clubrooms, office, meeting room, canteen, bar, storage, first aid and referee room.

Preferably four courts to cater for regional/state-wide tournaments (minimum three courts are required by Basketball SA¹).



Naracoorte Sports Centre Association Facilities

Synthetic hockey pitch with floodlighting. Clubrooms with kitchen and former clubrooms used for storage. Access to two additional grass fields.

Current Status

Classified as Level E: Lower level domestic competition under Hockey SA Facility Strategy².

Newly developed pitch and clubrooms in excellent condition.

Require universally accessible unisex changeroom facilities

Desired Status

Upgrade to Level D Premier Level Association/ Club under Hockey SA Facility Strategy².

Develop universally accessible changeroom facilities.

Upgrade lighting and install perimeter fencing & electronic scoreboard.

04 Site Analysis



Naracoorte Football, Netball and Tennis Clubrooms & Changerooms

Large clubroom facility with kitchen area, bar servery and changerooms (home and away).

Current Status

Classified as a Local Level under AFL Preferred Facility Guidelines³.

Facility is in satisfactory condition. Require universally accessible changerooms.

Desired Status

Upgrade to Regional Level under AFL Preferred Facility Guidelines³.

Provide at least two universally accessible changeroom facilities.

Provide an umpires room; meeting room and strapping/massage room.



Naracoorte Football Oval and Ancillary Facilities

The football oval size falls within the desired playing field size range for AFL ovals (Length 130m-185m & Width 110m-155m)³

Ancillary facilities e.g. timekeepers box and interchange benches are in good condition.

Current Status

Classified as a Local Level under AFL Preferred Facility Guidelines³.

Oval is in good condition.

Desired Status

Upgrade to Regional Level under AFL Preferred Facility Guidelines³.

Upgrade goal posts & lighting.

Install perimeter fencing to control access.

Install interchange/umpires/officials box.

04 Site Analysis



Naracoorte Squash Courts

Four squash courts with glass back walls. Small office and amenities.

Current Status

Classified as a Metropolitan Level Facility under Squash Australia Guidelines due to the number of courts.

Facility is in satisfactory condition.

Desired Status

Re-purpose as a Local Level Facility as recommended under Squash Australia Guidelines³ which recommends 1-3 courts (with moveable walls to enable multi-use) Provide access to upgraded amenities and changeroom facilities.



Naracoorte United Soccer Clubrooms and Pitches

Ageing clubroom facility with refurbished bar area and changerooms.

Two pitches which are floodlit.

Basic amenities block.



Current Status

Classified as a Club Level Facility under FFSA Facility Strategic Plan⁵.

Clubroom and changerooms are in poor condition.

Pitches are in satisfactory condition.

Basic amenities are in poor condition.

Desired Status

Retain as a Club Level Facility⁵.

Provide access to at least two universally accessible changerooms with publicly accessible toilets.

Provide two full-size pitches with training lights.

04 Site Analysis



Outdoor Courts (netball)

8 netball courts and spectator shelter.
Utilise Football/Netball/Tennis clubrooms.

Current Status

Classified as a District Level facility under Netball SA State-wide Facilities & Audit Master Plan⁶ also identified as a district level facility in the Netball SA State-wide Facilities and Audit Master Plan.

Courts are in poor condition and require reconstruction.

Desired Status

Retain as a District Level which Require 5-11 courts (indoor/outdoor) preferably floodlit.

Ensure access to medium size clubroom space including universally accessible changerooms, kiosk, office space, storage & shade/shelter.



Outdoor Courts (tennis)

18 tennis courts and spectator shelter.
Utilise Football/Netball/Tennis clubrooms.

Current Status

Has sufficient court numbers currently to be classified as a Regional Level facility⁷. Courts are in poor condition and require reconstruction

Desired Status

Re-purpose as a District Level facility as recommended in the Tennis Australia Facility Development Framework⁷ which states for a regional country area a District level facility has a catchment within a 30km radius of 5,000 to 40,000 people.

Provide access to a minimum of eight courts with four courts floodlit and universally accessible changeroom facilities.

Access to a kiosk, social facilities & office and outdoor shaded areas

04 Site Analysis



Kowree Naracoorte Tatiara Football League Administration Centre

Transportable facility relocated to the site 20 years ago.

Used for meetings and administration.

Current Status

Ageing facility in satisfactory condition.

Desired Status

Integrate facilities (meeting room/office space/storage/kitchen into new proposed multi-purpose facility.

Community Facilities Assessments



Naracoorte Angling Club Clubrooms

Basic clubroom facility used for meetings and activities.

Outdoor area with fire pit.

Current Status

Facility basic but in good condition.

Desired Status

Provide access to improved amenities/toilets and an expanded kitchen area.

Future integration with Men's Shed.

04 Site Analysis



Naracoorte Community Garden

Community garden fenced with 35 plots. Small storage shed on site.

Current Status

Good condition

Desired Status

Retain current functionality.



Naracoorte Men's Shed

Recently constructed large shed facility with workshop area, social area, kitchen, amenities and storage.

Current Status

Facility is in good condition. Requires additional workshop and storage space

Desired Status

Extend current facility to meet needs.

04 Site Analysis

Site Mapping

A Site Features Plan identifying the location of known facilities within the Sports Centre is provided on the following page.

Following this a Services + Infrastructure Plan which identifies known existing services and maintenance responsibilities.

An Opportunities and Future Direction Plan is also provided which identifies areas within the Sports Centre which have the potential to be developed or are in need of refurbishment in order to effectively cater to the community.

NARACOORTE REGIONAL SPORTS CENTRE MASTER PLAN

EXISTING FACILITIES + OPEN SPACES PLAN

LEGEND

- 1 Secondary entrance - Playford Drive
- 2 Synthetic hockey pitch with sports lighting
- 3 Hockey clubrooms
- 4 Former hockey clubrooms now used for storage
- 5 Grass hockey pitches (x2)
- 6 Soccer clubrooms & male changerooms in poor condition
- 7 Soccer / Rugby pitch - Senior with sports lighting in good condition
- 8 Soccer pitch - Junior / Warm up
- 9 Primary entrance - Riddoch Highway
- 10 Sealed car park - Requires resurfacing
- 11 Basketball stadium (x2 Courts)
- 12 Squash centre (x4 Courts)
- 13 Men's shed - In good condition
- 14 Community garden
- 15 Disused Tennis Courts (x 6) - In poor condition
Disused Netball Courts (x 4) - In poor condition
- 16 Tennis courts (x6) / Netball courts (x4) with sports lighting and require reconstruction
- 17 Tennis courts (x6) - In poor condition
- 18 Storage shed
- 19 Football timekeepers box
- 20 Football clubrooms and changerooms in satisfactory condition
- 21 Public toilets (poor condition)
- 22 Outdoor servery
- 23 Anglers clubrooms
- 24 Football league clubrooms - In satisfactory condition
- 25 Football oval - In good condition
- 26 Football scoreboard
- 27 Secondary entrance - Park Terrace East
- 28 Secondary entrance - Park Terrace West
- 29 Informal parking
- 30 Spectator shelter
- Open space
- Footpath / Pedestrian connections
- > Shared use path
- Site / Lease boundary



SCALE 1:2500 @A3

NARACOORTE REGIONAL SPORTS CENTRE MASTER PLAN

SERVICES + INFRASTRUCTURE PLAN

LEGEND

- Site / Lease boundary
- - - SAPN High voltage cable underground
- ... SAPN Low voltage line
- == SA Waste water connection
- SA Water mains
- Storm water detention basin
- Septic system
- Access roads and parking
- Open areas Naracoorte-Lucindale Council are responsible for mowing



SCALE 1:2500 @A3

NARACOORTE REGIONAL SPORTS CENTRE MASTER PLAN

OPPORTUNITIES AND FUTURE DIRECTION PLAN

LEGEND

- 1 Improve linkage to Naracoorte High School
- 2 New electronic scoreboard
- 3 Complete site landscaping
- 4 Expand hockey clubrooms to include new changerooms
- 5 Install perimeter fencing around synthetic pitch to prevent unauthorised access
- 6 Install fitness trail
- 7 Playing fields to be multi-use and cater to other users e.g. little athletics and soccer
- 8 Power capacity upgrade across the site
- 9 Improve spectator areas and shade across site
- 10 Improve wayfinding and pedestrian movement throughout the site
- 11 Upgrade hockey and soccer septic systems
- 12 Proposed location by Soccer Club Location for new unisex changerooms
- 13 Sports lighting upgrade
- 14 Formalise Informal car parking
- 15 Replacement or extension of stadium
- 16 Assess viability of aquatic facility
- 17 Reseal unsealed car parking as part of broader car parking upgrade
- 18 Future expansion of the Men's shed
- 19 Install drinking water fountain
- 20 Reconfigure and upgrade tennis and netball courts
- 21 Provide tennis hitting wall
- 22 Resolve traffic management issues and parking
- 23 Provide additional storage
- 24 Investigate solar power options
- 25 Upgrade existing changerooms and provide female friendly changerooms
- 26 Provide higher quality public toilets including universal accessibility
- 27 Consolidate stand-alone buildings
- 28 Address drainage and run-off issues
- 29 New kitchen extension proposed by Anglers Club
- 30 Relocate playground
- 31 Upgrade goal posts and provide backstop netting
- 32 Reinstate entrance
- Site / Lease boundary



05

Stakeholder Consultation Findings



05 Stakeholder Consultation Findings

Stakeholder Consultation

A key part of the master plan development process is the stakeholder engagement and consultation. As part of the initial stages of the project Tredwell have conducted a wide range of consultation processes including interviews, surveys and face-to-face on site meetings with each of the user groups. The key findings of each of these processes is included here.

Clubs and User Groups Consultation

Each of the clubs and users group who use the site and identified potential user groups were individually contacted and interviewed either on site or over the telephone if they were unable to meet on site. A user group survey was also conducted online and 11 of the groups responded to this survey. The outcomes are summarised below.

Existing Clubs and User Groups

Kowree Naracoorte Tatiara Football League (KNTFL)

Is the body responsible for administering the Australian Football League in the region. The facility is a transportable building that is dated and only in satisfactory condition. They meet regularly at the facility to conduct their administrative functions. KNTFL sees an opportunity to be incorporated into the new facility and would require at a minimum access to a meeting room, office space, storage and kitchen.

Naracoorte & District Basketball Association

Utilise the basketball stadium on the site for trainings, competitions and events (including regional tournaments). Summer is their strongest season with around 400 junior and 150 senior participants currently, with approximately half being female and the other half male. The facility is also used by the local schools.

The Facility has two indoor courts which are at capacity during peak times and are ageing and has some major problems with substantial roof leaks which over time have caused major damage to the sports flooring.

Plans have been recently developed to expand the facility by two courts which would enable a four court stadium to be achieved for a range of

05 Stakeholder Consultation Findings

indoor sports (basketball, netball, indoor soccer, volleyball, badminton etc.). This would assist in facilitating and hosting regional and state-wide tournaments. There is the potential also to investigate inclusion of additional facilities such as a swimming pool, gym, conference/event facility and commercial kitchen. Naracoorte presents a natural regional centre for indoor sports due to its geographic location. Another consideration includes upgrading the parking area servicing the existing stadium due to its current poor condition.

Naracoorte & District Hockey Association

Recently developed the new synthetic hockey pitch and clubrooms are a positive addition to hockey in the region. The new facilities are attracting players and usage from other associations such as Tatiara and schools in the region. The association has 254 senior and junior members around half are female and half male.

Identified needs included unisex changeroom facilities, new septic system, office space, landscaping around the new pitch, improved lighting (currently restricted due to site power capacity). New playground, formalised parking, perimeter fencing to prevent vandalism, electronic scoreboard and shared use path connecting through to other areas of the site e.g. stadium.

Naracoorte & Districts Sports Association

Is the overall management body for the sports centre precinct and comprises representatives from each club/organisation who have a leased area at the site. Supports the development of new multi-purpose indoor facilities providing it doesn't negatively impact on the existing established clubs.

Naracoorte Angling Club

The club has its own clubroom facilities on site used for regular meetings and activities, it also has undercover and fire pit area. There are no toilets in the facility, the only accessible toilets are the public toilets which are in poor condition. Membership fluctuates between 60 and 80. The club would also like to expand the kitchen area and also address the drainage and run-off issues.

Naracoorte 4WD Club

The club utilises the Anglers Club facility on the site for regular meetings and activities. Around 45 families are members of the club. Major needs include accessible toilets from the Anglers Clubrooms (currently have to access toilets up near the football clubrooms which are in poor condition). Supports the Anglers Club in their expansion plans.

Naracoorte Community Garden

There are 35 plots available (2m x 8m) on the site for the community to use for a small fee.

The current gardens are good and meet the communities needs. Many plots are used by local families who recently arrived into Australia (primarily Chinese heritage). Key needs identified were access to toilets and drinking water.

Naracoorte Demons Netball Club

Use the central lit courts (1 and 2) for their training and home games, they also have access to the main clubroom facility, shelter and changerooms (home team only). The club currently has 130 members (of which all are female). There are a total of 45 senior Players, 55 junior players and 30 social members.

The courts are ageing and in poor condition requiring re-construction, some urgent remedial works have been done to allow games to be played there this winter season. They have been working with the Basketball Association to develop indoor courts. They also identified the need for the public toilets to be upgraded.

Naracoorte Football Club

The club uses the main oval (good size and condition) and has their own clubrooms and changerooms which outlook onto the oval. They also use an outdoor server, large veranda area, electronic scoreboard and timekeepers box. The club currently has 350 members with 100 being active participants and fields senior and junior

05 Stakeholder Consultation Findings

teams in the KNTFL. The club operates a viable and sustainable operation from the current facilities and it is well located from their perspective with direct central views of the oval.

Identified needs included perimeter fencing to control access on game days, improved power supply, improve sports lighting to competition standard, provide female friendly amenities, seal parking areas including oval parking, install AFL standard goal posts and netting behind the goals, upgrade the public toilet block, refurbish changerooms so that ideally they cater for AFL standard games, install solar power system and install a shed for increased storage.

Naracoorte High School

Utilise the basketball stadium for overflow PE activities (particularly in winter) and “knockout sports” competitions and utilise the squash courts. Currently there are around 800 students enrolled. Would welcome the addition of new indoor courts and facilities as this would allow additional regional competitions and usage by the school.

Naracoorte Men’s Shed

Utilise a recently constructed facility on the site. Currently they have 59 members (primarily male). The facility is reaching capacity and there is a need to expand and separate incompatible activities through a new shed (may require

accessing some of the community gardens land). Potential to seal the car park also when the basketball car park is redeveloped.

Naracoorte Netball Association

Currently use the central courts 1 and 2 (same as the Demons Netball Club), these courts require upgrading as mentioned above. Currently they have 46 senior players, 7 junior players and 25 fill in players (all members are female). Desire the car park to be sealed, upgrade of public toilets, supports the proposed stadium expansion and would like access to changerooms (currently no access).

Naracoorte Rugby League Club

Use the soccer facilities and pitch from September to December. Currently only field men’s teams and compete against other towns in the region. The clubrooms/changerooms require replacement/ major upgrade and expansion, upgraded sports lighting and improved shade/shelter for spectators.

Naracoorte Squash Club

Use the four squash courts located on site adjoining the basketball stadium, primarily used over summer. Membership fluctuates with around 35 seniors and 6 juniors. Needs identified included upgraded kitchen and toilets, expanded carparking and additional courts to enable state and higher level competitions (subject to feasibility), these

could be multi-purpose spaces.

Naracoorte Tennis Association

Use the existing central tennis courts primarily and have access to the main clubroom facility. The current membership is around 100. The courts are generally in poor condition and require upgrading (similar issues to netball) with potential members traveling to Lucindale to access better facilities. They require 12 courts to conduct a regional tournament and would like this to be provided for in the master planning. Improved shade and shelter, improved lighting, new tennis hitting wall and public toilets are seen as priority needs.

Naracoorte United Car & Motorcycle Club

Uses the soccer clubrooms and grounds for occasional car and bike displays. Membership is currently 65. Would support any upgrade to the current facilities they utilise.

Naracoorte United Soccer Club

Utilise the good quality lit soccer pitch, warm-up area/junior pitch and clubroom facility. Membership is around 150 including seniors, juniors and social members, the membership is primarily male but the female membership is increasing. They compete against other nearby towns such as Mount Gambier, Portland and Millicent.

05 Stakeholder Consultation Findings

They have received funding to develop new changerooms and sports lighting (completion expected mid 2019). The clubrooms require replacement in the future due to their age/condition, the parking needs formalising and the power capacity and septic system needs upgrading. Long term planning is to develop a second senior pitch utilising the existing junior pitch space and adjoining areas.

Potential Clubs and User Groups

The following potential future users and usage of the site were identified.

Naracoorte & Districts Little Athletics

Currently use the high school ovals to conduct their activities. Membership is currently 107, with slightly more female than male participants. Potential to use the oval and grass hockey pitches.

Table Tennis

Currently use a facility off-site which suits the club's needs currently and into the future.

Swimming

The community survey identified the desire for a swimming pool. This would need further investigation into the feasibility of such a facility given the current swimming lake and recently upgraded Lucindale Pool.

Gymnastics

Currently use the school facilities. Could potentially utilise a new indoor facility.

Yoga and Pilates

Potential users of any new indoor facility.

Fitness and Wellness

Potential to develop a gym and fitness studios to enable a commercial operator to provide fitness and wellness services from any newly developed facility.

Allied Health Services

Potential to include consulting rooms for allied health professionals in any new development.

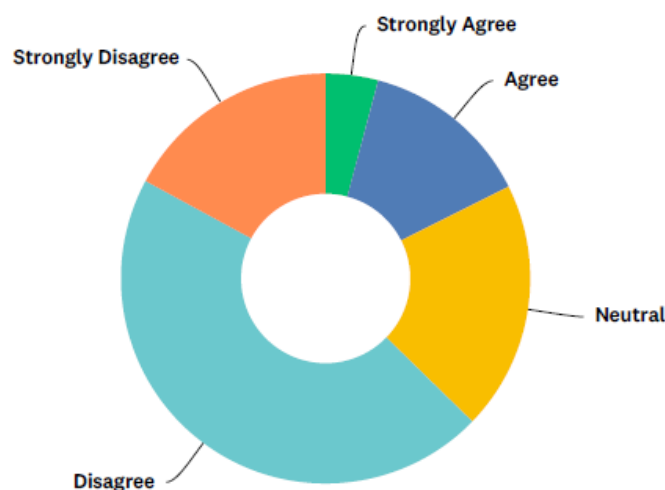
05 Stakeholder Consultation Findings

Community Survey

In addition to the user group surveys an online community survey was also conducted. 188 responses to the survey were received which is an excellent response for a community of this size.

A series of questions were asked and the findings are summarised below in the following pages.

Q: Please indicate your level of agreement with the following statement: “The Naracoorte Sports Centre (Sports Centre) currently meets the needs of the community”



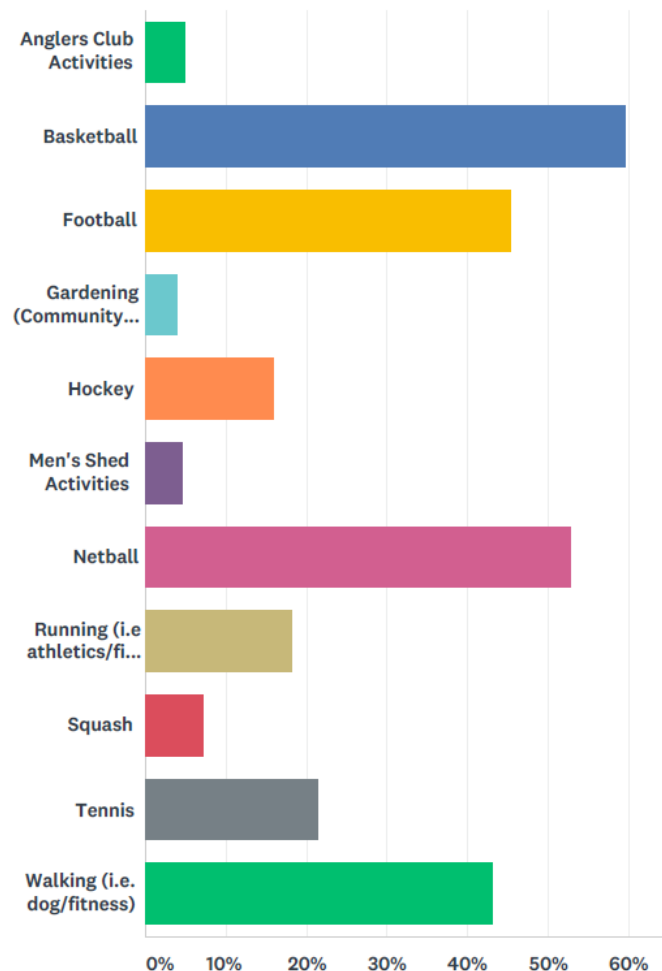
63% of respondents either disagreed or strongly disagreed that the Sports Centre currently meets the needs of the community.

18% of respondents either strongly agreed or agreed that the Sports Centre currently meets the needs of the community and 20% of respondents were neutral.

ANSWER CHOICES	RESPONSES	
Strongly Agree	4.15%	8
Agree	13.47%	26
Neutral	19.69%	38
Disagree	45.60%	88
Strongly Disagree	17.10%	33
TOTAL		193

05 Stakeholder Consultation Findings

Q: What activities do you participate in at the Sports Centre?



Q: What do you value about Naracoorte Sports Centre?

This word cloud illustrates what the community currently most values about the existing Sports Centre. All words within the word cloud were mentioned by the surveyee's with the larger words representing a more popular answer.

courts High School many participate local families events playing basketball offer come together
 variety sports needs one location wide range available sports one sports centre
 hold people netball play regional opportunity venue kids big good activities
 area one area hub spot town netball courts great training
 facilities Allows sport lots community fact use
 great location clubs bringing place excellent S access centre proximity
 together recreation central great place location various sports basketball time
 different sports go involved facilities available able football club close s one
 central location well children children play whole also Provides sports one location

05 Stakeholder Consultation Findings

Q: Are you a member of any of the following clubs?

Answer	Percentage	Number
Basketball Association	52.70%	78
Hockey Association	11.49%	17
United Soccer Club	8.11%	12
Football Club	30.41%	45
Rugby League Club	1.35%	2
Netball Association	20.27%	30
Demons Netball Club	24.32%	36
Tennis Association	12.16%	18
Angling Club	2.70%	4
Squash Club	6.08%	9
Men's Shed	3.38%	5
Community Garden	3.38%	5
Other	6.76%	10
Answered		148
Skipped		40

Q: Are there areas of the Sports Centre that require improvement?

Text Answer	Mentioned x no. times
Netball Court upgrade	47
Basketball courts upgrade	37
Include more Basketball courts	31
Tennis Courts upgrade	19
Parking Improvements	19
Upgrade all areas	18
Aesthetics overall	11
Update Signage	10
Build Indoor Community Swimming Pool	9
Improve Public Toilets	7
Improve Road Quality	7
More Spectator Seating	5
Heating and Cooling in Indoor facilities	5
Squash upgrades	4
Soccer grounds	4
Joint Facility Club Rooms	4
Disabled Toilets	4
Disabled Facilities and Areas	2
Hockey Toilet and Changing Rooms	2
Soccer Club Rooms	2
More Squash Courts	1
Include Playground / Shared Area	1
Connection Pathways Between Clubs	1
Connect Area to Golf Club	1
Multisport Courts	1
Add Cricket Oval	1
Include Public Exercise Equipment/Trail	1
Rugby League Grounds	1
Netball Changing Rooms Upgrade	1
Be Cost Effective By Providing Common Facilities	1
Total written responses	118
Skipped	70

05 Stakeholder Consultation Findings

Q: Do you have any enhancements for the Sports Centre?

Text Answer	Mentioned x no. times
Year-Round (heated) indoor Pool	41
New Indoor Stadium to Cater to Basketball + Netball	23
Basketball Courts Upgrade	20
Netball Courts Upgrade	12
Tennis Courts Upgrade	10
More Spectator Seating	4
Indoor Sports - Dance, Yoga, Karate, Pool, Gym	4
Community Playground	4
Improve Carparking	3
Improve Signage	3
Improve Hockey Change Rooms/Toilets	2
More Facilities - Cafes, Library	2
Improve Outdoor Public Toilets	2
Make it Bigger	1
Link to Golf Club	1
Disabled Access and Facilities	1
Womens Football Changing Rooms	1
Indoor Cricket	1
Multi-Purpose Courts	1
Hireable Function Area - Darts	1
Football Club Room/Toilet Improvements	1
Road Quality Improvements	1
Community Area - BBQ's, Play etc.	1
Total written responses	107
Skipped	81

Q: Do you have any other comments relating to the Master Plan for the Sports Centre?

Text Answer	Mentioned x no. times
Will greatly benefit the community and will become a drawcard and will improve the economy	11
Include Minority Sports and update all sports, access to more sports will benefit the community	6
Ensure that future generations are catered to	4
Has the potential to become a central hub for all South Eastern sports	2
Ensure that the community is involved throughout	2
Keep it community sport oriented	1
Make Sure that it is affordable	1
Improved footpaths for the elderly	1
We have a great base to work with	1
Clubs to become more involved with one another	1
Potential for Bowling Green in the future	1
Be money smart build a multi-functional stadium	1
Build to international / Australian standards	1
Against swimming pool due to large financial costs	1
Become a destination for state competitions	1
Total written responses	73
Skipped	115

05 Stakeholder Consultation Findings

Q: Areas of the Sports Centre that require improvement

The below answers have been quoted from the online community survey:

“Basketball stadium is tired and would benefit from an upgrade as well as the outdoor courts in which the majority can’t be played on as they are dangerous”.

“The soccer grounds and amenities need a massive overhaul. Also a major upgrade of a joint community club rooms that could also accommodate various conferences etc”.

“Basketball stadium is too small, netball/tennis courts in disrepair and unsafe, surrounds looking tired and in need of help, some clubs are winning grants to improve facilities which is great but the whole area needs an upgrade, playground, shared facility, toilets, parking, roadways, signage and consistency of overall look”.

“Signage, grand entrance, so you know where you are, what else is there and to make you feel welcome”.

“Lots of areas need improving and updating everything is looking run down and deteriorating. We are a central location for the limestone Coast for holding events and trainings”.

“Newer facilities, toilets, more access to community, parking. Areas for special needs requirements, e.g. space/room for children with sensory processing disorder, rooms for special needs exercise groups, yoga, Pilates etc”.

“Carparking and vehicle access other than off the Riddoch Hwy”.

“There’s also not a great deal of parking space. On big weekends and tournaments, people have to park near the highway on the grass, or behind the stadium on the grass. It would look so much better to just have a big clean parking lot”.

“Some of the club’s buildings are very old and are overdue for major repair or replacement. They do not meet the needs of the community especially those with disabilities. There are no clubs with disabled car parks or toilets or even viewing areas. Clubs kitchens and toilets require replacement to meet current standards”.

Q: Ideas or enhancements for the Naracoorte Regional Sports Centre

The below answers have been quoted from the online community survey:

“An indoor court area that can be used by many sports for indoor training during bad weather, indoor cricket, indoor soccer during off season, dance etc in addition to more basketball/netball”.

“It would also be nice to see a better entrance, signage and parking available around the whole sports centre. There needs to be a better flow for people who haven’t been to the Sports Centre before”.

“Improved infrastructure for netball and tennis courts, including spectator seating”.

“Naracoorte is in dire need of a heated swimming pool for recreation, rehabilitation and swimming lessons for children. The sports centre is the logical place to co-locate this facility.

“Community playground for young children. Multi purpose rooms, courts, and grounds that can be used by bigger range of people”.

“Integrate a quality nature playground (similar to Marshmallow Park in Adelaide)”.

“New clubrooms to combine all sports”

06

Planning & Analysis



06 Planning & Analysis

SWOT Analysis

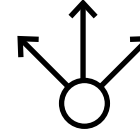
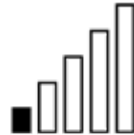
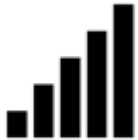
The Strengths, Weaknesses, Opportunities and Threats associated with the future development of The Sports Centre are identified in this section.

These attributes are derived from the key findings of the preceding sections of this document and consider the implications associated with:

- Strategic policy documents and policy positions (local, regional, state government and peak bodies)
- Emerging participation trends
- Demographic analysis
- Site analysis
- Community consultation
- Sport/recreation club needs and wants

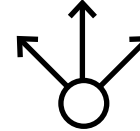
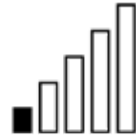
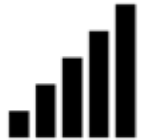
A table summarising the SWOT analysis study is located on the following three pages.

06 Planning & Analysis



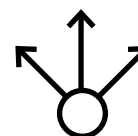
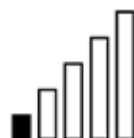
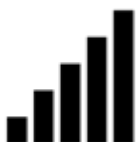
Strengths	Weaknesses	Opportunities	Threats
The Sports Centre already functions as a multi-purpose sport, recreation and community precinct.	The site is undulating and hilly in parts which restricts or adds to the cost of various forms of development.	There are underutilised areas that can be used for expansion of existing and the establishment of new facilities and infrastructure.	No overall sport and recreation plan for the Council area.
Naracoorte is centrally located within the Limestone Coast region and is a regional centre for commerce and services for the surrounding communities and towns.	The existing facilities and infrastructure are widely dispersed, and in some cases isolated, throughout the site and generally do not have any direct relationship with other activities on the site.	The Sports Centre site is located on a major highway (Riddoch Highway) and with appropriate signage could be highly visible from large volumes of passing traffic.	Popularity of unstructured activities which are currently not well provided for at the site.
Naracoorte has a strong sporting tradition and has successfully held large scale events such as the Masters Games and regional tournaments and competitions.	Infrastructure and many of the facilities and on the site are ageing and reaching the end of their useful life and will require replacement in the near future.	The football, tennis and netball currently share a clubroom facility. This model could be expanded to include other user groups.	The high cost of establishing large-multipurpose facilities and site infrastructure.
The site is a large area (nearly 18 hectares) with many existing sport, recreation and community activities taking place. There is room to expand and re-configure facilities and infrastructure.	There are major traffic flow issues throughout the site which presents risks and safety problems for users. Parking provision is ad-hoc and a mixture of formal (sealed and line-marked) and informal options (unsealed and not delineated).	Population growth and large increase in migrant population. Also the area has larger numbers of children and families compared with the rest of regional SA.	New developments at the site are occurring in an ad-hoc manner without serious consideration for other user groups and potential uses.

06 Planning & Analysis



Strengths	Weaknesses	Opportunities	Threats
The setting is pleasant with established vegetation, open spaces and existing playing areas and facilities.	There is a lack of consistent signage and branding at the site. Much of the signage has evolved over time with limited consideration of an integrated wayfinding approach.	Access external funding from state/federal government, private sector and other funding sources to develop the Master Plan.	The northern part of the site (soccer and hockey facilities) only have access to septic systems.
Many of the existing user groups and clubs are well established at the site and have been in existence for many years.	There is generally a lack of integration and shared use of existing facilities.	Improve wayfinding and pedestrian/cyclist movement throughout the site.	There is limited power capacity at the site which is impeding new facility development and upgrades.
There are some new recent facility developments such as the new hockey pitch and clubrooms and the Men's Shed which are high quality and are attracting users from a regional catchment.	Some disused facilities such as tennis and netball courts.	Upgrading of sports lighting to cater for night training and competitions	Lack of perimeter fencing of some facilities means there are no single control points for football and hockey (which also is a concern for vandalism).
The Sports Centre is located in close proximity to the high school (which has large areas of playing grounds) and one of the local primary schools.	Lack of female friendly changeroom facilities across the site	Investigate alternate power options such as solar including batteries.	Development of nearby regional level facilities such as what is being proposed in Mount Gambier.

06 Planning & Analysis



Strengths	Weaknesses	Opportunities	Threats
The site is located on a major highway with good access.	Poor quality of public toilets and limited supply.	Reconfigure outdoor sports courts to improve functionality.	Doing nothing and other communities capitalising on the development of modern multi-purpose sporting hub facilities.
The site is centrally located in Naracoorte in reasonably close proximity to most residents, the CBD, schools and community facilities.	Limited playground provision with low play values.	Upgrade existing sporting facilities to cater for regional and potentially state level events and competitions.	Climate change and the need to provide facilities and infrastructure which is environmentally sustainable.
There is an “appetite for change” amongst many of the users groups and local community.	Dysfunctional vehicle access and traffic flow throughout the site including informal parking areas.	Consolidate stand-alone ageing facilities into a single purpose regional level community sporting hub.	-
-	Limited facilities and spaces that cater for unstructured recreation activities.	Improve site drainage and mitigate stormwater run-off issues.	-
-	Many of the built facilities are ageing and reaching the end of their useful life.	Improve traffic flows and management throughout the site.	-
-	-	Formalise car parking to improve efficiency across the site.	-
-	-	Integrate additional user groups and clubs and facilities that cater for passive and unstructured recreation.	-

06 Planning & Analysis

07

Master Plan



07 Master Plan

Master Plan

The master plan has been developed following consideration of all site analysis information, community consultation feedback, club and user group feedback on the previously developed three concept design plans and has taken into consideration current trends and the guiding principles.



VISION

A contemporary high-quality regional level sporting community hub that creates a healthy community and attracts major events contributing to Naracoorte becoming the best place in regional South Australia.

Guiding Principles

The following principles have been developed to guide the design and development processes at the Sports Centre:

Facilities:

Shared use of facilities will be encouraged wherever possible with a focus on provision of quality, fit for purpose facilities, that limits duplication of facilities.

Accessibility:

Opportunities to improve accessibility across the site should be taken, including adherence to inclusive access principles, with enhanced pedestrian connectivity achieved through improved relationships between key facilities and appropriate vehicle management that reduces potential conflict points.

Design:

Design principles are embedded within the delivery of future upgrades to the site, including Environmentally Sensitive Design (ESD), Water Sensitive Urban Design (WSUD), Crime Prevention through Environmental Design (CPTED).

Amenity:

Open spaces should be flexible and welcoming to all members of the community whether they are active or passive recreation users, providing a safe environment that showcases the environmental values of the site.

Sustainability:

The Master Plan will deliver a vision for the Naracoorte Regional Sports Centre to secure the long term viability of clubs and user groups, and individual club identity is maintained, whilst ensuring all activities at the site are fully compatible, appropriate to the site context and welcoming to the broader community.

Management:

Improved collaboration and the formalisation of shared use agreements are advocated to optimise use of the facilities and minimise ongoing maintenance/management burdens to the benefit of all clubs and user groups.

NARACOORTE REGIONAL SPORTS CENTRE FINAL MASTER PLAN

LEGEND

- 1 Secondary entrance - Playford Drive
 - 2 Formalise carparking (permeable paving)
 - 3 Hockey clubrooms - Expanded to include new changerooms
 - 4 Storage/maintenance shed
 - 5 Install perimeter fencing around synthetic pitch to prevent unauthorised access
 - 6 Synthetic hockey pitch with sports lighting
 - 7 New electronic scoreboard
 - 8 Existing re-furnished playground
 - 9 Multi-use playing fields
 - 10 Redevelop and expand soccer clubrooms and include unisex changerooms and toilets
 - 11 Formalise and expand Parking (permeable paving)
 - 12 Soccer / Rugby pitch with sports lighting
 - 13 Soccer pitch - Junior / Warm up with installed lighting
 - 14 Player Sports Shelter and seating
 - 15 Shelter and seating
 - 16 Detention/retention basin with surrounding safety/sports fence to prevent balls from entering
 - 17 Access stairs and disabled access ramp
 - 18 Expanded and formalised carparking (177 spaces)
 - 19 Bus stop and drop off bay
 - 20 New vehicle access road to Football Oval
 - 21 Outdoor Tennis courts (x2) and outdoor Basketball court (x1)
 - 22 Open space shelter and BBQ area
 - 23 Reduced, repaired and formalised carparking
 - 24 Primary entrance - Riddoch Highway
 - 25 Formalise and resurface men's shed carparking
 - 26 Expansion of the men's shed
 - 27 Community garden
 - 28 Stadium seating, sports shelter and tent area
 - 29 Refurbished Tennis courts (x10) / Netball courts (x4) with sports lighting and tennis hit up wall
 - 30 Future expansion area for additional x2 Tennis Courts
 - 31 New Park Terrace Entrance/Exit
 - 32 New access road with parking (25 spaces) to Anglers Club and Multi-use sports stadium and tennis courts
 - 33 Existing Anglers Club
 - 34 New Nature Play Playground with shade shelter
 - 35 New grass viewing area
 - 36 Multi-use sports stadium (x4 netball and basketball courts and x5 Squash Courts) including combined sports clubrooms (Basketball, netball, AFL and tennis), Program Pool, spectator seating, foyer, offices, canteen, function space, storage, toilets, unisex changerooms, gym and Demon inn bar
 - 37 Football oval - Upgraded lighting, goal posts and provide backstop netting and security fencing
 - 38 Football scoreboard
 - 39 Secondary entrance - Park Terrace (football parking)
- Site / Lease boundary



07 Master Plan

Master Plan

The following points explain the design of the Master Plan in detail and provides a clear rationale for each of the identified components of the Master Plan:

- 1** Secondary entrance - Playford Drive
Formalised Playford Drive entrance to provide formal hockey and multi-purpose field entrance. Signage to be included to provide clear indication of facilities catered to by this entrance.
- 2** Formalise carparking (permeable paving)
Current car parking arrangements around the hockey club are informal, with limited access restrictions to adjacent areas of open space.
Upgrading the car park surface and marking out bays (106 spaces) will increase parking capacity and minimise surface damage/erosion/compaction, management, safety and maintenance operation issues.
Due to the topography of the site and limited drainage options, it is proposed that permeable paving is used to ensure that water runoff is addressed.
- 3** Hockey clubrooms - Expanded to include new changerooms
Expanded hockey clubrooms to include new unisex changerooms and storage. This will provide improved and suitable sized change facilities for players and allow for the decommission of the former hockey clubrooms that are currently used for storage.
- 4** Storage/maintenance shed
Retain storage and maintenance shed to provide area for hockey maintenance equipment.
- 5** Install perimeter fencing around synthetic pitch to prevent unauthorised access
Perimeter fencing surrounding hockey pitch will increase safety for onlookers and visitors and will restrict access for those unpermitted to enter the site and reduce the likelihood of vandalism.
- 6** Synthetic hockey pitch with sports lighting
Retain synthetic hockey pitch and upgrade sports lighting to meet Australian standards.
- 7** New electronic scoreboard
New electronic scoreboard to provide improved scoring and timekeeping facilities for hockey club users.
- 8** Fitness trail
Fitness trail installed off walking path located along Riddoch Highway to provide fitness equipment for walkers and runners. This will aid in bring people into the Sports Centre and aims to improve the health of the general community.

07 Master Plan

9 Existing re-furbished playground

Retain and improve existing playground for users at the northern area of the site. Improve playground by replacing all hazardous or non-conformant play equipment.

10 Multi-use playing fields

Retain existing grass hockey fields to retain open space and provide soccer and hockey sports line marking to provide overflow sporting pitches to cater for future demand.

11 Redevelop and expand soccer clubrooms and include unisex changerooms and toilets

Retain the soccer clubrooms in their existing location and expand to provide universally accessible toilets. Redevelop and improve existing facilities to a more modern standard.

12 Formalise and expand Parking (permeable paving)

Current car parking arrangements around the soccer club are informal, with limited access restrictions to adjacent areas of open space.

Upgrading the car park surface and marking out bays (38 spaces) will increase parking capacity and minimise surface damage/erosion/compaction, management, safety and maintenance operation issues.

Due to the topography of the site and limited drainage options, it is proposed that permeable paving is used to ensure that water runoff is addressed.

13 Soccer / Rugby pitch with sports lighting upgrade

Retain existing soccer/rugby sports field and relocate south, this will bring the main pitch closer to the new expanded and formalised carpark (17) and the new multi-sports stadium, which will include the new upgraded soccer clubrooms. It also allows for the pitch to be viewed from the new multi-sports stadium and formalised and expanded carpark (11). Upgrade lighting facilities to provide more effective and suitable lighting levels for after hour games.

14 Soccer pitch - Junior / Warm up with lighting

Retain existing junior/warm up pitch and relocate to northern area of sports fields to provide space for retention basin at southern end of field and to relocate the main soccer/rugby pitch to the south - see (13). Upgrade to include sports lighting to meet Australian standards. Main soccer/rugby pitch (14) to include lighting facing onto the junior/warm up

pitch from the south also. The upgrade of lighting facilities will provide more effective and suitable lighting levels for after hour games.

15 Player sports shelter and seating

The current soccer shelter and seating is of a poor condition and is need of improvement. The installation of new, larger sports shelter and seating will provide sufficient and higher quality facilities for players. New shelters and seating is to be included at the soccer/rugby pitch and also at the refurbished tennis and netball courts.

16 Shelter and seating

The current soccer area does not provide any refuge areas from the sun or rain. Provide a large shade shelter and seating area alongside the soccer pitch for game onlookers.

17 Detention/retention basin with surrounding sports fence

Due to the natural topography of site and the junior/warm up pitch (15) being bordered by banks on both its southern and western boundaries, it is proposed to include a retention basin at the southern end of the sporting fields. This will minimise flooding and

07 Master Plan

dampness of the sporting fields and will aid in addressing excess run off levels from new paved areas throughout the site.

18 Access stairs and disabled access ramp

Due to the natural topography of site there is a large level change between the main carparking area (17) and the rugby/soccer and warm up pitch (12,13). This main carpark will be highly utilised on game days and a disabled access ramp and stair set have been proposed to allow for easy and compliant access down to the sporting fields from the carpark.

19 Expanded and formalised carparking (177 spaces)

This option provides 177 sealed carparking spaces with pedestrian walkways and crossings that provide important and safe connections to the surrounding facilities. Upgrading the car park surface and marking out bays will increase parking capacity, improve traffic management and safety.

20 Bus stop and drop off bay

The inclusion of a drop off/pick up bay outside of the new proposed multi-use sport stadium will aid in improving the current traffic congestion issues at the Sports Centre. The

inclusion of a bus stop will encourage the use of public transport to the facility which will particularly aid with the reduction of traffic congestion on large game days.

21 Outdoor Tennis courts (x2) and outdoor Basketball court (x1)

Provide a large concrete open space with tennis court and basketball line markings in place of the existing Basketball and squash stadium to cater for overflow games during busy periods and to cater for informal trainings and games.

22 Open space shelter and BBQ area

Creation of an open space which includes natural shade and amenities including a shade shelter and BBQ. This area will compliment the new outdoor tennis and basketball court and will provide a community space that will allow for family picnics or after game gatherings.

23 Reduced, repaired and formalised carparking

Due to the current poor condition of the existing carparking outside of the basketball and squash centre and the plan to include a large number of new carparking spaces in a more central area within the site, it is proposed to remove some of the existing

carparking spaces, repair the asphalt surface and formalise the new parking. This carparking would mostly cater to users of the outdoor courts, BBQ area and men's shed.

24 Primary entrance - Riddoch Highway

Retain the Riddoch Highway entrance as the primary entrance into the site. The replacement and improvement of the existing signage will create a bolder entrance statement and indicate its new regional level scale. Improved signage and wayfinding from this entrance point and throughout the facility will improve the visitor experience and reduce traffic congestion and confusion.

25 Formalise and resurface men's shed carparking

Formalise and resurface men's shed carparking and include line-marking. This will increase parking capacity and minimise surface damage/erosion/compaction, management, safety and maintenance operation issues. It will also aid in providing effective parking for the relocated Anglers Club Room.

26 Expansion of the men's shed

Expand existing men's shed to provide a larger and more suitable space.

07 Master Plan

27 Community garden

Retain existing community garden.

28 Stadium seating, sports shelter and tent area

Include a walkway on either side of the tennis and netball courts and include stadium style seating on either side. This will provide the opportunities for visitors to watch games from a dedicated area, as currently there is no formal area to watch games from. The inclusion of a stadium seating area will allow for the Sports Centre to cater to larger regional level netball and/or tennis tournaments. The area can also include sponsorship tents or stalls on event days.

29 Refurbished Tennis courts (x10) / Netball courts (x4) with sports lighting and tennis hit up wall

Refurbish existing tennis and netball courts to provide safe and up-to-date facilities as the poor surface condition of the existing courts are hazardous to users. Provide line markings for x10 tennis courts and x4 netball courts, with the inclusion of lighting on the north western courts to allow for tennis and netball games to be played after daylight hours.

30 Future expansion area for additional x2 Tennis Courts

Identified area for the future expansion to the tennis courts. This area has been identified as it will have a small impact on surrounding vegetation and infrastructure.

31 New Park Terrace Entrance/Exit

The installation of a new entrance/exit road onto Park Terrace will improve traffic congestion and management throughout the site. The inclusion of this new access road will improve traffic flow through eliminating the bottlenecking of vehicles at the Riddoch Highway entrance way (24) .

It also provides improved pedestrian connections to Park Terrace.

32 New access road with parking (25 spaces) to Anglers Club and Multi-use sports stadium

New access road to provide access to the new multi-use sports stadium and relocated Anglers Club. A total of 25 parking spaces has been provided with the intention that this will mostly cater to the Anglers Club, with the multi-use sports stadium having a large number of parking spaces located at the northern end of the stadium.

33 Relocated Anglers Club

Due to the new multi-use sports stadium, the existing Anglers Club has been relocated slightly to the west. This new facility will include new universally accessible toilets, kitchen and clubroom and will include a fenced off outdoor area for events.

34 New nature play playground with shade shelter

A new playspace has been included to the east of the Anglers Club, which will provide for users of the tennis courts, multi-use sports stadium, Anglers Club and AFL oval. A shade shelter, seating and a bin has been included to cater to parents watching their children play.

35 New grass viewing area

A new grass viewing area has been included for viewing games which could be utilised by onlookers or provide a space for an events area on large game days.

07 Master Plan

36 Multi-use sports stadium

Install new large multi-use sports stadium including:

- x4 netball and basketball courts
- x5 Squash Courts
- Combined sports clubrooms (Basketball, netball, AFL and tennis)
- Program Pool
- Spectator seating
- Foyer
- Offices
- Canteen
- Function space
- Storage
- Universally accessible toilets
- Unisex changerooms
- Gym
- Demon inn bar

37 Football oval upgrade

Upgrade the AFL oval to a regional level facility as per the AFL preferred Facility Guidelines. Including the upgrading of the goal posts, lighting, and the installation of backstop netting and perimeter fencing to control access and the installation of a new interchange/umpires/officials box.

These upgrades, alongside the newly proposed clubrooms (36) will improve the facility and aid in bringing it up to a regional level, ultimately drawing a regional level of game to the Sports Centre.

38 Football scoreboard

Retain existing football scoreboard.

39 Secondary entrance - Park Terrace (football parking)

Retain and formalise existing Park Terrace entrance to allow for vehicular access to the parking area surrounding the AFL oval. This is popular with the community and aids in reducing traffic management issues throughout the remainder of the site by eliminating the AFL visitors from taking up parking spaces provided for other amenities.

07 Master Plan

3D Perspective View



07 Master Plan

3D Perspective View



08

Staging and Action Plan



08 Staging & Action Plan

Staging Plan

Staged Development Approach

A staged approach to the future development of the Sports Centre is recommended considering the practicalities of delivering new fit for purpose facilities in an orderly and timely fashion, and addressing those components considered to be the most urgent. As and when funding for a particular component is secured the next stage of development can commence. Core items/components identified in the project brief and through this Master Plan development process have been prioritised, alongside components that address identified key strategic considerations.

All these priority components are considered to be in line with the Guiding Principles established as part of the Master Plan process and will assist existing clubs and user groups to meet their critical needs and the core requirements of their members.

Other identified components of the Master Plan are also considered to be in line with the Master Plan's Guiding Principles. Whilst not considered to be a top priority development, these items will enhance the functionality and amenity of the Sports Centre and will support the onward development of individual clubs and user groups to achieve their goals.

Timeframes

An eight year period has been applied for the development of the Naracoorte Regional Sports Centre. Therefore, the construction of the project has been broken down into three distinct Timeframe periods:

- Stage One - 1-3 years
- Stage Two - 4-6 years
- Stage Three - 7-8 years

Each of the items that are to be included in the Final Master Plan have been prioritised into either Stage one, two or three. These items have been identified on the plan on the following page.

These timeframes are indicative and are subject to the level of funding received, ideally the project would be developed in one stage, as this would provide proficiencies in construction.

08 Staging & Action Plan

Staging Plan

Stage One (1-3 Years)

- Refurbished Tennis courts (x10) / Netball courts (x4) with sports lighting and tennis hit up wall
- Redevelop and expand soccer clubrooms

Stage Two (4-6 Years)

- Multi-use sports Complex building including all interior activities
- Relocate Anglers Club
- Carparking at multi-use sports complex and Anglers Club
- New Park Terrace entrance and access road

Stage Three (7-8 Years)

- Remainder of works



08 Staging & Action Plan

Action Plan

Cost Range

Low = < \$500,000

Medium = \$500,000 to \$1m

High = \$1m+

Actions	Timeframes	Partners	Cost Range
A1: Seek funding for the detailed design and construction of the Naracoorte Regional Sports Centre (NRSC) Stage 1.	Year 1	Naracoorte Sports Centre, Council, Funding Bodies	Low
A2: Conduct a site survey (services, terrain etc.), order of cost estimate, vegetation assessment, traffic management plan, additional site investigations and detail designs of the NRSC.	Year 2	Naracoorte Sports Centre, Council, Consultants, Architect	Low
A3: Construct Stage 1.	Year 3	Naracoorte Sports Centre, Council, Architect, Consultants, Builders, Landscape/Civil, Contractors	Medium
A4: Seek funding for the detailed design and construction of the NRSC Stage 2.	Year 4	Naracoorte Sports Centre, Council, Funding Bodies	Low
A5: Establish a management/governance structure through working collaboratively with the Naracoorte Sports Centre, peak bodies, Naracoorte Lucindale Council, relevant government agencies (ORSR) and service groups.	Year 5	Naracoorte Sports Centre, Council, Peak bodies, Office for Recreation & Sport, Service groups	Low
A6: Construct Stage 2 Naracoorte Regional Sports Centre	Year 6	Council, Architect, Consultants, Builders, Landscape/Civil Contractors	High
A7: Seek funding for the detailed design and construction of the NRSC Stage 3.	Year 7	Naracoorte Sports Centre, Council, Funding Bodies	Low
A8: Construct Stage 3	Year 8	Naracoorte Sports Centre, Council, Architect, Consultants, Builders, Landscape/Civil Contractors	Medium

09

Management



09 Management

Management

In relation to the governance and management models of public sport and leisure facilities such as the shared-use facility (clubrooms/ changerooms) proposed there are three common management structures.

- **Direct Management** where the local government retains total control and accountability for the operation of its facility through directly employed staff.
- **Indirect Management** where the operation of the facility is placed at 'arms lengths' from the local government, while retaining effective control through the terms of its membership of a 'body corporate' formed to manage the facility.
- **Independent Management** where the local government leases the facility to a private operator or independent organisation (usually with conditions for access, user charges etc.).

The table on the following page presents an overview of the options available to Council and also an analysis of these options.

DIRECT MANAGEMENT 'IN HOUSE'	INDIRECT MANAGEMENT 'ARM'S LENGTH'	INDEPENDENT MANAGEMENT 'OUTSIDE'
A. Managed and operated directly by Council employees	D. Managed by an incorporated association (or a Company Limited by Guarantee) comprising representatives of Council and user groups	G. Managed by private (commercial) individual or organisation through a lease
B. Managed by a Committee under the Local Government Act using employees	E. Managed in partnership with Council via an incorporated association (or a Company Limited by Guarantee) comprising representatives of Council and specialist management agency	H. Managed by single or composite user group (sporting or community organisation) through a lease
C. Managed by a Committee under Local Government Act using contract labour and support services	F. Managed by specialist management agency which has a management services agreement with Council	I. Managed by a specialist management agency through a lease

There are a number of options for the Council to consider in the future management of the facility:

- The new facility can be directly managed by Council Staff.
- The new facility may be placed at 'arms length' through Indirect Management under a management agreement arrangement with an organisation e.g. a specialist management group.
- The new facility may be leased to an organisation (Independent Management) such as a sports club or similar.

The table on the following page presents benefits and constraints associated with each management option.

09 Management

MANAGEMENT OPTION	BENEFITS	CONSTRAINTS
Direct Management	<ul style="list-style-type: none"> • The facility owner has complete control over centre operations • Most suitable option if there is a need to provide social services/ programs that may need financial support 	<ul style="list-style-type: none"> • Recreation administrators and program staff often work evenings and weekends. Overtime and penalty rates set by awards can result in higher staffing costs. These increases may be avoidable where alternative management structures are used • Where only a few staff are employed at the facility, the owner may need to provide administrative support for the centre manager (banking, financial reports, assistance with taking bookings and key collection, secretarial, IT and mail services)
Indirect Management	<ul style="list-style-type: none"> • The owner has less administrative responsibility • Management 'freed up' to operate independently of the owner organisation. This may present opportunities to improve operational efficiency and adopt a more commercial approach • The contract can be structured so as to increase the reliability of the centre's operating budget • Where financial performance falls short of budget projections the contractor would normally be liable for the loss. Where an operational surplus is realised, the contractor normally retains the excess, or it may be reserved for capital purchases or improvements • Financial incentives are often built into the contract to encourage the operator to succeed 	<ul style="list-style-type: none"> • Owner has minimal control over day to- day operations • Potential for reduced social benefit - contractor may only offer profitable programs and competitions and may disregard the social needs of the broader community • Facility owner is usually required to pay a management fee to the contractor
Independent Management	<ul style="list-style-type: none"> • The owner has no day-to-day administrative responsibility • The owner has minimal financial risk • Lessee may invest funds in the facility if they have sufficient tenure to generate an acceptable return on their investment 	<ul style="list-style-type: none"> • Difficult to lease a centre that projects an operating deficit • The degree of control that the facility owner has over centre operations is limited by the way the lease agreement is structured • Broader community benefits sought by the facility owner must be specified in the lease agreement • The Lessee retains operational profits • Difficult for either party to withdraw from or change the terms of the lease without the consent of both parties

09 Management

In terms of their ability to satisfy the objectives held by most Councils, each of the three broad options outlined in the previous table have both advantages and disadvantages.

These are further summarised in the table on this page, which illustrates the capacity of each option to meet prime council objectives of financial efficiency, access to the whole community and stewardship of facilities.

In general terms, facilities operated directly by Councils tend to be hampered in their operating performance by local government regulations and practices and inappropriate financial, staffing and reporting systems. They can also be susceptible to the influence of dominant user groups and local political pressures.

Facilities leased to private operators or independent community groups are often not properly maintained. The financial objectives of the operator are often in conflict with Council's aims for access, equity and facility stewardship. Whereas an 'Indirect Management' structure tends to allow all Council objectives to be achieved to a satisfactory level.

COUNCIL OBJECTIVES	DIRECT MANAGEMENT (CONTROLLED BY COUNCIL)	INDIRECT MANAGEMENT (UNDER AUSPICES OF COUNCIL)	INDEPENDENT MANAGEMENT (CONTROLLED EXTERNALLY)
Reduce or eliminate deficit funding	DIFFICULT <ul style="list-style-type: none"> Limited sense of competition and accountability Slow to exploit opportunities Politically vulnerable Inflexible industrial arrangements 	ACHIEVABLE <ul style="list-style-type: none"> Body corporate is nimble and independently accountable Flexible industrial arrangements Staff encouraged to become entrepreneurial by way of incentives Management agency can provide specialist experience 	EASIER <ul style="list-style-type: none"> Lessee operators able to make economies on labour, goods and services Limited political considerations when setting fees, timetables
Maintain a significant degree of control	EASIER <ul style="list-style-type: none"> Management by Council Staff Regular reports to Council Elected Members have opportunities for ongoing input 	ACHIEVABLE <ul style="list-style-type: none"> Qualified lease/license to body corporate gives Council ultimate control Council is significant partner in the body corporate Regular reports to Council re use, fees, finance and administration 	DIFFICULT <ul style="list-style-type: none"> Control usually via mid to long term lease with no provision for change in local circumstances Usually no opportunity for Council to participate in management
Keep assets in good repair (building and equipment)	EASIER <ul style="list-style-type: none"> Maintained by Council Staff to Council standards and budget provisions Prompt response and care by Council's own maintenance staff 	ACHIEVABLE <ul style="list-style-type: none"> Formal commitment built into management agreement for maintenance and refurbishment Monitored by Council through its partnership in the body corporate 	DIFFICULT <ul style="list-style-type: none"> Financial objective (profit or providing funds for other ventures) often causes conflict in decision making related to appropriate maintenance of buildings and equipment
Gain optimum use and flexibility (multi-use)	ACHIEVABLE <ul style="list-style-type: none"> Vocal minority groups may be allowed to dominate peak times Most use by hire only (little or no promotion of regular weekly activities) 	ACHIEVABLE <ul style="list-style-type: none"> No one sport favoured Direct promotion of regular activities (not just hire) Incentive to replace failing programs as soon as possible Management agency can apply specialist experience 	DIFFICULT <ul style="list-style-type: none"> One sport often favoured Usually focus on 'cash cow' activities Membership restrictions often apply

10

Funding Opportunities



10 Funding Opportunities

Funding Opportunities

Funding Opportunities

Ideally, enhancements to sporting, recreation and community facilities can be funded (at least in part) through revenue streams associated with the facility and user groups. In addition, a variety of external funding sources are available for the implementation of such initiatives. These programs change regularly, and it is important to contact the funding agency/organisation to get up to date details on guidelines and project eligibility.

This section provides examples of current, or recent, funding streams which may be applicable to implementation of this Master Plan.

Australian Government

Sport Australia

Sport Australia provides opportunities for individuals and organisations to receive funding through the Australian Government.

Refer https://www.sportaus.gov.au/grants_and_funding

Play for Purpose

Play For Purpose is an innovative fundraising solution, that rewards both clubs and supporters alike!

This world-first fundraising raffle is free for clubs to participate in and will give clubs access to large prize pools and a powerful e-commerce technology, with no financial risk.

Benefits for sporting clubs include:

- 100% free to fundraise, with zero financial risk
- Reduced time and cost of running a traditional raffle
- Access to larger, and more exciting prize offerings
- Leverage world-class technology and powerful back-end system
- Fundraise all year around via regular raffles
- Build, collect and maintain supporter database, allowing for a sustainable source of fundraising revenue

- Benefit from a high % return with a minimum of 50% from every ticket sale supporting charitable sporting projects

Community Sport Infrastructure

Supporting small to medium scale projects up to \$500,000 to improve local community sport infrastructure which will support greater community participation in sport and physical activity and/or offer safer and more inclusive community sporting hubs.

Applications are now closed however you can stay up to date on any potential future grant rounds via Sport Australia's website (see above).

10 Funding Opportunities

Department of Infrastructure, Regional Development and Cities

Regional Growth Fund

The Regional Growth Fund will provide grants of \$10 million or more for major transformational projects which support long-term economic growth and create jobs in regions, including those undergoing structural adjustment.

Selection of projects will be undertaken in two stages. Stage One required the submission of an Initial Application for competitive assessment. Stage Two is for the submission of a Full Business Case.

Applications are now closed however you can stay up to date on any potential future grant rounds via this website <https://www.regional.gov.au/regional/programs/regional-growth-fund.aspx>

South Australian Government

GRANTassist

GRANTassist is the South Australian Government's interactive website hosting information on government grants and assistance.

Refer <http://www.grantassist.sa.gov.au/>

Office for Recreation, Sport & Racing (ORSR)

Community Recreation and Sport Facilities Program

Helps eligible organisations to establish or improve sport and active recreation facilities that meet the needs of the community in South Australia.

Budget - 2019/20: \$4,350,000

Organisations can apply for Minor Facility Developments (\$25,000 - \$200,000), or Major Facility Development (\$200,000 - \$1M). Funding is available at a dollar for dollar basis (up to 50%). Recreational trail projects may apply for up to 75%.

Through this program funding is available to assist organisations:

- Construct or upgrade an active recreation and sport facility or multi-use sports hub.
- Upgrade of an aquatic facility.
- Modifications to ensure that an existing facility meets environmental and Occupational Health and Safety regulations.

- Major upgrades to playing surfaces such as court resurfacing, installation of playing field irrigation systems/drainage systems.
- Installation of floodlighting.
- Construction/development of trails (walking, horse, bike, water-based).
- Water and energy saving initiatives including water harvesting, installation of new or upgrades to existing irrigation infrastructure, connection to existing water infrastructure (e.g. Glenelg Adelaide Pipeline), more efficient lighting, installation of solar panels and other innovative smart technologies.

Sport and Recreation Development and Inclusion Program

Provides assistance to eligible organisations to develop and implement projects that will grow the sport or activity, improve services and/or address barriers to inclusion.

Projects are to be delivered on a state-wide or regional basis, unless a local inclusion need is being addressed. Projects focusing on the needs of greater metropolitan and regional areas are encouraged.

Applicants can be funded up to \$100,000 each year for up to 2 years.

10 Funding Opportunities

Office for Recreation, Sport & Racing (ORSR)

Active Club Program

Provides assistance to active recreation and sport clubs with minor facilities, and programs and equipment.

Budget - 2019/20: \$3,150,000

Organisations can apply for facility upgrade requests (up to \$25,000) or programs and equipment (up to and including \$5,000).

Grassroots Football, Cricket and Netball Facility Program

The Grassroots Football, Cricket, and Netball Facility Program is aimed at increasing participation and improving gender equity in Australian Rules Football, Cricket and Netball to support healthier, happier, and safer communities.

The program will assist eligible organisations to develop core infrastructure that directly impacts participation through rational development of good quality, well designed and utilised facilities.

The budget for Round 2 of the program is \$6 million.

Eligible applicants may apply under the following categories:

Standard development - Dollar for dollar funding from \$25,000 up to \$500,000 (50%).

Major development - Projects valued over \$1.5 million may apply for a third of the project up to \$1,000,000. (i.e. a Council undertaking a large new facility; If the total project value is \$3 million, then \$1 million can be applied for)

Department of Planning, Transport & Infrastructure Open Space and Places for People Programs

The purpose of the grant programs is to support the development and improvement of quality public open space and to revitalise public spaces that are important to the social, cultural and economic life of their communities or region.

The objectives of the Open Space Program are to:

- Assist in the conservation, enhancement and enjoyment of natural and cultural regional open spaces to help communities better utilise existing green spaces.
- Promote unstructured recreation opportunities compatible with the surrounding environment.

The objectives of the Places for People Program are to:

- Increase the useability and function of the public realm through innovative and creative design outcomes.
- Create or revitalise public spaces that are important to the social, cultural and economic life of their communities.

Applications can only be made by local government or from organisations representing out of council areas. Councils may submit multiple applications per funding round for both Open Space and Places for People projects.

10 Funding Opportunities

Local Government

As the largest provider of sport and recreation facilities, local governments make significant investments into facilities, programs and services. Where funding objectives align with Council's objectives, funding is often distributed to community organisations to support the development of successful sport, recreation and community facilities in their local area. This may be through a capital works program, grant or loan (sometimes low interest). There is also a provision within the Local Government Act to raise a levy to fund specific projects.

Other Potential Funding Bodies

Club One

Club One (SA) Limited makes sponsorships available to community clubs and associations on a regular basis.

Refer www.clubone.net.au

Australian Sports Foundation

Fundraising4Sport –raises funds through tax deductible donations for organisations and athletes around Australia. Fundraising4Sport also allowing access to a Community Fundraising platform.

Giving4Grassroots™ – A national small grants program that funds initiatives aimed at increasing participation in grassroots and community sport throughout Australia.

Refer www.asf.org.au

Trusts and Foundations

There are numerous trusts and foundations established in Australia with a number providing funding for sport and recreation projects. Often, they are established by large corporations.

Refer www.philanthropy.org.au

Commercial and Private Sector Funding

Commercial and private sector funding is often used by sporting and community organisations to assist with facility developments and ongoing operations. Opportunities such as facility naming rights and in-kind donations are a potential resource for new facility developments and upgrades.

10 Funding Opportunities

Peak Bodies, Associations and Clubs

Club and association contributions toward facility development and other initiatives is common. This may include funds generated through fundraising, loans and savings. Peak bodies and associations may also have funds which could be contributed towards the projects.

11

Appendices



11 Appendices

Appendix One

Facility Reference Guidelines

Please find attached on the following pages.

Court Space and Facility Requirements

Basketball SA estimates that approximately 4% of Adelaide's 1.25 million people play basketball on a weekly basis – this equates to around 45,000.

Based on a study commissioned in 2012 which identified that one basketball court caters for between 300–500 players per annum, Adelaide needs a minimum of 124 courts to meet existing basketball demand. Taking into account the existing basketball and multi-use facilities in the metropolitan area (and excluding school courts that cater to basketball as a secondary activity) there are currently 69.

Based on these calculations, there is an existing minimum shortage of 55 courts.

If the indoor requirements of other sports are also factored into this analysis, it can be seen that there is a critical shortage of court space and facilities in general. This basic analysis strongly supports the case to plan and construct more regional level facilities.

As well as the amount of courts estimated as a number, consideration must also be given to the spread and locations of infrastructure, its design, structure and layout, and the management models and operational methods employed.

Basketball SA has identified the core elements needed to provide viable facilities that meet the requirements of participants.

It has recognised these key criteria as...

- Generally a minimum of 3 courts (excluding smaller country locations)
- Designs providing potential for expansion
- Sprung wooden floors
- Building, court and amenity areas that meet state and national standards
- Amenities areas including – office/s, meeting room, canteen, bar, storage, reception, referee room, first aid

Along with the planning conducted for regional and country areas of the State, considerable strategic work has been undertaken for metropolitan Adelaide and surrounds.

Of note is the Facilities Management and Needs Analysis Strategy which was prepared in 2012.

This document forms the basis for Basketball SA's strategic approach to basketball infrastructure to 2030. It provides a clear strategic direction and a 20 year plan in relation to facilities management and a framework to direct future investment into basketball infrastructure.

Adelaide needs a minimum of 124 courts to cater for existing basketball demand. It currently has 59. ... there is a critical shortage of court space and facilities

4.2.1 Competition Level Definitions

The various competition levels as they relate to facility needs are as follows:

Level A: International: Representative level hockey at the highest level likely to have large spectator numbers and potential for television (water base only)

Level B: National: Representative level hockey at the national level, likely to have fewer spectator numbers but still high level competition (water base only)

Level C: Regional: Competitions that accommodate the best the local competition has to offer. Attracts moderate to large spectator numbers but does not attract television coverage (water or hybrid)

Level D: Premier Level: Club and country association competitions that accommodate a variety of competition standards both competitive and social (any synthetic surface)

Level E: Lower Domestic Level: Senior competitions where amenity provision is not as critical (synthetic turf or grass field based)

Level F: Junior and School Base: hockey programs and competitions where participation is the key and lack of facilities may hinder but not prevent (grass field based)

Proposed Facility Matrix

Facility Component	Level A International	Level B National	Level C Regional	Level D Premier Level Association/Club	Level E Lower Level Domestic Competition	Level F Junior and School Competitions
Surface type	Wet surface class A preferably two adjacent similar surfaces	Wet surface Class A preferably two similar surfaces	1 synthetic surface per 300 members. Wet or hybrid. Grass pitches as required.	1 synthetic surface per 300 members. Hybrid or sand. Grass pitches as required.	1 synthetic surface per 300 members. Hybrid or sand. Grass pitches as required.	Grass pitches as required
Lighting¹³	1500 – 3000 lux (suitable to be televised) Over 500 lux (non televised)	Over 500 lux 1500 – 3000 lux (suitable to be televised)	Over 500 lux	Over 500 lux Over 250 lux for training	Over 250 lux for competition and training	Not required
Scoreboard	Electronic and time clock	Electronic and time clock	Electronic and time clock	Electronic and time clock	Manual	N/A
Video/PA system	Permanent PA system Provision for replay screen	Permanent PA system	Yes - temporary	Yes - temporary	N/A	N/A
Media/IT facility	Media IT facilities and seating	Media seating	Media seating	N/A	N/A	N/A
Administration amenities	2 undercover team dug-outs Undercover technical bench. First aid and drug testing room Official's meeting room	2 undercover team dug-outs Undercover technical bench. First aid and drug testing room Official's meeting room	2 undercover team dug-outs Undercover technical bench. First aid room Administration office	2 undercover team dug-outs Undercover technical bench. First aid room	2 team dug-outs Technical bench	N/A

¹³ FIH Guide to the Artificial Lighting of Hockey Pitches – 6th edition

Facility Component	Level A International	Level B National	Level C Regional	Level D Premier Level Association/Club	Level E Lower level domestic competition	Level F Junior and school competitions
Spectator seating	500 spectator seats undercover plus provision for temporary seating	300 spectator seats undercover	Undercover viewing areas	Undercover viewing areas	Viewing areas	N/A
Change rooms	2 per pitch	2 per pitch	2 per location	2 per location	2 per location	N/A
Players showers	4 in each changeroom	4 in each changeroom	3 in each changeroom	2 in each changeroom	Available on-site	N/A
Players toilets	3 in each changeroom	3 in each changeroom	2 in each changeroom	2 in each changeroom	Available on-site	Available on-site
Public toilets	Yes separate from players	Yes separate from players	Yes separate from players	Yes separate from players	Yes	Yes
Clubrooms	Meeting and function rooms	Meeting and function rooms	Meeting and function rooms	Meeting and function rooms	Clubhouse	N/A
Kiosk/canteen	Licensed bar and canteen	Licensed bar and canteen	Licensed bar and canteen	Canteen	Canteen	N/A
Car parking	Spectator and team parking	Spectator and team parking	Spectator and team parking	General parking	General parking	General parking
Storage	Designated room	Designated room	Storage space	Storage space	Access to storage	N/A

1. INTRODUCTION

1.3 Community Facility Hierarchy Model

Classifying facilities is important when assessing provision against proposed facility use. Classification provides direction for the development of new facilities and/or those being considered for upgrade and ensures facility provision is fit for purpose. The following table provides an overview of the AFL Community Facility Hierarchy.

Hierarchy Level and Facility Purpose	
State	
	<p>State level facilities contribute 3% of venues nationally and primarily service State leagues and elite underage competitions and are seen as second tier competition facilities. These facilities are also used for competition finals as they are maintained to a showcase level, offering higher standard of amenities with perimeter fencing and the capacity to cater for larger crowds.</p>
Regional	
	<p>Regional facilities contribute around 5% of venues nationally and service a collection of suburbs, townships or geographic areas within a municipality (or across municipal borders) and often cater for more than one code or activity. These facilities ideally have perimeter fencing to restrict vehicle and pedestrian access, amenities with capacity to host finals and representative games and have oval surface quality maintained to a high standard.</p>
Local	
	<p>76% of all community venues fall within this category or classification. Local facilities are designed to cater for local level competition within individual suburbs, townships, or municipalities and are usually also the 'home' of a seasonal club. Facilities and playing surfaces are provided to home and away competition standard only. However, local leagues should aspire to get local facilities used for finals to regional level standards.</p>
Remote	
	<p>Like local level facilities, remote grounds cater for local level competition held in remote communities and provide 1% of all venues. Provision at these grounds is generally a dirt playing field with no or limited player, official or spectator amenities. At times, investment has been made at these venues to provide lighting to a level that supports night competition structures. Provision of night competition lighting addresses player welfare concerns in warmer climates.</p>
Junior / School	
	<p>Junior / school venues contribute 15% of venues nationally and are used for the introductory forms of Australian Football such as Auskick, junior or school competitions and act as overflow training venues. Generally facility provision expectations are limited to oval size and condition and access outcomes are generally driven by individual negotiations with individual schools.</p>

2. PLAYING FIELDS

2.5 Quick Guide to Preferred Provision

The following table shows the **preferred minimum standard guidelines** for the provision of playing field facilities for State, Regional and Local state level facilities.

All facilities are considered **core components** unless identified otherwise.

Playing Field Facilities	Recommended		
	State	Regional	Local
Coaches Boxes (x2)	Elevated above interchange bench	Forms part of interchange bench	Forms part of interchange bench
Interchange Benches (x2)	6m long x 1.2m wide (seat 10 people)	4.8m long x 1.2m wide (seat 8 people)	4.8m long x 1.2m wide (seat 8 people)
Goal and Point Posts	Goal Posts: 12m out of ground Point Posts: 8m out of ground	Goal Posts: 10m out of ground Point Posts: 6.5m out of ground	Goal Posts: 10m out of ground Point Posts: 6.5m out of ground
Interchange / Umpires / Officials Box	6m long x 1.2m wide (seat 10 people)	1.8m long x 1.2m wide (seat 3 people)	1.8m long x 1.2m wide (seat 3 people)
Playing Field Marking	Yes	Yes	Yes
Playing Field Size	<p>Preferred size: is 165m x 135m in order to optimise the potential range of use for training and competition activities, however playing fields can range in size depending on the number of players per team and the age and ability of players:</p> <p>Length: between 130 m and 185 m</p> <p>Width: between 110 m and 155 m.</p>		
Boundary run-off area	5m minimum	4m minimum	3m minimum
Playing Field Condition / Maintenance	Yes	Yes	Yes
Scoreboard	Yes	Yes	Yes

3. LIGHTING

3.3 Quick Guide to Preferred Provision

AUSTRALIAN STANDARD (AS2560.2.3 – LIGHTING FOR FOOTBALL (ALL CODES))

The following table provides an overview of the Australian Standard for minimum lighting requirements for football.

Level of Play	Typical Activity	Maintained Average Horizontal Illuminance (lux)	Minimum Horizontal Uniformities		Maximum Glare Rating
			(U1)	(U2)	
Recreational Level					
Touch and Tag	Touch and tag football	50	0.3	N/A	N/A
Amateur Level (Local, Remote, Junior, School Venues)					
Ball and Physical Training	May be suitable for training at local club level. ¹	50	0.3	N/A	N/A
Club Competition and Match Practice	Minimum requirement suitable for competition at local club level. Provides minimal viewing distances for spectators. ²	100	0.5	0.3	50
Semi Professional Level (Regional Venues)					
Match Practice	Suitable for training at a semi-professional level.	100	0.5	0.3	50
Competition	Minimum suitable for competition at a semi professional level.	200	0.6	0.4	50
Professional Level (State League and AFL)					
The needs of AFL / AFLW and second tier competitions can alter based on competition regulations, broadcast needs and local environments. Venue owners wishing to conduct games at these levels should consult closely with their AFL State body or relevant competition governing body to ensure lighting design and levels meet all stakeholder requirements.					

Source: *Lighting Criteria (Standards Australia, Sports lighting Part 2.3: Specific applications – Lighting for football (all codes))*

Note 1: According to AS25260.2.3 footnote e; Ball and Physical Training is considered to differ from match practice in that ball and physical training is more controlled, involves fewer participants (typically two to four) and the paths of the participants and that of any ball used are more predictable than in a match-practice environment.

Note 2: If a club, league or council is looking to develop a night football venue, a minimum of 150 lux is recommended to ensure contemporary spectator viewing expectations are met. It is recommended that Clubs and Councils inspect recent lighting installations to increase their understanding of the strengths and limitations of differing lighting levels.

4. PAVILIONS & CHANGE FACILITIES

4.6 Quick Guide to Preferred Provision

The following table shows the preferred minimum standard guidelines for the provision of main pavilion facilities for State, Regional and Local level facilities at single playing field venues. While these areas set the minimum levels, exceeding these guidelines to meet a range of other uses and users may be a consideration for project partners.

Multiple playing fields may require additional amenities to cater for concurrent use. All facilities are considered **core components** unless identified otherwise.

Playing Field Facilities	Preferred Minimum Sizes (m ²)		
	State	Regional	Local
Player Amenities (toilet/showers)	35m ² x 2*	25m ² x 2*	25m ² x 2*
Number of showers	5 x showers per amenity	4 x showers per amenity	3 x showers per amenity
Number of pan toilets	5 x toilets per amenity	4 x toilets per amenity	3 x toilets per amenity
Player Change Rooms	2* x 75m ² -90m ²	2* x 55m ² -75m ²	2* x 45m ² -55m ²
Doctors Room	15m ²	10m ² <i>Optional</i>	10m ² <i>Optional</i>
Massage / Strapping Room	2 x 20m ²	2 x 15m ²	2 x 10m ² <i>Optional</i>
External covered viewing area	150m ²	75m ²	50m ²
Gymnasium / Fitness Room	40m ² -50m ²	25m ² -30m ² <i>Optional</i>	20m ² -25m ² <i>Optional</i>
Kitchen & Kiosk	40m ²	30m ²	20m ²
First Aid / Medical Room (Public Access)	15m ²	15m ² <i>Optional</i>	15m ² <i>Optional</i>
Office / Administration / Meeting	25m ²	20m ²	15m ²
Public Toilets	Male 20m ² Female 20m ² Accessible 5m ² (or can be gender neutral to size specified)	Male 15m ² Female 15m ² Accessible 5m ² (or can be gender neutral to size specified)	Male 10m ² Female 10m ² Accessible 5m ² (or can be gender neutral to size specified)
Storage (internal and external)	25m ² +	20m ² +	20m ²
Social / Community Room	200m ²	150m ²	100m ²
Third umpire / match referee / venue management room	15m ²	10m ² <i>Optional</i>	10m ² <i>Optional</i>
Timekeeping / Scorers Box	15m ²	10m ²	10m ²
Umpires Rooms (including toilet and showers)	30m ² -40m ²	30m ² -40m ²	20m ² -25m ²
Utility / Cleaners Room	5m ² +	5m ² +	5m ² +

* **Note:** Individual sites that cater for higher level competition and/or back-to-back schedules may consider the provision of additional player change rooms and amenity areas.

5. ADDITIONAL FACILITIES

5.2 Quick Guide to Preferred Provision

The following table shows the preferred minimum standard guidelines for the provision of additional facilities for State, Regional and Local level facilities.

All facilities are considered **core components** unless identified otherwise.

Additional Facilities	Recommended Provision		
	State	Regional	Local
Car parking	No specific standards (150-180 desired)	No specific standards (120-150 desired)	No specific standards (80-120 desired)
Clock	Yes	<i>Optional</i>	<i>Optional</i>
Oval Fencing	No specific standards	No specific standards	No specific standards <i>Optional</i>
Public address system	No specific standards	No specific standards <i>Optional</i>	No specific standards <i>Optional</i>
Reserve Fencing	No specific standards	No specific standards <i>Optional</i>	No specific standards <i>Optional</i>
Siren	Yes	Yes	Yes
Spectator Seating / Grandstand	No specific standards <i>Optional</i>	No specific standards <i>Optional</i>	No specific standards <i>Optional</i>

Cricket pitch covering

Synthetic cricket pitches need to be covered during football season to protect both the cricket pitch surface and for the safety of players. Two options are recommended for synthetic cricket pitch covering: Synthetic pitch covers and covering with soil.

Covering with soil can in some instances create an uneven or raised surface surrounding the pitch, which can result in unpredictable deviation of the ball once in play or a water pooling effect in the event of wet weather.

Synthetic covers provide an alternative to using soil and in most instances can provide a more level playing field. It is important that synthetic covers meet AFL/CA approved synthetic turf product performance and testing standards. *Refer section 2.2 Synthetic Turf for technical details.*

Consideration of line marking centre circles adjacent to covered synthetic or turf wicket areas should be considered where practical or where surface condition may impact play.

FACILITY HIERARCHY

The number of courts in a given centre typically ranges from one business buildings and small centres to twelve in some of Australia's largest squash facilities. The number of courts required in a given community will depend on a great range of factors including (but not limited to) the current level of squash activity occurring in a region; the geographic spread of facilities; population trends and demographics; available resources; the level of demand on nearby facilities; and the sport's local profile. For indicative purposes only, this document provides reference to a Local, Metropolitan and State Level Facilities.

Local Facilities Page 10

Local Facilities have 1-3 courts and are typically found in regional areas and attached to other sports hubs and gyms

Metropolitan Facilities have 4-6 courts and can be found in larger regional areas, most LGA's across a number of States

Metropolitan Facilities Page 12

State Facilities Page 14

State Facilities have 7-12 courts. There is typically 1-2 of these types of facilities in the larger states. The facilities are usually stand alone or part of a larger sports facility.

To access specific State level squash participation data please contact Squash Australia for further information from the Australian Sports Commission's Ausplay Survey.

LOCAL LEVEL FACILITY

1-3 Courts

Local facilities may be stand alone or as part of a larger multi-sport complex and revenue streams and business models will depend on the set up of the overall facility. Typically a local facility will support local and district tournaments and competitions and function as a base for junior development and introductory programmes such as OzSquash and Hits & Giggles.

The below information is provided for a three-court facility for the purpose of a broad overview.

- Slightly below the average sized Australian facility (estimated 3.5 courts)
- Great for adding variety of activity and diversifying revenue streams to multi-purpose facilities: places of business, gyms and fitness centres etc
- Capable of hosting small tournaments
- Indicative club membership size: 90 regular players
- Requires a footprint of approximately 450m², including common area and amenities

CASE STUDY 1: LOCAL FACILITY: COLEAMBALLY SQUASH CLUB, NSW

Coleambally is a farming town in the Riverina with a population of 660 - and a whopping 10% of the town are members of the squash club.

Coleambally Squash operates out of a two-court facility located in the town's sporting precinct. The club runs two weekly competitions as well as inter-town social days and opens the facility to the local school and community groups as they are able. The facility was built in 1979 on Council land by the Coleambally Apex Club and then handed over to the community. The club and facility are all maintained and run by volunteers.

The club generates a modest income from \$5 memberships and \$7.50 game fees, a bar fridge based on the honesty system, and selling

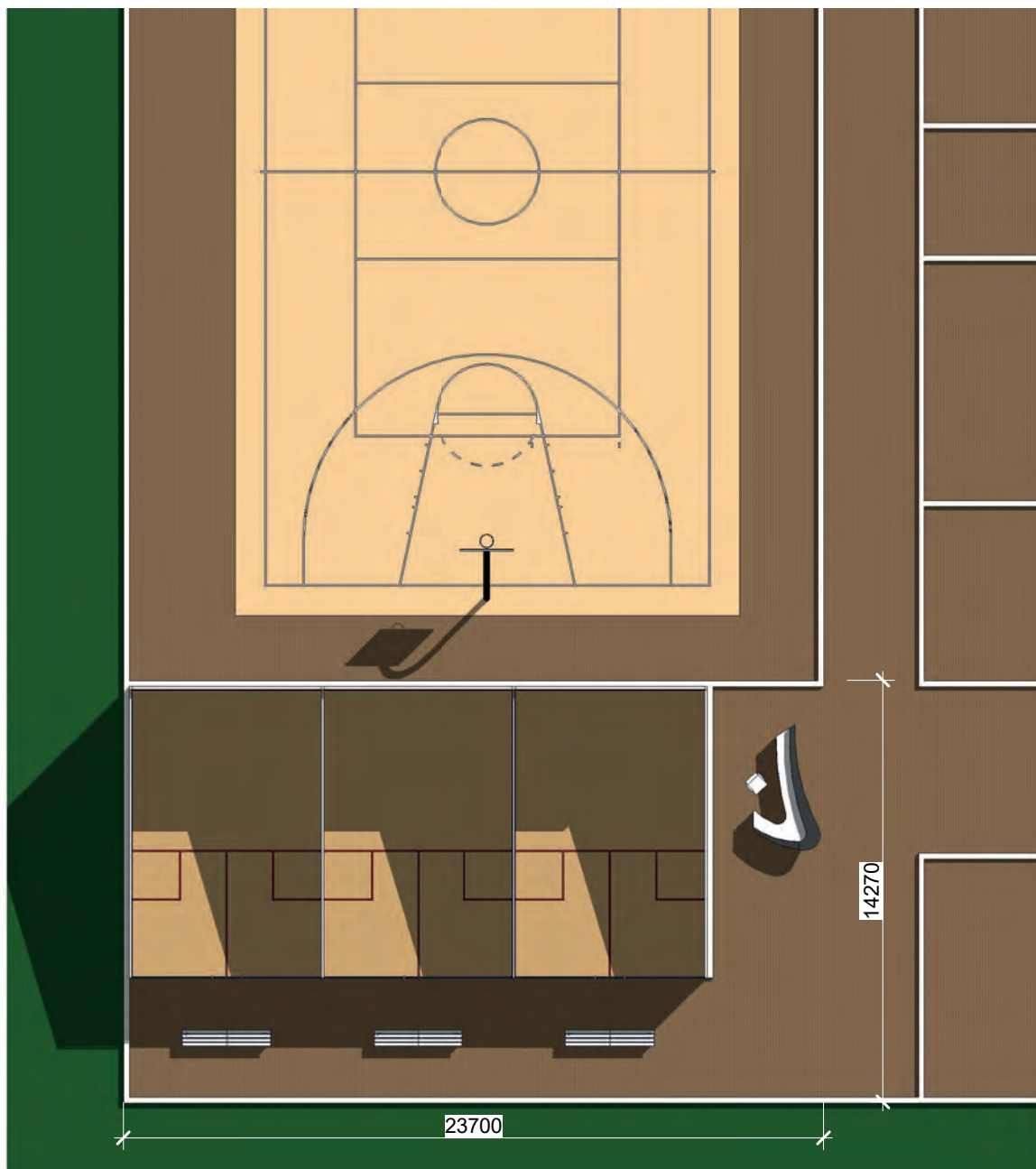
wholesale-purchased racquets and shoes for minimal profit. The club's policy is to ensure costs are kept to a minimum for the community and all possible efforts are made to make the facility and its competitions accessible to everyone.

Inter-town social days consist of singles and doubles competitions followed by a barbecue, although an awards ceremony may soon be in the mix amidst talk of introducing the first ever trophy.

The club is currently lobbying council to help it expand its footprint and community impact by introducing moveable walls and attaching a community gym.

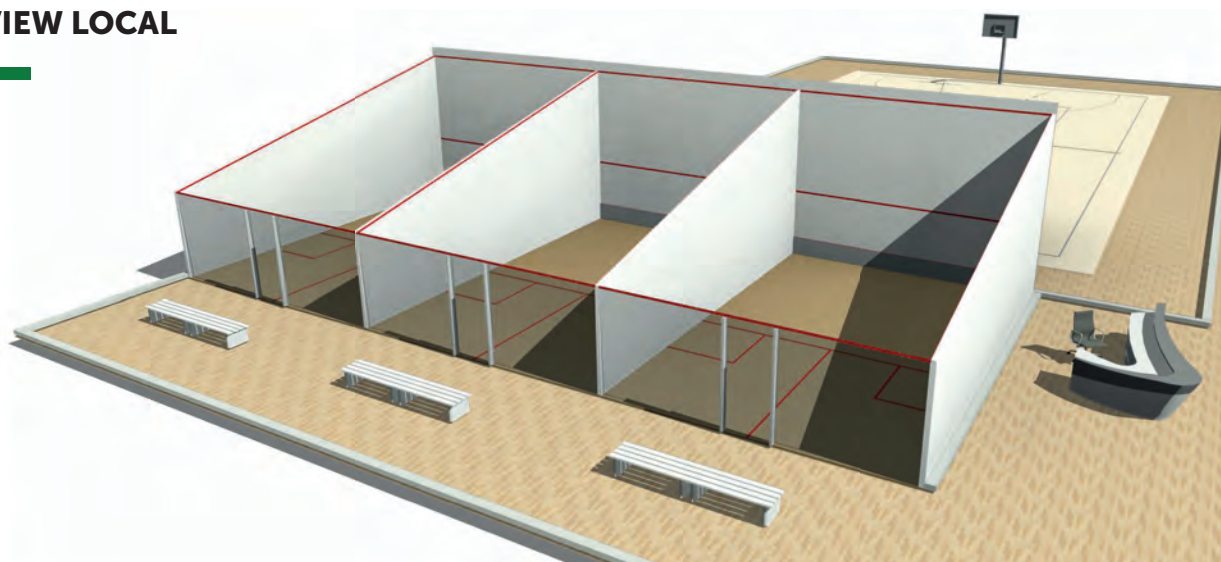


PLAN LOCAL LEVEL FACILITY



Scale 1:200

3D-VIEW LOCAL



METROPOLITAN LEVEL FACILITY

4-6 Courts

Metropolitan facilities may be stand alone or as part of a larger multi-sport complex and revenue streams and business models will depend on the set up of the overall facility. Typically a metropolitan facility will support participation at all levels of the squash pathway, including junior and senior development. It should be capable of hosting district and regional level tournaments and competitions and function as a base for social and introductory programmes.

The below information is provided for a six-court facility for the purpose of a broad overview.

- Capable of hosting medium-large tournaments, including those sanctioned by the Professional Squash Association
- Indicative club membership size: 180 regulars
- With the addition of moveable walls, can be made to fit 4 doubles courts
- Requires a footprint of approximately 720m², including common area and amenities

CASE STUDY 2: METROPOLITAN FACILITY: ARC CAMPBELLTOWN, SA



ARC is the new sport and leisure centre in Campbelltown, a multi-ethnic community at the foot of the Adelaide Hills, 8km from the Adelaide CBD.

The \$26.5 million facility boasts an array of contemporary sport, fitness, relaxation, function and event facilities. Included in the mix are five international standard squash courts set behind a glass atrium, where players enjoy sprung floors and bright lights in air-conditioned comfort.

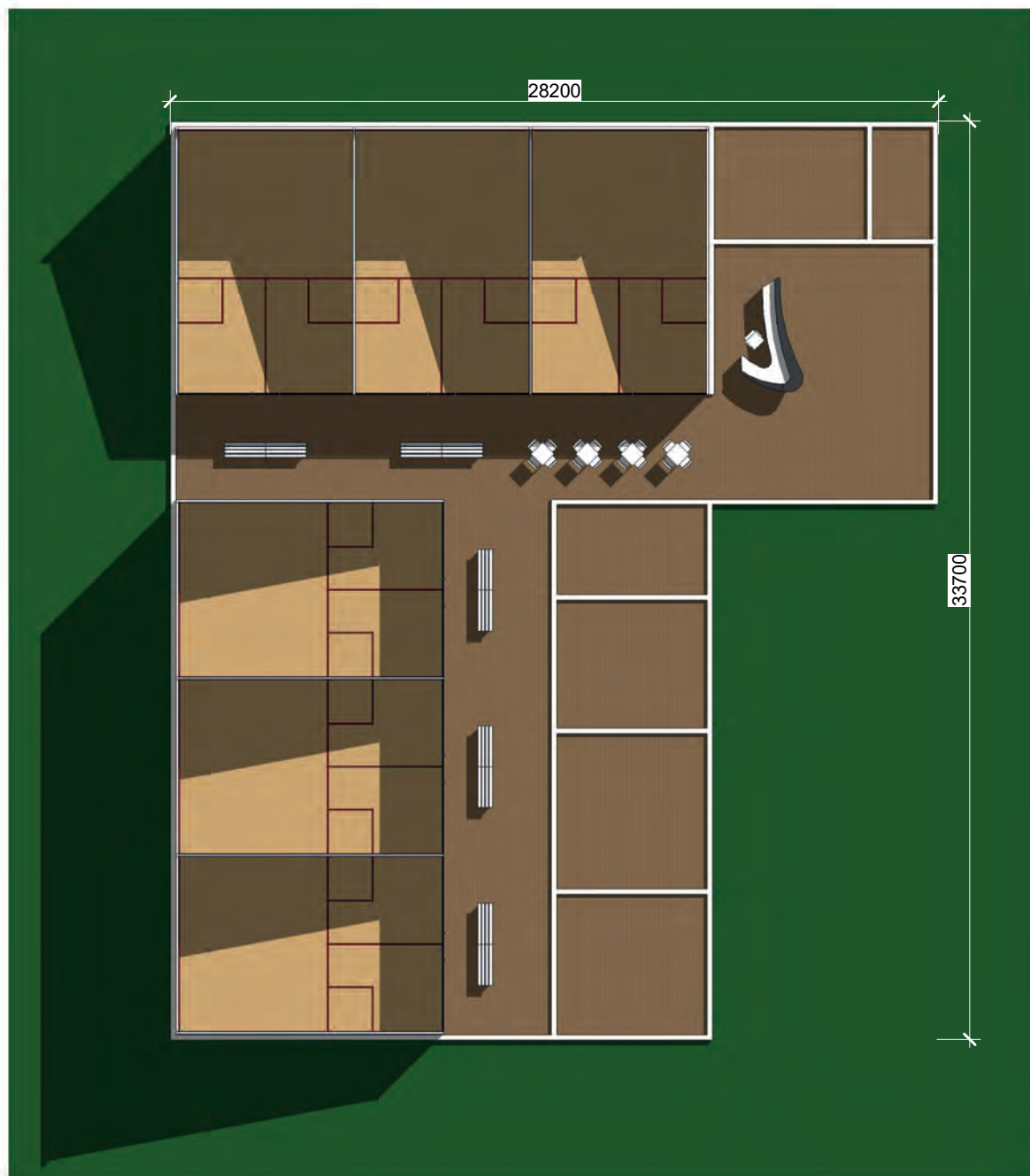
The facility offered a much needed home for the longstanding and successful Campbelltown Squash Club. In conjunction with Squash South Australia, the Club has appointed an onsite Development Officer to establish junior programmes and build junior, women's, social and racquetball participation which is helping to maximise facility use.

Critical to the squash development was the inclusion of moveable walls, which allows conversion to two doubles courts and also opens up use of the space to the on-site creche (day care). The courts can also act as a function/trade stall area and an activity space for co-located sports such as volleyball to run large scale events and programmes.

Funded through a mix of federal, state and local government investments, the facility generates income through leasing the squash courts, a variety of Anchor Tenants as well as daily casual hiring. Income is also derived from office accommodation, functions hire and a pro-shop retail centre. The squash courts add value to the centre's health club membership which allows use of the gym, pool and fitness programmes.

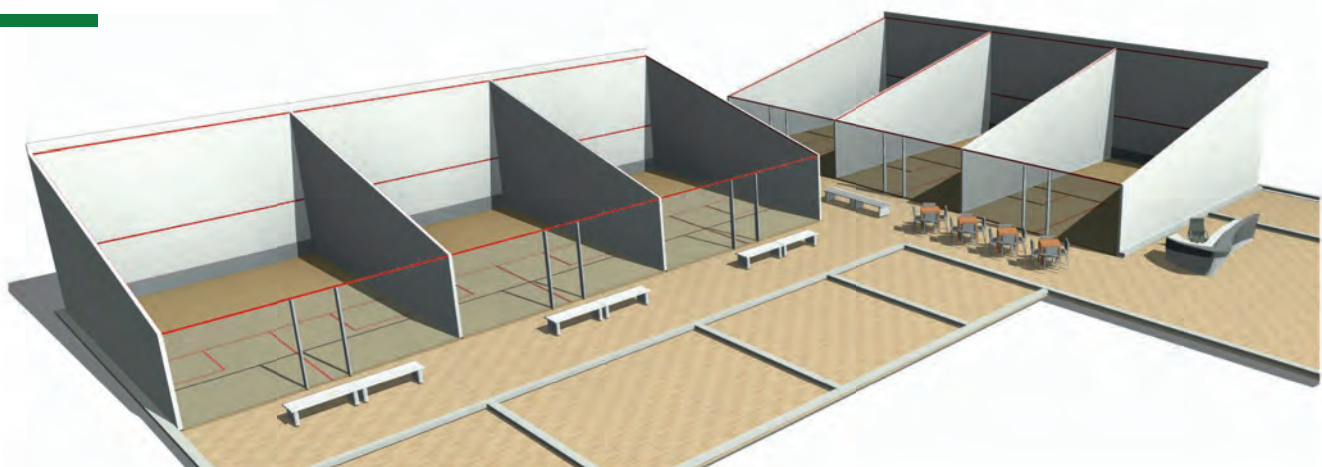


PLAN METROPOLITAN LEVEL FACILITY



Scale 1:200

3D-VIEW METROPOLITAN



STATE LEVEL FACILITY

7-12 Courts

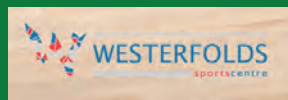
State facilities are typically show case facilities although they may be stand alone or as part of a larger multi-sport complex. Typically, a State Facility will support development at all levels of the squash pathway but will additionally function as a state and national level high performance training and competition venue.

The below information is provided for an eight-court facility for the purpose of a broad overview.

- Capable of hosting Australia's largest tournaments
- Indicative club membership size: 240 regular players
- Requires a footprint of approximately 960m², including common area and amenities



CASE STUDY 3: STATE FACILITY: WESTERFOLDS SPORTS CENTRE, VIC



Westerfolds is a privately owned, family-run business operating in Templestowe, a multicultural suburb 16km north east of Melbourne.

The centre, which began as one of the oldest swim centres in Melbourne, now plays host to a range of sport and recreation activities and businesses, including 8 squash courts.

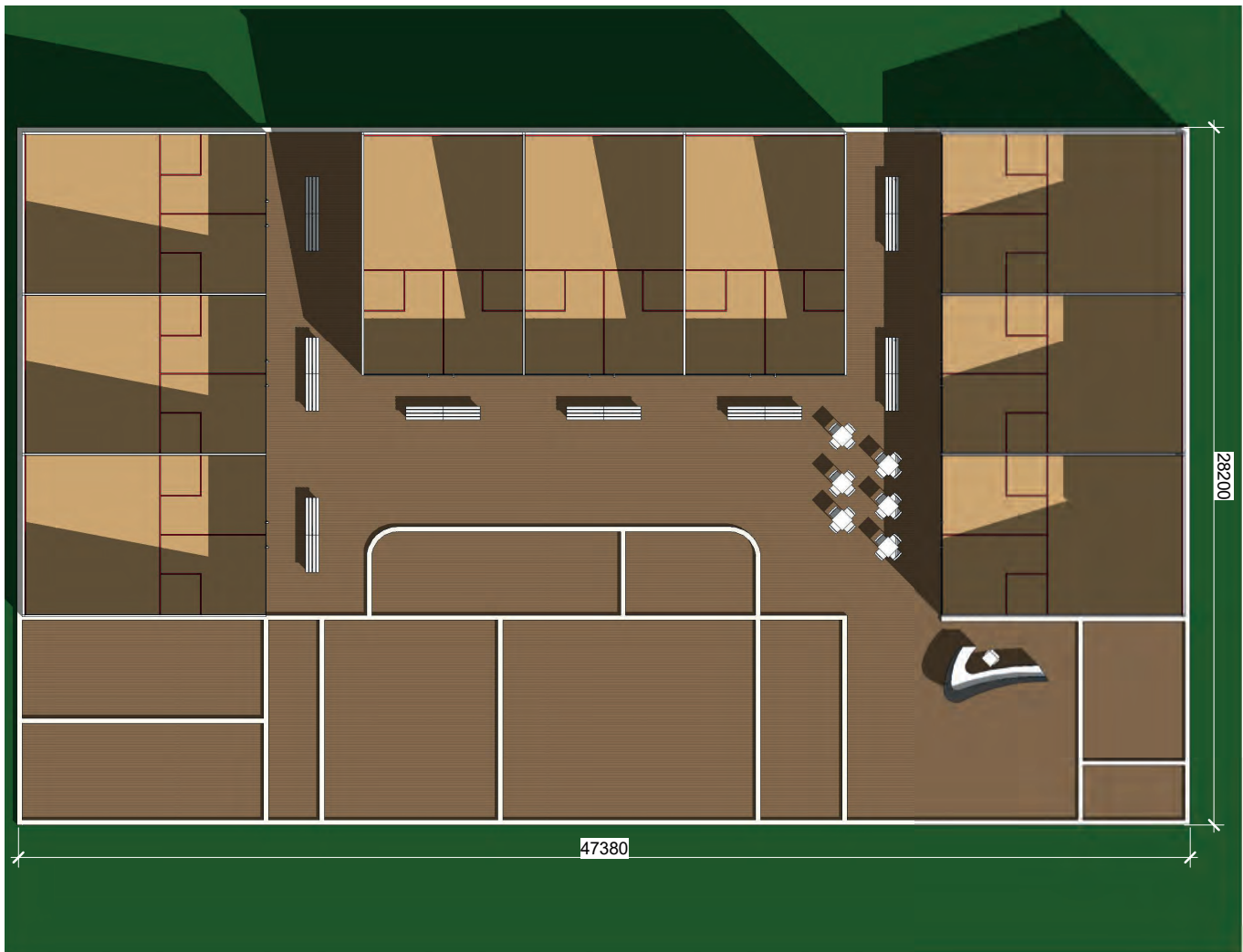
In 2001, the centre embarked on a re-vitalisation of the squash side of business and in more recent times has sought to position itself firmly within the community through a facility overhaul to modernise the space and technology systems. This includes introducing a new range of entry-level products, particularly focussing on the provision of squash programmes and competitions for children.

The business operates a café, a merchandise store, personal training facility, day spa and beauty therapy business, in addition to hosting the pool and squash courts and their associated programmes. Today, approximately 30% of their business income is derived from the membership base (packages start at \$25/fortnight) of new squash players, a figure which is growing with the new products and services including in-house coaching, beginner training squads and tuition programmes for ages 3-21. The centre also runs holiday camps and in-house competitions for the local market and offers casual court hire rates starting at \$28/hour, off peak.

Westerfolds relies primarily on word-of-mouth marketing and derives much of its squash business from cross-promotion to customers of the pool.

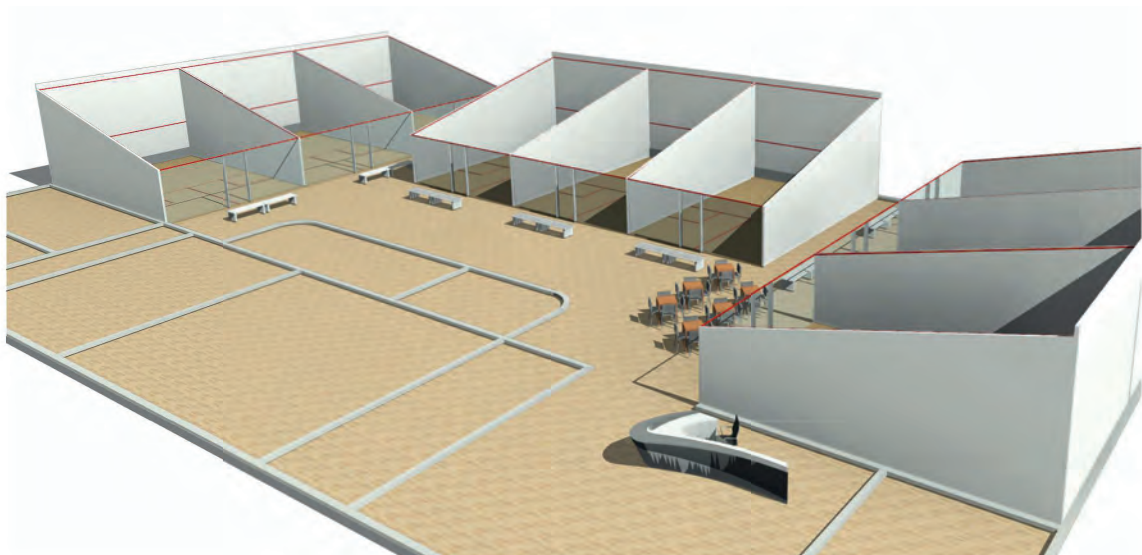


PLAN STATE LEVEL FACILITY



Scale 1:200

3D-VIEW STATE





6 | SOUTH AUSTRALIAN FOOTBALL FACILITY HIERARCHY

FACILITY STRATEGIC PLAN FOR FOOTBALL IN
SOUTH AUSTRALIA

6.1 Overview

This report section identifies a range of opportunities in establishing an ideal and practical mix of football facilities across South Australia. It also provides guidelines for the future provision, location and development of facilities at each level of the South Australian Football Facility Hierarchy.

The Facility Strategic Plan for Football in South Australia and its future strategies and actions are based on the provision of a mix of facilities to suit a range of football club, participation and program needs that will enable the sport to keep pace with changing trends and demands and provide the football playing public with the greatest opportunity to play, experience and enjoy the sport at their preferred level.

The South Australian Football Facility Hierarchy considers a number of important strategic documents and linkages with the sport nationally, with state-wide competition structures and with South Australian Local Government sector facility planning and management guidelines. These documents will also guide the planning and development of individual facilities and assist in identifying specific needs and requirements. Key policy linkages include:

- FFA Football Development Plan
- FFSA Entry Requirements for Competition
- LGASA Sport and Recreation Facilities Provision and Management Policies
- South Australian State Government Strategic Plan

The findings from the analysis of existing football facility provision and distribution and from the participation and trend analysis conducted (refer Volume 3: Demand for Football Report), indicated a number of likely changes and developments that will be required in order to better serve sport over the next 10 years and beyond.

In creating change and improving facility provision across the state, and in balancing the competing needs for facility renewal and development to meet new activity and growth markets, it will be important to utilise the current facility landscape to form the key basis from which to develop any future ideal or practical guideline for a facilities.

As there is no existing state or national facility hierarchy already established for football, the following table sets out the proposed South Australian Football Facility Hierarchy which will guide the future support, provision and development of football facilities over the next 10 years. Its development has been informed by football requirements, league and competition structures and club needs, as well as assessing the identified gaps and opportunities with the existing South Australian football facility landscape.

The South Australian Football Facility Hierarchy is provided to the South Australian football community and government stakeholders as a guide to future facility provision. **It is not a set of facility requirements that need to be met by every football facility across the state.**

The hierarchy sets a consistent direction for future facility provision and development, but it must also consider and work in conjunction with government, land owner and asset manager policies and requirements.

6.2 Hierarchy exclusions

In reviewing and understanding the South Australian Football Facility Hierarchy, please note the following omissions:

- Local planning scheme requirements and associated overlays
- Site layout plans and associated spatial requirements
- Detailed pavilion requirements
- Car parking requirements
- Spectator amenity requirements

These items are considered to be essential elements of individual site design and feasibility phases and will need to be scoped out between football, government and community partners and consider the overall use, purpose and role that each individual facility will play in its local area.

Every site and every facility is different and will require dedicated funding to be sourced prior to development. Local Government processes, requirements and priorities vary considerably across the board and will need to be identified for each individual facility development project. As such, the detailed elements identified above can only be fully realised at the time of detailed planning phases, for all levels of the South Australian Football Facility Hierarchy.

6.3 Hierarchy levels

The following definitions outline the purpose and context of each level of the proposed hierarchy. The table on the following page provides more specific detail on facility location, provision, use and management.

○ A-League:

Stadium facility that is designed to meet the elite and professional needs of the South Australian and National football community. This level of facility sits outside of the FFSA community facility hierarchy and has strong connections to the South Australian Government, the FFA, the A-League and the Adelaide United Football Club and is considered outside FFSA's influence and responsibility.

○ State:

A state level (Community Football Facility) facility that will serve high-level event competition objectives, high performance training centre, education centre, community participation and provide a headquarters for the sport in South Australia. The Community Football Facility will boast multiple floodlit pitches, player and spectator amenities and administration and education headquarters. A number of potential sites have been identified for provision, including State Sports Park, Adelaide Shores (West Beach) and Southern Parklands (City of Adelaide).

○ Regional:

Regional facilities provide a range of football facilities and amenities to meet broad needs and service the sport of football primarily. Facilities will be high quality and their provision will be targeted for development in key population growth areas, as well as new developments in areas where football facilities are currently under supplied. FFSA will lead development of Regional facilities and manage ongoing partnerships with property developers, Local Government and State Government stakeholders in order to create a network of Regional facilities across South Australia. Club involvement in using and accessing Regional facilities is essential, but management models will not encourage club ownership and control of these facilities.

○ District:

District facilities will provide a mix of football facilities and amenities that primarily meet user club needs, but also act as feeder facilities for Regional facilities and associated football activities. District facilities are likely to be formed by the existing football club network playing across Metropolitan Adelaide. The distinct difference between District and Regional facilities is the club control and focus of District facilities, compared with the broad and encompassing community and event focus of Regional facilities. Clubs will need to work with the Local Government sector to lead this level of facility development, supported by FFSA who will need to negotiate with FFA and State Government to assist in delivering an associated funding package to improve the quality and capacity of District facilities across the state.

○ Club:

Club facilities will make up the majority of football facilities across South Australia. They will provide the necessary infrastructure to deliver football and primarily serve neighbourhood catchment areas in Metropolitan Adelaide and in Regional townships and will deliver club level football activities. The Club network in association with individual LGAs will primarily be responsible for the provision, use and development of Club level facilities.

○ Local:

Local facilities will primarily consist of public open space areas, shared sports fields and school grounds that can be utilised for basic levels of football activity provision or as overflow facilities for existing clubs. Local facilities will generally only serve local catchment areas (individual suburbs or townships) and will be need to be collectively developed between Clubs, LGAs and Schools. Negotiating usage partnerships between all partners will be a joint responsibility and the provision of support amenities are likely to be driven by the football club network, however LGAs and Schools as the likely asset managers will need to support any amenity provision.

HIERARCHY LEVEL	CURRENT EXAMPLES	LIKELY CATCHMENT POPULATION	FACILITY COMPONENTS	PRIMARY USE & PURPOSE	MANAGEMENT MODEL	HIGHEST COMPETITION LEVEL	POTENTIAL DEVELOPMENT OPPORTUNITIES
A-LEAGUE 1 in Adelaide	Hindmarsh Stadium	State-wide and international and interstate visitors	Stadium	A-League, Asian Cup & FFSA Major vents	State Government or Private Operator	International competition	None identified
STATE COMMUNITY FOOTBALL HQ 1 in Adelaide	None	State-wide	1 Boutique competition venue Second natural turf field 2 Floodlit artificial pitches 1 Football 5's venue Player, official and spectator amenity to meet FFA and/or FFA standards and requirements Administration and Education building	State Headquarters for Football in South Australia High performance training centre for all levels of football Community football centre Social and participation Office accommodation for FFSA Training centre for officials	State Government owned FFSA Managed	All	State Sports Park Adelaide Shores (West Beach) Southern Parklands (City of Adelaide)
REGIONAL 6 in Metropolitan Adelaide 4 in Regional South Australia	Adelaide Shores (Western Metro Zone) Burton Park (Northern Metro Zone)	Multiple LGA areas FFSA Planning Zone Geographical catchments for regional areas outside of Metropolitan Adelaide will be greater than for inner city zones.	Minimum 3 full-size pitches (additional pitches are preferred) Match capable lighting on minimum of 1 pitch and training lights on others Minimum of 1 full-size synthetic pitch Optional dedicated football 5's pitches Player, official and spectator amenity to meet FFA and/or FFA standards and requirements	National & International training State & Regional squads State & Regional events All forms social and competition football Club training Football 5's	Long-term lease to FFSA (minimum 21 years) Preferably dedicated football only pitches, but would suit development in conjunction with Regional Sports Hubs and Precincts.	National competition, including W-League and Youth League	Buckland Park (Northern Metro Zone) Mt Barker (Adelaide Hills Zone) Noarlunga (Noarlunga) Port Lincoln (Eyre and Western Zone) Port Pirie (Yorke & Mid-North Zone) Western Border – Mt Gambier (Limestone Coast Zone) Broken Hill (NSW)

HIERARCHY LEVEL	CURRENT EXAMPLES	LIKELY CATCHMENT POPULATION	FACILITY COMPONENTS	PRIMARY USE & PURPOSE	MANAGEMENT MODEL	HIGHEST COMPETITION LEVEL	POTENTIAL DEVELOPMENT OPPORTUNITIES
DISTRICT Number to meet FFSA competition structures	Croatian Sports Centre Adelaide City Park Marden Sports Complex Newtown Village Sports Complex	Single LGA area	Minimum 2 full-size pitches (or optional multi-functional pitches to maximise usage types) 12 months access to the venue and capacity to close off the venue to general public use. Match standard lighting on at least one field and training lights on other The capacity to meet player, official and spectator amenity to meet FFA and/or FFSA standards and requirements.	All forms social and competition football Club training	Preferably 10 year lease to occupant Club Or alternatively: Model club management with 12-month of the year allocation Preferably dedicated football only pitches, but may require some ground and amenity sharing based on existing facility configurations	Super League / Semi-professional competition Women's Premier & State League	Parks Community Centre (Angle Park) Taparoo Primary School (Taparoo) Kilburn Primary School (Kilburn)
CLUB 140+ state-wide to meet local sport and competition needs	Para Hills Knights Playford City Patriots	Multiple suburbs or township areas	Preferred minimum 2 full-size pitches Training lights on at least 2 pitches The capacity to meet player, official and spectator amenity to meet FFA and/or FFSA standards and requirements	All forms social and competition football Club training	Annual licence or seasonal allocation Preferably dedicated football only pitches, but may require some ground and amenity sharing based on existing facility configurations and seasonality of shared sports club usage. Preferred 12 months access to the venue and capacity to close off the venue to general public use.	Super League / Semi-professional competition	Upgrade existing sites

HIERARCHY LEVEL	CURRENT EXAMPLES	LIKELY CATCHMENT POPULATION	FACILITY COMPONENTS	PRIMARY USE & PURPOSE	MANAGEMENT MODEL	HIGHEST COMPETITION LEVEL	POTENTIAL DEVELOPMENT OPPORTUNITIES
LOCAL Provision as required to meet club and activity growth needs	School sites	Local suburb or township	Public open space Shared use sports field Minimal infrastructure, with access to toilets	Social and school football activities Junior competition Club training and overflow	Seasonal licence, access permit or joint use agreement	Junior club competition	Adelaide Parklands

9. Facility Hierarchy

As introduced in Section 8 above a facility hierarchy has been established. The hierarchy levels are;

- State/National Level
- Regional Level
- District Level
- Local Level

Each of these hierarchy levels are further elaborated on below.

9.1 State/National Level

These are facilities that meet the requirements of Netball Australia to hold State and National games and training, while also providing services and programs for players, coaches, spectators and administrators with a focus on elite level participation. To meet the level of a State/National level facility the site requires 30+ courts and facility specifications equivalent to the current Netball SA Stadium.

Netball SA Stadium

Netball SA Stadium located at Mile End is the designated State/National Level facility and is the home of the Adelaide Thunderbirds Trans Tasman Netball League team. The stadium caters for all levels of competition including international, national, state and local.

It presently has the following features:

- 4 indoor sprung timber courts
- 3,000 seating capacity (2,000 on fixed stands & 1,000 on retractable)
- 26 outdoor floodlit bitumen courts
- Office space for administration and media
- Fully equipped seminar/function rooms
- Media box and dedicated area on court
- Canteen/Bar/Cafe
- 4 change rooms
- On-site parking for up to 750 cars

Netball SA has recently received funding for the resurfacing of the 26 outdoor courts, installation of new court floodlighting and the provision of goal post protectors.



Photo 2: Netball SA Stadium

Netball SA has the ability to use The Adelaide Arena and The Adelaide Entertainment Centre for premier events that require greater spectator numbers than the Netball SA stadium can cater for, however these venues do not have the additional courts or infrastructure to allow for any form of championships and carnivals that require access to multiple courts. A brief summary of these venues is outlined below:

The Adelaide Arena

The Adelaide Arena, is a privately owned (Scouts SA), multipurpose indoor facility located on Crittenden Road at Findon. The venue is an option to be used for Netball games when expected crowd numbers exceed the capacity at Netball SA Stadium. Basketball also uses the venue.

The Adelaide Entertainment Centre

The Adelaide Entertainment Centre is also used on occasions for major netball matches with the installation of a portable floor. Recent events have included international games and Trans Tasman Netball League Championship grand finals, attracting approximately 9000 spectators. The Adelaide Entertainment Centre is used specifically for those netball games that have a high spectator demand and exceed the capacity of the Adelaide Arena and Netball SA Stadium.

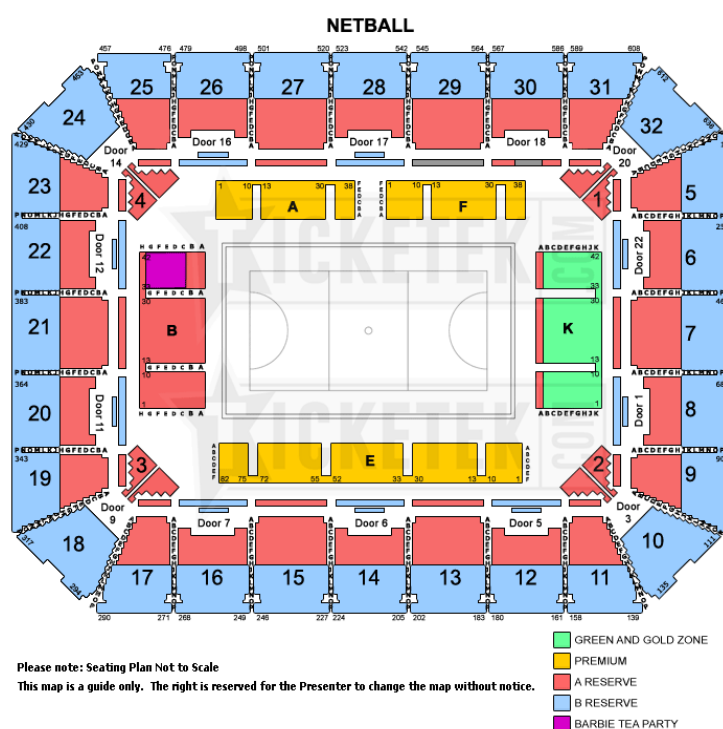


Photo 3: Adelaide Entertainment Centre netball court floor plan

9.2 Regional Level Facility

A netball facility is classified as regional if it attracts users from a substantial part of the metropolitan/regional area, as well as drawing users from outside of this catchment. The facility tends to cater for large numbers of teams and provides facilities that are of a high standard to accommodate players, spectators, umpires and administration needs. A regional level facility for the purpose of this study have been further classified into three categories (refer Table 15).

Table 15: Regional level facility categories

Facility category	Court details	Preferred facility specifications
R1	Indoor Recreation Centre with outdoor courts totalling 12+	Floodlit (required) Large sized clubroom space (600m ² +) including changerooms Kiosk/Canteen facility Office/administration space Adequate Car parking (100+) External storage Shade/shelter provision Disability Access to all facilities
R2	Covered Outdoor Court(s) with standard outdoor courts totalling 12+	
R3	Outdoor Courts totalling 12+	

An assessment has been made of the facilities in South Australia that meet the baseline criteria of the regional classification (number of courts 12+) and these have been further classified as R1, R2 or R3. Some of these facilities do not meet all the criteria of a regional classification and will require additional upgrades and additions to be fully compliant, this is addressed in Section 13.1 below.

Table 16: Existing provision of regional level facilities in South Australia

Facility name and suburb/town	Facility category
Argana Park, Elizabeth Downs	R3
SADNA, Golden Grove	R3
SUNA, Morphett Vale	R3
Port Lincoln Netball Association Complex, Port Lincoln	R3
Copper Coast Sports & Leisure Centre, Kadina	R1
Netball Park, Woodside	R3
Christian Reserve, Murray Bridge	R3
Railway Parade, Port Augusta	R1
Grey Terrace, Port Pirie	R3
Ryan Reserve, Whyalla	R3
Olympic Reserve, Mount Gambier	R3
Princes Park, Gawler	R3

A number of examples of these regional facilities are outlined in this section;

Argana Park (Elizabeth Netball Association):

Argana Park is a 22 court purpose built netball facility located off Mavros Road in Elizabeth Downs. The facility is home to the Elizabeth Netball association which is categorised as a large association. The facility has recently had 8 of the 22 courts resurfaced and is in relatively good condition.



Photo 4: Argana Park (ENA) facilities

Morphett Vale (Southern United Netball Association):

The Southern United Netball Association facility is a 12 court purpose built netball facility that is located off States Road in Morphett Vale at Wilfred Taylor Reserve. This facility is home to the Southern United Netball Association which is classified as a medium sized association. This facility provides good examples of courtside player shelters and clearly designated/marked runoff areas for umpires on the side of court. This facility also has a large semi-enclosed warm up/training area that can double as spectator shelter or a presentation area.



Photo 5: Morphett Vale (SUNA) facilities

Woodside (Mid Hills Netball Association):

The Mid Hills Netball Association Facility located in Woodside, has 18 courts with the majority of these (12 out of 18) having a modern synthetic surface over a bitumen base. Some courts are beginning to show wear in high use areas and they may need resurfacing in the near future. Courts 13, 14 and 15 are surfaced with bitumen only but are in good condition, whereas courts 1, 2 and 3 are worn and are in need of maintenance. The onsite facilities include designated parking areas, clubroom facilities, canteen (with kitchen attached), office, first aid section, external storage sheds, and toilets. This site is limited in terms of spectator/player shelters but some bench seating is provided around the outside of the court areas.



Photo 6: Woodside (MHNA) facilities

Whyalla (Whyalla Netball Association):

The Whyalla Netball facility has had the majority of its courts (11 out of 17) resurfaced in recent years and are in good condition. The six courts that were not resurfaced with a synthetic layer remain as a bitumen surface and are in reasonable condition. The facility is very well catered for in terms of parking and the clubroom facility is adequate including large open areas, a canteen (with kitchen attached), secretary rooms, and toilets.



Photo 7: Whyalla (WNA) facilities

Copper Coast Sports & Leisure Centre, Kadina

The Copper Coast Sports and Leisure Centre in Kadina has 12 marked outdoor netball courts and 2 indoor courts. The Kadina and Districts Netball Association (small association) and the Yorke Peninsula Netball Association (medium association) both use the existing courts. The outdoor courts are multi-lined with tennis and basketball, and the indoor court is used predominately for social netball, basketball and indoor soccer. The District Council of the Copper Coast has recently prepared a master plan and allocated significant funding to further expand the centre with three additional indoor courts. This would provide the opportunity for both associations to transfer some of their activities into the new indoor centre once developed.



Photo 8: Copper Coast Sports & Leisure Centre, Kadina

9.3 District Level Facility

A netball facility is district level if it attracts the majority of its users from a number of adjoining/nearby suburbs/towns. The facility tends to cater for association carnivals and final series where greater numbers of courts are required. Within medium and larger sized associations one district level facility is likely to be required as a minimum.

Table 17: District level facility categories

Facility category	Court details	Preferred facility specifications
District	Outdoor courts totalling 5+	Floodlit (preferred) Medium sized clubroom space (300m ² +) including changerooms Kiosk/Canteen facility Office/administration space Adequate Car parking (50+) External storage Shade/shelter provision Disability Access to all facilities

The following facilities are examples of current District Level Facilities within South Australia.

Strathalbyn Netball Courts

Strathalbyn is in the Great Southern Association (large association) and has 6 acrylic courts which are shared with tennis and are located within the same complex as the football and cricket clubs. General shelter is provided along with clubrooms, changerooms and storage. Four of the courts are floodlit.

Aldinga Netball Courts

Aldinga is in the Southern Hills Association (medium association) and has 6 acrylic courts which are floodlit. It also contains shelters, a clubhouse facility and storage. It also is included within a wider sporting complex with football, hockey and lawn bowls.



Photo 8: Strathalbyn Netball Courts (left) Aldinga Netball Courts (right) (courtesy Nearmap 2013)

9.4 Local Level Facilities

A netball facility is local if it attracts the majority of its users from a small number of adjoining/nearby suburbs or specific town. The facility tends to cater for club training and regular competition games where only a limited number of courts are required. All clubs are likely to require access to at a minimum one local facility.

Table 18: Local level facility categories

Facility category	Court details	Preferred facility specifications
Local	Outdoor courts totalling 1-4 courts	Floodlit (optional) Small sized clubroom space (<300m ²) including basic changeroom facilities. Kiosk/Canteen facility Office/administration space Adequate Car parking (20-50 spaces) External storage Shade/shelter provision Disability Access to all facilities

The following facilities are current examples of Local Level Facilities within South Australia.

Willunga Netball Courts

The Willunga Netball Courts cater for both tennis and netball in the Southern Hills Association (medium association). There are 4 netball courts located within the facility. This facility also has a small clubroom facility and is floodlit.



Photo 9: Willunga netball court facilities

Stirling netball courts

The Stirling Netball Courts are home to the Stirling Comets Netball Club in the Hills Association (large association). This is a small facility with only 2 courts and includes a clubhouse and multi-use court space that is utilised for both netball and tennis. These courts are in satisfactory condition. Other features of this facility include adequate onsite parking, spectator shelter and lighting on one of the two courts.



Photo 10: Stirling netball court facilities

5 A hierarchy of facilities proposal

National Tennis Centres

20 Courts +▶
(5)

- Inter/national tournaments and events
- High performance training environment
- Sustainable tennis development objectives
- Sustainable economic development objectives
- Showcase for tennis

Regional Tennis Centres

16 Courts +▶
(70+)

- National/state based tournaments
- High performance training and talent feeder focus
- Resource for smaller centres, clubs and associations
- Economic driver
- Grass roots development
- Sustainable tennis development objectives
- Community health and wellbeing objectives

Large Community Tennis Centres (Sub Regional)

12 Courts +▶
(300+)

- Intra/Inter club tournaments
- High performance training feeder and focus
- Resource for smaller centres, clubs and associations
- Grass roots development
- Sustainable tennis development objectives
- Community health and wellbeing objectives

District Tennis Centres

8 Courts +▶
(600+)

- Interclub Tournaments
- High Performance Training Feeder
- Grass roots development
- Sustainable tennis development objectives
- Sustainable community health and development objectives

Local Tennis Centres

4 Courts +▶
(1,200+)

Interclub tournaments
High performance training feeder
Grass roots development
Sustainable tennis development objectives
Sustainable community health and development objectives

Public Access Centres

1 Court +▶
(2,400+)

Tennis engagement opportunities
Health and social objectives
Public accessible venues
Community development objectives

Why?

- A planned approach to future tennis facility infrastructure and management practises in Australia.
- Evidence based (Tennis facility census 2006 and ongoing consumer research).
- A guide to assist decision makers in infrastructure provision.
- Operationally more sustainable.
- A linked pathway for tennis and community development.

How to apply this hierarchy

- Review existing provision within the region against this hierarchy.
- Develop long term strategies using the mix and provision to confirm infrastructure provision.
- Seek feedback, advice and support from all stakeholders including tennis *Places to Play* team.

The story so far.....

Tennis Australia and key stakeholders have invested in over 1,200 new, redeveloped or upgraded courts around the country. This investment is motivated by ensuring that everybody has the opportunity to play on quality surfaces.

Hierarchical approach

Tennis in Australia has over 15,000 accessible tennis courts, which historically have been constructed, managed and operated within a volunteer and committee-based environment. With most courts residing on government land, there is a general trend of increased and significant investment required by various government sectors to maintain and upgrade courts for local communities. This is reinforced through our consumer research.

Rising costs of surface replacement and consumer expectation of quality tennis program services, courts, clubhouse and surrounds makes small clusters of courts increasingly difficult to manage as self-sufficient and sustainable venues. Sustainable practice, in tennis terms, is defined as a tennis entity having the resources to consistently maintain and upgrade the asset without reliance on external support. Many existing tennis clubs, centres and associations operate in an environment of declining facility standard and service provision. These facilities require address towards change if tennis is to remain viable and relevant to government and local communities.

It is now more common for all levels of government to strategically plan for any community infrastructure. Increasingly, governments are adopting a hierarchy of facilities provision in order to balance regional and community needs with sustainable practices. Tennis Australia believes that a similar planned approach should be taken with tennis infrastructure across Australia. It is critical to the health of tennis that a hierarchy of facilities is developed in order to meet the stated vision and objectives and to develop the sport as a whole.

Each Member Association has endorsed state/territory development plans to assist in the achievement of these objectives.

National facilities

National facilities should be pinnacle facilities capable of holding large international events that showcase the sport. They should also provide an intensive training venue for identified talent. They are usually developed by state governments as the state elite venue. This level of facility is already in place or planned to be in place in the future.

Regional Partner facilities

Tennis Australia and its Member Associations believe that this level of venue is critical to the long term health of tennis. We have and will continue to be a driving active partner with government, private developers and clubs in the selection and development of planned regional tennis focus points throughout Australia. We have developed a regional partners program that supports these venues and are actively seeking arrangements with willing partners. A regional partner is an owner or operator which aspires to offer the community a venue capable of delivering sustainable business practices, be willing to nurture the growth of tennis in the region as well as be centres of high performance for national initiatives including tournaments, player development and community tennis initiatives.

Criteria – management and facilities

For a facility to be recognised as a Regional Partner the following criteria will need to be met through planned strategies within an agreed period.

The story so far.....

A Regional Partner in Victoria underwent a major court reconstruction in 2009 and was prioritised to host major tournaments in 2010 /11 including Pro Tour, Platinum and Junior AMT events, with an estimated economic benefit to the region of over \$2,000,000.

Court requirements

The following court configuration is a guide and should consist of:

- a minimum of 16 courts based on a mix of ITF surface codes A (acrylic), F (clay) and H (grass)
- a minimum of 14 courts of the same surface based on ITF surface code A (acrylic), F (clay) and H (grass). (Ideally the total court configuration should be a mix of all surfaces)
- each court would be floodlit to minimum ITF competition standards (500 lux)
- a show court that can provide capacity for national, state, regional tournaments and events
- a minimum set of 6 dedicated MLC Tennis Hot Shots courts for primary aged introduction programs.

Clubhouse and facility requirements

Clubhouse and facility requirements should ideally include:

- male and female change room facilities including showers
- café/kiosk and preferably licensed social facilities
- administration office/s with relevant office equipment including provision for online communication
- outdoor shaded social areas suitable for events and social nights

- onsite floodlit, sealed parking in close proximity to facility entrance
- multipurpose space for wider community use
- meeting facilities.

Other amenities

Other amenities should include:

- direct or easy access to parklands or sports fields
- direct access to strength and conditioning facilities (gyms and pools)
- short term child care
- health and wellbeing services
- access to airport and accommodation within close proximity.

Management and administration requirements

Management and administration requirements include:

- acceptable professional administration standards
- endorsed strategic development and/or business plan for a minimum five-year period
- compliance with Tennis Australia's endorsed national health check management program
- telephone reception service

- face-to-face counter service
- an active website detailing services, personalised points of contact, player profiles, profiles of all user groups, enquiry opportunity and relevant booking forms to download and return
- a willingness to nurture and assist other tennis facilities within an agreed regional area. In essence a regional centre will become an information and guiding source for local facilities.

Catchment population guide

The facility is projected to have a catchment population of:

- metropolitan - the facility currently or is projected within the next five years to have a catchment population within a 15 km radius of greater than 200,000
- regional country - the facility currently or is projected within the next five years to have a catchment population within a 30 km radius of 80,000 to 100,000.

Large Community facilities

Large Community facilities are community clubs or facilities that have some of the elements of regional centres but may have fewer courts. These facilities will play a large part in participation growth and in identifying players with potential and nurturing their talent.

Criteria – management and facilities

Criteria will need to be met or be planned to be provided within an agreed period.

Court requirements

The following court configuration is a guide and should consist of:

- a minimum of 12 courts with at least 80 per cent of courts based on ITF surface code A (acrylic), F (clay) and H (grass)
- each court to be floodlit to minimum club competition standards (350 lux)
- a main court that can provide adequate seating (either fixed or mobile) for local and regional tournaments and events
- a set of 4 dedicated MLC Tennis Hot Shots courts for primary aged introduction programs.



Clubhouse and facility guide

Clubhouse and facility requirements should include:

- male and female change room facilities including showers
- café/kiosk and preferably licensed social facilities
- administration office/s with relevant office equipment including provision for online communication
- onsite floodlit, sealed parking in close proximity to facility entrance
- outdoor shaded social areas suitable for events and social nights.

Other amenities

Other amenities could include:

- easy or direct access to parklands or sports fields and to strength and conditioning facilities (gyms and pools)
- short term child care
- health and wellbeing services.

Management and administration requirements

Management and administration requirements include:

- semi-professional administration
- endorsed strategic development and/or business plan for a minimum three-year period
- compliance with Tennis Australia's endorsed national health check management program
- telephone reception service
- an active website detailing services, personalised points of contact, player profiles, profiles of all user groups, enquiry opportunity and relevant booking forms to download and return
- a willingness to assist other tennis facilities within an agreed sub-regional area.



Catchment population guide

The facility is projected to have a catchment population of:

- metropolitan - the facility currently or is projected within the next five years to have a catchment population within a 15 km radius of greater than 100,000
- regional country - the facility currently or is projected within the next five years to have a catchment population within a 30 km radius of between 40,000 to 50,000.

District facilities

District facilities will have a multi suburb focus on engaging and immersing social and competitive players into the tennis culture.

Criteria – management and facilities

Criteria will need to be met or be planned to be provided within an agreed period.

Court requirements

The following court configuration is a guide and should consist of:

- a minimum of eight courts with at least 50 per cent of courts based on ITF surface code A (acrylic), F (clay) and H (grass)
- fifty per cent of courts to be floodlit to minimum club competition standards (350 lux)
- a set of 2 dedicated MLC Tennis Hot Shots courts for primary aged introduction programs.

Clubhouse and facility requirements

Clubhouse and facility requirements should include:

- male and female change room facilities including showers
- café/kiosk and preferably licensed social facilities
- administration office/s

- onsite parking in close proximity to facility entrance
- outdoor shaded social areas suitable for events and social nights.

Management and administration requirements

Management and administration requirements include:

- volunteer or semi-professional management structure
- endorsed strategic development and/or business plan for a minimum three-year period
- compliance with Tennis Australia's endorsed national health check management program
- an active website detailing services, personalised points of contact, player profiles, profiles of all user groups, enquiry opportunity and relevant booking forms to download and return.

Catchment population guide

The facility is projected to have a catchment population of:

- metropolitan – the facility currently or is projected within the next five years to have a catchment population within a 15 km radius of greater than 50,000
- regional country - the facility currently or is projected within the next five years to have a catchment population within a 30 km radius of greater than 5,000.

Local facilities

Local facilities will have a local focus on engaging and immersing social and competitive players into the tennis culture.



Criteria – management and facilities

Criteria will need to be met or be planned to be provided within an agreed period.

Court requirements

The following court configuration is a guide and should consist of:

- a minimum of 50% of courts based on ITF surface code A (acrylic), F (clay) and H (grass)
- fifty per cent of courts to be floodlit to minimum club competition standards. (350 lux).

Clubhouse and facility requirements

Clubhouse and facility requirements should include:

- male and female change room facilities including showers
- café/kiosk and preferably licensed social facilities
- administration office/s
- onsite parking in close proximity to facility entrance
- outdoor shaded social areas suitable for local events and social nights.

Management and administration requirements

Management and administration requirements include:

- endorsed strategic development and/or business plan for a minimum three-year period
- compliance with Tennis Australia's endorsed national health check management program
- an active website detailing services, personalised points of contact, player profiles, profiles of all user groups, enquiry opportunity and relevant booking forms to download and return.

Catchment population requirements

The facility is projected to have a catchment population of:

- metropolitan - the facility currently or is projected within the next five years to have a catchment population within a 15 km radius of greater than 20,000
- regional country - the facility currently or is projected within the next five years to have a catchment population within a 30 km radius of greater than 5,000.

Public access facilities

- Public access facilities are regarded as facilities that can be hired or have free access for community use.

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